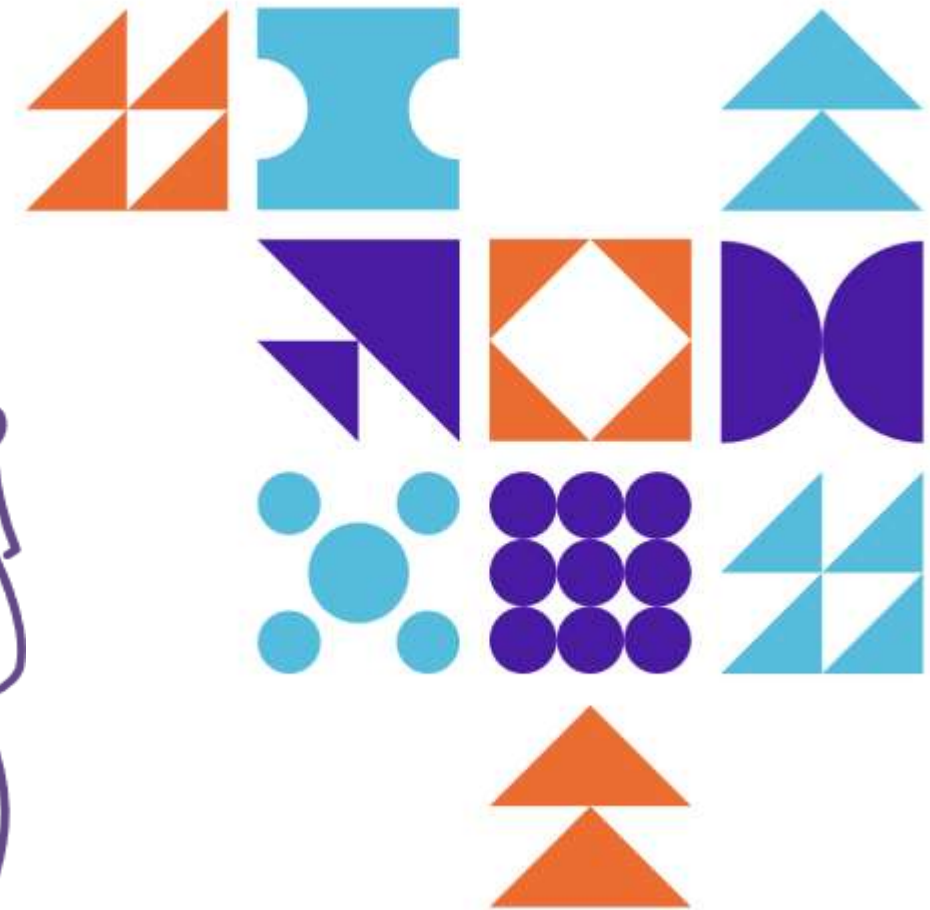




PROJECT CASE STUDY

A Self-Study Component
of the PMP® Authorized
PMP® Exam Prep Course

Version 3.0 | 2023 Release



Using This Case Study



View this interactive deck in
PRESENTER view!

Method - Independent learning, self-study,
unscored

Duration - Approximately two (2) hours



For interactive items, press the **space bar** to reveal the answers.

Answers and explanations to exercises are included in the Notes pane of this PowerPoint file. Any additional recommended (optional) reading is also noted here!

Minimize the **next slide pane** (drag the **horizontal divider**) in **PRESENTER** view to avoid seeing the answers!

SLIDE THEMES



Violet/purple – About
the project and the
story



Turquoise/Blue –
Activities to think
about or reflect on



Tangerine/Brown –
Exercises, quizzes

Introducing the Organizatio n



SHAWPE — INDUSTRIES —

- A medium-sized (150 employees) commercial real estate development company
- Located in Oasestown, a growing city on the Pacific Coast, full of multi-generational families
- Successful operations and growth over the last decade leads the CEO to think this is a perfect time for regional expansion . . .



Introducing the Project!



LIFESTYLE CENTRE

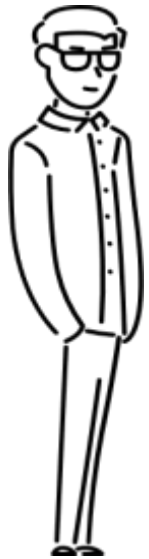


In partnership with Oasestown Municipality (funding) and Oases Architects (development), the “flagship” SLC project will:

- Create a commercial asset that earns revenue;
- Expand Shawpe’s reach in the retail sector;
- Revitalize Oasestown for the local community; and
- Pilot Shawpe’s “commercial for the community” (C4C) concept to build better spaces for businesses and families!

Project success is **critical step in the business’s strategic goals**—a regional expansion!

People, Principles, Ethics



Ang Fen, project manager



Meet the Project Manager – Ang Fen



ANG FEN

“Hi! My name is Ang Fen, and I’m a project manager.

I’ve worked at Shawpe for 7 years, and I earned my PMP® two years ago! I am leading the Shawpe Lifestyle Centre (SLC) project team.

Our team is confident about the construction time line – we plan to build the Centre in Phase 1, but we need a dynamic approach to attract and secure tenants in Phase 2.

Meet the Project Sponsor – Eugene Lowe



EUGENE

“Hello. Eugene Lowe here, CEO of Shawpe Industries.

We’ve been growing our property portfolio in this beautiful coastal forest region for the last 12 years. We’re ready to expand further, but first, our sights are set on rejuvenating historical Oasestown, with the Shawpe Lifestyle Centre project. I am very passionate about this project.

Our vision is to revitalize the area and make it a quality space for families. Our development partner is the town’s premier design firm, Oases Architects, and the local government is our funding partner and a key project stakeholder.

Through this project, we will pioneer the *commercial for the community* (C4C) partnership concept before expanding operations in the region.”

Project Manager and Product Owner

"My colleague, **Helen Grey**, is the product owner for the marketing and leasing part of the project. We want to use agile processes to work with our customer stakeholders to create the best products possible!"

*Press the **space bar** to meet Helen!*



"Hi, I'm Helen. I work in business development for Shawpe.

I spent over a decade in Silicon Valley, working in product development. I'm excited to put my knowledge and experience of agile software development to work on the SLC team!

I grew up in Oasestown, so I am thrilled to help improve this community."



Explore Product Value with SLC's Product Owner



"I'm really happy to be supporting Ang Fen on the **project** by looking after the value proposition for the SLC **product**.

As the **business development** lead, I collaborated with Hasan on the **business case**, so I know the SLC will bring a lot of **value** for Shawpe:

- Rental income
- Increase regional brand recognition
- Introduce a new property development value category to the market: commercial for the community partnerships, "C4C"!"

SLC Project Stakeholders



Eugene Lowe
CEO, **Project Sponsor**



Mandeep Chahal
VP of Finance



Hasan Persaud
VP of Business Development



Kei Leung
VP of Marketing



Josie Bynoe
Chair, Board of Directors



Ang Fen
Project Manager



Helen Grey
Business Development
Lead/**Product Owner**



TEAM

External Parties

- Oases Architects - development partner
- Oasestown Municipality – funding partner
- Oasestown local residents
- Builders/contractors (approved vendors)
- Specialist heritage construction vendors (new)

SLC Project Team



Ang Fen
Project Manager



Helen Grey
Product Owner



BEI

Bei Jones
Shawpe brand manager



GREER

Greer Inniss
Software developer,
Data modelling specialist
Agile Coach



JANIS

Janis Feather
Marketing/communications
lead



DANIEL

Daniel Ayan
Fiscal manager,
auditing and compliance



KAREENA

Kareena Ayoung
Product designer
Future Site Manager for SLC



LUIS

Luis DeSouza
Personal assistant to
Eugene Lowe (CEO)



SOLOMON

Solomon Grant
Communications
specialist

External Contractor

- Kara Black, Oases Architects
- Various consultants/contractors

Project Brief:

Shawpe Lifestyle Centre (SLC)

A project:

- Creates a unique product, service or result
- Is time-limited
- Drives change
- Enables value creation for a business or organization

SHAWPE — INDUSTRIES —

- Develop and build a “lifestyle centre” in the historic Oasestown district
- Design and occupancy of retail and community spaces
- Use the new commercial for the community (C4C) business model
- Funding partner: Oasestown Municipality
- Development partner: Oases Architects
- US \$7 million initial capital budget
- 36-month timeline



Organizational Structures



At Shawpe Industries, team members have been allocated to the SLC project from all over the organization. During the project, the team members will report primarily to the project manager, Ang Fen, but they will also continue to report to their department managers. The project manager reports directly to the project sponsor, Eugene Lowe, and the executive stakeholders. Team members are expected to spend at least 70% of their working time on the SLC project.

Which type of organizational structure is described in this scenario?

- a. Functional
- b. Matrix**
- c. Project-oriented
- d. Composite

PMOs by Type



Earlier in his career, Ang Fen worked in a very large aerospace company, as a project coordinator. The primary purpose of that organization's PMO was ensuring that projects received the guidance needed to deliver successful project outcomes and followed governance standards. Because the aerospace industry is highly regulated, the PMO also ensured compliance with several internal and external processes.

Which type of PMO was this?

- a. Supportive
- b. Directive
- c. Controlling**
- d. Agile Center of Excellence

Predictive or Adaptive?



- A - "We want to be able to pivot and change plans, even late in development."
- B - "I will carefully plan for all possible risks."
- C - "We should build the project around the people at Shawpe who are the most motivated."
- D - "Eugene's (the project sponsor) point of view is probably the most important one to follow."
- E - "We need to have a full scope of work decided before we can begin."

*Read each of these statements and decide whether it belongs in a predictive or adaptive project environment. When you've decided, press the **space bar** to reveal the answers. Explanations are in the Notes!*



ADAPTIVE

A - "We want to be able to pivot and change plans, even late in development."

C - "We should build the project around the people at Shawpe who are the most motivated."



PREDICTIVE

B - "I will carefully plan for all possible risks."

D - "Eugene's (the project sponsor) point of view is probably the most important one to follow."

E - "We need to have a full scope of work decided before we can begin."

Copy

What's Happening in the External Business Environment?



What kind of changes would be on this list? (Select all that apply and then *press the **space bar** to reveal the answers!*)

- | | |
|--|---|
| a. Upcoming local elections | f. Global oil price increases |
| b. Updated organizational chart | g. Inefficient procurement processes |
| c. Labor shortages | h. 5G network upgrade |
| d. Climate change | |
| e. New competitor in the market | i. Company-wide training |

Which are examples of tools to use to accomplish this task? (Select all that apply and then *press the **space bar**.*)

- a. PESTLE, TECOP or VUCA framework**
- b. SWOT analysis**
- c. Customer experience (CX) program surveys**
- d. Lessons learned**
- e. Social media metrics / interactions**

Focus on Value



Financial gain

Rental income, commercial asset creation

New customers

Expansion in the commercial retail market

Social benefit

Revitalization of Oasestown for the local community

First to market

Pilot the “commercial for the community” (C4C) concept to build better spaces for businesses and families

Improvement (technological, process, etc.)

- Experience in conservation projects
- Skill building for this project team

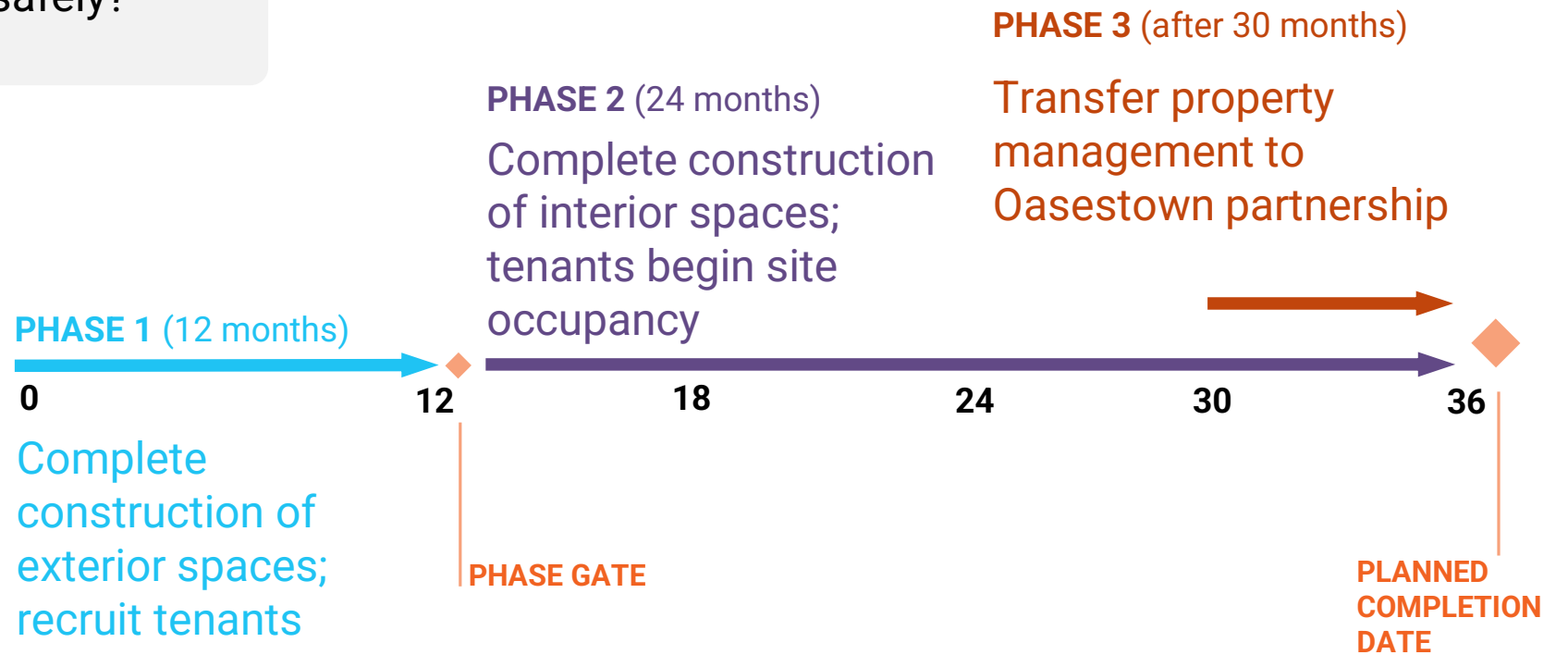
Regularization (alignment or compliance with standards and regulations)

- Align assets with building codes
- Get certified in conservation area development

Project Phases: Create a Plan for Action!



How do we get
to Phase 3
safely?



Compliance



A SLC project stakeholder, Oasestown Municipality, is also a project partner, providing partial funding for the historical restoration work. Ang Fen meets with them about compliance requirements.

Which three of the following compliance actions will the project manager likely take during or as a result of this meeting? (Choose three)

- a. Inquire about the government's budget for the project
- b. Create audit procedures and a quality management plan**
- c. Assess how rising local tax rates will affect the project
- d. Ask about building code regulations**
- e. Check Shawpe's insurance coverage**

Compliance:

Learn What's at Stake!



Ang Fen: **Chuckles** “No, it’s not too bad. Our partners at Oases Architects are experienced in municipal building codes and

Ang Fen: “Wow! Thanks, everyone. I’ll get straight to work!”

socially responsible

attractive to prospective tenants.

discover.



Classify Compliance Categories



SLC Team List

- Wellness standards
- Environmental standards
- Municipal building codes
- Historical building conservation work - regulations
- Insurance
- In-house building quality processes
- Commercial real estate “5-star” standard

Typical Categories

- Environmental risks
- Workplace health and safety
- Ethical/non-corrupt practices
- Social responsibility
- Quality
- Process risks

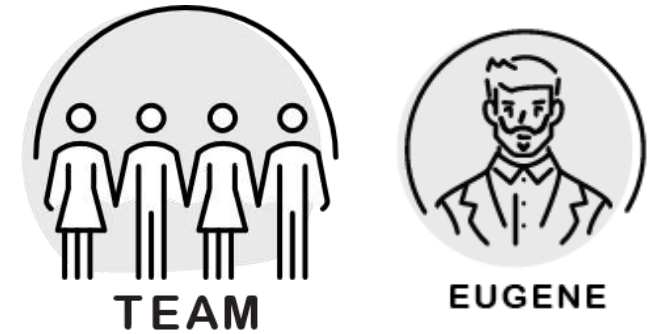
Kick Off the Project!



Checklist to Kick Off!

- ☐ Stakeholders – Who are they? and how best can I work with them?
- ☐ Project team – Get them off to a good start!
- ☐ The project – Make sure everyone understands and agrees on what we are doing
- ☐ Decide how best to move forward
 - ☐ How much change and input can we expect?
 - ☐ How can we incorporate the agile mindset effectively?
 - ☐ What should our ways of working be?

Project sponsor



Key stakeholders

Shawpe Lifestyle Centre (SLC)

Stakeholders



Mandeep Chahal

VP of Finance

- Loves data
- Makes decisions based on data



Hasan Persaud

VP of Business Development

- Entrepreneurial, outspoken
- Likes to be in control



Kei Leung

VP of Marketing

- Team player, delegates authority easily
- “Big ideas” person



Josie Bynoe

Chair, Board of Directors

- Born in Oasestown
- Committed to local development and conservation



Eugene Lowe

CEO, project sponsor

- Very determined for SLC to succeed
- Prefers direct communication



Helen Grey

Business development lead,
product owner

- Enthusiastic about giving back to hometown
- Experienced with agile practices

External

- **Oases Architects** (development partner)
- **Oasestown Municipality** (funding partner)
- Builders/contractors (approved vendors)
- Specialist construction vendors (new)
- Prospective tenants
- Residents of Oasestown and community partners

Meet the SLC Stakeholder s



Ang Fen: “Great. Let us know how we can help. Eugene and I will work on finishing the project charter.”

concerns & figure out how to address them.



Assess Stakeholder Perceptions



Internal

- Mandeep – OK, if funding timelines are communicated in advance
- Hasan – OK
- Helen – A definite asset!
- Kei Leung – OK, enthusiastic, has lots of ideas
- Josie – Has reservations/questions!

External – meet next week

- Oases Architects
- Oasestown Municipality
- **New contractors

Create Stakeholder Engagement Assessment Matrix (SEAM)



Using the notes, help Ang Fen create the initial SEAM for the internal stakeholders. *Press the **space bar** to reveal Ang Fen's inputs.*

Stakeholder	Unaware	Resistant	Neutral	Supportive	Champion/ Leading
Eugene Lowe CEO				D	C
Kei Leung VP of Marketing				C	D
Mandeep Chahal VP of Finance			C	D	
Hasan Persaud VP of Business Development			C	D	
Josie Bynoe Chair, Board of Directors		C	D		
Helen Grey Business Development Director, Product owner of SLC Space				C	D

C – Current engagement level | **D** – Desired engagement level

Stakeholder Register



	Name	Title	Internal / External	Project role	Major Requirements	Expectations	Influence / Attitude
1	Eugene Lowe	CEO	Internal	Sponsor	Successful completion	On-time completion, successful partnerships	Champion
2	Oasestown Municipality		External	Government partner (liaison); funding contributor; owner of SLC site	Successful completion of facility and partnership;	Accountability	Supporter
3	Kara Black	Principal, Oases Architects	External	Partner, designer, specialist knowledge (conservation building)	Clear design brief, successful partnership	Fluid funding and communication, design autonomy	Champion
4	Josie Bynoe	Chair, BOD	Internal	Direct strategic local partnerships for Shawpe	Environmental sustainability of project work; "moral rights"	No damage to Oasestown conservation district or environs	Resistor
5	Helen Grey	Lead, business development	Internal	Product owner	High profile tenants, excellent community and conservation credentials	Organizational learning; leadership opportunity	Supporter
6	Hasan Persaud	VP of Business Development	Internal	Portfolio owner	Capacity for ongoing revenue	End-user in Phase 3	Neutral
7	Mandeep Chahal	VP of Finance	Internal	Budget controller	direct contact with funding partners	clear data	Neutral
8	Kei Leung	VP of Marketing	Internal	Marketing expert	elevation of brand	high quality tenants	Supporter
9	Tenants		External	income source	bespoke spaces	high quality	Neutral
10	Contractors		External	vendors - building	clear instructions, contract		Neutral
11	Oasestown local residents		External	neighbors to project	Traffic and noise pollution management	no inconveniences	Resistor
12	Oasestown Community Partnership		External	community group operating in Oasestown	none	a free space in the SLC	Champion

Shawpe Lifestyle Centre (SLC) Project

Stakeholder Mapping Exercise



Help Ang Fen to better understand the project stakeholders!

Use the information from the stakeholder register to put at least one stakeholder on each quadrant in the grid.



Reminder: Do not use anyone's name on the grid. Use the numbers from the register instead!



*Press the **space bar** to reveal suggested answers.*

Think About SLC Team Formation

Bei Jones
Shawpe brand manager



Kareena Ayoung
Product designer
Future site manager for SLC



Luis DeSouza
Personal assistant to
Eugene Lowe (CEO)



Solomon Grant
Communications specialist,
great public speaker

Team Members from Partner Orgs

- Kara Black, Oases Architects
- Oasestown Municipality contact

External Contractors

- Builders/contractors (approved vendors)
- Specialist heritage construction vendors — *new vendor*

Helen Grey
Product owner



- Should people be assigned to specific responsibilities, based on their functional expertise?
- Or should the team self-organize?
- Greer Inniss could be placed as an agile coach or scrum master!
- I could interview team members to find out their interests and capabilities. . .

*Review the slide and then press the **space bar** to see Ang's thoughts.*

Team Formation



Janis, Solomon, and Bei are co-workers in Marketing. Bei works mostly on her own managing the Shawpe brand and is accustomed to her own way of working.

Before project kick off, Bei sends Janis and Solomon an email (CC: Ang Fen), stating she has already decided on the SLC branding. Janis and Solomon are not happy because they were excited about collaborating on that task.

Which statement accurately describes this team's formation status? *Press the **space bar** to reveal the answer.*

- a. This team is self-organizing; the project manager has no affect on their formation.
- b. The team has entered the storming phase.**
- c. Team formation has not started yet.
- d. The project manager has lost control of the team.



Solomon Grant
Communications
specialist



Janis Feather
Marketing/
communications lead



Bei Jones
Shawpe brand manager

Team Charter Example



SHAWPE
INDUSTRIES

PROJECT TEAM NAME: SHAWPE LIFESTYLE CENTRE

SPONSORING BUSINESS UNIT: EXECUTIVE / EUGENE LOWE

DURATION OF CHARTER: 36 MONTHS

OF PROJECT TEAM MEMBERS: 12

TEAM MEMBER TIME COMMITMENT: 40 HOURS PER WEEK

SCOPE OF WORK:

- Construct bespoke interior spaces appropriate for commercial tenants
- Restore historic buildings in site district for use as community spaces
- Recruit commercial and community tenants
- Create management structure and transfer to Oasestown Municipality partner

PROJECT TIMELINES AND KEY MILESTONES:

Milestone	Due Date	Measured By
PHASE 1	DEC 20XX	<ul style="list-style-type: none">Completion of interior spaces – obtain “safe occupancy” certificateRecruit tenants
PHASE 2	DEC 20XX+1	<ul style="list-style-type: none">Tenants move inCompletion of outdoor spaces
PHASE 3	DEC 20XX +2	<ul style="list-style-type: none">Transfer of property management service

ADMINISTRATIVE/REPORTING REQUIREMENTS: All parties report directly to project manager

RESOURCES and BUDGET:

- Shawpe employees report to functional managers and project manager
- External contractors refer to SOW, report to project manager

PROJECT TEAM

Project manager: Ang Fen

Product owner: Helen Grey

TEAM MEMBERS:

<ul style="list-style-type: none">Daniel Ayan, FinanceGreer Iviss, ITJanis Feather, MarketingKareena Ayoung, Bus Dev	<ul style="list-style-type: none">Luis DeSouza, ExecutiveBei Jones, MarketingSolomon Grant, Marketing
---	---

SHAWPE
INDUSTRIES

- Project Team Executive Sponsor Roles and Responsibilities:**
 - Guide the project team to fulfill goals
 - Ensure all team members are fully oriented about the project vision at kickoff meeting.
 - Work with the project manager to ensure group work is carried out.
- Project Manager Roles and Responsibilities:**
 - Guide the team in accomplishing the purpose detailed in the charter and in accordance with company policies.
 - Keep the team focused.
 - Work toward building a sense of trust, productivity, and camaraderie within the group.
 - Support a forum for open discussion and sharing of ideas.
 - Address non- productivity within the group.
 - Make decisions to support accomplishing the objectives of the team.
 - Coordinate all administrative duties in support of the group.
 - Facilitate information gathering for meetings.
- Project Team Member Roles and Responsibilities:**
 - Collaborate as a team to follow all process and procedures to complete the work of the team.
 - Ensure individual work for the team is carried out between meetings.
 - Collaborate with project manager and product owner on an as-needed basis.
 - Actively participate in team meetings.
- Team Guidelines and Communication**
 - Working hours are 8am – 5pm for the office
 - On site working hours are posted on site and change daily; use security ID badges to enter site at any hour; hard hats and boots must be worn on site
 - Be polite
 - Respect everyone’s opinion
 - Speak to people directly and appropriately before airing grievances in public
 - People may be contacted outside of working hours, but they are not required to respond
 - Use relevant messages in work chats
 - Be on time to meetings
 - Ask for help when you need it
 - Communicate honestly and openly
 - Use email for essential communication, so read emails properly

GROUND RULES

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Activity

Check the SLC Vision Statement

- *Does it provide a clear vision of the desired objectives?*
- *Is it aligned with the organization's strategic goals?*



Eugene Lowe
Project sponsor

“The Shawpe Lifestyle Centre is a rejuvenation of the Oasestown historic district, bringing new life to the community with sensitive, commercial supported, community–centered restoration. We call it C4C.

It is a community–commercial partnership between Oasestown Municipality, Oases Architects and Shawpe Industries. Our vision is to replicate this model across the region!”



Understand the Business Objectives

Project vision: This is a flagship project for Shawpe as it begins regional growth/expansion. More community–commercial (C4C) partnerships are planned.

Mission: Commercial real estate development

Objectives:

- Revitalization of historic downtown area, establish community–commercial space
- Profitable community partnership with Oasestown Municipality

Goals:

- Construction of Centre, including sensitive restoration of historic structures
- Successful marketing of centre to tenants, profitable rental income
- Establish property management franchise model with Oasestown Municipality

Strategies:

- Diversify project portfolio to include historical conservation work
- Establish community development as part of Shawpe brand

SLC Project Charter: Activity

Timeline – 36 months

- **Phase 1** (12 months): Complete construction of exterior spaces; recruit potential tenants
- **Phase 2** (24 months): Complete interior construction; begin site occupancy with identified tenants
- **Phase 3** (from 30 months): Transfer property management to Oasestown partnership

Budget/financing

- Phase 1 capitalization of US \$7 million secured
- \$3 million annual revenue from rental income needed in Phase 2 to finance Phase 3

Vision

- Revitalize Oasestown
- Form community partnership with Oasestown
- Flagship project before regional expansion

Known challenges

- Site in historical conservation zone
- New vendors (glasswork and masonry)
- Physical retail market instability
- Resistant key stakeholder (Josie!)
- Phase 3 financing???



SLC Project Charter



Use the project charter to easily share project information with the team and stakeholders!



PROJECT CHARTER

PROJECT NAME		PROJECT MANAGER	PROJECT SPONSOR
Shawpe Lifestyle Center (SLC)		Ang Fen	Eugene Lowe
EMAIL	PHONE	ORGANIZATIONAL UNIT	
ang.fen@shawpe.com	000.000.0000	Executive	
ESTIMATED COSTS	EXPECTED SAVINGS	EXPECTED START DATE	EXPECTED COMPLETION
\$10 Million	\$0	Jan 20XX	Dec 20XX+2

PROJECT OVERVIEW

PROBLEM OR ISSUE	Rehabilitate commercial property in downtown Oseestown
PURPOSE OF PROJECT	Establish a profitable commercial development and community partnership in Oseestown
BUSINESS CASE	Attached. Approved by E. Lowe and BOD at Oct 20XX meeting.
GOALS / METHODS	Building code and other local government compliance with historic district construction
EXPECTED DELIVERABLES	"Rehabilitate 128,000 sq metre indoor/outdoor space to meet municipality standards and compliance with National Heritage & Conservation Board (NHC) standards / Property management entity established with Oseestown partner / Secure 14-18 highly reputable commercial tenants"
RISK - CONSTRAINTS, ASSUMPTIONS	1. Site in historical conservation zone 2. New vendors for specialist glasswork and masonry 3. Physical retail market stability 4. Resistant key stakeholder 5. Phase 3 financing dependent on success of Phases 1 and 2"

PROJECT SCOPE

WITHIN SCOPE	1. Manage construction contractors and site development 2. conduct marketing and advertising to secure 14-18 high-quality tenants to anchor commercial space 3. Work with community partners to establish quality spiritual/spiritual spaces and programs 4. Manage project budget (funded by external grant) within compliance
OUTSIDE OF SCOPE	1. architectural work - interior and exterior - Oases Architects 2. building work - XYZ General Contractors, ZYX specialist contractors 3. External grant fund management

TENTATIVE SCHEDULE

KEY MILESTONE	START	FINISH
Form Project Team / Preliminary Review / Scope	00/00/0000	00/00/0000
Finalize Project Plan / Charter / Kick Off	00/00/0000	00/00/0000
Design and build interior	00/00/0000	00/00/0000
Phase 1		
Create contract with community groups	00/00/0000	00/00/0000
Recruit 14-18 tenants	00/00/0000	00/00/0000
Phase 2		
Design and build outdoor spaces	00/00/0000	00/00/0000
Install community programs	00/00/0000	00/00/0000
Secure \$5M revenue in annual commercial rents	00/00/0000	00/00/0000
Phase 3		
Finalize all construction	00/00/0000	00/00/0000
Train SLC property management staff	00/00/0000	00/00/0000



How Do We Approach the Project?



Satisfying stakeholders, potential tenants, and the Oasestown community will be a big challenge!

How can Ang Fen facilitate stakeholder and customer satisfaction as he considers the project approach?

- a. Ask for help. At his last job, the PMO helped determine successful project approaches. Maybe Eugene can help!
- b. Appoint a committee to research ideas and then interview key stakeholders about high-level business requirements.
- c. **Choose an adaptive life cycle that involves key stakeholders continuously and elaborates requirements frequently during delivery.**
- d. Draw a comparison chart of project life cycles and consider the risk and cost of the initial planning effort.

Press the **space bar** to reveal the answer.

Deciding Factors for Project Approach



What's the best way to get this project done?

*Press the **space bar** to reveal the answers.*

Which three factors should Ang Fen consider to determine the project approach? (Choose three)

- a. Resource skill levels
- b. Company need and time line for revenue generation**
- c. Uncertain future of the local commercial retail sector**
- d. Working with new vendors and processes**
- e. The project sponsor's level of commitment

Tailor a Solution

Helen: “We don’t have to, Ang. We can pivot on our deliverables. Or, as a last resort, we can go back to our key stakeholder partner for

Ang Fen: “Hmmmm. . . OK. What could that project life cycle look like?”



SLC's Hybrid Project



- We will use a **predictive** life cycle to build the Centre, with the 36-month time line consisting of 3 Phases and strict controls on change so that we meet our milestones.
- The **adaptive** and phased approach enables **incremental** revenue generation! Tenants move in after Phase 1 is completed.
- The bespoke tenant spaces can be developed **iteratively**, working in close partnership with them, so we build exactly what they need, with minimal waste.

It's Time to Plan!



For the SLC building project, which uses a predictive life cycle, which artifact will Ang Fen need to create?

- a. Product backlog
- b. Project management plan**
- c. Vendor contracts
- d. Lessons learned

*Press the **space bar** to reveal the answer.*

Scope: Review



- **Project scope or product scope?**
- Is it **fixed** or **flexible**?



LIFESTYLE CENTRE

Click me!



PROJECT
SCOPE

PRODUCT
SCOPE

FIXED

FLEXIBLE

Plan Scope Activity – The “Big Picture”



- **Phases 1 and 2** – Complete construction work using a predictive development approach:
 - Complete work in 36 months
 - Build shops and outdoor spaces with approved designs
 - Specialist glasswork and masonry require a high degree of compliance
-
- **Phases 1, 2 & 3** – Use adaptive approaches to work with customers on designing and leasing commercial and community spaces
 - Enables continuous incorporation of feedback to meet mutual expectations
 - Enables us to respond to dynamic market conditions!

Plan Scope Activity – Focus on “What”

We have to do 3 things well, Helen!

1. Attract and select high-profile applicants that will prove the feasibility of the C4C model;
2. Meet revenue goals as early as possible; and
3. Make the stakeholders happy!



Helen's Analysis

- Project stakeholders want high-profile global brands as tenants . . . To attract similar brands!
- Oasestown Municipality - 20% of occupants must be local
- Tenants want to design their own, bespoke spaces and contracts with flexible terms
- The local residents want to preserve the historical character of Oasestown, and so does Josie Bynoe, the Chair of the Shawpe Board of Directors!



Roles in Adaptive and Hybrid Projects



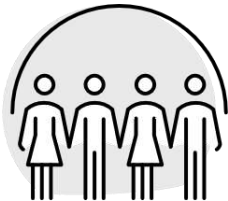
Product owner

Ensures the team can work without impediments



Project manager

Runs the daily standup and facilitates adoption of the agile mindset



TEAM

Project team

Creates user stories and prioritizes work on the product backlog



Agile coach

Estimates the work that can be done in each iteration

Plan Scope Activity – The Product Owner's Role

Luxury fashion brand “Jane Smythe” wants a runway and a broadcasting booth to create interactive and live-streamed events for customers in the shop and logging in from home.

“Feronia Farms & Vineyard” envisions a glass greenhouse space using all salvaged (sustainable) materials and that contains a restaurant and micro-farm.

Oasestown residents envision a sensitive restoration project that complies with all building and conservation regulations and partners with the community in a respectful way.



Helen must balance stakeholder and customer needs to prioritize the backlog.

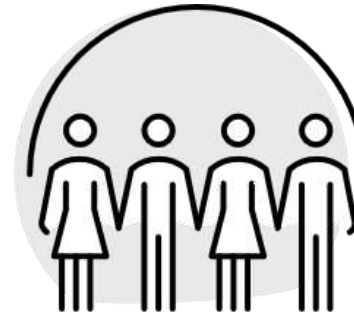
Local children's furniture designer “Oak + Kid” will offer a child play space to supervise children so parents can shop.

Stakeholders are collaborating on flexible lease agreements that are profitable for the SLC.

Adaptive/Hybrid Scope Development – (continued)



HELEN
Product owner



TEAM

“Feronia Farms & Vineyard” envisions a glass greenhouse space using all salvaged (sustainable) materials and that contains a restaurant and micro-farm.

User story

- Breaks down this user story into work items to be performed during iterations
- Obtains stakeholder feedback after each iteration
- Continues product development



What is the project manager’s role in this process?

*Press the **space bar** to reveal the answer.*

To support the team and remove impediments!

Schedule Project Activities

(1 of 2)

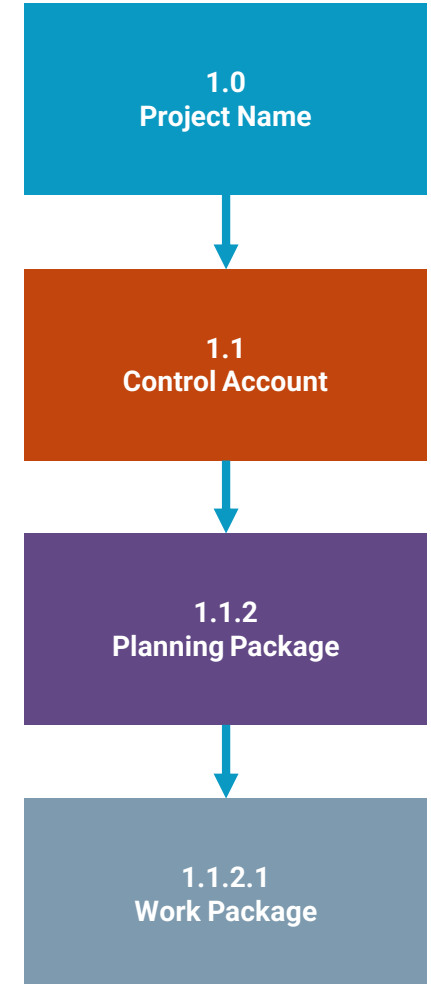


Ang Fen creates a work package called “Phase 1 site visit”.

Where does he record the project activity, cost and schedule details for the work package?



- a. Work breakdown structure (WBS)
- b. WBS dictionary**
- c. Product backlog
- d. Milestone schedule



Schedule Project Activities: WBS Dictionary

Example



Work package ID	1.1.1
Work package name	Phase 1 site visit
Responsible person/organization	Kareena Ayoung, product designer, SLC site manager
Work package description/SOW	Phase 1 site visit will confirm prospective tenant interest and initiate lease discussion
Acceptance criteria	Signoff from key stakeholders
Deliverables	Signed MOUs from tenants/videorecording
Duration	3 weeks
Cost	Maximum \$8,000
Due Date	June xx, 20xx
Dependencies	Construction site safety permits
Approvers	Luis DeSouza for Eugene Lowe (project sponsor)

SLC Project Budget Scenario and Quiz



- Hasan Persaud has created a budget to fund the SLC construction project year-on-year with an initial capital budget in the first year and then a mix of lease revenue and financing after that, during Phases 2 and 3.
- The product development team has identified tenants and secured commitments (MOUs) for Phase 2.

In which three ways can Ang Fen plan to monitor the health of the project's finances? (Choose three)

*Press the **space bar** to reveal the answers.*

- a. **Create metrics**
- b. **Use the earned value management (EVM) method**
- c. Prepare cost estimates for the work
- d. **Create a cost management plan**



Hasan Persaud
VP of Business
Development

SLC Project Budget Scenario

Mandeep: “And I am OK with that, as long as I have a full picture and real-time visibility of the data!”



Project Risks: SLC Example

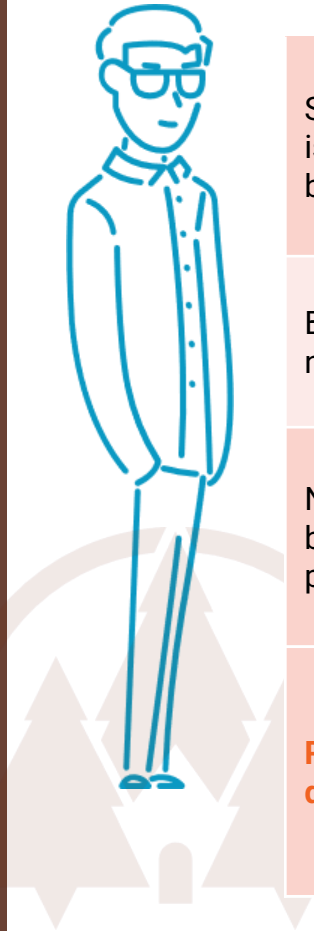
How do I
assess these
risks?

Press the **space bar**
to find out!
This risk list
should work!

Project Risks	Probability (1-10)	Impact (1-10)	Magnitude
• Working with new vendors and building processes	5	6	30
• Supply chain issues for correct bricks	5	10	50
• Building code noncompliance	5	10	50
• Key stakeholder conflict (Josie Bynoe)	4	6	24
• Retail market declining	8	10	80
• Site survey shows risk of slippage from coastal erosion < 25 years	5	3	15

from coastal erosion < 25 years

Risk Register: Exercise



RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL SCORE	PROBABILITY LEVEL SCORE	RISK SCORE	TRIGGER CONDITION	PLANNED RESPONSE	OWNER
Supply chain issues for correct bricks	<ul style="list-style-type: none"> Blocks completion of exterior – delay or impediment We lose Josie Bynoe's support 	4	1	4	Supplier notification	Research salvage opportunities	L. De Souza
Building code noncompliance	Blocks completion of exterior – delay or impediment	4	2	8	Pre-checks fail	Consultant	K. Ayoung
New vendors and building processes	Delays, rework	3	2	6	Delays or conflict	Embed team member with contractor	K. Ayoung
Retail market decline	<ul style="list-style-type: none"> Lower interest from tenants Less traffic to SLC 	4	3	12	Decrease in prospective tenant interest (communications)	Collaborate with Oasestown Municipality partner on alternative	J. Feather

Which is the highest risk? Press the **space bar** to reveal.

Risk Vocabulary: Review



Place
to the
defin
bar t
answers.

CONTINGENCY RESERVE	Time or money allocated in the schedule or cost baseline for known risks with active response strategies.
RISK APPETITE	The degree of uncertainty an organization or individual is willing to accept in anticipation of a reward.
RISK THRESHOLD	The level of risk exposure above which risks are addressed and below which risks may be accepted.
SECONDARY RISK	A risk that arises as a direct result of implementing a risk response.
RESIDUAL RISK	The risk that remains after risk responses have been implemented.
CONTINGENCY PLAN	A risk response strategy developed in advance, before risks occur; it is meant to be used if and when identified risks become reality.
BUSINESS RISK	The inherent risk in any business endeavor that carries the potential for either profit or loss. Types of business risks are competitive, legislative, monetary, and operational.

Supporting a Team Member

Hmmmm... Kareena is clearly talented and valued as a team member, but she won't be able to miss deadlines in her new role.



Kareena Ayong
Product designer
Future Site
Manager for SLC



EMPLOYEE PERFORMANCE REVIEW					
Employee Name		Kareena Ayong		Review Date	
Position		Product Designer		Final Value	
Department		Business Development		65	

No.	Criteria	Deficient 1	Below Standard 2	Meets Expectations 3	Above Standard 4	Outstanding 5
1	Attitude					
1.1	Communication skills					HP
1.2	Eagerness to learn					HP
1.3	Team work				HP	
1.4	Leadership					HP
1.5	Work under pressure					HP
2	Responsibility					
2.1	Attendance/punctuality			HP		
2.2	Work on deadline			HP		
2.3	Willing to take on more responsibility					HP
2.4	Open to feedback					HP
3	Competency					
3.1	Creative					HP
3.2	Productive					HP
3.3	Able to work independently					HP
3.4	Has initiative					HP
3.5	Problem-solving skills					HP

Employee Comments I am a creative person, so I need to work alone sometimes. I hope that doesn't make me a bad team player. And I'm really sorry about missing deadlines, but sometimes the ideas take a little longer to form.	Name/Position/Signature Kareena Ayong Product designer / Site management for SLC 
Functional Manager Comments Kareena is extremely self-motivated and a pleasure to work with. Her ideas for the SLC Phase 2 design are moving ahead well. Kareena, please keep up the good work!	Name/Position/Signature Hasan Persaud VP of Business Development 

Kareena's Performance Assessment



After reading and analyzing Kareena's latest performance assessment, how should Ang Fen approach the situation?

- Notify Hasan, her functional manager, that she already skips meetings and let him manage her deficiencies.
- Send Kareena a copy of the team charter and ground rules, highlighting the sections on punctuality, attendance and teamwork.
- Schedule a face-to-face meeting with Kareena to discuss her upcoming responsibilities.**
- Create an action plan for Kareena to improve her punctuality and teamwork competencies.

EMPLOYEE PERFORMANCE REVIEW						
Employee Name		Kareena Angong		Review Date		
Position		Product Designer		Final Value		65
Department		Business Development				
No.	Criteria	Deficient 1	Below Standard 2	Meets Expectations 3	Above Standard 4	Outstanding 5
1	Attitude					
1.1	Communication skills					HP
1.2	Eagerness to learn					HP
1.3	Team work				HP	
1.4	Leadership					HP
1.5	Work under pressure					HP
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2.1	Attendance/punctuality			HP		
2.2	Work on deadline			HP		
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3	Competency					
3.1	Creative					HP
3.2	Productive					HP
3.3	Able to work independently					HP
3.4	Has initiative					HP
3.5	Problem-solving skills					HP
Employee Comments		Name/Position/Signature				
I am a creative person, so I need to work alone sometimes. I hope that doesn't make me a bad team player. And I'm really sorry about missing deadlines, but sometimes the ideas take a little longer to form.		Kareena Angong Product Designer / Site management for SL 				
Functional Manager Comments		Name/Position/Signature				
Kareena is extremely self-motivated and a pleasure to work with. Her ideas for the SLIC Phase 2 design are moving ahead well. Kareena, please keep up the good work!		Hasan Perband VP of Business Development 				

SLC' s SEAM

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Eugene Lowe CEO				D	C
Kei Leung VP of Marketing				C	D
Mandeep Chahal VP of Finance			C	D	
Hasan Persaud VP of Business Development			C	D	
Josie Bynoe Chair, Board of Directors		C	D		
Helen Grey Business Development Director, Product owner of SLC Space				C	D

Collaborating with stakeholders is a key part of my job!



C – Current engagement level | **D** – Desired engagement level

Stakeholder Communication and Collaboration

Exercise



How should Ang Fen communicate and collaborate with these stakeholders to obtain the desired level of engagement?

Click the **space bar** to read our solutions!

Problem	Solutions
Eugene Lowe is a project “champion,” but is too dominant and alienating others.	<ul style="list-style-type: none">• Coach Eugene to include others• Encourage him to think about how his role as CEO and sponsor affects how others see him
Kei Leung needs to increase efforts because the Phase 1 opening depends on the marketing team.	<ul style="list-style-type: none">• Remind Kei of timeline and urgency• Coach Helen and Kei to collaborate better
Mandeep and Hasan are both neutral. We need their support, especially Hasan’s. <ul style="list-style-type: none">• Mandeep is known to be persuaded by data.• Hasan Persaud was once supportive, but Eugene is dominating.	<ul style="list-style-type: none">• Increase detail/frequency of data-based communication with Mandeep• Use personal influence to re-engage Hasan
Josie Bynoe is openly resisting because of her environmental interests. She’s said “no new building” and won’t support the project until it is certified “zero impact.”	<ul style="list-style-type: none">• Build trust with Josie• Show how the team is prioritizing sustainability with data• Conduct site visits or meetings with architect and contractors to show “zero impact” compliance efforts
Helen Grey is supportive, but she needs to be more involved now that Phase 1 is nearly complete.	Increase collaboration and communication with Helen

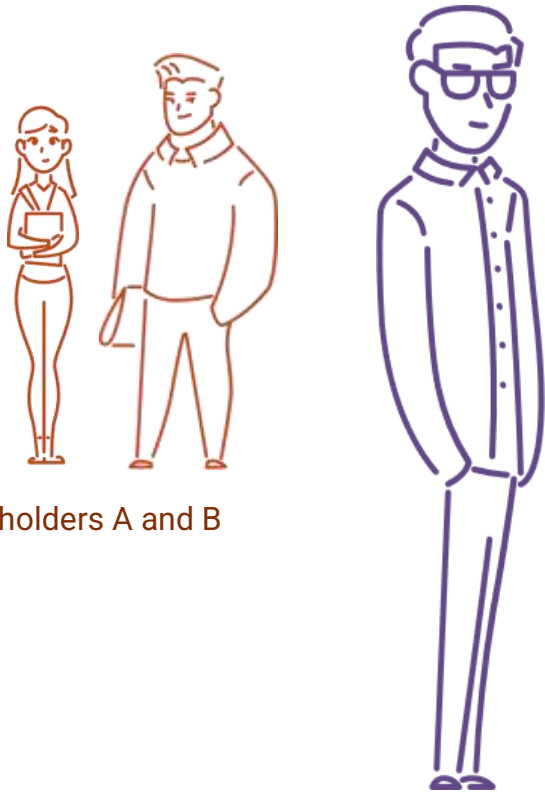
Stakeholder Collaboration/Conflict Management Scenario

Helen: “Sure, Ang. I understand. It’s not just another shopping ^{the}

Kei: “My efforts are focused on marketing for our regional expansion. So, if it’s alright with you, as I said, you have my team. Anyway, Eugene seems enthusiastic enough on his own to make it a success. I know better than to get in Eugene’s way!”



Handle Stakeholder Conflict



Stakeholders A and B

The project manager meets with two key stakeholders who have been marked as “supportive” on a stakeholder engagement assessment matrix to ask them to increase their support of the project. Stakeholder A is receptive and pledges their full leadership, but stakeholder B states they are busy working on organizational strategic goals.

What should the project manager do?

- a. Ask stakeholder A to coach and motivate stakeholder B.
- b. Ask the project sponsor, to speak to stakeholder B.
- c. Accept stakeholder B’s position and move on.
- d. Remind stakeholder B of the project’s importance to the strategic goals.**

*Press the **space bar** to reveal the answer.*

Examine the Conflict



Given the scenario you have just read, Ang Fen is worried about a potential stakeholder conflict. Why is Ang concerned?

- a. Kei and Helen expressed different levels of support to the project despite having the same information.
- b. Kei used a sarcastic tone when referring to Eugene, the project sponsor.**
- c. Kei is focused on the regional expansion and not on SLC.
- d. Kei seemed angry.

*Press the **space bar** to reveal the answer.*

Kei: "My efforts must be focused on marketing for our regional expansion. So, if it's alright with you, as I said, my team will see about the Lifestyle Centre. Anyway, Eugene seems quite enthusiastic enough on his own to make it a success. I know better than to get in Eugene's way!"



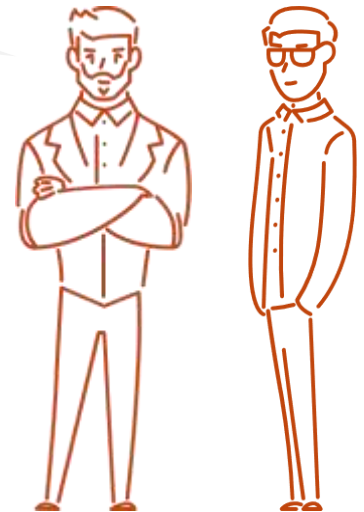
Continued -

Shawpe Simulation

Stakeholder Conflict

Ang now meets with Eugene Lowe, hoping to realign all members of the executive team around the project. Eugene makes a passionate argument about the importance of the project to Shawpe.

"If Kei doesn't shift his focus properly to the Centre, we won't have an opening in six months! And we need this to support our global expansion. We agreed this as part of the strategy. He just doesn't seem to be listening."



Continued -

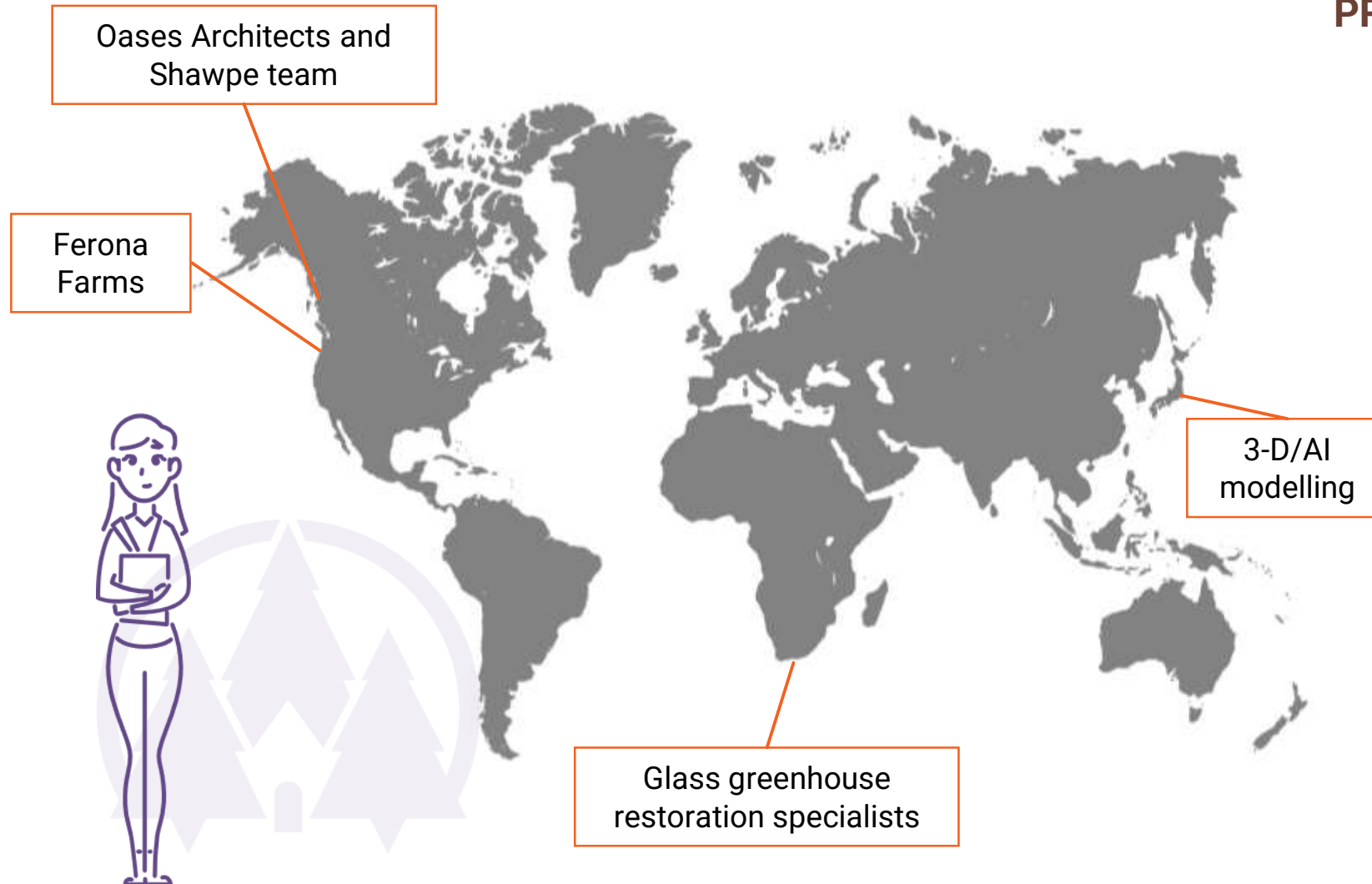
Shawpe Simulation

Stakeholder Conflict



Can you identify this conflict source and stage and propose a resolution?

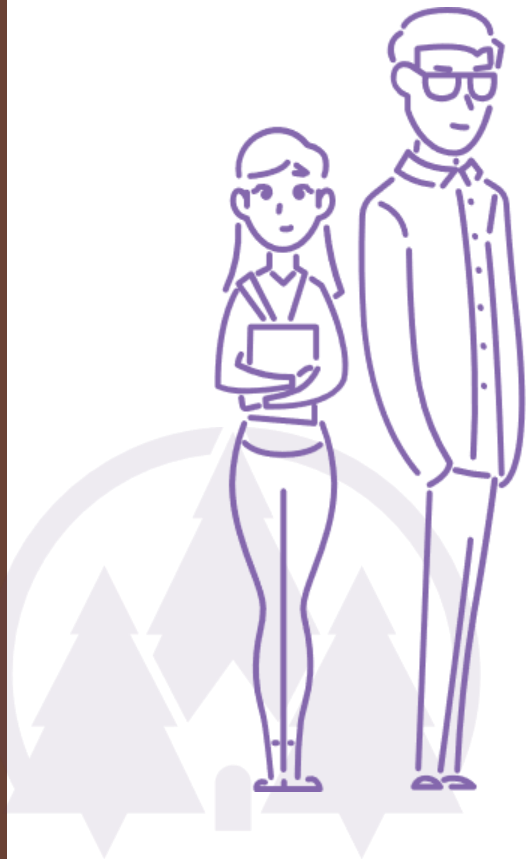
Support Virtual Teams - Scenario



PRODUCT DEVELOPMENT TEAM

- **Project team job site:** Oasestown
- **Customer:** Ferona Farm (150 km away)
- **SME/contractor (glass specialist):** Cape Town, South Africa
- **Contractor (3-D & AI modelling):** Tokyo, Japan

The Virtual Team



Team Role	Represents. . . .	What they do. . .
Customer	Ferona Farms	<ul style="list-style-type: none"> • Provide customer needs and give feed back
SMEs/ contractors	<ul style="list-style-type: none"> • Greenhouse restoration (South Africa) • 3D/AI models (Japan) 	<ul style="list-style-type: none"> • Advise on technical specs • Create virtual prototype using artificial intelligence (AI)
Kara Black	Oases Architects	Deploy virtual prototype and design bespoke greenhouse space
<ul style="list-style-type: none"> • Greer • Kareena • Helen 	Shawpe internal team	<ul style="list-style-type: none"> • Oversee prototype development • Product integration with site • Product owner

Continued -

Support Virtual Teams

Practice Exam Question (1 of 3)



In which two ways can this geographically dispersed virtual team be engaged and motivated to innovate, be productive and stay within schedule? (*Choose two*)

- a. Hold daily standups.**
- b. Relocate the specialists to Oasestown temporarily.
- c. Assign a dedicated Shawpe project manager.
- d. Allow this team to self-organize.**

Press the **space bar** to reveal the answer.

Daily standups will keep us on track! I don't mind working later hours to collaborate with the folks in Tokyo and Cape Town.

Greer Inniss
Software developer,
Data modelling specialist
Agile Coach



Support Virtual Teams

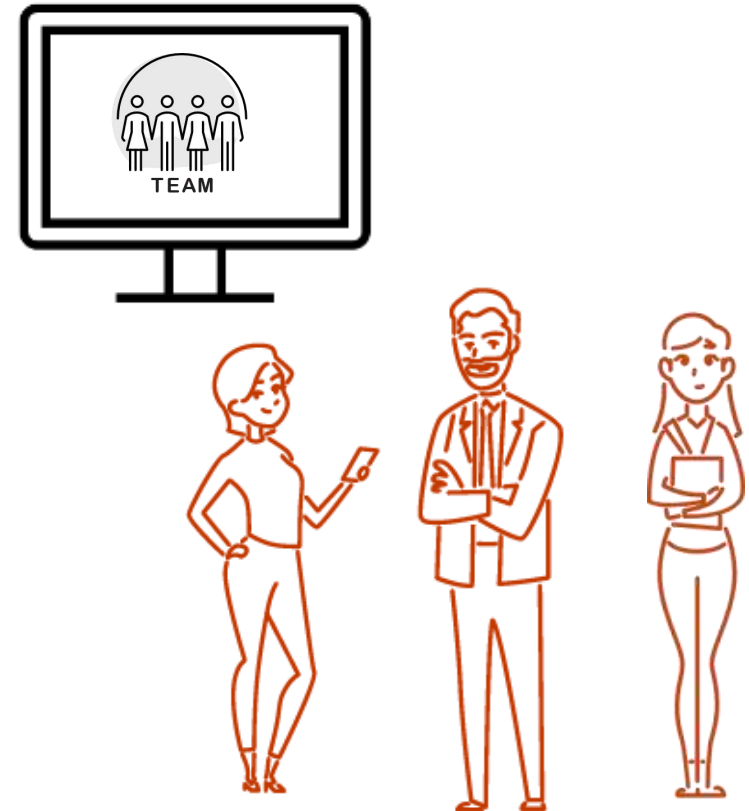
Practice Exam Question (2 of 3)



How can a virtual team ensure that their processes are optimized, and it can deliver the final prototype on time?

- a. Timebox iterations.
- b. Conduct retrospectives.**
- c. Assign a Scrum Master.
- d. Put the schedule on a shared calendar.

Press the **space bar** to reveal the answer.



Support Virtual Teams

Practice Exam Question (3 of 3)



The SMEs want to pilot a camera drone to send real-time close-ups of a building so the rest of the geographically dispersed team can troubleshoot a problem that could become an obstacle. Only 1 month remains in the time line.

How should the team respond first?

- a. Schedule a meeting with Helen to discuss feasibility and add the item to the backlog.
- b. Ask Helen how to process SME requests.
- c. Figure out what resources, budget and time are needed.**
- d. Ask the SMEs whether this is really needed.



In questions that include the term 'first' or 'next', always consider priority of the possible actions listed.

Press the **space bar** to reveal the answer.

Practice Exam Hotspot Question



Click the **title of the queue** in the Kanban board that requires additional resources to relieve the bottleneck.

New	Ideation	Design	Build	Troubleshoot	Done
	4	5	4	2	

Focus on Value: Monitor and Evaluate Progress

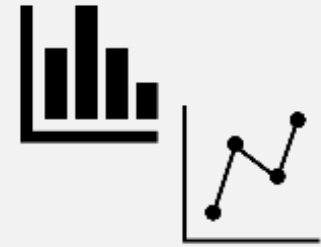


SHAWPE
—INDUSTRIES—

LIFESTYLE CENTRE



Outdoor Retail and Community Spaces



Project health



Earned Value Management

Cost and Schedule Variance Exercise

Helen's team needs 10 completed outdoor retail kiosks ready for customers in 10 months. The contractors estimate they can complete one kiosk per month. The estimated budget at completion (BAC) for each kiosk at \$100K.

At the end of month 4:

- EV = 3 completed
- AC = \$450K
- BAC = \$1 Million (each space valued at \$100K)

40% of the work (4 out of 10 completed kiosks with an expenditure of \$400k)

What work should have been completed at this milestone and what is the planned value (PV)?

Press the **space bar** to reveal the answer.



EVM: Cost and Schedule Variance Exercise



- Helen's team needs 10 completed outdoor retail kiosks ready for customers in 10 months.
- The contractors estimate they can complete one kiosk per month.
- The estimated budget at completion (BAC) for each kiosk at \$100K.

At the end of month 4:

- PV = **40% completed**
- EV = 30% completed
- AC = \$450K
- BAC = \$1 Million (each space valued at \$100K)

Calculate the schedule variance and the cost variance to determine whether the project is on time and on budget . . . Or not!

Press the **space bar** to reveal the answers and calculations.

Schedule variance:

- Formula: $SV = EV - PV$
- $SV = 30 - 40\%$
- $SV = -10\%$
- The project is behind schedule.

Cost variance:

- Formula: $CV = EV - AC$
- $CV = 300K - 450K$
- $CV = -\$150K$
- The project is over budget.



Earned Value Management

Cost and Schedule Performance Index Exercise



Calculate the schedule performance index (SPI) and the cost performance index (CPI) to determine the cost and schedule efficiency of this project:

- Goal: Build 10 retail spaces in 10 months
- Estimated rate = one space per month
- BAC = \$1M (each space valued at \$100K)

End of month 4:

- PV = 4 months or \$450K
- EV = 3 completed
- AC = \$450K

Press the **space bar** to reveal the answers and calculations.



How efficient are the project budget and schedule?

Schedule performance index (SPI)

- Formula: $SPI = EV/PV$
- $SPI = 3/4$
- $SPI = .75$
- The project is moving too slowly!

Cost performance index (CPI)

- Formula: $CPI = EV / AC$
- $CPI = 400K/450K$
- $CPI = 89\%$
- The project is using the budget too quickly!

Get the Project Back on Track!

Ang and Helen are disappointed about the bad news.

Press the **space bar** to see if they can get the project back on track.



... but at least it's early enough to take some action to meet the goals of building 10 kiosks at a total cost of \$1 million.

Change Impact Analysis and Assessment



ANG FEN

To: Ang Fen
CC: Kei Leung, Josie Bynoe

Ang, hello -

I talked things through with Josie. She understands what we're trying to do now and won't raise any further objections about the construction work. But only after we resolve one issue. From Josie's point of view, building a brand new façade is a big problem. We need to reevaluate that.

Let me know what you need to get this done.



EUGENE

Eugene

1. What type of change request is Eugene/Josie making?

This request would change the scope.

2. How would you assess the impact? Does it seem major or minor? Does it need to go through the change control process?

The answer to the final question is YES. Any scope or other change requested, whether major or minor, needs to go through the change control process.

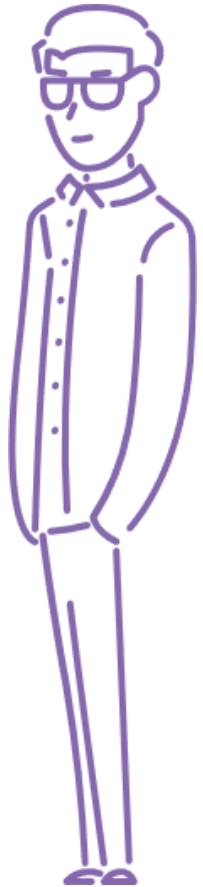
Manage This Change!



Ang Fen needs to complete the following steps to manage Eugene and Josie's requested change. But what is the correct sequence to manage a change request?

Read the actions below and think about the correct order. *Click the **space bar** to reveal the answers.*

1. Log change request
2. Review change management plan to determine procedure for scope change
3. Prepare impact statement – estimate cost, time and other impacts of change request
4. Build and communicate the change
5. Execute the change
6. Update the project management plan



Manage the Team and Stakeholders

It's good news! The impacts to cost and time are manageable and within the team's discretion. In fact, the quality will be improved and schedule shortened with the use of alternate materials.

That makes Josie, Eugene and Helen happy!

And with the vision of the SLC coming into view, Kei is fully on board and Kareena is ready to take charge as property manager!



Project Phases and Closures



"I think we are ready to close Phase 1 and move into Phase 2!"

I'll make sure to verify the deliverables are complete against the acceptance criteria."

PHASE 2 (24 months)
Complete interior construction; tenants occupy site

"Our development teams created the definition of done (DoDs) that will ensure we make our customers happy!"

PHASE 3 (after 30 months)
Transfer property management to Oasestown partnership

PHASE 1 (12 months)

Complete construction of exterior spaces; recruit potential tenants



Shawpe Lifestyle Centre Summary



Ang Fen is very pleased that construction is proceeding as planned and can report to Eugene that Phase 1 is on track for closing next week.

As a result of this phase 1 completion, Ang's team **transitions** the Phase 1 deliverables to Helen's development teams.

Thanks to the product development team's effective release planning and working with customers, tenants have signed leases and are completing the outdoor kiosks and completed interior designs for their bespoke spaces. Construction work will begin in Phase 2, managed by Ang!

Shawpe Industries will realize the **immediate benefit** of rental income from Helen Grey's team! And they are closer to **realizing the long-term benefit** of a completed construction project and proving the C4C concept in the market.

Helen's team will continue working with Shawpe's business teams to ensure the timely delivery of desired value to Shawpe Industries. Ang will now create a **final report** and **review lessons learned** for this Phase.



Thank you for completing this short independent learning exercise as part of your instructor-led training.

We hope it helped you to visualize the content your instructor presented!

If you'd like to share your feedback with PMI's learning team, please send us an email at pmpprepfeedback@pmi.org!

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