
EPM-1123 Initiating the Project

Computer Studies

Course Number:	Co-Requisites:	Pre-Requisites:
EPM-1123	N/A	N/A
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Credit Weight:	3.00	

Course Description

In this course, students develop a structured approach to project initiation and a understanding of the performance domains of stakeholders, planning and communication. Key to this approach is the linkage of the business need to the project outcomes and application of project selection in an organization. Students will examine the Project Charter ,linking the business case to the project objectives and outcomes. Examining various models, artifacts and methodology to use when initiating a project for traditional, agile and hybrid. Students will learn the Stakeholder Project Management Principles including analysis of project stakeholders, tailoring to stakeholders and project methodology, determining which artifacts are relevant for stakeholder analysis and creation of a stakeholder engagement plan to deliver identified outcomes. Communication models and methodology will be examined to create a communication plan to engage identified stakeholders. Students will learn appropriate communication methods based on project methodology and how to properly assess communication is delivering planned outcomes.

Course Learning Outcomes/Course Objectives

- 1. Discuss how organizations typically determine what projects they are going to consider based on requirements**
 - 1.1 Discuss how projects are identified to meet the strategic objectives of an organization and become vehicle of change
 - 1.2 Apply quantitative analysis to the project selection method to select the project(s) that has the greatest possibility of delivering the business need.
 - 1.3 Assess the artifacts and methodology used to deliver a project's value for the business organization and satisfy the customers outcome
- 2. Analyze the business case elements with discussion focused on formulating a Project Charter based on the information contained within a business case.**

- 2.1 Analyze the business case in terms of: project structure, market description, competitive analysis, advantage(s) offered by project; industry trends; political or legal issues; projected sales and clients; cash flow forecast
 - 2.2 Identify project deliverables, constraints, outcomes, high level risks and assumptions identified in the business case
 - 2.3 Analyze external and internal factors for their impact on project work and outcomes
 - 2.4 Determine how to tailor project based on project methodology is appropriate to use
- 3. Construct a project charter that links the business case to the project objectives, describes the governance system of a project, identifies project stakeholders, and authorizes the project manager to manage the project.**
- 3.1 Describe a project governance system for the formal approval of the and the use of required resources such as people, equipment, subcontractors, supplies, etc.
 - 3.2 Compare and contrast the role of the Project Sponsor in relation to the project and impact on project
 - 3.3 Create a project charter that links an organizations business case and stakeholder needs to the project governance system
 - 3.4 Define project success criteria based on stakeholder requirements, and determine stakeholder priorities and trade-offs, in terms of scope, time, cost and quality
 - 3.5 Define the outcomes of a project and review/critique project scope
- 4. Develop a strong understanding of the stakeholder performance domain**
- 4.1 Distinguish between stakeholder roles, outline the need for roles and responsibilities and understand the impact stakeholders have on project outcomes
 - 4.2 Identify project stakeholders, both individuals and groups, and their interests and expectations, both interested in achieving or obstructing project success
 - 4.3 Distinguish between stakeholders' roles and outline the need for roles and responsibilities
 - 4.4 Analyze and identify internal and external stakeholders
 - 4.5 Develop a stakeholder register
- 5. Plan for stakeholders' engagement by analyzing the needs and concerns in relation to the project to determine stakeholder communication**
- 5.1 Determine how and when to conduct stakeholder analysis to develop list of stakeholder requirements
 - 5.2 Create a stakeholder engagement plan to address activities and functions associated with stakeholders including agreement with project objectives
 - 5.3 Develop strategies to create productive working relationships with stakeholders
 - 5.4 Link the stakeholder performance domain to project work, planning and project team
 - 5.5 Analyze how to tailor stakeholder engagement
- 6. Develop a communication plan to inform and engage stakeholders**
- 6.1 Analyze communication models and the impact on effective project communications

- 6.2 Discuss communication and information distribution strategies and tactics including, communication planning, communication technologies, meeting requirements and reporting systems
- 6.3 Develop a communications matrix using various communication tools as required in terms of usage, frequency, revision, history, document security and retention
- 6.4 Create a plan to conduct stakeholder communication and recommendations of the most appropriate communication channel
- 6.5 Examine various communication methods used in predictive, agile and hybrid project methodology such as focus groups, standup meetings and how to evaluate effectiveness of meetings

Relationship to Vocational Learning Outcomes

This course provides the opportunity for you to achieve the following Program Vocational Learning Outcomes (VLO's), which will be taught and evaluated at a taught (T), assessed (A) or culminating performance (CP) level:

PMES - Advanced Project Management - Environmental

- VLO 1 Manage project goals, constraints, deliverables, performance criteria, quality control needs, communication, negotiation, collaboration, and resource requirements with all stakeholders to ensure the successful completion of environmental projects. (T, A)
- VLO 2 Drive organizational change and promote a positive organizational culture by managing relationships, resolving conflict, and facilitating communication. (T, A)
- VLO 3 Work collaboratively with team members to provide service excellence and problem-solve effectively, while maintaining and improving project team performance in a Canadian environmental setting. (T, A)
- VLO 6 Utilize various tools, guidelines, and procedures applied within the environmental sector to assist in the coordination and management of projects (T, A)

PMIT - Advanced Project Management - Information Technology

- VLO 1 Manage project goals, constraints, deliverables, performance criteria, quality control needs, communication, negotiation, collaboration and resource requirements with all stakeholders to ensure the successful completion of information technology projects. (T, A)
- VLO 2 Align management and leadership strategies when working on projects according to internal organizational culture in the information technology industry. (T, A)
- VLO 3 Develop and apply teamwork, service excellence, problem-solving and leadership skills to contribute as an effective information technology project team member in a Canadian setting. (T, A)
- VLO 4 Ensure compliance of Canadian ethical and professional standards when managing information technology projects. (T, A)

PMLM - Advanced Project Management and Strategic Leadership

- VLO 1 Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defined by the project stakeholders (T, A)
- VLO 2 Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
- VLO 3 Adapt management and leadership style in response to issues that arise when managing projects. (T, A)

- VLO 5 Ensure compliance of ethical and professional standards when managing projects. (T, A)
- VLO 6 Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)

PMLS - Advanced Project Management and Strategy Leadership

- VLO 1 Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defined by the project stakeholders. (T, A)
- VLO 2 Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
- VLO 3 Adapt management and leadership style in response to issues that arise when managing projects. (T, A)
- VLO 5 Ensure compliance of ethical and professional standards when managing projects. (T, A)
- VLO 6 Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)

PMLT - Advanced Project Management and Strategic Leadership

- VLO 1 Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defines by the project stakeholders. (T, A)
- VLO 2 Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
- VLO 3 Adapt management and leadership style in response to issues that arise when managing projects. (T, A)
- VLO 5 Ensure compliance of ethical and professional standards when managing projects. (T, A)
- VLO 6 Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)

Learning Resources

Resources and Supplies:

Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (7th ed.). Newtown Square, Pennsylvania

Various references to LinkedIn Learning as well as other relevant and recent resources will be provided by the instructor.

Student Evaluation

Reflective Journals15%

Reflective Journal @5%

Reflective Journal @10%

Group Projects

Three Projects (see weighting below), 50%

Project Charter 20%

Stakeholder engagement Plan 15%

Communication Plan 15%

Quizzes and Exams 35%

Quiz 1 – 10%

Final Exam 25%

Grade Scheme

The round off mathematical principle will be used. Percentages are converted to letter grades and grade points as follows:

Mark (%)	Grade	Grade Point	Mark (%)	Grade	Grade Point
94-100	A+	4.0	67-69	C+	2.3
87-93	A	3.7	63-66	C	2.0
80-86	A-	3.5	60-62	C-	1.7
77-79	B+	3.2	50-59	D	1.0
73-76	B	3.0	0-49	F	0.0
70-72	B-	2.7			

Prior Learning Assessment and Recognition

Students who wish to apply for prior learning assessment and recognition (PLAR) need to demonstrate competency at a post-secondary level in all of the course learning requirements outlined above. Evidence of learning achievement for PLAR candidates includes:

- Not Applicable: Post graduate course

Course Related Information

This course is delivered in the classroom environment using several approaches to learning including traditional instructor-led instruction, discussions, individual and group assignments, and presentations. The student is required to do reading, assignments, and study preparation for testing.

College Related Information

Note: It is the student's responsibility to retain course outlines for possible future use to support applications for transfer of credit to other educational institutions.

Academic Integrity

Lambton College is committed to high ethical standards in all academic activities within the College, including research, reporting and learning assessment (e.g. tests, lab reports, essays).

The cornerstone of academic integrity and professional reputation is principled conduct. All scholastic and academic activity must be free of all forms of academic dishonesty, including copying, plagiarism and cheating.

Lambton College will not tolerate any academic dishonesty, a position reflected in Lambton College policies. Students should be familiar with the Students Rights and Responsibilities Policy, located at lambtoncollege.ca. The policy states details concerning academic dishonesty and the penalties for dishonesty and unethical conduct.

Questions regarding this policy, or requests for additional clarification, should be directed to the Lambton College Student Success Department.

Students with Disabilities

If you are a student with a disability please identify your needs to the professor and/or the Accessibility Centre so that support services can be arranged for you. You can do this by making an appointment at the Accessibility Centre or by arranging a personal interview with the professor to discuss your needs.

Lambton College in Toronto at Cestar College Campus and Lambton College in Mississauga at Queen's College Campus, please identify your needs to the professor and/or student services.

Student Rights and Responsibility Policy

Acceptable behaviour in class is established by the instructor and is expected of all students. Any form of misbehaviour, harassment or violence will not be tolerated. Action will be taken as outlined in Lambton College policy.

Date of Withdrawal without Academic Penalty

Please consult the Academic Regulations and Registrar's published dates.

Waiver of Responsibility

Every attempt has been made to ensure the accuracy of this information as of the date of publication. The content may be modified, without notice, as deemed appropriate by the College.

Students should note policies may differ depending on the location of course offering. Please refer to your study location specific policies:

LAMBTON COLLEGE POLICIES - applicable to all Lambton College students:

- Student Rights & Responsibilities & Discipline policy (2000-5-1)
- Test & Exam Writing Protocol (2000-1-6)
- Evaluation of Students (2000-1-3)
- Policy Link - <https://www.lambtoncollege.ca/custom/Pages/Policies/Policies.aspx>

CESTAR COLLEGE:

- www.lambtoncollege.ca/policies-tor

QUEENS COLLEGE:

- www.lambtoncollege.ca/policies-miss