Foundational Elements of Project Management

by

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Prayer

Dear Lord,
We come before You today with grateful hearts as we begin this activity. We thank You for this opportunity to work together in unity, with the common goal of improving our selves, improving the operational efficiency of the business we represent, and improving the services we provide.
Bless our Team with wisdom, clarity, and patience, that this activity may be conducted with fairness, integrity, and respect. Grant us open minds and cooperative spirits so that we may see opportunities for growth and improvement, not as challenges, but as blessings that will help us serve our customers better.
May this activity be a source of learning, collaboration, and continuous improvement for our Team. We entrust this day to You, Lord, and ask for Your guidance in every step of this activity.
All these we pray, in our Lord's name. **Amen.**

Topics to be covered:

1. Characteristics of a Project
2. Connecting Organizational Governance and Project Governance
3. Operations and Project Management
4. Relationship of Portfolio, Program, Project, and Operations Management
5. Project Environment
6. Delivering Value
7. Functions Associated with Projects
8. Project Management Roles

1. Characteristics of a Project

Organizational work encompasses both operations and projects. Although both are expected to deliver value beyond outputs and artifacts, they differ in their value-creation processes. The following characteristics are defined to provide context for their distinction:

1. **Temporary** – It has definite beginning and end. Usually, a project ends when one or more of the following conditions are met:
   a. The project's objectives have been achieved;
   b. A governing body, the project sponsor, or the project team has determined that the objectives will not or cannot be met;
   c. Resources (funding, human, or physical) are exhausted or no longer available;
   d. Due to changes in strategy, priorities, or the external environment, the need for the project no longer exists; or
   e. The project is terminated for other reasons such as legal, regulatory, or compliance issues.

2. **Unique Context** - No two projects could have the same goals, scope, duration, location, technology, quality, cost, risks, resources, and stakeholders involved. The differences will require tailored management approaches to meet the specific needs and challenges.

Value creation through organizational change

An organization in pursuit of Value, shifts from its current state to a future state. The successful completion of a project will result in the organization moving to the future state and achieving value for the organization, as defined by key stakeholders

2. Connecting Organizational Governance and Project Governance

Organizational Governance provides the overall direction and control for the entire organization through policies, processes, procedures, and decisions to meet strategic and operational objectives.

Project Governance focuses on the specific processes to create value through a unique product, service, or result aligned with the strategic and operations objectives. It helps prioritize initiatives and allocate resources.

Goal?

Both Organizational Governance and Project Governance are essential for ensuring that projects contribute to the organization's strategic objectives and are executed successfully.

3. Operations and Project Management

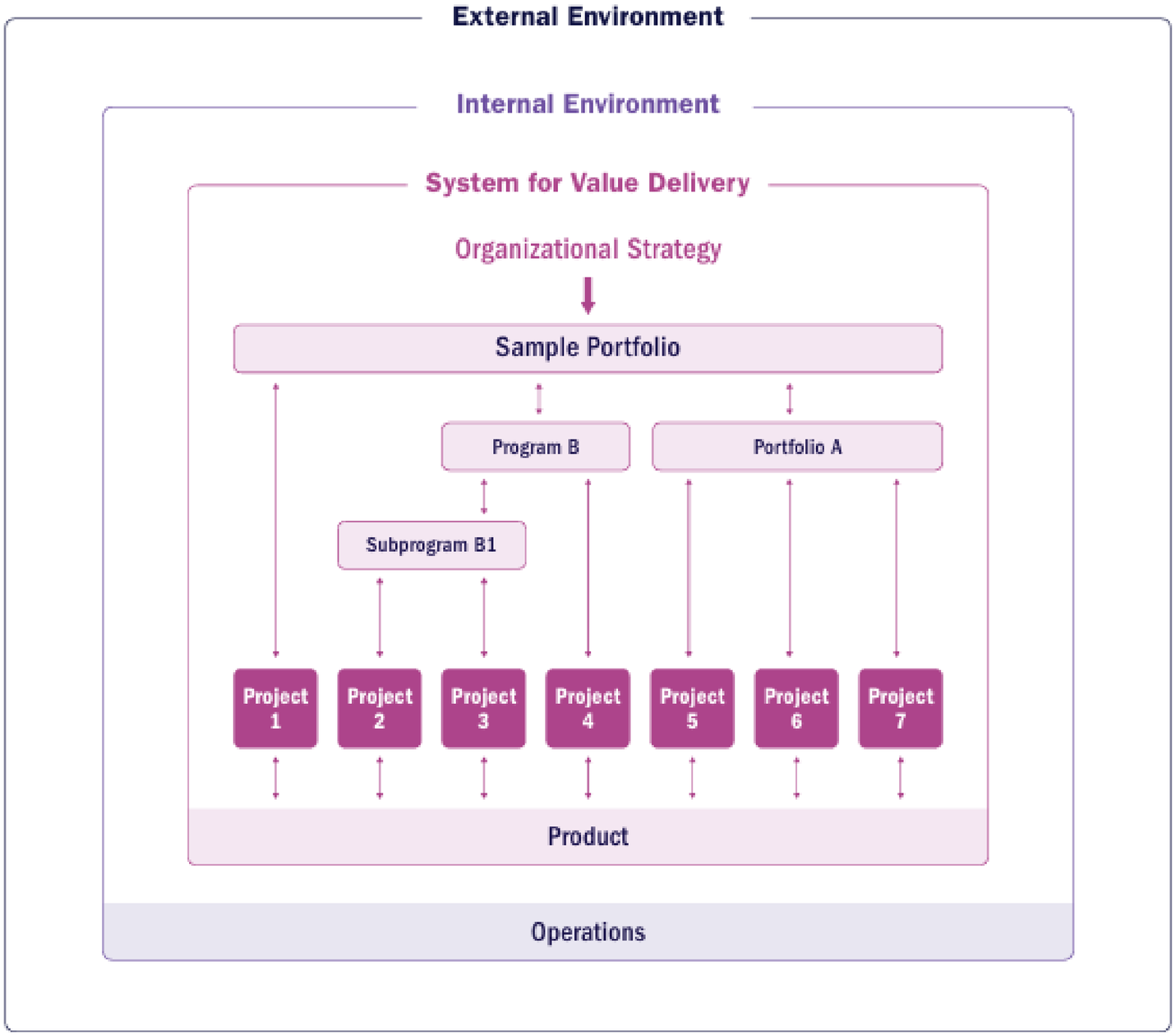
Operations Management focuses on the efficient, effective production of products and/or services. It helps ensure that business operations are conducted efficiently and effectively by utilizing optimal resources to meet customer demands and deliver value. It is concerned with managing processes that transform inputs (materials, energy, components, labor, etc.) into outputs (products, services, and/or results).

Project Management focuses on the CHANGES that are required due to new products or service delivery offerings.

When do they intersect?

At determined points, deliverables, human resources, and knowledge are transferred between the project and operations for implementation of the delivered work. These transfers help ensure the seamless integration of project outcomes into the organization's operational objectives. Engaging operations teams early in project planning is beneficial and can significantly influence the long-term success and sustainability of a project.

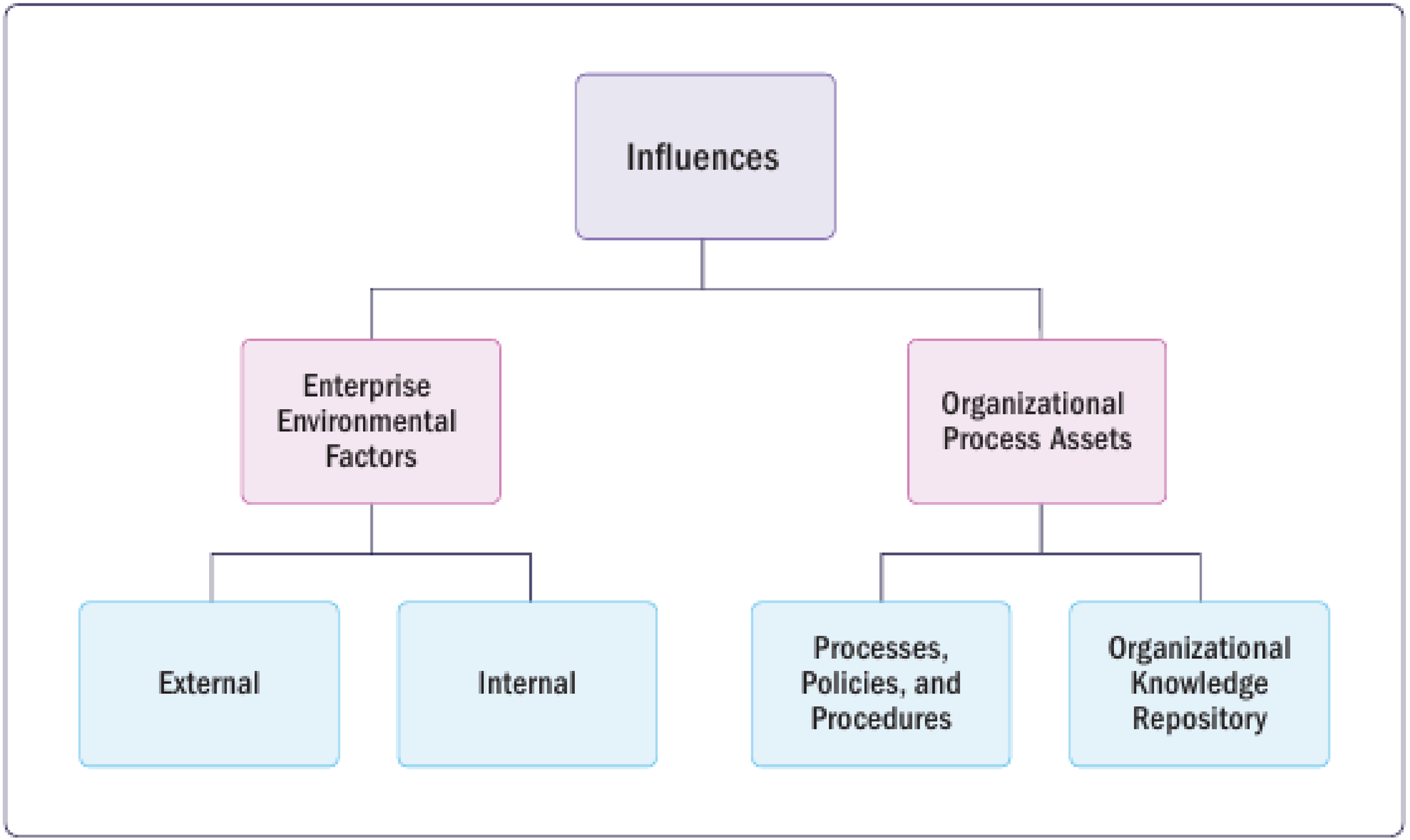
4. Relationship of Portfolio, Program, Project, and Operations Management



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Organizational Project Management			
	Portfolios	**Programs**	**Projects**
Definition	A collection of programs, projects, and operations managed as a group to maximize overall value delivery and achieve strategic objectives, meet mandatory obligations, or generate income streams	A group of related projects and program activities managed in a coordinated manner to obtain benefits not available from managing them individually	A temporary initiative in a unique context undertaken to create value
Scope	Organizational scope aligned with strategic objectives	Includes and integrates the scope of its component projects and subprograms	Defined objectives, progressively elaborated
Change	Adaptable to continuous monitoring and adjustment to align with strategic priorities and changes in the environment	Adaptable to optimize value delivery at the program level	Adaptable to enable and maximize value delivery
Planning	Strategic planning, priority definition, and resource allocation between programs and projects	High-level planning that tracks interdependencies and aligns with program objectives	Predictive, adaptive, or hybrid, depending on project requirements and organizational context
Monitoring	Monitors strategic changes and resource allocation	Monitors progress of component projects and benefits realization	Monitoring and controlling outputs and value
Success	Measured by strategic value delivery, overall change management success, and alignment with organizational vision and mission	Measured by the program's ability to collectively deliver benefits and value and achieve strategic objectives	Measured by delivered value that was worth the effort and expense, including quality, timeliness, budget compliance, sustainability, and stakeholder satisfaction

5. Project Environment



5. Project Environment

Enterprise Environmental Factors Internal to the Organization:

1. Organizational Culture, Structure, and governance
2. Geographic distribution of facilities and resources
3. Infrastructure
4. Information Technology systems
5. Resource Availability
6. Employee Capability
7. Financial Capability of the organization

Enterprise Environmental Factors External to the Organization:

1. Marketplace Condition
2. Social and Cultural Influences and issues
3. Legal Restrictions
4. Academic Research
5. Government and Industry Standards
6. Financial Considerations
7. Physical Environmental elements
8. Emerging Technologies and innovations
9. Public Health and Safety Regulations

Organizational Process Assets

1. Policies, Processes, and Procedures
2. Organizational Knowledge Repositories

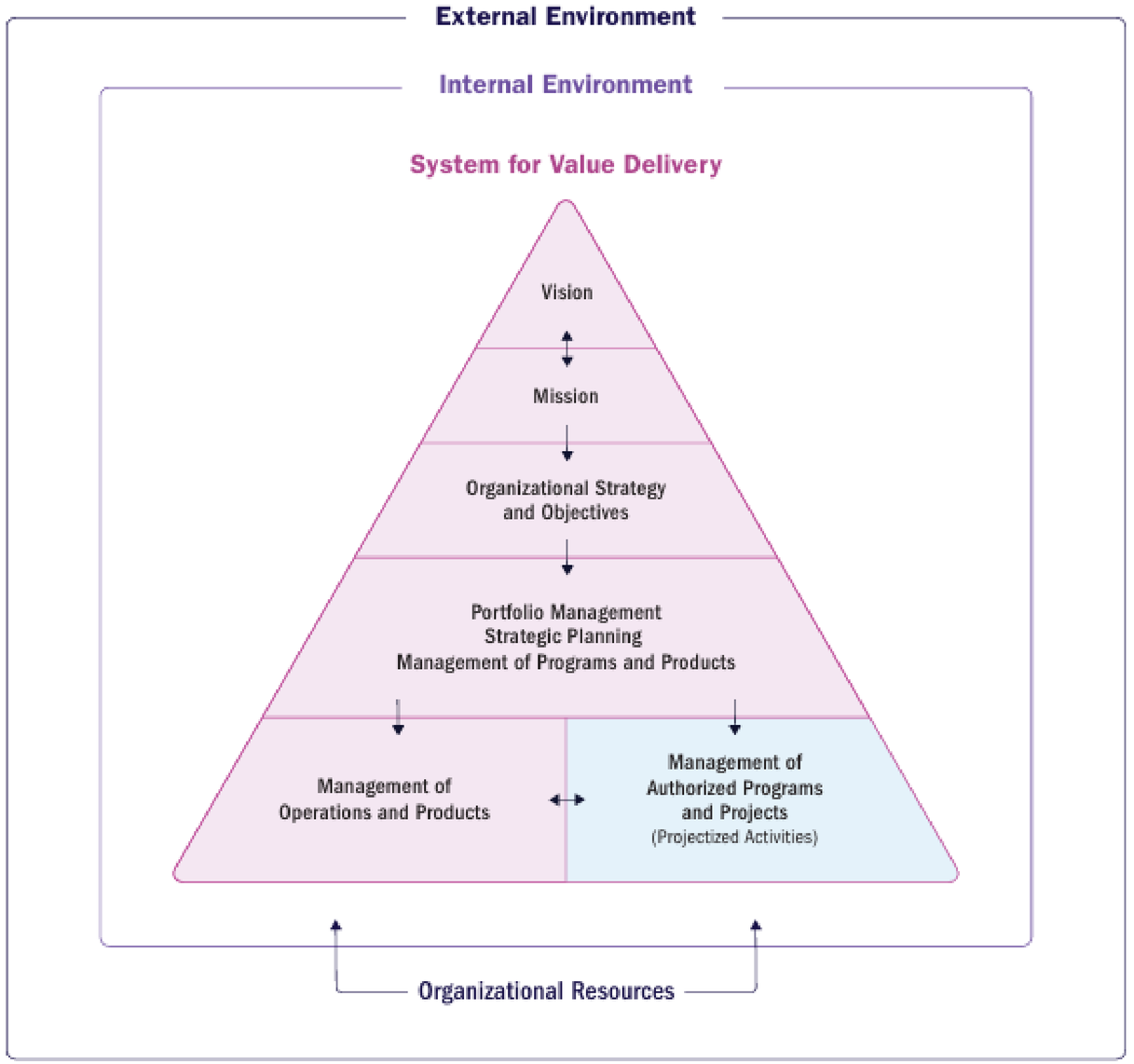
6. Delivering Value

Creating Value

Tangible	Intangible
Monetary assets	Goodwill
Productivity	Brand recognition and trademarks
Profitability	Public benefit
Stockholder equity	Acquired knowledge
Market share	Compliance
Infrastructure capabilities	Reputation
Utility	Employee well-being
Environmental improvements	Environmental awareness

6. Delivering Value

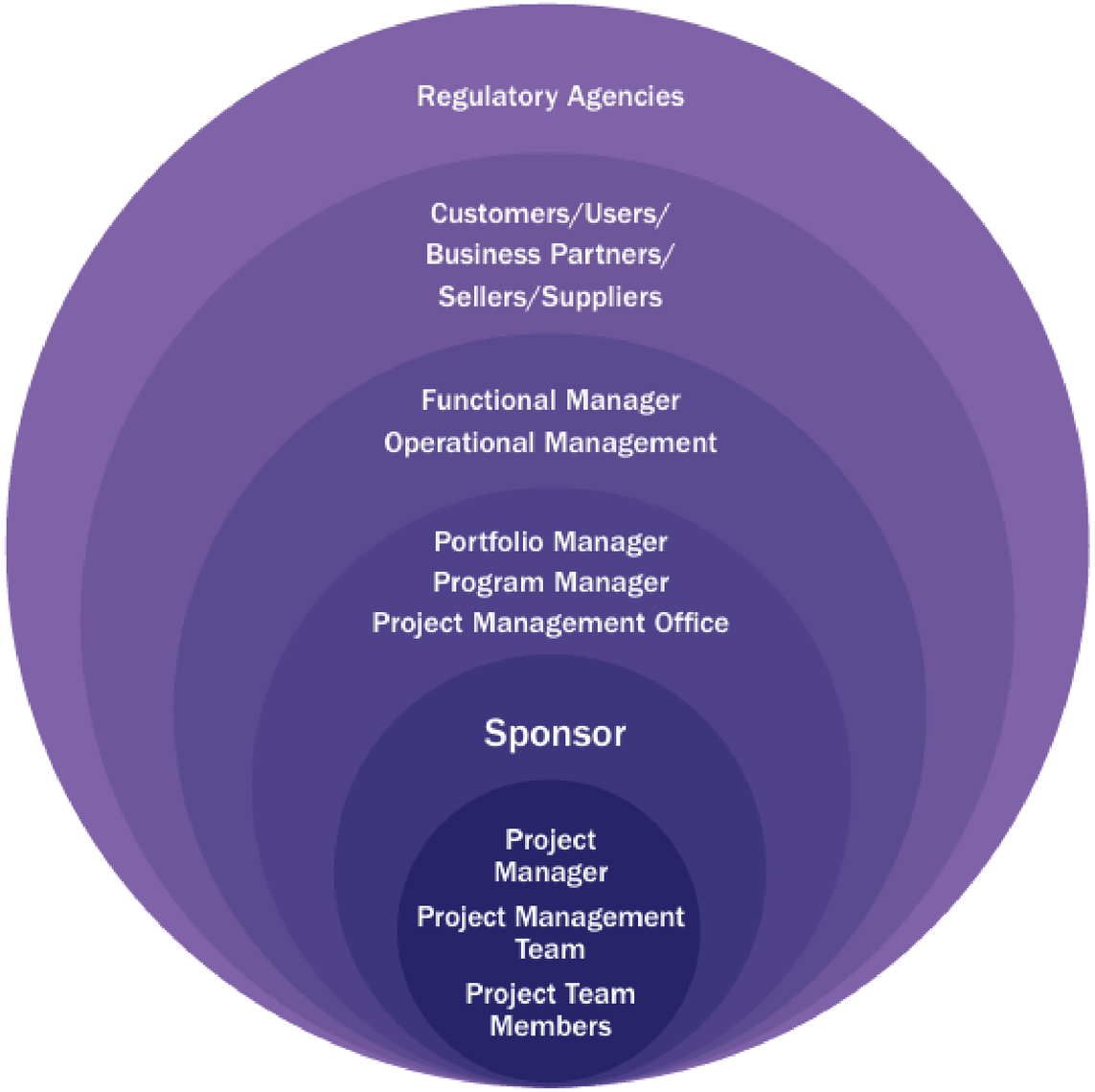
Value Delivery Components



7. Functions Associated with Projects

Functions	Descriptions
1. Provide Oversight and Coordination	Enables the project team to deliver value by aligning efforts, removing obstacles, and maintaining team focus.
Solicit and Manage Feedback	Individuals involved in the project contribute perspectives, insights, direction, and expectations. Feedback can be collected in person or virtually.
Facilitate and Support	The work involves encouraging project team member participation, collaboration, a collective sense of responsibility for the work output, and shared motivation in pursuit of the target outcome. Helps the project team create consensus around solutions, resolve conflicts, and make decisions.
Perform Work	People performing this function provide knowledge, skills, and experience necessary to deliver products and realize the outcomes of projects
Apply Expertise	Experts provide advise and support across the organization, enhancing the project team's learning process and improving the accuracy and quality of their work.
Provide Organizational Direction and Insight	Those responsible for this function help set the course for the next increment or element to be developed or delivered. They ensure that the project stays aligned with strategic objectives and delivers the intended value, adjusting the course as necessary based on feedback and performance metrics.
Provide Resources	Secures the necessary resources, including funding, physical resources, personnel, and authority to enable project progress.

8. Project Management Roles



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Roles	Descriptions
1. Project Team Members	A set of individuals performing the work of the project to achieve its objectives.
2. Project Management Team	The members of the project team who are directly involved in project management activities.
3. Project Manager	The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.
4. Project Sponsor	An individual or group that provides resources and support for portfolio, program, or project, and is accountable for enabling success.
5. Project Management Office	Organizational entities, typically established as departments or teams, primarily tasked with centralizing activities related to the management of portfolios, programs, and/or projects. The nature of these activities can vary according to the unique needs of each organization.
6. Program Manager	The person authorized by the performing organization to lead the teams responsible for achieving a program's objectives. Overseas the program's interaction with governance and helps keep the program aligned with the organization's strategic objectives.
7. Portfolio Manager	The person or group assigned by the performing organization to establish, monitor, and manage a portfolio and its components in support of strategic business objectives. Helps guide the selection, prioritization, balancing, and termination of portfolio components to maintain alignment with organizational strategy.

Summary

1. Projects exist in both large and small contexts. These contexts can range from government agencies, enterprises, or contractual arrangements to local nonprofit organizing community events or families organizing their vacations.
2. Organizations create value for stakeholders, and the expected value to be created via any project investment should meet or exceed the threshold for targets, both financial and non-financial.
3. Value delivery in today's environment extends beyond organizational objectives to also include societal impact and sustainability goals.
4. Portfolios, programs, projects, and operations all generate value, either individually or collectively. Together, these components form an integral system designed to maximize and sustain value delivery while ensuring alignment with the organization's strategy.
5. People drive project delivery by fulfilling essential functions that ensure projects run effectively and efficiently. These functions can be performed by an individual, a team, or a combination of defined roles.

References

1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Newtown Square, PA.

2. PMI Standards+. Available at: standardsplus.pmi.org

3. Organizational PMO/Governance Guidance Documents.

Thank you.