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KNOWLEDGE MODULE 1 - Introductory studies for Project Managers

LEARNER GUIDE

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Welcome and introduction

Welcome to this learning programme.

The guide leads you through the content to be covered. You will also complete a number of class activities that will form part of your formative assessment. This gives you the opportunity to practise and explore your new skills in a safe environment. You should take the opportunity to gather as much information as you can to use during your workplace learning and self-study.

In some cases, you may be required to do research and complete the tasks in your own time.

Take notes and share information with your colleagues. Important and relevant information and skills are transferred by sharing!

Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to build an understanding of Project management careers, the project management framework, project management process and business ethics

The learning will enable learners to demonstrate an understanding of:

- KM-01-KT01: Project Management careers and qualifications (10%)
- KM-01-KT02: Project management framework (40%)
- KM-01-KT03: Project management processes (10%)
- KM-01-KT04: Business ethics (40%)

Outcome 1

Guidelines for Topics

KM-01-KT01: Project Management careers and qualifications

Topic elements to be covered include:

- KT0101 Career opportunities in Project Management
- KT0102 The skills development landscape for Project Managers
- KT0103 The structure and focus of this qualification
- KT0104 The structured of learning and delivery of the project manager qualification
- KT0105 The final assessment and certification of as a Project Manager

Internal Assessment Criteria and Weight

- IAC0101 Structure and focus of the Project Manager qualification can be explained
- IAC0102 Career opportunities in project management can be linked to personal goals

Weight: 10%

KM-01-KT01:

Project Management careers and qualifications

Topic elements to be covered include:

- 1.1 Career opportunities in Project Management (KT0101)
- 1.2 The skills development landscape for Project Managers (KT0102)
- 1.3 The structure and focus of this qualification (KT0103)
- 1.4 The structured of learning and delivery of the project manager qualification (KT0104)
- 1.5 The final assessment and certification of as a Project Manager (KT0105)

1.1 Career opportunities in Project Management (KT0101)

Project management is defined as “the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters”.¹ Career opportunities are “any opportunities that take you closer to your career goals. This can be a job, an internship opportunity or a training programme that helps you excel in your career”.²

1.1.1 Link career opportunities in project management to personal goals (IAC0102)

Each individual should identify areas for personal growth and define a clear plan and set goals to ensure they reach these goals within their career. These individual goals will help an individual to learn new things, strengthen their abilities and to become more effective in their role.

Personal development goals are objectives you set to improve your character, skills and capabilities that will assist you in reaching your goals for where you see yourself by a certain time period in your career life.

When a person gives attention to detail, organisation, and follow-through, project management can be a great career. Highly organised people are capable of multitasking and leading others to often thrive in project management careers.

A project manager is seen as a liaison and central source of information who ensures tasks get done correctly, on time and within budget.³

By developing personal goals and achieving them it can lead to career advancement. The benefits include:

- Clear sense of direction
- Improved work ethic
- Better workplace relationships

¹ <https://www.apm.org.uk/resources/what-is-project-management/>

² <https://in.indeed.com/career-advice/career-development/what-are-career-opportunities#:~:text=Career%20opportunities%20refer%20to%20any,you%20excel%20in%20your%20career.>

³ <https://www.flexjobs.com/blog/post/project-management-career-paths/>

- Increased productivity

Personal development goals can include:

- Improve time management skills
- Develop emotional intelligence
- Cultivate resilience
- Listen actively
- Develop a growth mindset
- Develop a reading habit
- Learn new things
- Improve public speaking skills
- Meet new people⁴

Goals in a project management career path can include achieving the below:

- Project Management Assistant
- Junior Project Manager
- Senior Project Manager
- Programme Manager
- Portfolio Manager
- PMP certification
- PMI accreditation

The industries that use project managers include:

- Construction
- Marketing

By working with financial analysts and advertising specialists, marketing managers build public interest for their company's products and services. Advertising campaigns and pricing strategies are developed after new and/or growing markets have been identified. Illustrators and graphic designers are also supervised by Marketing managers to ensure that media components such as websites and promotional materials will result in sustainable consumer engagement.

⁴ <https://www.indeed.com/career-advice/career-development/personal-development-goals-for-work>

- Healthcare Services

Medical or health services managers improve the quality and efficiency of patient services and internal activities. This may include guiding a single clinical department or manage and entire facility. Healthcare project managers will need to keep up to date with healthcare laws and regulations to ensure their organisation comply.

- Information Technology

IT project managers plan and direct computer-related projects including:

- Setting communication standards
- Determining what information systems best suit the company's needs
- Negotiating with vendors
- Coordinate the duties of software developers, security analysts and support specialists.

- Banking and Professional Services

The financial project manager maintains the financial health of their organisation. They will direct investment plans and monitor organisational activities. To develop long-term goals, financial managers will evaluate market trends to discover new expansion opportunities. These managers are also in charge of producing fiscal reports and finding ways for the organisation to cut costs.

- Food Services

These project managers direct the daily operations for restaurants, hotels, concert venues, and other establishments in the hospitality industry. Organisational standards are created for personnel conduct to make sure their team complies with health and safety regulations. These managers also oversee the quality and cost-effectiveness of meals and handle customer complaints.

- Social Services

Projects that support the public good is supervised by Social Services managers. These managers can occupy leadership positions in:

- Government agencies
- Non-profit organisations
- For-profit organisations, like residential care facilities.

Social services managers can develop programs to serve a specific demographic or solve a particular problem by analysing data and meeting with the community.⁵

- Biotechnology
- Sustainable Energy

A personal workplace goal is a statement that defines the goals a person will seek out in their career or in their current position.

Goals can include improving communication with team members. By having specific and defined goals, the sooner you will be able to achieve them as a project manager. The result is that this will also show your top management that you are an asset to the team and the company.

Workplace goals are not only a roadmap to success, but it will also help you and your top management. By knowing what you want to achieve, it is easier to achieve it. By having set goals for HR purposes, you will set an example that you are a professional worth investing in and that you keep both your interests and the company's interests at heart.⁶

Having personal goals will be highly relevant to a project manager's position and advancing in it.

- Improve Project Productivity and Performance

As a project manager it is important to finish projects in time. This is particularly important if your team has been struggling to complete projects on time in a team setup. Particular attention should be paid to:

- The causes behind poor performance
- Areas for improvement

An example is that the main obstacle can be the way the scope is set during the project negotiation phase. A goal can thus then be to improve scope-setting methods in the project initiation phase.

- Improve Team Communication and Collaboration

⁵ <https://www.bestcolleges.com/careers/business/project-management/>

⁶ <https://www.projectcentral.com/blog/project-management-professional-goals/>

There will always be room for improvement in team communication and collaboration, which can be a personal work goal to strive for. As a project manager you should understand the underlying causes and your own motivation for improvement.

- **Expand Your Project Management Knowledge**

This is a not only a goal for first-time but also casual project managers. When you are assigned the role of project management the top management want to observe that it is taken seriously. Improving Project Management skills will also help to handle projects better and to improve performance.

- **Execute High-Impact Projects**

This is a long-term goals that is especially important when a project manager works on internal projects where the end client is either the company itself or the company's customers.

To execute high-impact projects it is important to understand the company's strategic position and your associated opportunities as a project manager. The main focus will thus be to identify projects that will bring the company the maximum amount of benefits and to increase their cost-effectiveness. It will be a win-win situation as the company will achieve their long-term goals and you will be achieving your own personal long-term goals.



Resource: <https://www.projectcentral.com/blog/project-management-professional-goals/>

- **Gain a Strategic Understanding of the Company's Goals and Implement Relevant Initiatives**

Project managers can experience that they are working in a bubble, although every project that is being executed contributes to a larger purpose for the company as well as yourself.

As a project manager you will have to expand your knowledge by researching other departments and the company when setting this personal goal. By doing this you will help the company achieve its strategic objectives.

An example is when a company wants to streamline its understanding of all the project contributions to its overall goals it can be achieved by integrating project tracking solutions with the ERP (Enterprise Resource Planning) tools.

- **Increase Transparency and Secure Stakeholder Buy-In at a Scale**

By having good communication skills, you can get approval from all stakeholders that include top management, team members and end clients.

Powerful technological solutions can increase visibility and standardise processes that streamline receiving approval and communication with stakeholders. By having everyone on the same page you would have achieved your goal.

- **Maximise Your Contributions within Your Role**

This goal is to help you to do the most you can in the role you currently have. As an example, project management can be viewed in only completion of projects, while as a Project Manager you can contribute and expand the impact of your role by:

- Training and retraining team members
- Devising new technological and collaborative solutions to ensure long-term peak performance.
- Working with top management on devising new goals for the project team.
- Performing competitor research
- Revising old performance reports to create new performance improvement strategies.



Formative Activity 1: Career opportunities in Project Management (KT0101)

Complete the following Formative Activity as per the instructions from the facilitator

1.2 The skills development landscape for Project Managers (KT0102)

Reskilling and upskilling are being seen as the number one priority by 93% of businesses.⁷ The focus of thinking is more and more that a skills-based employment setup is economically more efficient and socially equitable. Skills that are becoming essential to the wider picture of organisational capability, learner engagement and lifelong learning include:

- Data
- Digital
- Leadership
- Wellbeing

Skilling, reskilling and upskilling programmes will differ for each company and will depend on the following factors:

- Industry
- Cultural direction
- Company mission
- What leaders at the company stand for
- Motivations of the company's workforce

Stakeholders' buy-in at a senior level is crucial to achieve productivity through skills, learning and content. This will result in employees agreeing on the required skills, that it is represented accurately and consistently in the learning stack, which will help break down skills silos.⁸

Project management is a job that requires consistency, problem solving, conflict management and stakeholder management throughout the initiation, planning, executing, controlling and closing of a project.

Part of a project managers responsibilities are:

- Planning projects
- Assembling project teams

⁷ <https://learn.filtered.com/skills-landscape>

⁸ <https://learn.filtered.com/skills-landscape>

- Managing project tasks
- Time
- Costs

To get all the above done a project manager should have a variety of project management skills to ensure that they keep all aspects of a project organised.

Project Management Skills

A project manager's skills will consist of personality traits, soft skills and technical or hard skills.

- Personality traits
These include traits that will be beneficial for the project management role.
- Soft skills
These are skills that are not learned through formal education or training but are part of someone's personality or are developed as a person gain experience in the workforce.
- Hard skills
These skills are also known as technical skills and are skills that can be learned through education or training.⁹

Project Management Hard Skills

Hard skills are the most important as they are the project management techniques that will allow a project manager to do their job. These are also known as technical skills or project management know-how. These skills are needed to plan, schedule and manage projects.

Below the hard skills are listed:

- Project Management Methodologies Knowledge
The project management methodologies are industry specific, but it is important that a project manager is aware of the different methodologies although there is not a need to be an expert in all of them. Below is a list of the most common project management methodologies.

⁹ <https://www.projectmanager.com/blog/project-management-skills>

- Waterfall
- Agile
- Scrum
- Lean
- Prince2

A project manager should be familiar with the project management knowledge areas and process groups as defined by the project management institute of South Africa (PMI).

- Project Management Software Proficiency

To have knowledge of project management software is a must-have skill for project managers. There are a wide variety of project management software in the market. Therefore, as a project manager, you will have to determine which tools and features are the best for you and your team's workflow.

- Team Management

Teamwork to reach certain goals is the main focus of project management. People skills are thus important for project managers to keep their teams working productively. The understanding of conflict management is essential to keep everyone working together and with a high morale.

- Time Management

One of the most important technical skills that is also one of the triple constraints is Time. When a project manager does not have time management skills it can lead to delays and impact the overall project completion. Part of project management is to meet deadlines and getting deliverables out on time, therefore a project manager should be an expert in:

- managing their own time
- the team's time
- overall time of the project

- Project Planning

A must have project management skills is project planning as the project plan is the foundation of the project management cycle. This includes:

- Project schedule
- Resources

- Costs

The planning stage of any project lays the foundation for all the steps that follow, including the success or failure of the project.

- Project Scheduling

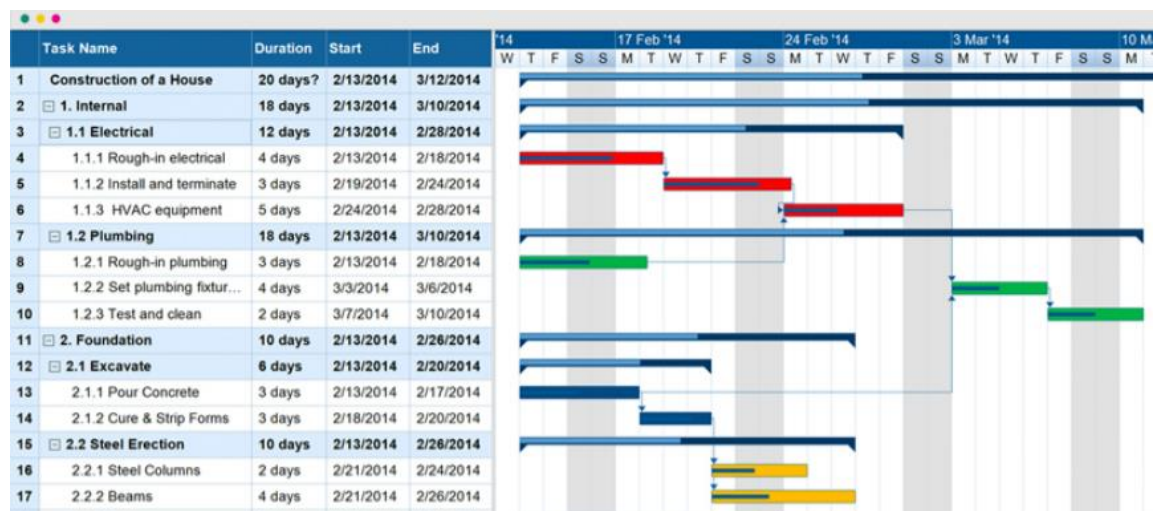
A project schedule organises the below to complete a project successfully:

- Tasks
- Teams
- Time
- Resource Management
- Risk Management

There are many tools that assist in the process of scheduling, which include a Gantt Chart, which provides a visual of the schedule with:

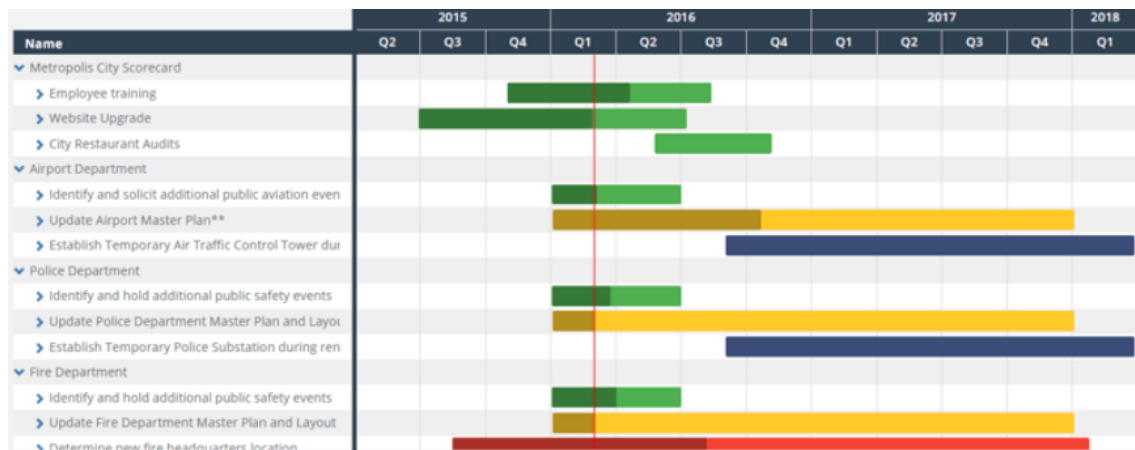
- Tasks
- Durations of those tasks
- Dependencies
- Milestones¹⁰

Below are examples of Gantt Charts:



Resource: <https://www.gantt.com/>

¹⁰ <https://www.projectmanager.com/blog/project-management-skills>



Resource: <https://www.clearpointstrategy.com/how-to-create-a-gantt-chart/>

- **Project Budgeting**

The project budget is a critical part of project management. Not only does a project manager need to have a project budget, but they also must manage the budget, including:

- Tracking costs through the project life cycle
- Actual costs should not exceed the planned budget

- **Risk Management**

Risk is inherent to planning any project. Before the execution of the project a risk management plan should be created to identify, assess, and control risk. The more a project manager manage risk, the more likely the project is going to succeed.

- **Cost Management**

Budget management is used to ensure that a project manager control the project costs through the execution stage.

- **Task Management**

Tasks are little milestone and jobs that make up the execution phase of a project. These tasks need to be:

- Created
- Organised
- Assigned to team members
- Tracked to meet the project constraints

The above is done with task management, that can be managed with project management software helps a Project Managers to manage tasks and results in collaboration amongst the project team.

Project Management Soft Skills

Soft skills are developed naturally by individuals. Some of these soft skills can also be improved through practice.

- **Leadership Skills**

Everyone has the potential to learn how to apply leadership skills and techniques, although it is generally accepted that leadership is a personality trait or soft skill.

A project manager is responsible for the project success but should also be a leader that applies leadership skills to guide and motivate the project team members to achieve their goals.

- **Communication Skills**

Communication skills go hand in hand with leadership skills. Project managers need to be effective in the articulation of what is required to complete the project successfully. This includes ongoing communication with the team, as well as to have a clear communication plan for:

- Project Team
- Customers
- Stakeholders
- Contractors
- And any other parties effected by the project.



- **Negotiation Skills**

Although negotiation is part of communication skills, it is a skill that also needs to be highlighted in terms of project management. This is an important skill for conflict resolution and stakeholder management. As a project manager you may get demands from stakeholders that may impact the project scope. You will at times have to diplomatically push back to ensure all stakeholders' requirements are met.

- **Organisation Skills**

This is the ability to manage time and tasks in an efficient manner. Organisation skills allow someone to work in an organised and efficient way.

- **Interpersonal Skills**

There are many different types of personalities between the team members, and it is important that the team members get along for the period of the project to ensure project success. Interpersonal skills will help the project manager to bring the best out of the project team and to help with conflict resolution.

- **Problem-Solving Skills**

The purpose of a project is to resolve a problem that the stakeholders have. The skill to solve problems means that your projects are more likely to deliver success.¹¹

Personality Traits of a Project Manager

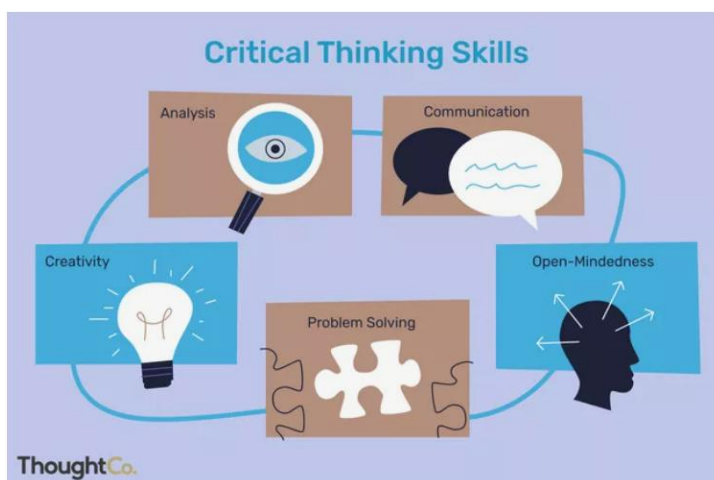
There are certain personality traits that are beneficial to have as a project manager.

- **Adaptability**

There is constant change in project management. It is therefore important that a project manager can be flexible and focus on what keeps a project viable. A manager should be able to adapt to ensure project success. As comes with experience, a project manager must have the wisdom to know when adaptability is beneficial to the project and when to not adapt.

- **Critical Thinking**

As a project manager you need to be able to think outside of the box. With critical thinking you do not always just accept what you hear but you take your time to understand the issues and to do research that leads to an informed decision.



Resource: <https://www.thoughtco.com/critical-thinking-definition-with-examples-2063745>

¹¹ <https://www.projectmanager.com/blog/project-management-skills>

- A sense of Humour

A sense of humour will assist a project manager with stress relief for both them and the team. Humour can be used by project managers by doing project team-building activities.

- Patience

It is important to avoid frustration when things do not go as planned or to even rush through the project. Proper planning is necessary to ensure that a project runs smoothly. As a project manager you will always encounter issues, whether it is a change request or an unrealistic expectation from a stakeholder and therefore you need to have patience to ensure that things are not made worse.⁵



Formative Activity 2: The skills development landscape for Project Managers (KT0102)

Complete the following Formative Activity as per the instructions from the facilitator

1.3 The structure and focus of this qualification (KT0103) (IAC0101)

The purpose of this qualification is to prepare a learner to operate as an/a Project Manager

An/A Project Manager A Project Manager applies knowledge of project management to achieve project objectives in a specific field of application

A qualified learner will be able to:

- Initiating a project to address specific project objectives
- Planning and preparing the delivery of a project
- Executing and controlling the delivery of a project management plan
- Managing the project close out process

This qualification is made up of the following compulsory Knowledge, Practical Skill and Work Experience Modules:

Knowledge Modules:

- 121905000-KM-01, Introductory studies for Project Managers, NQF Level 5, Credits 4
- 121905000-KM-02, Project Integration Management, NQF Level 5, Credits 4
- 121905000-KM-03, Project scope management, NQF Level 5, Credits 8
- 121905000-KM-04, Project Time Management, NQF Level 5, Credits 8
- 121905000-KM-05, Project Cost Management, NQF Level 5, Credits 8
- 121905000-KM-06, Project Quality Management, NQF Level 5, Credits 8
- 121905000-KM-07, Project Human Resource Management, NQF Level 5, Credits 8
- 121905000-KM-08, Project Communications Management, NQF Level 05, Credits 8
- 121905000-KM-09, Project Risk Management, NQF Level 05, Credits 8
- 121905000-KM-10, Project Procurement Management, NQF Level 05, Credits 8
- 121905000-KM-11, Project Stakeholder Management, NQF Level 05, Credits 8
- Total number of credits for Knowledge Modules: 80

Practical Skill Modules:

- 121905000-PM-01, Initiate a project, NQF Level 5, Credits 4

- 121905000-PM-02, Plan and develop a project management approach and scope statement, NQF Level 05, Credits 8
- 121905000-PM-03, Plan and develop a project timeline and schedule, NQF Level 05, Credits 8
- 121905000-PM-04, Plan for and project the cost of a project, NQF Level 05, Credits 8
- 121905000-PM-05, Plan project management systems, NQF Level 05, Credits 8
- 121905000-PM-06, Monitor and control the scope of a project, NQF Level 05, Credits 8
- 121905000-PM-07, Control the project delivery schedules and costs, NQF Level 05, Credits 8
- 121905000-PM-08, Control the project quality, NQF Level 05, Credits 8
- 121905000-PM-09, Manage and control the human resources of a project, NQF Level 05, Credits 8
- 121905000-PM-10, Conduct and control project communication and stakeholder interaction, NQF Level 05, Credits 8
- 121905000-PM-11, Manage and control project risks, NQF Level 05, Credits 8
- 121905000-PM-12, Manage and control project procurement activities, NQF Level 05, Credits 8
- 121905000-PM-13, Manage and control project close-out activities, NQF Level 05, Credits 8

Total number of credits for Practical Skill Modules: 100

This qualification also requires the following **Work Experience Modules**:

- 121905000-WM-01, Attend to project initiation management processes, NQF Level 05, Credits 10
- 121905000-WM-02, Attend to project planning processes, NQF Level 5, Credits 20
- 121905000-WM-03, Attend to project execution and control processes, NQF Level 05, Credits 20
- 121905000-WM-04, Attend to project close out processes, NQF Level 5, Credits 10

Total number of credits for Work Experience Modules: 60



Formative Activity 3: The structure and focus of this qualification (KT0103) (IAC0101)

Complete the following Formative Activity as per the instructions from the facilitator

1.4 The structure of learning and delivery of the project manager qualification (KT0104)

The purpose of this qualification is to prepare a learner to operate as an/a Project Manager
An/A Project Manager A Project Manager applies knowledge of project management to achieve project objectives in a specific field of application

A qualified learner will be able to:

- Initiating a project to address specific project objectives
- Planning and preparing the delivery of a project
- Executing and controlling the delivery of a project management plan
- Managing the project close out process

A Project Manager applies knowledge of project management to achieve project objectives in a specific field of application. The structure includes classroom training where learners will be given the time to complete both Formative and Summative Assessments. The Work Experience Modules must be completed in the actual workplace. A Workplace logbook must be completed and signed by a mentor

The external summative assessment will be an integrated assessment of the qualification outcomes and will consist of an open book knowledge assessment. The assessment will include open-ended questions based on specific case studies and scenarios.



Formative Activity 4: The structure of learning and delivery of the project manager qualification (KT0104)

Complete the following Formative Activity as per the instructions from the facilitator

1.5 The final assessment and certification of as a Project Manager (KT0105)

The external summative assessment will be an integrated assessment of the qualification outcomes and will consist of an open book knowledge assessment. The assessment will include open-ended questions based on specific case studies and scenarios

1.5.1 Assessment Standards for the Qualification

Integrated Assessment Focus Area 1

Initiate a project to address specific project objectives

Associated Assessment Criteria

- An understanding of project initiation inputs, techniques and outputs is demonstrated
- An understanding of project initiation processes, documents, flow of data and importance of this process can be demonstrated
- Project initiation documents can be identified, their applications explained, evaluated for completeness, gaps identified, and improvement areas motivated
- The needs and requirements of a project that must be met to achieve project objectives can be identified
- An initial project schedule can be compiled to determine an estimated overall timeline of the project
- An initial project budget can be compiled to reflect the feasibility of the project

Integrated Assessment Focus Area 2

Plan and prepare the delivery of a project

Associated Assessment Criteria

- An understanding of project planning inputs, techniques and outputs is demonstrated
- An understanding of project planning processes, documents, flow of data and importance of this process can be demonstrated
- Major project assumptions and constraints are interpreted and the impact thereof on the project is explained

- Project strategies are compiled and aligned with project objectives, including but are not limited to management strategies for project scope, schedule, cost, quality, risk, communication
- Project controls are compiled that includes but are not limited to policies, procedures, standards and guidelines required to govern the project
- Project performance measures and acceptance criteria are compiled that supports the achievement of project objectives
- The Project Management approach is compiled to best suit the specific project and the stakeholder requirements
- Produce a Work Breakdown Structure including the unique identification of components, description of components and their completion criteria
- Components into which work needs to be decomposed (horizontal division) are determined using project management principles to support the planning and control of the project
- The level of detail to which work is decomposed (vertical division) is determined using project management principles in order to support the planning and control of the project
- An integrated project schedule is produced and maintained that consolidates the entire component plans
- An understanding of project costs management planning and control can be demonstrated
- Factors affecting project costs are identified and explained with examples of how these factors affect the project costs. Includes but is not limited to:
 - constraints,
 - time,
 - resource availability,
 - exchange rates,
 - interest rates,
 - prices
- An understanding of the importance of managing income and expenditure on a project is demonstrated with examples of how they impact on the project outcome. Includes but is not limited to:

- impact of late payment,
- forecast of impact of changes,
- alignment with organisational cash flow,
- payment schedules,
- impact on profit expected
- A cost base line is compiled that represents a time phased budget that is used as a basis against which to measure, monitor and control overall cost performance on the project
- The cost baseline reflects needs and structures including but are not limited to:
 - Work Breakdown Structure (WBS),
 - Chart of Accounts,
 - Schedule

Integrated Assessment Focus Area 3

Execute and control the delivery of a project management plan

Associated Assessment Criteria

- An understanding of project execution and control inputs, techniques and outputs is demonstrated
- An understanding of project execution and control processes, documents, flow of data and
- importance of this process can be demonstrated
- An understanding of project management systems requirement for the management of quality, human resources, communication, risk and procurement is demonstrated
- An understanding project scope management practices is demonstrated in terms of evaluation and refinement the project scope statement, validating scope statements, and controlling a project scope
- Project schedules are executed and controlled by monitoring and controlling performance measures, project base lines and project risks
- An understanding of the cost control process, concepts, theory, techniques, and practices are demonstrated

- Cost management policies and procures are evaluated against governance criteria for completeness and practicability, gaps are identified, and corrective measures motivated
- Recorded variance analysis, trends analysis, earned value performance reports demonstrates an analytical competence and understanding
- An understanding of project quality assurance and control concepts, practices and techniques are demonstrated
- Project human resources management concepts, practices and techniques are applied in relation to recruitment and selection of a project team, team development, performance and conduct
- An understanding of project communication concepts, practices and techniques are demonstrated
- Project risks are monitored and controlled as related to risk probability estimates, risk impact assessments, risk response plans and review schedules
- Project procure activities are monitored and controlled including sourcing and securing project suppliers and project procurement processes
- An understanding of project stakeholder communication processes is demonstrated

Integrated Assessment Focus Area 4

Manage the project close out process

Associated Assessment Criteria

- An understanding of project close-out inputs, techniques and outputs is demonstrated
- An understanding of project close-out processes, documents, flow of data and importance of this process can be demonstrated
- An understanding of project close-out customer satisfaction and verification process is demonstrated
- Project resource demobilisation and termination procedures are established and complied with as required by contractual agreements
- An understanding of project administration and contract closure audit procedure is demonstrated

- Project transfer and handover procedure are adhered to as related to organisational and project requirements

1.5.2 Assessment Standards for Phases

- No phase tests are required

1.5.3 Assessment Standards for Part Qualifications

- No part qualifications are included

1.5.4 Assignments to be evaluated externally

- No assignments are specified for this qualification

1.5.5 Critical aspects of the internal assessments to be assessed externally

- None are specified

1.5.6 Criteria for the registration of assessors

- Experience
 - Planning, execution, and delivery of projects as the Project Manager
 - Managed three (3) projects with a project life cycle of at least a year
- Context of experience
 - Employment history as a Project Manager
- Qualification
 - Achieved an industry recognised qualification in Project Management
 - Achieved a nationally recognised standard in assessment practice

1.5.7 Eligibility requirements for the external assessment

In order to qualify for the external summative assessment learners must have a copy of a completed and signed Statement of Work Experience as well as proof of successful completion of the following subjects and modules or alternative programmes where applicable.



***Formative Activity 5: The final assessment and certification of
as a Project Manager (KT0105)***

Complete the following Formative Activity as per the instructions from the facilitator

Outcome 2

Guidelines for Topics

KM-01-KT02: Project management framework

Topic elements to be covered include:

- KT0201 Definitions and key concepts
- KT0202 Project, program and portfolio management
- KT0203 Relationship between project management and operations management and organisational strategy
- KT0204 The business value of projects
- KT0205 The role of the project manager
- KT0206 The impact of the project environment on project management options
- KT0207 The project life cycle
- KT0208 Project stakeholders and governance
- KT0209 The project process groups and knowledge areas

Internal Assessment Criteria and Weight

- IAC0201 Provide explanations or definitions for key project management concepts that demonstrates a comprehensive understanding
- IAC0202 An comprehensive understanding of the relationship between project management concepts and other business disciplines can be demonstrated

Weight: 40%

KM-01-KT02:

Project management framework

Topic elements to be covered include:

- 2.1 Definitions and key concepts (KT0201)
- 2.2 Project, program and portfolio management (KT0202)
- 2.3 Relationship between project management and operations management and organisational strategy (KT0203)
- 2.4 The business value of projects (KT0204)
- 2.5 The role of the project manager (KT0205)
- 2.6 The impact of the project environment on project management options (KT0206)
- 2.7 The project life cycle (KT0207)
- 2.8 Project stakeholders and governance (KT0208)
- 2.9 The project process groups and knowledge areas (KT0209)

2.1 Definitions and key concepts (KT0201) (IAC0201)

Project management dates back to the 19th century. A defined method of project management emerged as companies realised the advantages of organising jobs around projects, hereby recognising the critical need to communicate and coordinate work across departments and professions.

The main focus of project management is on planning, handling and arranging the funds accessible. A project manager will also direct the project team through all stages of the project lifecycle and effectively implement the project. Other operations that form part of the project include the identification and efficient management of the project lifecycle and its implementation in a user-centric development method.

Project Management Institute (PMI) defines Project Management as “the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project.”

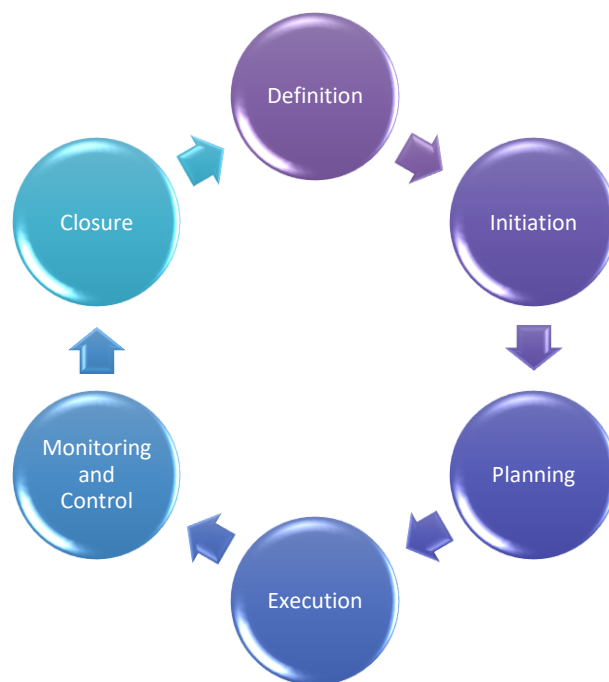
There are a few main points to an easy project management definition, namely:

- Projects are big challenges
- There is a definite start and end to a project. It is not an ongoing day-to-day operational method.
- Different tools are used to evaluation the performance and monitoring of project tasks. These tools include:
 - Structures for work breakdown
 - Charts for Gantt
 - Charts for PERT
- Project resources are usually ad-hoc rather than committed, prevalent full-time positions in an organisation.
- Project management lowers risk and improves opportunities for achievement.

A triangle is being used to summarise project management by referring to the “triple constraint” experience in the duration of a project. These shape the vertices as the main feature of value.



A project lifecycle has six stages



- Stage 1: Project Definition

At this stage the following are defined:

- Objectives of the project
- Priorities
- Critical success factors

- Stage 2: Initiation
All requirements to define the build-up of the project, before project start-up.
- Stage 3: Planning
Detailed instructions are defined on how the project will be carried out, including time, price and resource estimates.
- Stage 4: Execution
Working to deliver the product, service, or desired outcome.
- Stage 5: Monitoring and Control
At this stage the project manager ensures that the project remains on track and are taking corrective action to ensure completion of the project.
- Stage 6: Closure
Formal acceptance of the deliverables and demobilisation of all the elements required to run the project.¹²



***Formative Activity 6: Definitions and key concepts (KT0201)
(IAC0201)***

Complete the following Formative Activity as per the instructions from the facilitator

¹² <https://www.exceeders.com/blog/introduction-to-project-management-key-concepts>

2.2 Project, program and portfolio management (KT0202)

Project management is defined by Wikipedia as “the process of leading the work of a team to achieve all project goals within the given constraints. The primary constraints are scope, time, and budget. The secondary challenge is to optimise the allocation of necessary inputs and apply them to meet pre-defined objectives”.¹³

What can be derived from this definition is that the objective of project management is to deliver a project which complies with the client’s objectives, which can be either an internal client to the company or an external client. The objective of the project, in many cases, is to shape or amend the client’s brief to feasibly address the client’s objectives. By having clearly defined client objectives it will influence the decisions made by the role players involved in the project which will include:

- Project Managers
- Designers
- Contractors
- Sub-contractors
- Stakeholders

When objectives are ill-defined or too tightly prescribed it can have a negative impact on the project and the project manager will most probably experience scope creep.

As stated, a project has a defined start and end, therefore it is a temporary and unique endeavour designed to produce a product, service, or result undertaken to meet unique goals and objectives to bring about beneficial change or added value.

The temporary nature of projects stands in contrast with business operations (business-as-usual) which are repetitive, permanent, or semi-permanent functional activities in nature to produce products or services.¹⁴

Program Management

As defined by Wikipedia, program management is “the process of managing several related projects, often with the intention of improving an organisation’s performance. Program

¹³ https://en.wikipedia.org/wiki/Project_management

¹⁴ https://en.wikipedia.org/wiki/Project_management

management is closely related to systems engineering, industrial engineering, change management and business transformation”.¹⁵

The program manager has an overall view of the purpose and status of all the projects in a program and can use this oversight to support project-level activity to ensure the program goals are met by providing a decision-making capacity that cannot be achieved at project level or by providing the project manager with a program perspective.

Programs focus on the coordination and prioritisation of resources across all projects, managing links between the projects and the overall costs and risks of the program.¹⁶

Portfolio Management

Project Portfolio Management (PPM) is defined as “the centralised management of the processes, methods, and technologies used by project managers and project management offices (PMO’s) to analyse and collectively manage current or proposed projects based on numerous key characteristics. The objectives of PPM are to determine the optimal resource mix for delivery and to schedule activities to best achieve an organisation’s operational and financial goals, while honouring constraints imposed by customers, strategic objectives, or external real-world factors”.¹⁷

Standards for Portfolio Management include:

- Project Management Institute’s framework for project portfolio management
- PfM² Portfolio Management Methodology by the PM² Foundation

PPM provides program and project managers with the capabilities needed to accomplish interrelated tasks by means of:

- Manage time
- Resources
- Skills
- Budgets

A PPM can usually be found in large, program/project-driven organisations. As part of its capabilities it also provides a framework for issue resolution and risk mitigation. Furthermore,

¹⁵ https://en.wikipedia.org/wiki/Program_management

¹⁶ https://en.wikipedia.org/wiki/Program_management

¹⁷ https://en.wikipedia.org/wiki/Project_portfolio_management

there is the benefit of centralised visibility that assist program and project managers with planning and scheduling teams to identify the fastest, most cost-effective and suitable approach to deliver the programs and related projects.

Key capabilities of the PPM include:

- Pipeline Management

These are the steps to ensure that an adequate number of project proposals are generated. These proposals are then evaluated to determine whether a set of projects can be executed. There are three sub-components to pipeline management, namely:

- Ideation
- Work intake processes
- Phase-Gate reviews

The ability to align decision-making processes for estimation and the selection of new capital investment projects with the strategic plan is fundamental to pipeline management.

- Resource Management

The resource manager focusses on the efficient and effective placement of an organisation's resources where and when they are needed. These resources include:

- Financial resources
- Inventory
- Human resources
- Technical skills
- Production
- Design

What-if resource scenarios can be modelled and this view can be extended across the portfolio to assist with project-level resource allocation.

- Change Control

Change control is the process of capturing and prioritising change requests that can include:

- New requirements

- Features
- Functions
- Operational constraints
- Regulatory demands
- Technical enhancements

The PPM is a central repository for these change requests and has the ability to match available resources to the demand within the financial and operational constraints of projects.

- Financial Management

The PPM also assist the Office of Finance to improve accuracy for estimating and managing the financial resources of a project. The benefit is that:

- The value of projects can be demonstrated in relation to strategic objectives and priorities through financial controls
- Assessment of the progress through earned value, plus other project financial techniques

- Risk Management

To determine the confidence levels across the portfolio, risk management is used to analyse the risk sensitivities residing within each project. An organisation can have an objective view of project uncertainties with the integration of costs and schedule risks with techniques determining contingency and risk response plans.¹⁸



Formative Activity 7: Project, program and portfolio management (KT0202)

Complete the following Formative Activity as per the instructions from the facilitator

¹⁸ https://en.wikipedia.org/wiki/Project_portfolio_management

2.3 Relationship between project management and operations management and organisational strategy (KT0203) (IAC0202)

Operations management (OM) is defined as “the administration of business practices to create the highest level of efficiency possible within an organisation. It is concerned with converting materials and labour into goods and services as efficiently as possible to maximise the profit of an organisation”.¹⁹ The business focus of operations management teams is to balance costs with revenue to achieve the highest net operating profit.

To be successful in operations management the following resources should be utilised from:

- Staff
- Materials
- Equipment
- Technology

Based on the client’s needs and the abilities of the company the operations managers acquire, develop, and deliver goods and services. Many strategic issues are being handled by operations management, including:

- The size of manufacturing plants
- Project Management methods
- Implementing the structure of information technology networks
- Management of inventory levels
 - Work-in-process levels
 - Raw materials acquisitions
 - Quality control
 - Materials handling
 - Maintenance policies

By utilising numerous formulas, operations managers determine when and how large of an inventory order the company should process and how much inventory to hold in stock. All of this is done by studying the use of raw materials and ensuring minimal waste occurs.

¹⁹ <https://www.investopedia.com/terms/o/operations-management.asp>

The purpose of Operations Management is to control the production processes and business operations in the most efficient manner possible.

Operations management circles around four theories, namely:

- Business Process Redesign (BPR)

This process is focused on the analysis and design of workflow and business processes within a company. The focus of BPR is to help companies restructure the organisation by designing the business process from the foundation.

- Reconfigurable manufacturing systems

These systems are designed to incorporate accelerated change in:

- Structure
- Hardware components
- Software components

Systems adjust rapidly to a capacity to which it can continue production and the efficiency with which it functions in response to market or system changes.

- Six Sigma

Six Sigma is an approach that focuses on quality. The word “six” is a reference to the control limits, which are placed at six standard deviations from the normal distribution mean. Tools used as part of the Six Sigma process include:

- Trending charts
- Potential defect calculations
- Other ratios

- Lean Manufacturing

This is the methodical elimination of waste within the manufacturing process. Resource uses are viewed as any other method than value creations for customers as wasteful and search for different methods to eliminate wasteful resource expenditures as much as possible.²⁰

²⁰ <https://www.investopedia.com/terms/o/operations-management.asp>

Operations management and project management overlap when the aim is to increase business efficiency and output. Both these business functions include:

- Tasks
- Projects
- Processes
- Costs
- Goals
- Human Resources

Project management can be viewed as a sub-function of operations, including several phases, namely:

- Conception
- Scoping
- Estimating
- Developing
- Executing
- Control
- Monitoring
- Completion

The above phases will intersect with the functions of operations management during the project life cycle.²¹

Operations and project management differ in terms of goals and the scope of work. A project is time-limited, whereas operations are ongoing.

Following is a table of the main differences and the overlap between them, based on the approach and goals:

²¹ <https://masterstart.com/blog/news/the-relationship-between-operations-and-project-management/#:~:text=For%20instance%2C%20when%20developing%20or,with%20the%20business's%20over all%20operations.>

Tasks <ul style="list-style-type: none"> Project — Unique to individual projects Operations — Facilitates several projects 	Processes <ul style="list-style-type: none"> Project — Temporary and defined as required by the project Operations — Ongoing and permanent
Resources <ul style="list-style-type: none"> Project — Allocated temporarily Operations — Permanently available 	Cost <ul style="list-style-type: none"> Project — Per project only Operations — Budgets for business as a whole
Goals <ul style="list-style-type: none"> Project — Achieved on completion of project Operations — Continuously sets new goals 	Priorities <ul style="list-style-type: none"> Project — On-time delivery of a project Operations — Delivery of logistics to enable project completion

Resource: <https://masterstart.com/blog/news/the-relationship-between-operations-and-project-management>

An organisation strategy is defined as “a long-term plan that allocates how a company plans to use its resources to support business activities. It serves as a guidance for how a company can achieve its objects. Companies use these strategies to help them meet their goals and develop strategic plans”.²² Detailed assessment outlining what the company needs to accomplish is included in organisational strategies.

Key elements of an organisation strategy include:

- **Specific**
An organisational strategy is specific in stating what it wants to achieve.
- **Measurable**
By being measurable an organisational strategy helps business to determine whether the business has reached its goal.
- **Realistic**
An organisational strategy is realistic to have achievable goals.
- **Limited**
Organisational strategies are time-bound and therefore have a specific deadline. A certain amount of time is dedicated, as an example three years, to achieve a particular

²² <https://www.indeed.com/career-advice/career-development/organizational-strategy#:~:text=An%20organizational%20strategy%20is%20a,goals%20and%20develop%20strategic%20plans>.

goal. This helps companies to measure their target and ensure that tasks are completed.²³

The relationship between project management and organisational strategy is that it can:

- Align the team
- Address the company's vision, mission, and goals
- Implementing strategic initiatives organisation wide

Each project should support the overall organisational strategy, and the project management framework that is chosen should assist in following through on all business projects.²⁴



Formative Activity 8: Relationship between project management and operations management and organisational strategy (KT0203) (IAC0202)

Complete the following Formative Activity as per the instructions from the facilitator

²³ <https://www.indeed.com/career-advice/career-development/organizational-strategy#:~:text=An%20organizational%20strategy%20is%20a,goals%20and%20develop%20strategic%20plans.>

²⁴ <https://www.smestrategy.net/blog/how-to-align-your-organizational-strategy-and-project-management-this-month-in-strategy#:~:text=A%20good%20organizational%20strategy%20can,follow%20through%20on%20your%20projects.>

2.4 The business value of projects (KT0204)

Business value is defined as “the net benefit that will be realised by the customer of a project, and can be measured in either monetary or non-monetary elements”.²⁵

The business value in project management entails all elements that determine the health of a business. This involves:

- Financial assets
- Equity
- Fixtures
- Brand recognition
- Trademarks, etc.

Business values are created by effective management and can influence the ability of an organisation to meet all its objectives. The elements that contribute to the business value include:

- Shareholders
- Clients
- Managerial knowledge
- Social knowledge
- Employee knowledge

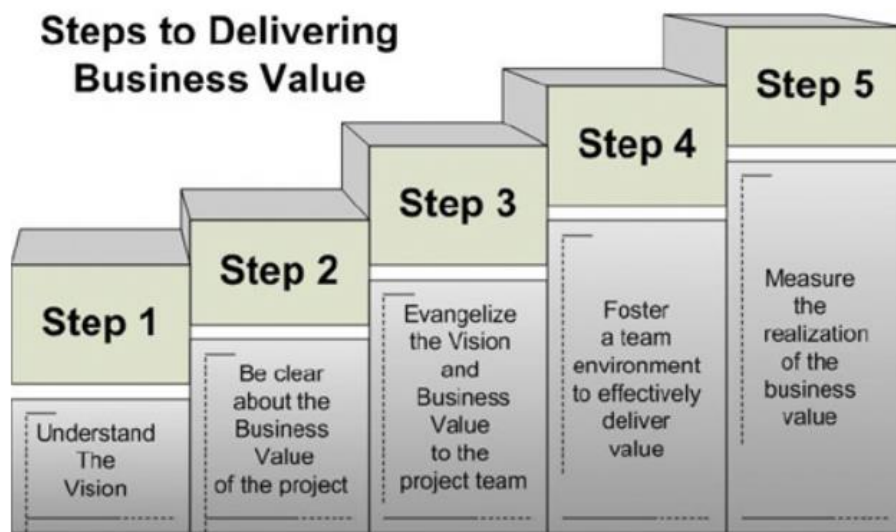
Strategic planning and good management practices are the start to effective business value. Having a good organisational strategy is important as it affects the business value as it aligns to the mission and vision of the organisation. The result will therefore be that it affects the direction of the organisation.

Other elements necessary for business values include:

- Portfolio management
- Program management

²⁵ <https://www.pmi.org/learning/library/delivering-business-value-9378#:~:text=For%20the%20purpose%20of%20this,monetary%20or%20non%2Dmonetary%20terms.>

The above align with organisational optimisation that can result in efficiency in costs and better deliverables that lead to the realisations of successful business value.²⁶



Resource: <https://www.pmi.org/learning/library/delivering-business-value-9378#:~:text=For%20the%20purpose%20of%20this,monetary%20or%20non%2Dmonetary%20terms.>

- **Step 1: Understand the vision**

The sponsor should identify the vision for the project. The vision should include:

- A high-level view of the scope of the project
- The reason the project was created

The vision is part of the project charter and is the responsibility of the project manager to obtain clarity. Together with the sponsor, the project manager should clearly document the vision of the project. Once the vision is documented it should be internalised as the project manager should believe in the purpose of the project.

- **Step 2: Be clear about the business value of the project**

It is important to understand how the vision translates into business value. It is critical that the organisation identify the value the project will deliver and how it will be measured during the project. The business value must be defined in monetary terms, although there are non-monetary benefits that can be realised and identified.

- **Step 3: Convert the vision and business value to the project**

²⁶ <https://projectvictor.com/knowledge-base/business-value/#:~:text=Business%20value%2C%20in%20project%20management,trademarks%20to%20name%20a%20few.>

As the project team needs to be motivated it is important that the vision and business value of the project is converted to the team members.

- Step 4: Encourage a team environment to effectively deliver value

A project team should be allowed to deliver the project efficiently by creating the correct environment. Roadblocks should be removed from the team's way to ensure that efficiency thrives. The project team will respond with the motivation to succeed when a project manager encourages an environment that focuses on delivering value to the business.

- Step 5: Measure the realisation of the business value

This is a step that will occur throughout the project and requires continued measurement until the project is completed and thereafter. As part of the project manager's responsibilities, they should report on the progress of the project, including the realisation of business values as deliverables are completed. As it will differ with projects, the final realisation of the increased value might not be measurable. As long as ongoing measurements are required, the organisation should continue to measure the increased value of the project's impact.

A project can only be considered successful if it delivers the predetermine business value. The following steps should be considered by the project manager due to the execution of the project to better deliver business value²⁷:

- Understand the vision
- Be clear about the business value of the project
- Encourage the vision and business value to the project team
- Encourage a team environment to effectively deliver value
- Measure the realisation of the business value

Resource: [https://www.pmi.org/learning/library/delivering-business-value-](https://www.pmi.org/learning/library/delivering-business-value-9378#:~:text=For%20the%20purpose%20of%20this,monetary%20or%20non%2Dmonetary%20terms.)

9378#:~:text=For%20the%20purpose%20of%20this,monetary%20or%20non%2Dmonetary%20terms.



Formative Activity 9: The business value of projects (KT0204)

Complete the following Formative Activity as per the instructions from the facilitator

²⁷ <https://www.pmi.org/learning/library/delivering-business-value-9378#:~:text=For%20the%20purpose%20of%20this,monetary%20or%20non%2Dmonetary%20terms.>

2.5 The role of the project manager (KT0205)

A project manager is responsible for the delivery of a project, as authorised by the Project Board to run the project on a day-to-day basis.

Included in the individual responsibilities of a project manager is:

- Delivering the project
- Leads and manages the project team
- Run the project on a day-to-day basis
- Interfacing between the project and the business area. This is important for:
 - Communicating and encouraging transformation
 - Change within the business area
 - Delivery of new capabilities from the project
 - The readiness to exploit the new capability

The specific responsibilities of the project manager include:

- The design and application of appropriate project management standards
- Manage the production of the required deliverables
- Adoption of delegations and use of project assurance roles within agreed reporting structures
- Prepare and maintain project, stage, and exception plans
- Manage project risks, including the development of contingency plans
- Liaising with program management and related projects ensuring that there is not any duplication
- Monitor overall progress and use of resources and initiating corrective action where required
- Apply change control and configure management processes
- Reporting to agreed lines on project progress through highlight reports and end-stage assessments
- Liaising with appointed project assurance representatives to assure the overall direction and integrity of the project
- Maintain an awareness of potential interdependencies with other projects and the impact

- Adopt and apply appropriate technical can quality strategies and standards
- Identify and obtain support and advice required from management, including planning and control of the project.
- Manage project administration
- Conduct a project evaluation review to assess how successful the project was managed
- Prepare follow-up actions²⁸



Formative Activity 10: The role of the project manager (KT0205)

Complete the following Formative Activity as per the instructions from the facilitator

²⁸ <https://www.finance-ni.gov.uk/articles/roles-and-responsibilities-project-manager#:~:text=managing%20the%20production%20of%20the,and%20exception%20plans%20as%20required>

2.6 The impact of the project environment on project management options (KT0206)

The focus of a project is to meet specific deadlines within a set budget and to deliver a quality product or service. There are several factors out of a project manager's control that can side track a project. Certain obstacles can also arise from the project team as well as stakeholders. These factors make up the project environment.

A project environment can be defined as "all the internal and external forces that exert on project management. These are things from inside and outside the project that can impact the schedule, budget, team morale and much more".²⁹

A project manager must understand the project environment and proactively plan to manage the factors that may influence the project.

For the project manager to deliver a project successful they you identify all factors and manage these factors to ensure successful project delivery. These factors are not only the objectives, scope, budget, and schedule of the project, but also the project management environment.

As an example, when the project is within the construction industry factors such as the location and potential risks should be considered. It can be an environment that are prone to earthquakes, hurricanes, or just poor infrastructure. All of this can lead to difficulty getting resources to site.

Another factor is the social environment, such as the opinion of the local community that can have an impact on the progress of the project or the demographics of the area which may influence the project management plan.

The key elements of a project environment are internal and external factors, namely:

- Organisational Structure and Organisational Culture

The structure of the organisation will impact you a project is managed. There are various systems that outline what processes should be followed to achieve the goals of the organisation, as well as the roll out of the project. The organisational culture will also have an impact on how the project will be executed.

²⁹ <https://www.projectmanager.com/blog/how-to-manage-project-environment>

- Physical Environment

Included in the physical environment is the local ecology to the physical geography, including:

- Weather
- Site access constraints
- Utilities
- Local service availability
- Availability of human resources
- Availability of material resources

All of the above are factors external to the project and outside of the control of the organisation.

- Political Environment

The political environment can impact how the project team interacts with stakeholders. Legal activities can be at play that include:

- corruption,
- differences in local and national policies,
- changes in political power or influence.

- Other

Furthermore tools, skills and the experience of the project team is included in the project environment. It is important to take the following into consideration:

- The availability of the team?
- Does the team require training?
- Do you have all the required tools?

The above can influence both the speed and the efficiency of the project, as well as the scope and the standards.

Other outside forces include market conditions, which are ever-changing. The economic environment will impact the ability to finance the project, or a lack of human and material resources.

It is important to understand the project stakeholders, including knowing:

- Their experience
- The culture they come from
- The structure in which they work
- Their appetite for risk
- Priorities, etc.

The best way to manage the project environment is by following the predefined project phases. The five phases of a project are: initiation, planning, execution, monitoring and control and closure. The project environment should be considered at each of the project phases:

- Project initiation

The viability of the project is determined at this phase. The considerations to be included are:

- Identifying the needs of the customer
- Performing a feasibility study
- Aligning the project planning with organisational goals

- Project planning

The following forms part of project planning:

- Creating a budget
- Creating a schedule
- Analysing risk
- Deciding what will be done by the internal project team
- Deciding what will be contracted out

- Project execution

The project environment in project execution includes the resources and equipment necessary to do the tasks. The team will focus on risks and identify issues as they arise. Testing and verification of performance will also occur at this phase.

- Monitoring and controlling

These are activities that takes place simultaneously. At this phase the project environment includes processes and tools that track the progress and the performance of the project. Any variances will be reported, and the required adjustments will be made to keep the project on track.

- Project closure

Closure is once all of the deliverables have been completed, including the list that forms part of scope creep. The project environment includes:

- managing the review and acceptance process
- settling open accounts
- closing contracts

The above is followed by a review of the project, documentation of lessons learned and closing all project records.³⁰

Below is a project environment example:

1. First, the project is being executed outside. You need to think about the physical environment and determine what season is best to execute the project—preferably when the ground isn't soaked from rain or frozen solid in winter.
2. Then, there is the political environment to consider. Is the state or county on board with the project, and do they have sufficient funds to execute it? Are there any policies or regulations that might impact the project? Is there political goodwill to complete it?
3. What is the environmental impact of the project, and does it have support from the community? If you don't have the locals behind the project, there can be an

³⁰ <https://www.projectmanager.com/blog/how-to-manage-project-environment>

impasse. There may also be security concerns for the site—or maybe the highway is proposed to go through land that is protected in some capacity.

4. An internal project environment could include the complexity of the design, and the available human resources to execute that plan. This can impact the speed and efficiency of your work. An external environment to consider is if market conditions support the project. This can change the project scope.

The project environment touches every aspect of the project. The most obvious and important issues are often the hardest to see. That's why managing the project environment must never be taken for granted.

Resource: <https://www.projectmanager.com/blog/how-to-manage-project-environment>



Formative Activity 11: The impact of the project environment on project management options (KT0206)

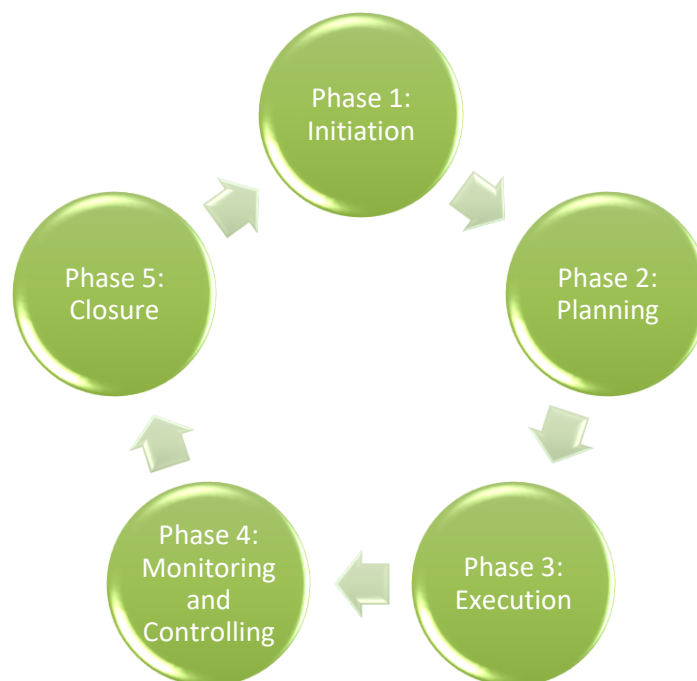
Complete the following Formative Activity as per the instructions from the facilitator

2.7 The project life cycle (KT0207)

An understanding of the project life cycle is essential to managing a project whether it is a small project or a multi-departmental initiative.

The project management lifecycle depicts high-level processes for delivering a successful project. It is important to follow this process as there are several projects that fail due to communication breakdown.

The five phases of the project life cycle are as follows:



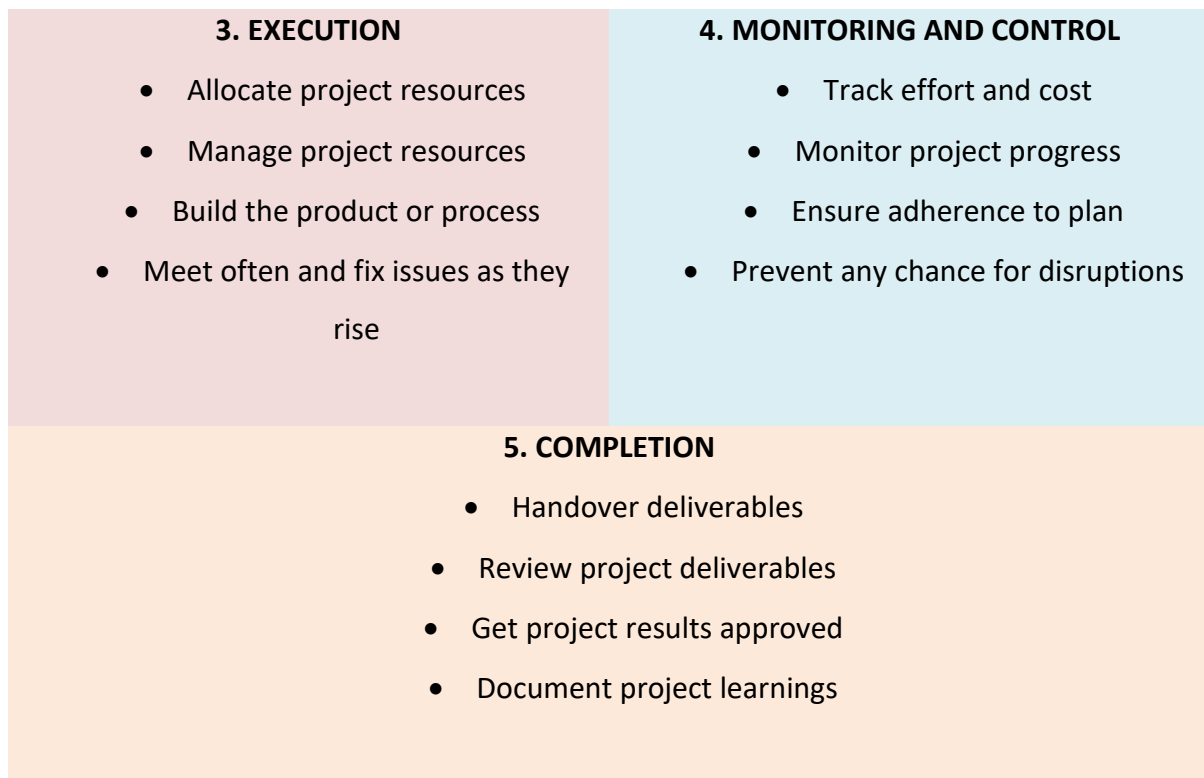
The five basic phases of Project Management

1. INITIATION

- Define project goals
- Create a business case
- Complete the project charter
- Draw up the list of stakeholders

2. PLANNING

- Define scope
- Create a project plan
- Set a budget baseline
- Define roles and responsibilities



- Phase 1: Project initiation

This is the first stage of turning an idea into a goal. A business case is developed in this phase and define the project on a broad level. In this phase the need for the project is determined and a project charter is created.

The project charter consists of details like:

- Project constraints
- Goals
- Appointment of the project manager
- Budget
- Expected timeline, etc.

Once the project goals and scope have been defined, the key project stakeholders should be defined. It is important to create a stakeholder register with the required:

- Roles
- Designation
- Communication requirements
- Influence

Although a clear goal for the project is established, a project charter does not contain technical details, which will only happen in the planning stage.

- Phase 2: Project planning

Project planning requires complete diligence to lay out the project's roadmap. The primary tasks in this phase are:

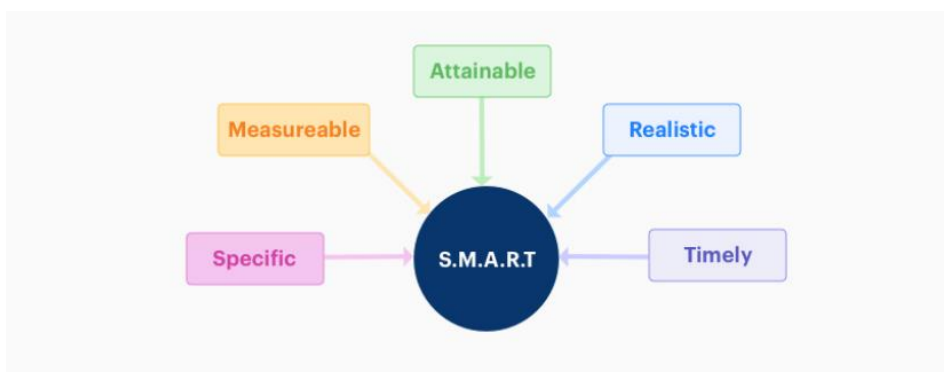
- Identifying technical requirements
- Developing a detailed project schedule
- Creating a communication plan
- Setting up goals/deliverables

The two most popular methods of setting up project goals are **S.M.A.R.T.** and **C.L.E.A.R.**

S.M.A.R.T. Goals:

With the SMART criteria it determines that the goals that are set for a project are critically analysed. It is an established method that reduces risk and allows project managers to make clearly defined and achievable goals.

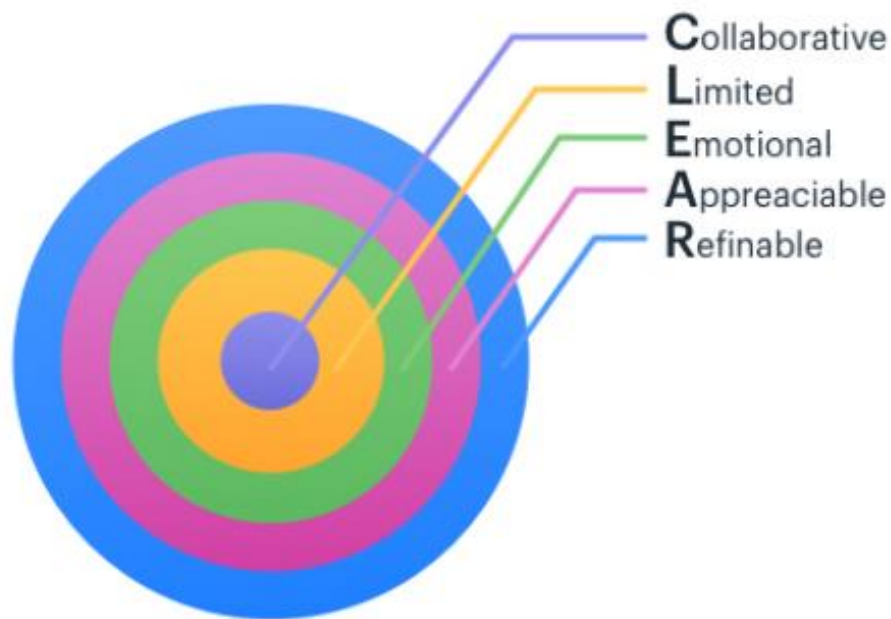
SMART stands for:



C.L.E.A.R. Goals:

This method of setting up goals is to cater to the dynamic nature of the modern workplace. Businesses require flexibility and immediate results.

CLEAR stands for:



The scope of the project is defined during the planning stage. The scope can change if the project demands it, but any changes should first be approved by the project manager. In this phase the project manager will also develop a work breakdown structure (WBS), which visualises the entire project in different sections for the team management.

With each deliverable a detailed project timeline will be established as part of the planning stage. Project managers can develop a project communication plan and schedule by using the timeline of the project deliverables with the relevant stakeholders.

Another important element of the planning stage is a detailed project timeline with each deliverable.

Risk mitigation also takes place during the planning stage and is an important aspect of project manager. The project manager is responsible to identify any potential risks and develop strategies to minimise them.

An effective change management plan helps a project manager to incorporate the changes in the project to avoid project delays or any bottlenecks. Without a working change management plan, scope creep can occur and cause problems for the project team in the later stages of the project.

- Phase 3: Project execution

The actual work that the team does happens during the project execution stage. A project manager should establish efficient workflows and also monitor the progress of the project.

Consistent collaboration between project stakeholders is also an important part of this phase and ensures that all the participants stay on track with the project.

- Phase 4: Project monitoring and controlling

The third and fourth phases of the project management process is not sequential in nature as the project monitoring and controlling phase run simultaneously with project execution. This ensures that the project objectives and deliverables are met. By establishing Critical Success Factors (CSF) and Key Performance Indicators (KPI) a project manager can ensure that there are no deviations from the original project plan.

During monitoring the manager is responsible for quantitatively track the effort and cost during the process.

- Phase 5: Project closing

The final phase of the project management process is project closure, which indicates the end of the project. The project manager has the responsibility of terminating any contracts, when external resources were hired, as well as completing the necessary paperwork.

Usually, teams will have a reflection meeting after the completion of the project to discuss successes and failures. This is an effective method to ensure that there is continuous improvement within the company to enhance the productivity of teams in future projects.

The final task is to review the entire project and complete a detailed report that covers every aspect of the project. The project manager should ensure that the necessary data is stored in a secure place and can be accessed for future research purposes.³¹



Formative Activity 12: The project life cycle (KT0207)

Complete the following Formative Activity as per the instructions from the facilitator

³¹ <https://kissflow.com/project/five-phases-of-project-management/>

2.8 Project stakeholders and governance (KT0208)

A project is a collaborative effort meaning that there are several stakeholders involved in any project. Project stakeholders are defined, by the Project Management Institute, as “Individuals and organisations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”.³²

The project’s stakeholders are thus the people or groups than have something to gain from a project’s successful outcome. It is thus any person with an interest or an investment in the project.

Stakeholders are diverse groups with diverse interests and can change throughout the project journey.

A project manager needs to keep all stakeholders informed, involved and onboard throughout the progress of the project. One of the metrics of a successful project is stakeholder satisfaction with the end result. The management of the relationships with stakeholders are one of the key skills of a project manager.

There are two main types of stakeholders in project management, namely internal and external stakeholders.

Internal stakeholders

Internal stakeholders are human resources within the business, such as:

- Team members
- Managers
- Executives, etc.

External stakeholders

External stakeholder are people or groups of people outside of the business. These include:

- Customers
- Users
- Suppliers

³² <https://www.teamwork.com/project-management-guide/project-stakeholders/>

- Investors

As the stakeholders are not always working for the project manager it can add extra layers of complexity. A project manager therefore needs to be able to communicate with people at different levels of the business, with varying degrees of engagement, influence, and interest.

Below are examples of stakeholders in a project:

- Project Manager
- Team members
- Managers
- Resource managers
- Executives
- Senior management
- Company owners
- Investors
- Sponsors
- Financiers
- Suppliers
- Vendors
- Consultants
- Customers
- End users

A stakeholder analysis is required to help a project manager to focus on the correct people for a specific project. Stakeholders can be mapped out once the project charter is completed and the scope of work is defined.

- Identify stakeholders

The internal and external stakeholders need to be identified and should be included in the project charter, project plans and any other documentation.

As certain stakeholders only play a part later in the project it should be anticipated who they will be so that a relationship can be built from the outset.

- Prioritise stakeholders

Once stakeholders have been identified they can be prioritised. It is important to prioritise stakeholders and it will assist with where to invest resources. It is thus important to identify the key decisionmakers involved in the project throughout the project lifecycle, to ensure that the project manager communicate with the right people at the right time.

There are different methods to do stakeholder prioritisation, but the easiest way is to plot them out in terms of the following grids:

- Power/interest
- Power/influence
- Impact/influence

The power/interest grid helps to identify stakeholders by answering the following two questions:

- What level of power do they have?
 - How important is their happiness with a projects progress and results?
 - How integral are they to the project's success?
 - How influential are they to the project?
 - How influential are they to other stakeholders?
 - How influential are they to the team?
- What level of interest do they have?
 - It this project very important to the stakeholder?
 - Are the stakeholders indirectly connected to the project?
 - Are the stakeholders directly accountable for the project?
 - Are the stakeholders reliant on the project for other work?
 - Are the stakeholders opposed to the project?

Power-Interest Grid



Resource: <https://www.teamwork.com/project-management-guide/project-stakeholders/>

- Understand stakeholders

To understand the full grasp of stakeholders' expectations the following things need to be determined?

- What is the stakeholders' definition of project success?
- What concerns or reservations do the stakeholders have about the project or its outcomes?
- What their expectations for the project are?
- What impact either a negative or positive outcome of the project would have on them?
- Whether there are any conflicts of interest with other stakeholders?

By meeting with the stakeholders at the beginning of a project a project manager can determine basic interpersonal preferences (for example, communication style), as well as start building relationships with each stakeholder.

To ensure that the project is successful the stakeholders' requirements, project objectives and happiness should be considered throughout the project.

It is important to compile a shared, accessible document in which stakeholders are identified and their individual role and responsibilities are stipulated. By creating a stakeholder register it will assist everyone on the project to track the stakeholders and priorities.

One of a project manager's most important roles are to keep stakeholders informed, included, and inspired throughout the project. The priority stakeholders will shift depending on the phase of the project which will help the project manager to direct energy to where it is needed. It is important to not overload people with irrelevant information.

To assist stakeholders, it is advised to, create customer dashboards with panels to keep track of the team management:

- Tasks
- Project statuses
- Team activity
- Milestones
- Risks, etc.³³

Project governance is defined as “the set of rules, procedures and policies that determine how projects are managed and overseen. These rules and procedures define how decisions are made during projects”.³⁴

There are two essential components of project governance that should be addressed when creating a project governance framework, which include:

- Processes
- Data

³³ <https://www.teamwork.com/project-management-guide/project-stakeholders/>

³⁴ <https://www.adeaca.com/blog/faq-items/what-is-project-governance/#:~:text=%3E%20Project%20Governance%20is%20the%20set,which%20project%20success%20is%20measured.>



Resource: <https://www.adeaca.com/blog/faq-items/what-is-project-governance/#:~:text=%3E%20Project%20Governance%20is%20the%20set,which%20project%20success%20is%20measured.>

The key to these components of the project governance framework is to standardise, integrate and systemise these two areas.

Project Processes

A project governance framework will define how the project life cycle should be managed.

- **Standardise Processes**

Processes should be standardised around best practices and should be consistently followed across the organisation. It is important to have within project processes as it is critical to measuring success and the scale of the project.

- **Integrate Processes**

Project processes should be integrated to unify workflows and align operations. It does occur that projects have several processes that do not interact. An example of this is where project costs are managed in a separate system to the current project schedule.

- **Systemise Processes**

Best practices are enforced when standard processes are integrated into the systems. It will further foster transparency and build accountability across project teams.³⁵

Project Data

Project data is usually scattered across several systems, whilst different managers use different data to make decisions. Therefore, it is important to standardise, integrate and systemise project data.

- **Standardise Data**

To get consistent metrics it is important to standardise project data that can measure performance across the project portfolio and the organisation.

- **Integrate Data**

Integrating project data creates a single point of truth that all stakeholders can rely on.

- **Systemise Data**

Trust is created by standardising and integrating data into one system, which provide real-time insight on a project, portfolio and at company level that can be used in better decision-making.³⁵



Formative Activity 13: Project stakeholders and governance (KT0208)

Complete the following Formative Activity as per the instructions from the facilitator

³⁵ <https://www.adeaca.com/blog/faq-items/what-is-project-governance/#:~:text=%3E%20Project%20Governance%20is%20the%20set,which%20project%20success%20is%20measured.>

2.9 The project process groups and knowledge areas (KT0209)

The five traditional process groups in project management, as per the A Guide to the Project Management of Knowledge (PMBOK Guide) refer to the following five groups:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

These groups are called process groups as each one contains specific processes that should be performed. These processes provide an organisational background to successfully plan, execute and manage successful projects.

Initiating

This process helps to set the vision of what is to be accomplished through the project. The project is formally authorised by a sponsor, the initial scope defined, and stakeholders identified. These processes are followed so that projects and programs are authorised by a sponsoring entity which also ensure that the projects are aligned with strategic objectives of the organisation. Management also chooses and authorises the project manager as part of the process.

The key artifacts that are created as part of the initiating process is the Project Charter and the Stakeholder Register.

Planning

The total scope of the project needs to be established as part of the planning process. Although it may be assumed that the scope of the project was part of Initiating, as well as the risks, milestones, summary and budget it is actually part of the detailed planning technique called progressive elaboration.

Twenty-four processes are involved in the planning process as defined in the PMBOK Guide. The importance of this is that if you fail to plan you are planning to fail.

In the planning phase the entire team can think and work through the entire project in advance. A variety plans are thus created, with the associated risk and possible ways on how to respond to it.

Documents created during the Planning process include:

- Documents that guarantee scope
- Documents that list the detailed criteria
- Documents that provide estimates for cost and time
- Documents that provide for a schedule
- Documents that plan for quality, communications, risk and procurement

Baselines for scope, schedule and cost in which progress can be tracked, as well as a plan for how the important stakeholders will be managed and engaged with throughout the project.

What is accomplished during planning is to create a roadmap.

The key documents created in the planning process is the Project Management Plan, schedule and risk register.

Executing

The actual work is done during the execution process, where the project management plan will help the project manager with the tracking of progress of the project.

The project team will create deliverables, whilst the project manager coordinates all the relevant resources.

As the project team is important to ensure successful execution, the development of the team is an important focus point. The project manager needs to acquire and manage the team, but also cultivate it by performing team-building exercises.

Furthermore, the project manager will not only manage the communication, but also the overall stakeholder engagement to ensure project and product quality, including supporting any efforts to contract with vendors.

Most of the budget will be spent during the Executing process to produce the required deliverables. Usually at this stage of the project life cycle an project manager will start to receive change requests, while the project team will implement the approved changes. Only the control board can reject or approve any changes.

Project execution can be days, weeks, months or years, depending on how complicated the project are, and the duration required to fulfil all objectives.

During execution the project manager should track the project.

Monitoring and Controlling

The project manager assesses the overall performance of the project at this stage of the project to ensure that the necessary changes are made to keep the project on track. According to PMBOK Guide there are “processes required to track, review and regulate the progress and performance of the project, identify any areas in which changes to the plan are required, and initiate the corresponding changes”.³⁶

A project manager should not assume they will stay on track with the original project plan, therefore Monitoring and Controlling is important to ensure that you get the project back on track, compare the actual plan to the execution, measure the variance and take corrective action.

Areas of control include:

- Scope
- Cost
- Schedule

All of the above have baselines that were defined during the initiating and planning stages, and therefore tracking is against these baselines.

Closing

The project is formally closed at this stage and the project manager should get sign-off and acceptance from the customer. The best practice that the same rigor that is applied throughout the project should also be applied at this stage. The project should be formally closed by:

- Archiving records,
- Holding a lessons learned session
- Celebrating and releasing the team

³⁶ <https://projectmanagementacademy.net/articles/five-traditional-process-groups/>

While these process groups are not easy to implement, it is by following the correct processes that the team will realise the full benefits of the strategic projects.³⁷

		Project Management Process Groups				
		Initiating	Planning	Executing	Monitoring & Controlling	Closing
Knowledge Areas	Project Integration Management	<ul style="list-style-type: none"> Develop Project Charter 	<ul style="list-style-type: none"> Develop Project Management plan 	<ul style="list-style-type: none"> Direct and Manage Project Work Manage Project Knowledge 	<ul style="list-style-type: none"> Monitor and Control Project Work Perform Integrated Change Control 	<ul style="list-style-type: none"> Close project or phase
	Project Scope Management		<ul style="list-style-type: none"> Plan Scope Management Collect Requirements Define Scope Create WBS 		<ul style="list-style-type: none"> Validate scope Control scope 	
	Project Schedule Management		<ul style="list-style-type: none"> Plan Schedule Management Define Activities Sequence Activities Estimate Activity Durations Develop Schedule 		<ul style="list-style-type: none"> Control Schedule 	
	Project Cost Management		<ul style="list-style-type: none"> Plan Cost Management Estimate Costs Determine Budget 		<ul style="list-style-type: none"> Control costs 	
	Project Quality Management		<ul style="list-style-type: none"> Plan Quality Management 	<ul style="list-style-type: none"> Manage Quality 	<ul style="list-style-type: none"> Control Quality 	
	Project Resource Management		<ul style="list-style-type: none"> Plan Resource Management Estimate Activity Resources 	<ul style="list-style-type: none"> Acquire Resources Develop Team Manage Team 	<ul style="list-style-type: none"> Control Resources 	
	Project Communications Management		<ul style="list-style-type: none"> Plan Communications Management 	<ul style="list-style-type: none"> Manage Communications 	<ul style="list-style-type: none"> Monitor Communications 	
	Project Risk Management		<ul style="list-style-type: none"> Plan Risk Management Identify Risks 	<ul style="list-style-type: none"> Implement Risk Responses 	<ul style="list-style-type: none"> Monitor Risks 	

³⁷ <https://projectmanagementacademy.net/articles/five-traditional-process-groups/>

			<ul style="list-style-type: none"> • Perform Qualitative Risk Analysis • Plan Risk Response 			
	Project Procurement Management		<ul style="list-style-type: none"> • Plan Procurement Management 	<ul style="list-style-type: none"> • Conduct Procurements 	<ul style="list-style-type: none"> • Control Procurements 	
	Project Stakeholder Management	<ul style="list-style-type: none"> • Identify Stakeholders 	<ul style="list-style-type: none"> • Plan Stakeholder Engagement 	<ul style="list-style-type: none"> • Manage Stakeholder Engagement 	<ul style="list-style-type: none"> • Monitor Stakeholder Engagement 	

Resource: https://projectmanagementacademy.net/articles/images/Process_Groups.svg

Effective project management revolves around planning, communication, and task management. The ten project management knowledge areas provide essential information and skillsets required to run smoother projects.

Below are the 10 knowledge areas of project management (as also stipulated in the table above):

- **Project Integration Management**

Project Integration management is the overall phase that covers all of the management knowledge areas. In this phase individual processes and tasks are put together to create one project with defined goals and deliverables.

To see the bigger picture and how the project fits into the larger organisation, the information will be found in the project management knowledge area.

Project integration management “helps by co-ordinating all the various parts of a project, ensuring different team members follow one overall plan”.³⁸

- **Project Scope Management**

The project scope will be defined and defended throughout the project life cycle.

When the scope progress groups are completed a management plan will be created that defines, validates, and controls scope. These processes ensure that the project team stays on track, that all tasks are completed. It also ensures that the project requester understands what tasks will be included in the project to prevent any misunderstandings and unmet expectations.

With project scope management the project manager will be able to cope with the extra tasks that may be added during the course of the project.

³⁸ <https://business.adobe.com/blog/basics/knowledge-areas>

- **Project Time Management**

All projects rely on different timelines and the schedules of various people. Some of the project team members may over-estimate the time they will spend on tasks in order to leave a cushion.

Other team members may underestimate their time, and unexpected problems will throw the timeline off. These variables are why effective time management is crucial. The overall plan will determine which tasks can be adjusted, how the team's resources will be allocated and how it all will be managed throughout the project.

- **Project Cost Management**

Any project will cost money, whether there is an associated budget or not. To show ROI costs should be kept as low as possible to expected and a reasonable level.

Costs will need to be continuously evaluated to avoid any big variances at the end of the project.

- **Project Quality Management**

Quality can be equated to perfection. It is not always practical to spend the time and resources to take a project to perfection. Therefore, goal management is to achieve consistency across the project.

Quality control will ensure that the project manager deliver great work every time if the expectations of the stakeholders are understood and reasonable agreements have been created with the stakeholders, as well as with the project team.

When it happens that the project does not meet results, the course can be adjusted and changes implemented to the process or product to keep or get the project back on track.

- **Project Resource Management**

A rewarding part of the project process is to create teams that work well together and help individual members grow and learn new tasks. This project management knowledge area is about more than just setting schedules and assigning tasks.

To be effective in resource management the project manager should be able to work with the existing knowledge and capabilities of the team.

Knowledge gaps and opportunities for continued training should be identified for the individual team members and the entire project team activities should be based on the current and upcoming projects.

- Project Communications Management

As a project manager you will experience a fine line between either under or over communicating. Therefore, a communications plan is critical to help identify the communication requirements of the shareholders and who needs to know what before the project starts.

- Project Risk Management

Major project risks should be identified, and mitigation plans should be created to ensure that the team and project requesters will be prepared.

- Project Procurement Management

At times the required resources will not be in-house, and contractors or vendor will have to complete some of the tasks.

In the procurement management knowledge area, the blueprint is provided for which tasks or service will be completed by outside contractors. With this knowledge area the legal paperwork and coordination processes are build and planned.

- Project Stakeholder Management

The success or failure of a project depends on the delivery of the project to the stakeholders.

Stakeholders include:

- The project requester
- Team members who work on the project
- Contractors
- Suppliers
- Customer or the public
- Other people internal or external to the organisation

By implementing the above project management knowledge areas into a project will assist a project manager to not stay in crisis management, but to be more forward thinking and proactive in decision-making.³⁹



Formative Activity 14: The project process groups and knowledge areas (KT0209)

Complete the following Formative Activity as per the instructions from the facilitator

³⁹ <https://business.adobe.com/blog/basics/knowledge-areas>

Outcome 3

Guidelines for Topics

KM-01-KT03: Project management processes

Topic elements to be covered include:

- KT0301 Initiating
- KT0302 Planning
- KT0303 Executing
- KT0304 Monitoring and controlling
- KT0305 Closing

Internal Assessment Criteria and Weight

- IAC0301 An understanding of the project management process can be demonstrated by providing illustrated diagrams and or explanations
- IAC0302 The flow and integration between the steps can be explained and illustrated

Weight: 10%

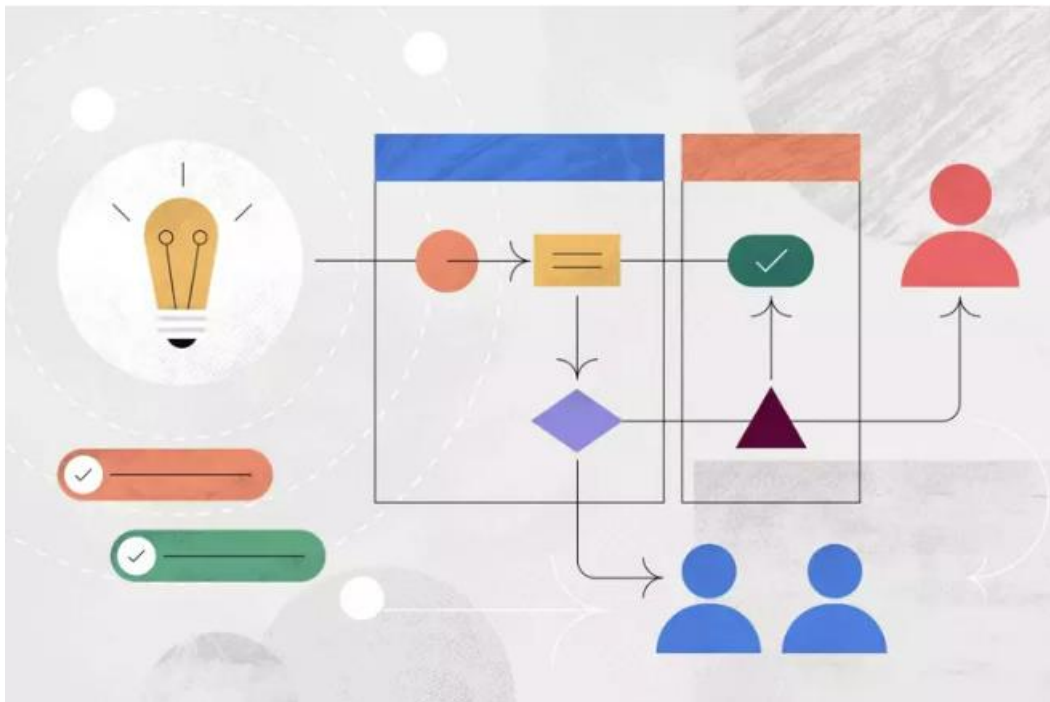
KM-01-KT03:

Project management processes

Topic elements to be covered include:

- 3.1 Initiating (KT0301)
- 3.2 Planning (KT0302)
- 3.3 Executing (KT0303)
- 3.4 Monitoring and controlling (KT0304)
- 3.5 Closing (KT0305)

3.1 Initiating (KT0301) (IAC0301) (IAC0302)



Project initiation is the start to a new project. In the project initiation phase the project manager will establish why the project is being done and what business value it will deliver. A project is defined at a high level during the initiation phase in order to demonstrate its value. Once there are secure buy-in by all stakeholders and prove that the project is feasible, then the project planning stage will start. During the project planning phase the following will be defined:

- Specific objectives
- Deliverables
- Detailed project roadmap

It is crucial to confirm that a new initiative will add value before the planning phase is started. Initiation offers a structured approach to illustrate a business case and prove that the work that will be done by implementing the project will be feasible. Stakeholders are also looped in early on, so that the project manager can:

- Secure essential resources
- Gain visibility for the project
- Prevent costly roadblocks

The first phase of project management is approached as follow to lay a solid foundation:

- Create a project charter or business case

Firstly, you need to demonstrate why the project is required and what benefit it will bring. This can be done with either a project charter or business case. Both of these documents follow the same fundamental idea and both outline key project details and what to present to the stakeholders.

The main difference between a project charter and a business case is scope. A project charter can be used for small initiatives where a business case is used for larger projects that require a lot of resources.

Project Charter

The purpose of a project charter is to demonstrate why the project is important, what it will entail and who will work on it, through the following elements:

- Why: The project's goals and purpose
- What: The scope of the project, including an outline of the project budget
- Who: The key stakeholders, project sponsors and project team members

Six Sigma Project Charter			Project Title:			
			Black Belt	Project Champion	Executive Sponsor	MBB/Mentor
Primary Metric			Secondary Metric			
Problem Statement			Business Case			
High Level Project Timeline			Constraints & Dependencies		Project Risks	
Phase	Start	Finish				
Define						
Measure						
Analyze						
Improve						
Control						
Approval/Steering Committee			Stakeholders & Advisors		Project Team & SME's	
Name	Organization		Name	Organization	Name	Organization

Resource: <https://www.excelonist.com/pm-templates/free-project-charter-template/>

Business Case

A business case includes all the components of a project charter, as well as:

- A comprehensive financial analysis. An estimated return of investment (ROI) will be included in this analysis.
- An analysis of project risks and a risk management plan.
- An action plan on how decisions will be made, such as a RACI chart, a communication plan, as well as the next steps that will be taken when the business case is approved.⁴⁰

RACI matrix example					R	Responsible
					A	Accountable
					C	Consulted
					I	Informed
Project activity/deliverable	Project manager	Consultant	Architect	Contractor	Client	
Define functional and aesthetic needs	I	I	C	I	R	
Assess risk	A	R	I	C	I	
Define performance requirements	A	R	I	I	I	
Create design	A	C	R	I	C	
Execute construction	A	C	C	R	I	
Approve construction work	I	I	C	C	R	

Resource: <https://www.softwareadvice.com/resources/what-is-a-raci-chart/>

Stakeholder communication plan

Goal: The goal of this communication plan is to make sure stakeholders are updated throughout the project. Communicating frequently about the status of tasks, team accomplishments, milestones, etc. will help us stay on track and meet project deadlines.					Project name: Redesign the picking process.	
Stakeholder	Deliverable	Frequency	Owner	Priority	Preferred way to deliver	Notes and attachments
Norma Perry	Timeline update/milestone review	As milestones have been completed	Blake Stevens	Medium priority - report to Norma within 1-2 weeks of completing a milestone	Email	Include Gantt chart and note reason for missed deadlines
Mickey Neilands	Weekly status report	Weekly - Monday @ 9 am	Blake Stevens	High priority - must provide weekly report	Conf. call	Mickey can help with special requests if needed
Laney Christmas	Status update	Weekly	Blake Stevens	Low priority - would like to be updated weekly, but this request is flexible	In-person meeting	Mainly interested in status of each task and timeline
Project team	Timeline review/update	Daily by EOD	Project team	High priority	Email	All team members are required to send update by EOD
Project team	List of blockers	As needed	Project team	Medium priority	Team meeting	Must meet with team when major blockers arise

Resource: <https://www.lucidchart.com/blog/project-management-communication-plan>

⁴⁰ <https://asana.com/resources/project-initiation>

- Identify key stakeholders and present the project

It needs to be determined who needs to sign off on the project charter or business case. This will include stakeholders who have input into the outcome of the project. As an example, executive leaders, project sponsors, or cross-functional teams. To determine the key stakeholders, ask the following questions:

- Who needs to approve the project?
- Who will provide resources for the project?
- Who can influence the project?

A stakeholder analysis can also be created to ensure that important role players are not overlooked. This methodology involves dividing stakeholders into four main groups, as previously discussed. These four main groups are:

- High influence/High interest
- High influence/Low interest
- Low influence/High interest
- Low influence/Low interest

It is also important to identify other individuals who may be impacted by the project or interested by the outcome of the project.

By getting stakeholder buy-in during the initiation phase it helps to secure approval, support and resources for the project, it increases project visibility and prevents costly roadblocks in the project life cycle.

- Run a feasibility study

By running a feasibility study a project manager confirms that the project is possible with the available resource. A feasibility study thus evaluates whether a project could be successful. The following questions are answered:

- Does the project team have the requires resources to complete this project?
- Will there be enough return on investment (ROI)?

Feasibility studies are used for larger projects that will require a significant amount of company resources. Feasibility studies may also be run for smaller projects with minimal long-term impact.

- Assemble the project team and tools

The following should be considered when assembling a team and the related tools:

- This process should start as soon as possible once the project is confirmed as it can take time to find the required resources with the necessary experiences and skills.
- Take into consideration the team structure.
- Where you work can influence how you work.
- Choose the right tools.⁴¹

Summary

“Project initiation ensures that you lay a strong foundation for a new project. It’s the first of five project management phases, when you outline why you’re doing the project and what business value it will deliver. Then, you can use that information to secure buy-in from key stakeholders. In this article, we describe why project initiation matters and outline four key steps to start your project off on the right foot.”

Resource: <https://asana.com/resources/project-initiation>



Formative Activity 15: Initiating (KT0301) (IAC0301) (IAC0302)

Complete the following Formative Activity as per the instructions from the facilitator

⁴¹ <https://asana.com/resources/project-initiation>

3.2 Planning (KT0302)

A project plan is required to bring a project to fruition. The project plan describes the:

- Costs
- Scope
- Schedule

In the project plan it is laid out what activities and tasks will be required, resources needed, from human resources to equipment and financing, as well as where the aforementioned can be acquired. Furthermore, the project planning must factor in risk and how to manage it, including contingency plans and a detailed communication strategy to keep all the stakeholders up to date.

Planning the project typically involves:

- Initiation
This step is usually before a project gets approval. A business case or project charter is put together to explain the need for the project, followed by a feasibility study to determine the viability of the project in terms of costs and benefits, as explained in the previous section.
- Stakeholder involvement
Project sponsors and key stakeholders should be identified. A project manager should meet with these stakeholders to discuss their needs and expectations that will result in a successful project. It is important to map the project scope, budget, and timeline with the stakeholders and to ensure you have their complete buy-in.
- Prioritising goals
A project manager should prioritise goals to make the fulfilment of these goals clearer and easier.
- Identifying deliverables
Here the specific deliverables that should be delivered by the project team needs to be defined in detail. A timeline, including the deadline for each deliverable should be documented, as well as what success looks like for each of the deliverables. It can be done by developing a deliverable matrix to track and rank each deliverable.





Deliverable	Structure	Standards	Approval Needed By	Resources Required
Business Case	Document	As defined in project methodology	Project Sponsor	Business Case team & OA tools
Project charter & project plan	Document	Text Here	Project executive	Project manager & sponsors
Technology & organizational assessment	Document	Text Here	Project manager & Sponsor	Add resources here
Add deliverable here	Document	Text Here	Project manager	Add resources here

Resource: <https://www.slideteam.net/it-project-deliverable-table-with-adequate-resources.html>

- Scheduling

The projects timeline will need to be mapped out in the project's timeline. Below is an example of the layout of a schedule:

Project Title

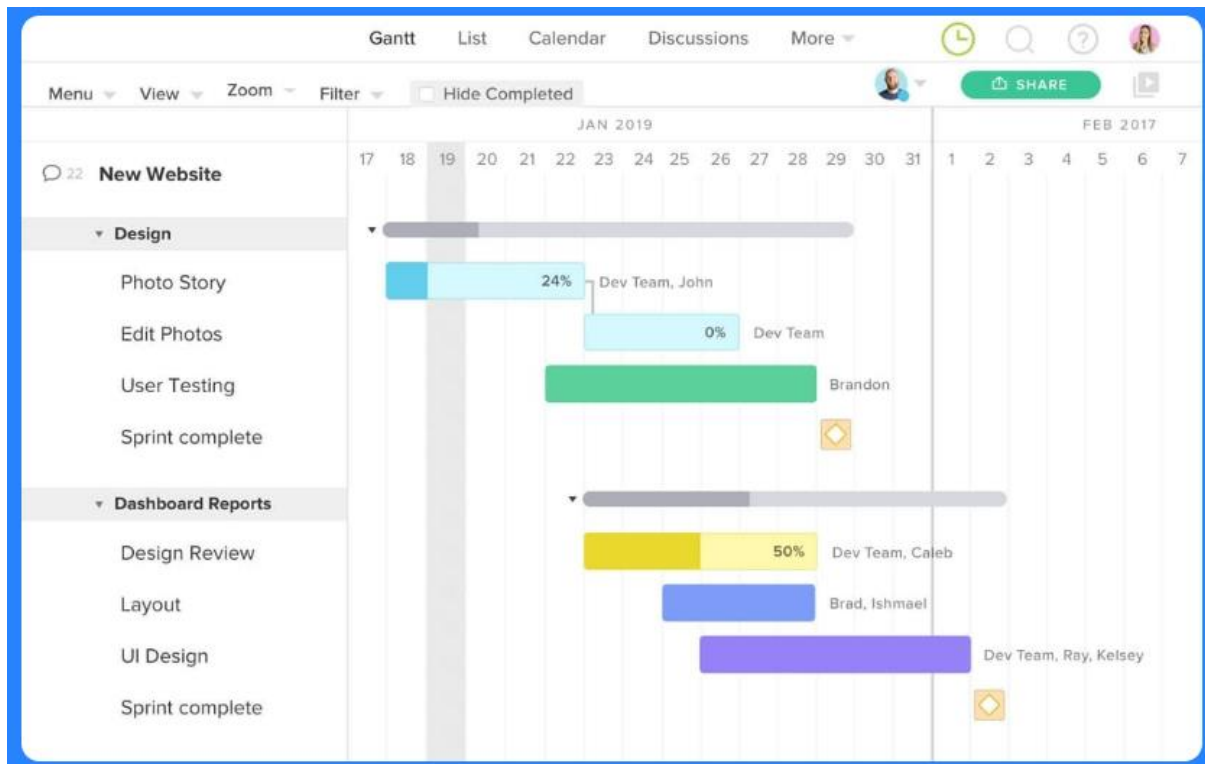
Project Schedule

Start Week		Jun 3, 2019																			
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Notes
Starting	Jun 3	Jun 10	Jun 17	Jun 24	Jul 1	Jul 8	Jul 15	Jul 22	Jul 29	Aug 5	Aug 12	Aug 19	Aug 26	Sep 2	Sep 9	Sep 16	Sep 23	Sep 30	Oct 7	Oct 14	
Phase One																					
Phase Two																					
Phase Three																					

Resource: <https://www.vertex42.com/Files/download2/themed.php?file=project-schedule.xlsx>

- Developing a project plan

A project plan details the steps needed to bring the project to fruition. This includes activities and tasks required in the appropriate order and workflow.



Resource: <https://www.teamgantt.com/project-management-guide/how-to-plan-a-project>

- Contingency plans

A project manager should plan for any roadblocks during the project life cycle and to assist the risk associated with the project. Plans should also be in place to address any of the issues that may arise.

Once the project plan is mapped out it will need to be presented to the stakeholders and then managed. Part of project plan management is:

- Troubleshooting
- Keeping the project on schedule
- Moderating the budget⁴²



Formative Activity 16: Planning (KT0302) (IAC0301) (IAC0302)

Complete the following Formative Activity as per the instructions from the facilitator

⁴² <https://www.wrike.com/project-management-guide/faq/what-is-planning-in-project-management/>

3.3 Executing (KT0303)



Resource: <https://www.adeaca.com/blog/faq-items/what-is-project-execution/>

Project Execution is the phase in the project life cycle when the work is performed, and the plan is being put into action. Most of a project's time and work are during its execution, therefore execution is critically important when it comes to project management.

Task owners will start to complete their work on each task and the project manager will oversee that these tasks are completed in a timely manner. This will also ensure that the workflow continues smoothly. Project monitoring and control is not only the next phase, but it also runs simultaneously with this phase as issues will arise and will require quick adjustments as the project progresses.

The activities in project execution include:

- Begin work
- Manage workflow for all project tasks
- Issue management
- Risk management
- Manage change orders
- Manage project communications with stakeholders
- Verify when milestones are reached
- Conduct gateway reviews as required

- Report on the project status to stakeholders on a regular basis.⁴³



Formative Activity 17: Executing (KT0303) (IAC0301) (IAC0302)

Complete the following Formative Activity as per the instructions from the facilitator

⁴³ <https://www.adeaca.com/blog/faq-items/what-is-project-execution/>

3.4 Monitoring and controlling (KT0304)

The project monitoring and controlling phase happens simultaneously with the execution phase. This phase involves reviewing the status of projects as it proceeds through the execution phase, evaluating issues and risks and implementing the necessary changes.

Several responsibilities need to be considered during this phase including:

- Keeping to the schedule
- Staying within budget
- Avoiding scope creep
- Managing risk

Report key performance indicators (KPI's)

Key Performance Indicators in a project can refer to the following:

- Checkpoints
- Milestones
- Goals for completing specific deliverables per day, week, or month

It is essential to keep focus on KPI's during the monitoring and controlling phase to ensure that the project is on the right track. The project team can be kept up to date with automated status reports that is circulated to all interested parties.

Monitor change requests

During the planning and monitoring phase you will most likely receive change requests from team members, customers and other stakeholders.

Keep track of scope

It does happen that the project strategy will have to be re-evaluated during the monitoring and controlling phase to ensure that you can accommodate the increased scope within the original timeline or budget. This may result in circling back to the planning phase to clarify

expectation, update the project charter, clarify new roles and responsibilities and then to continue with project execution.

Control costs, quality, and risk

Controlling costs are essential to project management, although change orders, scope creep, and unforeseen circumstances can put the budget at risk. The projected budget needs to be clearly and consistently tracked and updates should be reported.

To ensure that the customer's needs and expectations are met through the deliverables, quality control should be in place. By reviewing KPI's and processes to ensure the team is on track to meet the objectives.

During the planning phase project risks are identified that can hinder the progress of the project. The list of potential risks therefore needs to be regularly reviewed, evaluated to determine the likelihood of it occurring and enact mitigation measures.

Facilitate stakeholder communication

All the stakeholders and parties to a project should be kept in the loop. It is advised to have regular meetings with stakeholders, client and team members to prevent misunderstandings and to ensure that there are not any missed deadlines.⁴⁴



Formative Activity 18: Monitoring and controlling (KT0304) (IAC0301) (IAC0302)

Complete the following Formative Activity as per the instructions from the facilitator

⁴⁴ <https://business.adobe.com/blog/basics/monitoring-controlling>

3.5 Closing (KT0305)

The purpose of the closing phase is to confirm completion of project deliverables to the expectations of the project sponsor and to communicate the final status to all participants and stakeholders. Through the closure all participants and stakeholders are informed of follow-on activities that can include:

- New projects
- Service transitions
- SLA's
- Handover to operations, etc.

With the closing phase it is a sufficient opportunity to communicate and coordinate with related projects and/or service managers. Closing activities should include:

- Identification and capture of lessons learned and best practices
- Archival of the organisational process assets (OPA's)
- Organisational lessons learned

The Project Management Office Director can provide Project Managers with several levels of support in the Closing Phase, including:

- Transition of the project to operations through consultation with the appropriate teams
- Facilitation of Project Closure/Lessons Learned Meetings
- Consulting on completion of the Project Closure Report
- Brainstorm team celebration ideas
- Critical Success Factors
- Pre-defined user acceptance criteria
- What business objectives and anticipated benefits are achieved?
- What project objectives are achieved?
- What knowledge transfer is achieved?
- Archiving of project materials

Closing Processes Activities:

- Obtain acceptance of the project deliverables.

- Hand off operations and support responsibilities.
- Document the lessons learned over the course of the project.
- Formalise closure by obtaining sign-off from project sponsor and project manager.

Deliverables of the Closing Phase:

A project closure meeting should be scheduled and facilitated by the Project Manager that include the Project Manager, Project Sponsor, Project Owner and the Project Team. The following questions should be answered in the Project Closing Meeting:

- Did we accomplish all of the agreed upon objectives in this project? Has this been communicated to all project stakeholders?
- What follow up work will be required of future projects?
- How do we "operationalise" the project, so that on-going support is provided?
- At the end of the Closing Phase which operations group will take over the support or administration of the product or service?
- What lessons did we learn from this project?
- Does the project team know that their hard work was appreciated?

After the project closure meeting a project closure report should be produced. The purposes of the project closure report are:

- To measure how closely the project met the customer needs
- Identify what worked well on the project and what needs improvement
- Documentation of any deviations from the original plan and identify the causes for the deviations.
- Articulate methods for improvement
- Formulate lessons learned and best practices

A project is completed when the project closure report is formally accepted and approved by the Project Sponsor(s) and other stakeholders.

By formally signing off the document and approval acknowledges that all of the project deliverables are completed, reviewed and accepted.⁴⁵



Formative Activity 19: Closing (KT0305) (IAC0301) (IAC0302)

Complete the following Formative Activity as per the instructions from the facilitator

⁴⁵

https://www.umb.edu/it/project_management_office/methodology/project_closing_phase#:~:text=The%20purpose%20of%20the%20closing,to%20all%20participants%20and%20stakeholders.

Outcome 4

Guidelines for Topics

KM-01-KT04: Business ethics

Topic elements to be covered include:

- KT0401 Codes of conduct
- KT0402 Values and ethics
- KT0403 Consumer rights and protection
- KT0404 Client services
- KT0405 Supplier relations, tenders and procurement
- KT0406 Stakeholder expectations

Internal Assessment Criteria and Weight

- IAC0401 The impact of ethics can be explained and motivated for projects
- IAC0402 Measures to meet regulatory requirements on ethics can be listed
- IAC0403 The ethical focus of relations management as can be explained and motivated
- IAC0404 The key elements of supplier relations management can be explained and motivated

Weight: 40%

KM-01-KT04:
Business ethics

Topic elements to be covered include:

- 4.1 Codes of conduct (KT0401)
- 4.2 Values and ethics (KT0402)
- 4.3 Consumer rights and protection (KT0403)
- 4.4 Client services (KT0404)
- 4.5 Supplier relations, tenders and procurement (KT0405)
- 4.6 Stakeholder expectations (KT0406)

4.1 Codes of conduct (KT0401)

The Project Management Institute has a PMI Code of Ethics and Professional Conduct that is documented as per the following:

“CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

As practitioners of project management, we are committed to doing what is right and honourable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

This Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and our fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviours that are mandatory in our professional and volunteer roles.

The purpose of this Code is to instil confidence in the project management profession and to help an individual become a better practitioner. We do this by establishing a profession-wide understanding of appropriate behaviour.

We believe that the credibility and reputation of the project management profession is shaped by the collective conduct of individual practitioners.

We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics and Professional Conduct. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

Our hope is that this Code of Ethics and Professional Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build upon and evolve our profession.

1.2 Persons to Whom the Code Applies

The Code of Ethics and Professional Conduct applies to:

1.2.1 All PMI members

1.2.2 Individuals who are not members of PMI but meet one or more of the following criteria:

- Non-members who hold a PMI certification
- Non-members who apply to commence a PMI certification process

- Non-members who serve PMI in a volunteer capacity.

Comment: Those holding a Project Management Institute (PMI®) credential (whether members or not) were previously held accountable to the Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM®) Code of Professional Conduct and continue to be held accountable to the PMI Code of Ethics and Professional Conduct. In the past, PMI also had separate ethics standards for members and for credentialed individuals. Stakeholders who contributed input to develop this Code concluded that having multiple codes was undesirable and that everyone should be held to one high standard. Therefore, this Code is applicable to both PMI members and individuals who have applied for or received a credential from PMI, regardless of their membership in PMI.

1.3 Structure of the Code

The Code of Ethics and Professional Conduct is divided into sections that contain standards of conduct which are aligned with the four values that were identified as most important to the project management community. Some sections of this Code include comments. Comments are not mandatory parts of the Code but provide examples and other clarification. Finally, a glossary can be found at the end of the standard. The glossary defines words and phrases used in the Code. For convenience, those terms defined in the glossary are underlined in the text of the Code.

1.4 Values that Support this Code

Practitioners from the global project management community were asked to identify the values that formed the basis of their decision making and guided their actions. The values that the global project management community defined as most important were: responsibility, respect, fairness, and honesty. This Code affirms these four values as its foundation.

1.5 Aspirational and Mandatory Conduct

Each section of the Code of Ethics and Professional Conduct includes both aspirational standards and mandatory standards. The aspirational standards describe the conduct that we strive to uphold as practitioners. Although adherence to the aspirational standards is not easily measured, conducting ourselves in accordance with these is an expectation that we have of ourselves as professionals—it is not optional.

The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behaviour. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

Comment: The conduct covered under the aspirational standards and conduct covered under the mandatory standards are not mutually exclusive; that is, one specific act or omission could violate both aspirational and mandatory standards.

CHAPTER 2. RESPONSIBILITY

2.1 Description of Responsibility

Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

2.2 Responsibility: Aspirational Standards

As practitioners in the global project management community:

2.2.1 We make decisions and take actions based on the best interests of society, public safety, and the environment.

2.2.2 We accept only those assignments that are consistent with our background, experience, skills, and qualifications.

Comment: Where developmental or stretch assignments are being considered, we ensure that key stakeholders receive timely and complete information regarding the gaps in our qualifications so that they may make informed decisions regarding our suitability for a particular assignment.

In the case of a contracting arrangement, we only bid on work that our organization is qualified

to perform and we assign only qualified individuals to perform the work.

2.2.3 We fulfil the commitments that we undertake – we do what we say we will do.

2.2.4 When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences.

2.2.5 We protect proprietary or confidential information that has been entrusted to us.

2.2.6 We uphold this Code and hold each other accountable to it.

2.3 Responsibility: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Regulations and Legal Requirements

2.3.1 We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.

2.3.2 We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

Comment: These provisions have several implications. Specifically, we do not engage in any illegal behaviour, including but not limited to: theft, fraud, corruption, embezzlement, or bribery. Further, we do not take or abuse the property of others, including intellectual property, nor do we engage in slander or libel. In focus groups conducted with practitioners around the globe, these types of illegal behaviours were mentioned as being problematic.

As practitioners and representatives of our profession, we do not condone or assist others in engaging in illegal behaviour. We report any illegal or unethical conduct. Reporting is not easy and we recognize that it may have negative consequences. Since recent corporate scandals, many organizations have adopted policies to protect employees who reveal the truth about illegal or unethical activities. Some governments have also adopted legislation to protect employees who come forward with the truth.

Ethics Complaints

2.3.3 We bring violations of this Code to the attention of the appropriate body for resolution.

2.3.4 We only file ethics complaints when they are substantiated by facts.

Comment: These provisions have several implications. We cooperate with PMI concerning ethics violations and the collection of related information whether we are a complainant or a respondent. We also abstain from accusing others of ethical misconduct when we do not have all the facts. Further, we pursue disciplinary action against individuals who knowingly make false allegations against others.

2.3.5 We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

CHAPTER 3. RESPECT

3.1 Description of Respect

Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.

An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation—an environment where diverse perspectives and views are encouraged and valued.

3.2 Respect: Aspirational Standards

As practitioners in the global project management community:

3.2.1 We inform ourselves about the norms and customs of others and avoid engaging in behaviours they might consider disrespectful.

3.2.2 We listen to others' points of view, seeking to understand them.

3.2.3 We directly approach those persons with whom we have a conflict or disagreement.

3.2.4 We conduct ourselves in a professional manner, even when it is not reciprocated.

Comment: An implication of these provisions is that we avoid engaging in gossip and avoid making negative remarks to undermine another person's reputation. We also have a duty under this Code to confront others who engage in these types of behaviours.

3.3 Respect: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

3.3.1 We negotiate in good faith.

3.3.2 We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.

3.3.3 We do not act in an abusive manner toward others.

3.3.4 We respect the property rights of others.

CHAPTER 4. FAIRNESS

4.1 Description of Fairness

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favouritism.

4.2 Fairness: Aspirational Standards

As practitioners in the global project management community:

4.2.1 We demonstrate transparency in our decision-making process.

4.2.2 We constantly re-examine our impartiality and objectivity, taking corrective action as appropriate.

Comment: Research with practitioners indicated that the subject of conflicts of interest is one of the most challenging faced by our profession. One of the biggest problems practitioners report is not recognizing when we have conflicted loyalties and recognizing when we are inadvertently placing ourselves or others in a conflict-of-interest situation.

We as practitioners must proactively search for potential conflicts and help each other by highlighting each other's potential conflicts of interest and insisting that they be resolved.

4.2.3 We provide equal access to information to those who are authorized to have that information.

4.2.4 We make opportunities equally available to qualified candidates.

Comment: An implication of these provisions is, in the case of a contracting arrangement, we provide equal access to information during the bidding process.

4.3 Fairness: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Conflict of Interest Situations

4.3.1 We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.

4.3.2 When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed.

Comment: A conflict of interest occurs when we are in a position to influence decisions or other outcomes on behalf of one party when such decisions or outcomes could affect one or more other parties with which we have competing loyalties. For example, when we are acting as an employee, we have a duty of loyalty to our employer. When we are acting as a PMI volunteer, we have a duty of loyalty to the Project Management Institute. We must

recognize these divergent interests and refrain from influencing decisions when we have a conflict of interest.

Further, even if we believe that we can set aside our divided loyalties and make decisions impartially, we treat the appearance of a conflict of interest as a conflict of interest and follow the provisions described in the Code.

Favouritism and Discrimination

4.3.3 We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favouritism, nepotism, or bribery.

4.3.4 We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

4.3.5 We apply the rules of the organization (employer, Project Management Institute, or other group) without favouritism or prejudice.

CHAPTER 5. HONESTY

5.1 Description of Honesty

Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

5.2 Honesty: Aspirational Standards

As practitioners in the global project management community:

5.2.1 We earnestly seek to understand the truth.

5.2.2 We are truthful in our communications and in our conduct.

5.2.3 We provide accurate information in a timely manner.

Comment: An implication of these provisions is that we take appropriate steps to ensure that the information we are basing our decisions upon or providing to others is accurate, reliable, and timely.

This includes having the courage to share bad news even when it may be poorly received. Also, when outcomes are negative, we avoid burying information or shifting blame to others. When outcomes are positive, we avoid taking credit for the achievements of others. These provisions reinforce our commitment to be both honest and responsible.

5.2.4 We make commitments and promises, implied or explicit, in good faith.

5.2.5 We strive to create an environment in which others feel safe to tell the truth.

5.3 Honesty: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

5.3.1 We do not engage in or condone behaviour that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.

5.3.2 We do not engage in dishonest behaviour with the intention of personal gain or at the expense of another.

Comment: The aspirational standards exhort us to be truthful. Half-truths and nondisclosures intended to mislead stakeholders are as unprofessional as affirmatively making misrepresentations. We develop credibility by providing complete and accurate information.”

Resource: <https://www.pmi.org/-/media/pmi/documents/public/pdf/ethics/pmi-code-of-ethics.pdf>



Formative Activity 20: Codes of conduct (KT0401)

Complete the following Formative Activity as per the instructions from the facilitator

4.2 Values and ethics (KT0402)

“Ethics refers to the guidelines for conduct that address questions of morality. Value provides the principles and ideals upon which judgement is made of what is more important.”⁴⁶

4.2.1 Explain and motivate the impact of ethics for projects (IAC0401)

Project management revolves around:

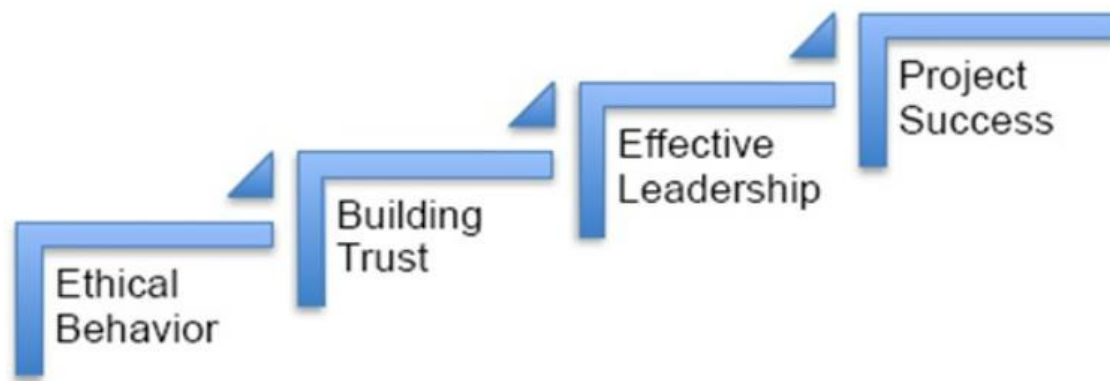
- Project performance
- Project teams
- Stakeholders
- Workflow
- Collaboration
- Communication
- Monitoring
- Methodologies

Project management ethics is essential to managing projects. According to the PMI (Project Management Institute), “Ethics is about making the best possible decisions concerning people, resources and the environment. Ethical choices diminish risk, advance positive results, increase trust, determine long term success and build reputations. Leadership is absolutely dependent on ethical choices”.

As stated by Michel O’Brochta (PMP and chair of PMI Ethics Member Advisory Group) “Ethics lead to trust, which leads to leadership, which in turn leads to project success”.⁴⁷

⁴⁶ <http://www.scielo.org.za/scielo.php>

⁴⁷ <https://www.planisware.com/hub/blog/project-management-ethics-essential-ingredient-project-leadership>.



(The 4 steps to ethical decision process)

Resource: <https://www.planisware.com/hub/blog/project-management-ethics-essential-ingredient-project-leadership>.

Ethics is key to executing project successfully, the PMI has rolled out a Code of Ethics and Professional Conduct document as per section 4.1 to ensure that project managers do what is right and honourable.

Through trust, responsibility, respect and fairness harmony and professionalism can be created in teams, which in turn leads to project success. As part of project management a project manager should build trustworthy relationships across different cultures, time zones, teams and departments to help the smooth running of projects.⁴⁸

4.2.2 List measures to meet regulatory requirements on ethics (IAC0402)

Ethical issues that can be experienced in project management include:

- Being asked to share confidential information
- Being asked to give more favourable consideration to one vendor in exchange for gifts or kickbacks
- Making hiring choices that are not purely influenced by who would be the best candidate for the job

⁴⁸ [https://www.planisware.com/hub/blog/project-management-ethics-essential-ingredient-project-leadership#:~:text=According%20to%20the%20PMI%20\(Project,term%20success%20and%20build%20reputati](https://www.planisware.com/hub/blog/project-management-ethics-essential-ingredient-project-leadership#:~:text=According%20to%20the%20PMI%20(Project,term%20success%20and%20build%20reputati) ons.

- Being asked (or required) to give bribes in order to expedite work.

Ethical dilemmas usually occur when a person are dealing with two or more individuals or groups that may have different agendas and expectations.

“Ethical choices diminish risk, advance positive results, increase trust, determine long term success and build reputations.”⁴⁹

As part of the communication plan a project manager can include a statement on ethical communication that can include the principles and guidelines that the team should commit to that values ethics in communications.

Below are examples of principles:

- “We will communicate honestly, transparently and in good faith.
- We will make sure our communications are clear, concise and timely.
- We will communicate openly and with the right stakeholders.
- We commit to active listening as we believe communication is a two-way process.”⁵⁰

Below is a list of principles to follow in dealing with ethical issues in project management:

- Disclose all Interests
- Do not use assets from your last project
- Do not deliberately leave out information
- Be brave and stand up for what you believe in
- Challenge decisions
- Do not ask the project team to do unpaid work
- Do not play favourites⁵¹

4.2.3 Explain and motivate the ethical focus of relations management (IAC0403)

Ethics in customer, stakeholder and team member dealings improves the quality of the service and project roll out and fosters positive relationships. Business ethics is about being

⁴⁹ <https://rebelsguidetopm.com/7-ethics-tips-for-project-managers/>

⁵⁰ <https://rebelsguidetopm.com/7-ethics-tips-for-project-managers/>

⁵¹ <https://rebelsguidetopm.com/7-ethics-tips-for-project-managers/>

able to differentiate between what is right and wrong. It is important to conduct dealings based on what is right and when doing the wrong thing to identify it.

For a project to be successful it needs customers, stakeholders, project sponsors, a project team etc., that are all relationships that should be managed with an ethical focus of honesty which will result in trust.



Formative Activity 21: Values and ethics (KT0402)

Complete the following Formative Activity as per the instructions from the facilitator

4.3 Consumer rights and protection (KT0403)

As per Wikipedia, “a consumer is a person or a group who intends to order, orders, or uses purchased goods, products, or services primarily for personal, social, family, household and similar needs, not directly related to entrepreneurial or business activities”.⁵²

The consumer protection Act of South Africa was passed in 2009. It was developed to provide a legislative framework that protects the rights of consumers.

As stated in the Act, its main goals are to:

- “Promote a fair, accessible, and sustainable marketplace for consumer products and services
- Establish national norms and standards relating to consumer protection
- Provide for improved standards of consumer information
- Prohibit certain unfair marketing and business practices
- Promote responsible consumer behaviour
- Promote a legislative and enforcement framework relating to consumer transactions and agreements”

Resource: <https://www.oxbridgeacademy.edu.za/blog/consumer-protection-act-matter/>

Since all people need to purchase items, all persons in South Africa can be classified as a consumer in certain contexts.

According to the Act, consumers have the right to:

- **“Privacy.** This includes a right to refuse unwanted direct marketing such as phone calls, SMSs, letters, or spam emails.
- **Choose your product.** This includes the right to renew or cancel fixed term agreements; to request quotations for maintenance and repairs; to return defective goods and seek redress for unsatisfactory services; to cancel direct marketing contracts; to cancel reservations, bookings or orders; and to choose or examine goods, even after purchase and delivery.
- **Fair and honest dealing.** This includes the right to assume that suppliers have a legal right to sell products or services; to protection against pyramid schemes and related schemes and to protection against false, misleading or deceptive representations by suppliers.

⁵² <https://www.oxbridgeacademy.edu.za/blog/consumer-protection-act-matter/>

- **Disclosure of information.** This includes a right to receive information in plain, informative language, and a right to receive sales records.
- **Fair and responsible marketing.**
- **Accountability by suppliers.** This includes the right to full refunds in certain circumstances.
- **Fair value, good quality and safety of products purchased.** This includes the right to warranties; to receive warnings on the facts and nature of possible risks of a product; to have products monitored for safety and/or recalled; and to claim damages for injuries caused by unsafe or defective products.”

Resource: <https://www.oxbridgeacademy.edu.za/blog/consumer-protection-act-matter/>

All business is primarily designed to serve consumers, therefore the Consumer Protection Act is vital in the governing of businesses in South Africa. The following apply to businesses in terms of the Consumer Protection Act:

- By not complying with the Act, businesses open themselves up to legal action from consumers. Even if a business wasn't aware that their actions didn't comply with the Act, they could still be found guilty of wrongdoing. The consequences could include fines, hefty legal costs, and settlements.
- Not adhering to the Act could result in serious damage to a business's reputation. An unhappy consumer is rarely good for business, especially in an age where people's views spread like wildfire over social media. This could have a devastating impact on the size of the customer base and the profitability of a business, so ethical business owners have to ensure that their actions comply with the law.
- Customer service is key to staying ahead of the competition. In the increasingly competitive world of business, customer service is often what sets one business apart from another. By respecting the rights of consumers, businesses can build a reputation for customer service excellence, thereby attracting more customers.

Resource: <https://www.oxbridgeacademy.edu.za/blog/consumer-protection-act-matter/>

A business' success comes from the way it treats customers.



Formative Activity 22: Consumer rights and protection (KT0403)

Complete the following Formative Activity as per the instructions from the facilitator

4.4 Client services (KT0404)

As defined by Indeed.com “Client services are the processes and interactions organisations and member of their staff have with their clients. Client services are an important part of maintaining client and customer relationships and exist in many industries. Client services can describe interactions such as:

- Discussing contract opportunities
- Negotiating contract terms
- Scheduling a service
- Providing information on new products and services
- Discuss project expectations
- Troubleshooting issues
- Discussing areas for improvement
- Requesting payment
- Inquiring about client satisfaction

Client services may also describe the tools and resources available to clients and customers. Resources and services may include access to a help or service desk, consulting services or information about products and services”.⁵³

In professional service firms, client service and project management go hand in hand. A client service manager and project manager will work closely together in service of the same outcome, their day-to-day priorities are slightly different.

While client services are about the tending to the needs of a customer or customers, project management is more about maintaining a clear path to project completion. A client services manager will be concerned with the onboarding of a client and communicating clearly with the customer on what they need to succeed. But the project manager will be concerned with meeting deadlines, managing resources and staying on budget.⁵⁴

Therefore, communication is extremely important in any project and the client services manager should be included in the communication loop. Why? As the client services manager will work on both sided (customer and project) to resolve any miscommunication,

⁵³ <https://www.indeed.com/career-advice/finding-a-job/what-are-client-services>

⁵⁴ <https://www.wrike.com/professional-services-guide/faq/client-services-vs-project-management/>

answering customer queries and to ensure that the customer have the resources required to make the most out of the product or service being provided.⁵⁵



Formative Activity 23: Client services (KT0404)

Complete the following Formative Activity as per the instructions from the facilitator

⁵⁵ <https://www.wrike.com/professional-services-guide/faq/what-is-client-services-project-manager/>

4.5 Supplier relations, tenders and procurement (KT0405)

In terms of supplier relations, tenders and procurement sourcing is the opening phase to identify the most appropriate response. Buyers usually follow three main steps, namely:

- Qualifying the internal customer's need
- Identifying potential suppliers
- Launching the consultation/call for tender

4.5.1 Explain and motivate the key elements of supplier relations management (IAC0404)

Supplier relationship management is “a systematic, enterprise-wide assessment of suppliers’ assets and capabilities in view of the organisations overall business strategy, a determination of what activities to engage in with different suppliers, and planning and execution of all interactions with suppliers, in a coordinated fashion across the relationship life cycle, to maximise the value realised through those interactions. The focus of the supplier relationship management process is to develop a two-way, mutually beneficial relationships with strategic supply partners. This relationship delivers greater levels of innovation and competitive advantage than could be achieved by operating independently or through a traditional, transactional purchasing agreement”.⁵⁶

There are five primary tasks to supplier relationship management, namely:

- Segmenting the Supply Base – A supplier neutral approach will allow for full alignment of business goals to a customer, while developing deep supplier relationships.
- Measure and Improve Supplier Performance – The performance of the supplier is important and is not only based on compliance. The performance is more important than compliance. Supplier performance objectives and measurements should focus on the overall objectives of the business or project.
- Become a Better Customer
- Collaborate with Suppliers – Collaboration is working with other parties to do a task and to achieve shared goals.

⁵⁶ <https://www.sdi.com/resources/articles/supplier-relationship-management-and-its-5-primary-tasks>

- Improve Supplier Quality – In a focused and collaborative supplier relationship management strategy there is opportunities to bring about improvements in supplier quality.⁵⁷



Formative Activity 24: Supplier relations, tenders and procurement (KT0405)

Complete the following Formative Activity as per the instructions from the facilitator

⁵⁷ <https://www.sdi.com/resources/articles/supplier-relationship-management-and-its-5-primary-tasks>

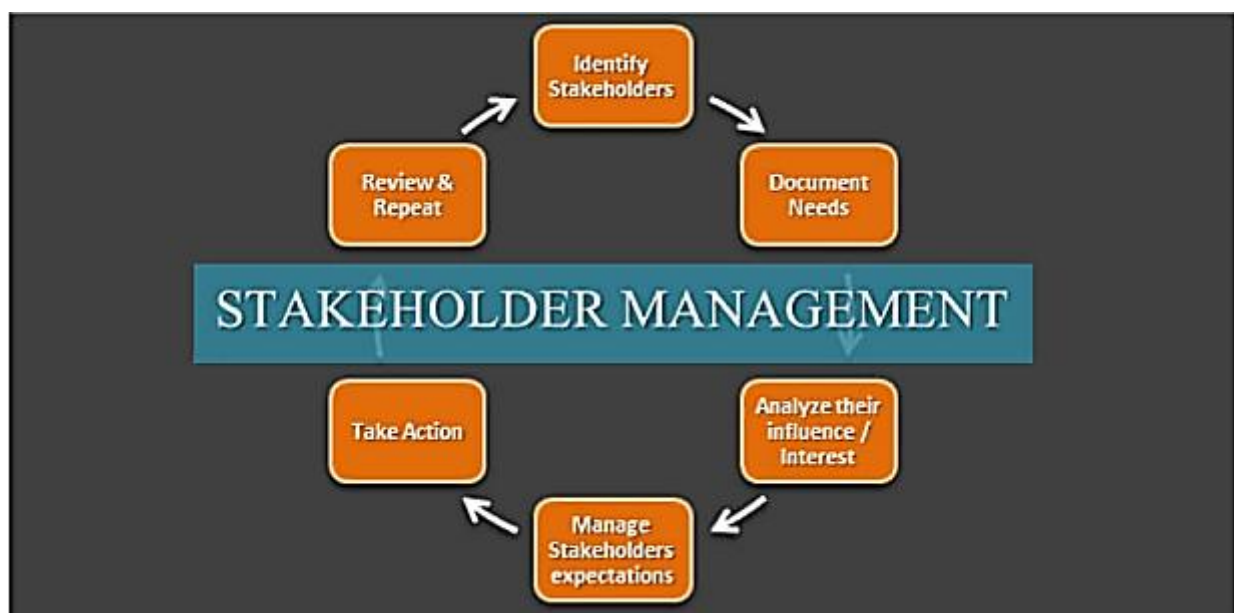
4.6 Stakeholder expectations (KT0406)

The most important part of a project may be how stakeholder expectations are managed.

All stakeholders come into the project with certain expectations, for example:

- The project team expects that all the time, tools and the support they require will be available.
- Top management expects the project to be completed successfully.
- Customers expect that their requirements are followed and executed.

Expectation management in project management is about communication.



Resource: <https://www.projectcentral.com/blog/manage-expectations/>

If expectations are not managed it can lead to obstacles like:

- Team and stakeholder disengagement
- Unclear objectives and goals
- Poor prioritisation
- Inadequate risk management
- Performance issues

There are 9 key areas to focus on to manage stakeholder expectations, namely:

- Engage from the beginning and plan well

Planning is the key to success. In the planning phase the project manager should communicate clearly and transparently regarding:

- Objectives
- Goals
- Scope
- Changes
- Expectations

- Manage project team expectations

Project requirements should be discussed with the project team. Therefore, to avoid any confusion and unrealistic expectations, the project manager should:

- Define roles and responsibilities clearly and early
- Define schedules and task dependencies within the team
- Establish KPIs and metrics that will be used
- Set up a communication plan.

- Understand stakeholder expectations

The most important part of managing expectations is to understand them.

- Define levels of engagement

Some stakeholders will be more engaged than others. It is therefore important to define the levels of engagement, and to also create a communication plan for each stakeholder group.

- Changes and escalations

The scope should be defined early on together with a change policy. It needs to be clear what changes the project team and sponsors will be willing to implement with the associated risks. Furthermore, it also needs to be understood what changes lack resources.

- Manage conflict

- Record issues, changes, and activity

To successfully manage project expectations all issues, changes and stakeholder activities should be documented.

- Manage perceptions

It is important to also focus on how the stakeholders perceive the project. All the stakeholders' perception should be similar, preferably exactly the same. Therefore, a

project manager should communicate with stakeholders to ensure their perception is realistic.

- Don't micromanage

Ensure that your team manage their time correctly and that proper communication happens throughout the project life cycle.⁵⁸



Formative Activity 25: Stakeholder expectations (KT0406)

Complete the following Formative Activity as per the instructions from the facilitator

⁵⁸ <https://www.projectcentral.com/blog/manage-expectations/>

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