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Project Management Fundamentals

This course provides good understanding of the fundamentals of project management

Ron Caldwell PMP, P.Eng, CEM

Module 1 - Section 1

Introduction

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Overview

- Discuss PMI® and PMP® Certification
- What is a Project?
- What is Project Management?
- Project Management Scope of Influence
- Project, Program and Portfolio Management
- Project Management as a Profession
- Introduction to Agile

Recommended Reading

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)

6th Edition by Project Management Institute (PMI)

Agile Practice Guide

Project Management Institute (PMI), 2017

PMI and PMP Certification

The following are important terms and concepts related to your certification:

- PMI: Project Management Institute
- PMP: Project Management Professional
- CCR: Continuing Certification Requirements
- PDU: Professional Development Unit
- PMBOK® Guide: A Guide to the Project Management Body of Knowledge
- PMBOK® Guide is a textbook for the PMP exam
- REP: Registered Education Provider
- PMI is an organization; PMP is a credential
- PMI conducts and supervises the PMP examinations
- Your PMP credential is valid for 3 years
- 60 PDUs are required every three years to maintain your PMP certification

Discuss PMI® and PMP® Certification

Application Requirements for PMP Certification Exam

Category	College/University Education	PM Training	Hours Leading and Directing Project Tasks	Months of PM Experience
One	Bachelor's Degree	35 Contact Hours	4,500 hours	36 months within last 8 consecutive years
Two	High School Graduate	35 Contact Hours	7,500 hours	60 months within last 8 consecutive years

Application can be submitted online at www.pmi.org.

- **PMI Certifications**
  - Each of these certifications requires a participant to have a combination of:
    - Education: different qualifications for high school, college and university graduates
    - Experience: number of hours working in the profession
    - Formal project management training: number of hours of professional training
    - Plus the ability to pass a computer-based exam: 2 to 4 hours in length

PMP Exam Changes

PMI Update

PMP Exam changed January 2nd

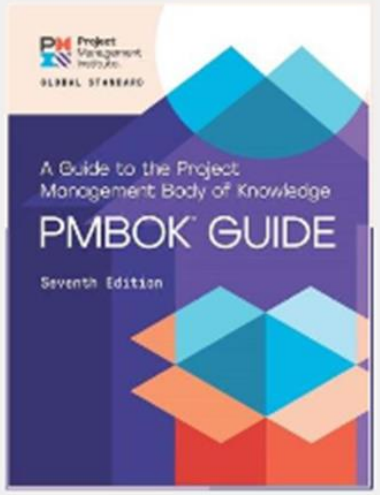
- Based on ECO domains of Process (50%), People (42%), Business (8%)
- Divided by PM approaches: Predictive (50%), Hybrid (27%), Agile (23%)

PMP® Exam Prep Course - March

- Strong registrations
- Learner feedback & course sequencing

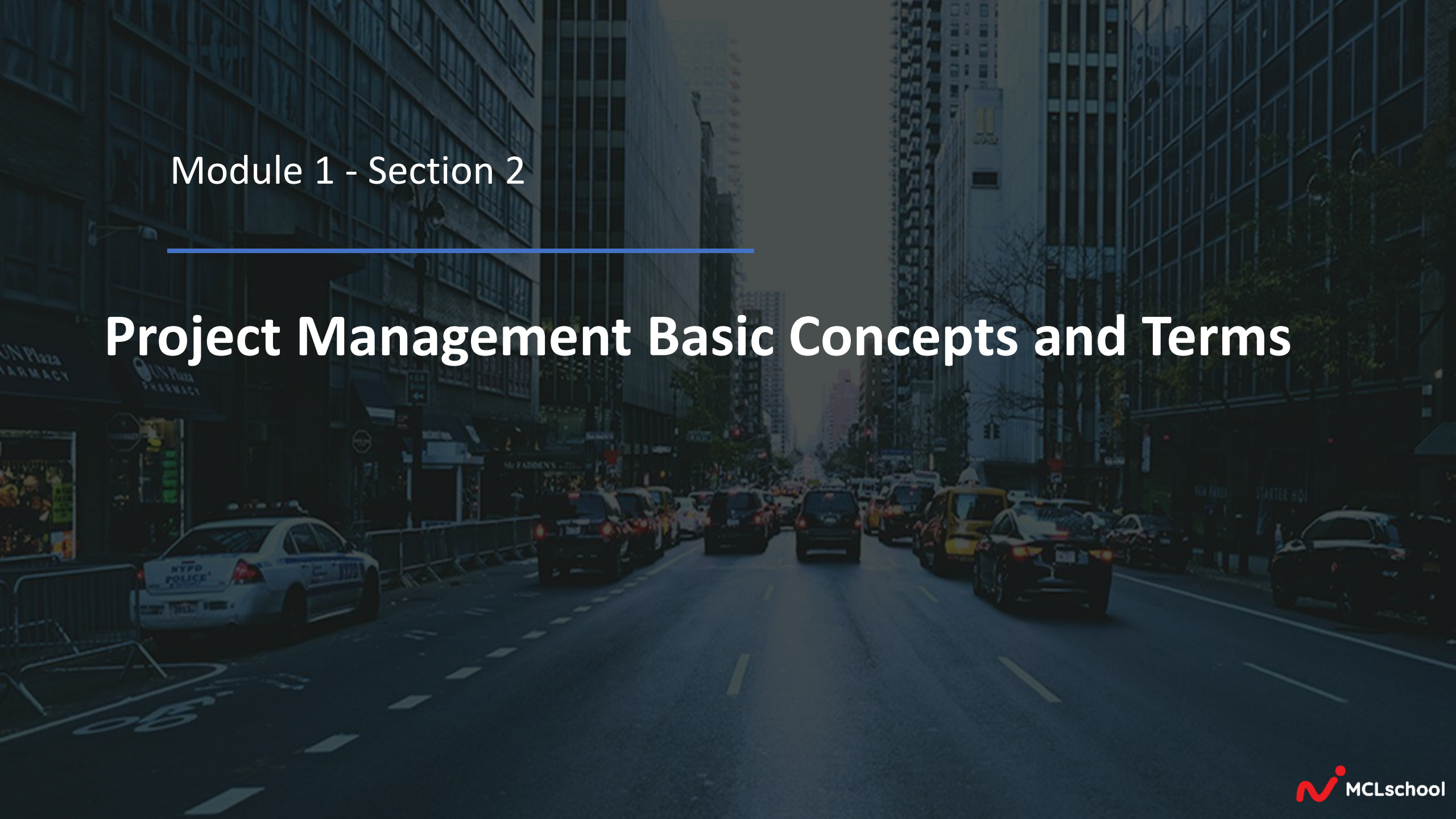
PMBOK® Guide – 7th Edition

- August 1st release date
- Moved from 5 process groups and 10 knowledge areas to 12 principles and 8 domains



PROJECT MANAGEMENT INSTITUTE 20 20 AUTHORIZED TRAINING PARTNER

PMP®



Module 1 - Section 2

Project Management Basic Concepts and Terms

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What is a project?

Project is… "a temporary endeavor undertaken to create a unique product, service, or result." – As per the Project Management Institute

- Projects create unique products, services or results
- Projects are progressively elaborated
- Projects can be large or small and take a short or long time to complete
- A project ends when their objectives have been reached or the project has been terminated

Examples of projects:

- A building can be a project
- a website design can be a project
- Building a bridge can be a project

What is a Project? (cont'd)

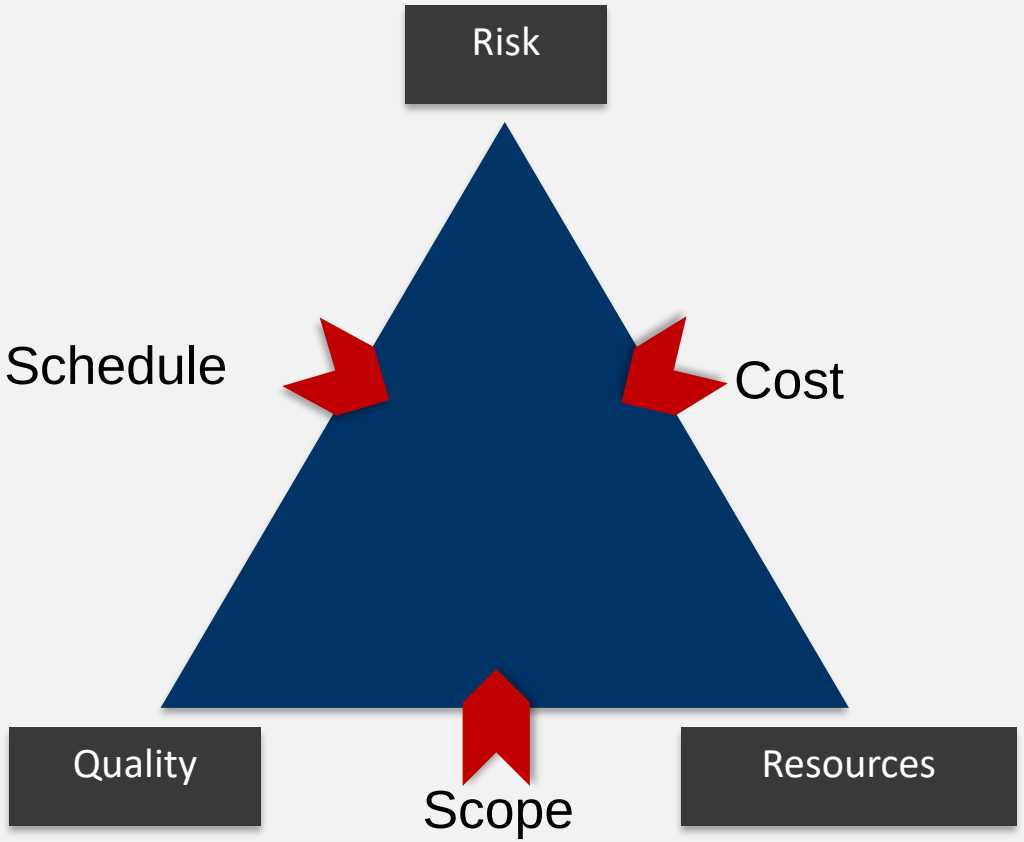
- Project Attributes
  - Further defines a project
  - Well-defined objectives
    - Product specifications
    - Scope
    - Cost
    - Schedule: defined start and completion dates
    - Quality
  - Utilizes various resources
    - Human, physical, financial, knowledge, etc.
  - Has a primary customer and/or interested stakeholders
  - Performed by enterprises or organizations
  - Involves a degree of uncertainty

What is a Project? (cont'd)

Project Manager in Action

- **Project Constraints**
  - Every project is constrained in different ways
  - A project manager must consider and juggle these constraints
  - The " Triple Constraints" are commonly described as **Scope, Schedule,** and **Cost**

What is a Project? (cont'd)



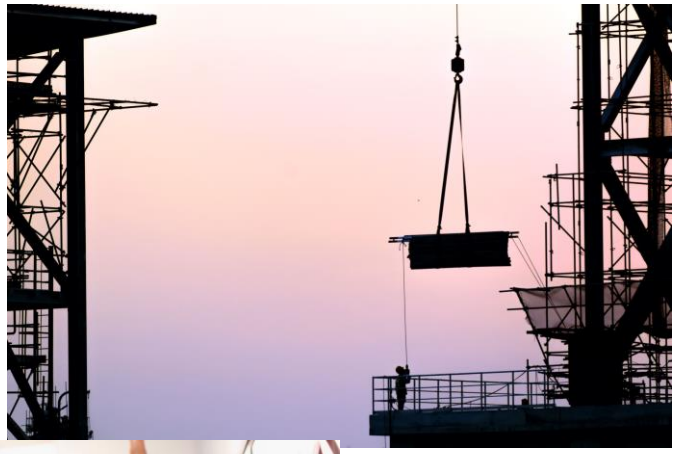
Project Constraints

Additional competing constraints include **Quality, Resources** and **Risks**

Changing one of these will impact the others.

Project vs Operation

Projects	Operations
• A **temporary** endeavor undertaken to create a **unique** product, service, or result	• **Ongoing** and **repetitive** activities with permanent objectives

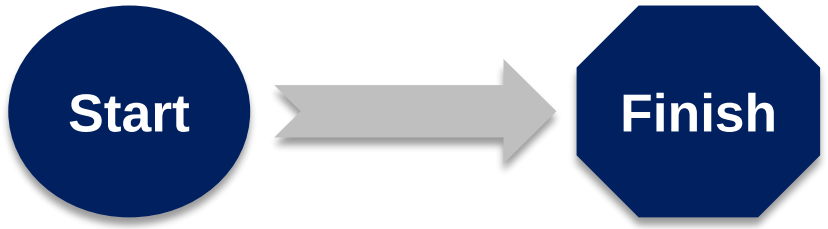


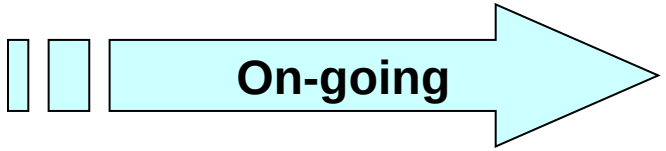
Projects end when their objectives have been reached or the project has been terminated

Project vs Operation (cont'd)

- **Projects vs. Operations**

Project	Operational Work
A **temporary** endeavor undertaken to create a **unique** product, service, or result	**Ongoing** and **repetitive** activities with permanent objectives
• ERP Migration • Building a water system for a community • Building a new car prototype	• Help desk • Monthly closing processes • Maintenance on a server or database
Attains its objective and then terminates	Sustains the business in an on-going, somewhat repetitive manner





What are Deliverables

What is a deliverable ?

- **A deliverable is the unique product, service or result produced by the project**
- **The outputs produced by the project are project deliverables**
- **Within a project there can be multiple deliverables**

For example: Building a House

Well the final delivery is the complete house.

There are multiple deliverables or sub projects that are inputs in the house which includes:

- ✓ **The foundation for the house**
- ✓ **the walls of the house**
- ✓ **the roof off of the house**

Project Concepts – Questions

1. **A _____ is a temporary endeavor undertaken to create a unique product, service, or result.**
   a. program
   b. process
   c. project
   d. Portfolio
2. **Which of the following is often added to the project triple constraint?**
   a. Meeting scope goals
   b. Meeting quality goals
   c. Meeting communications goals
   d. Meeting procurement goals
3. **_____ is work done in organizations to sustain the business.**
   a. Project management
   b. Program management
   c. Project portfolio management
   d. Operations

Why Projects Fail

Research has identified the following top reasons for project failures:

1. Requirements that are ambiguous, misunderstood, or incorrect
2. Controlling cost and schedule
3. Scope creep
4. Sponsor not actively involved in the project strategy and direction
5. Project plan that is nonexistent, out of date, incomplete, or poorly constructed
6. Frequent changes of assigned PM
7. Project teams (external and in-house resources) whose responsibilities and relationships are not clearly defined in writing
8. No clear definition of the benefits and the deliverables that will produce them
9. Poor or no change control
10. Inappropriate or insufficient skill

Why Projects Succeed

- Project Sponsorship at executive level
- Good project charter
- Strong project management
- The right mix and management of team players
- Good decision-making structure
- Good communication
- Team members are working toward common goals

Module 1 - Section 3

What Is Project Management?

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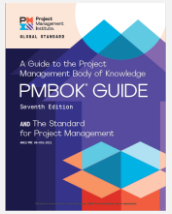
What is Project Management?

- "Project Management is the skills, tools and management processes required to undertake a project successfully"
- Project Management is comprised of:
  - A set of skills. Specialist knowledge, skills and experience are required to reduce the level of risk and thereby enhance likelihood of success
  - A suite of tools. Various types of tools are used by project managers. Examples include document templates, registers, planning software, checklists, etc.
  - A series of processes. Various management techniques and processes are required to monitor and control time, cost, quality, scope, etc.

Skills/Knowledge + Tools & Techniques + Processes = Meeting Requirements & Customer Satisfaction

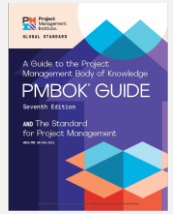
PMBOK® Guide 7th Edition – July 2021
NEW: Project Management Principles



12 principles of project management:

1. Stewardship: Be a diligent, respectful, and caring steward
2. Team: Create a collaborative project team environment
3. Stakeholders: Effectively engage with stakeholders
4. Value: Focus on value
5. Systems thinking: Recognize, evaluate, and respond to system interactions
6. Leadership: Demonstrate leadership behaviors
7. Tailoring: Tailor based on context
8. Quality: Build quality into processes and deliverables
9. Complexity: Navigate complexity
10. Risk: Optimize risk responses
11. Adaptability and resiliency: Embrace adaptability and resiliency
12. Change: Enable change to achieve the envisioned future state

PMBOK® Guide 7th Edition – July 2021
NEW: Project Performance Domains



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PMBOK® Guide 7th Edition – July 2021
NEW: Project Performance Domains

PMBOK® Guide – Sixth Edition

A Guide to the Project Management Body of Knowledge

- Introduction, Project Environment, and Role of the Project Manager
- Knowledge Areas
  - Integration
  - Scope
  - Schedule
  - Cost
  - Quality
  - Resources
  - Communications
  - Risk
  - Procurement
  - Stakeholders

The Standard for Project Management

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

PMBOK® Guide – Seventh Edition

The Standard for Project Management

- Introduction, System of Value Delivery
- Project Management Principles
  - Stewardship
  - Team
  - Stakeholders
  - Value
  - Systems Thinking
  - Leadership
  - Tailoring
  - Quality
  - Complexity
  - Risk
  - Adaptability and Resiliency
  - Change

A Guide to the Project Management Body of Knowledge

- Project Performance Domains
  - Stakeholders
  - Team
  - Development Approach and Life Cycle
  - Planning
  - Project Work
  - Delivery
  - Measurement
  - Uncertainty
- Tailoring
- Models, Methods, and Artifacts

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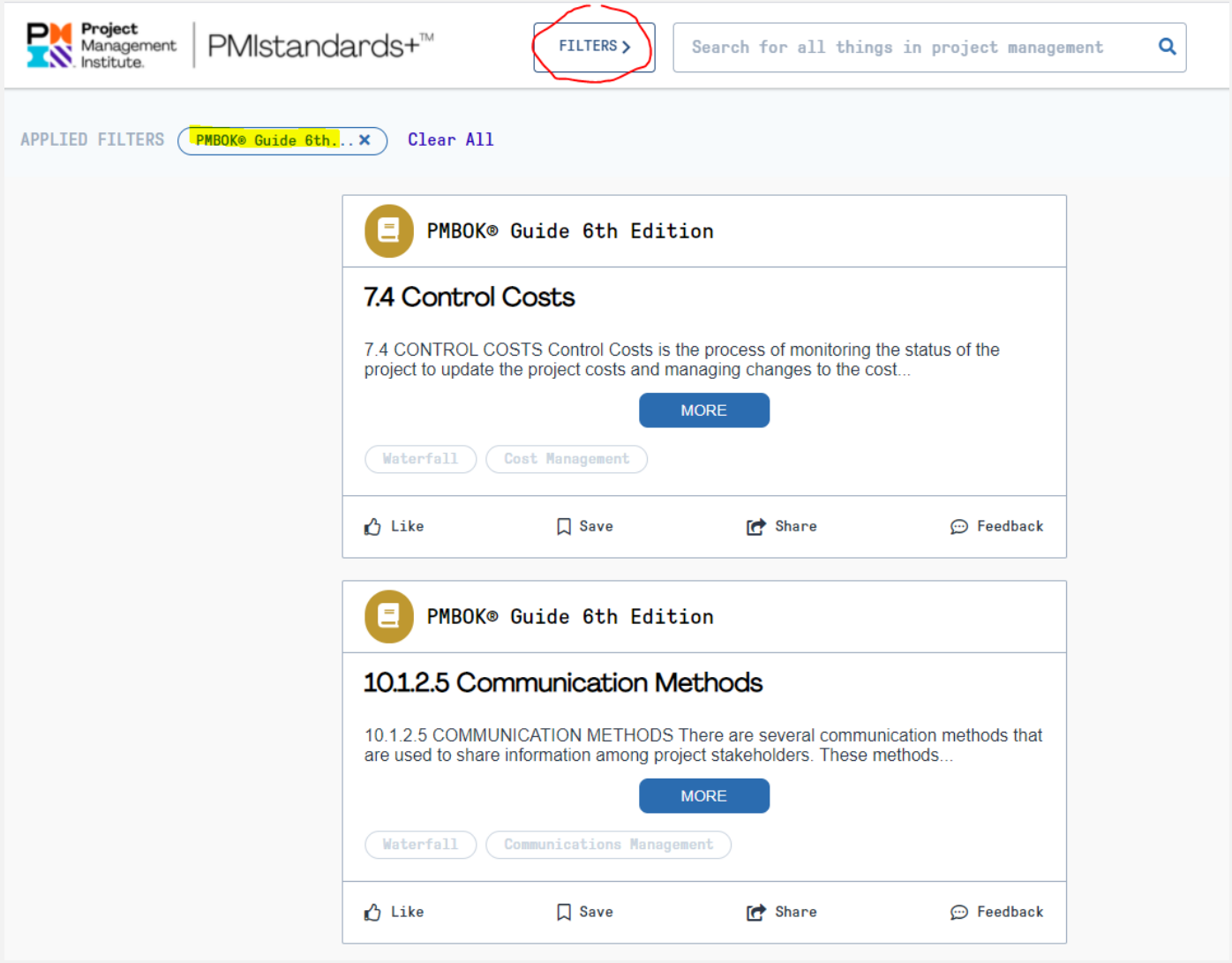

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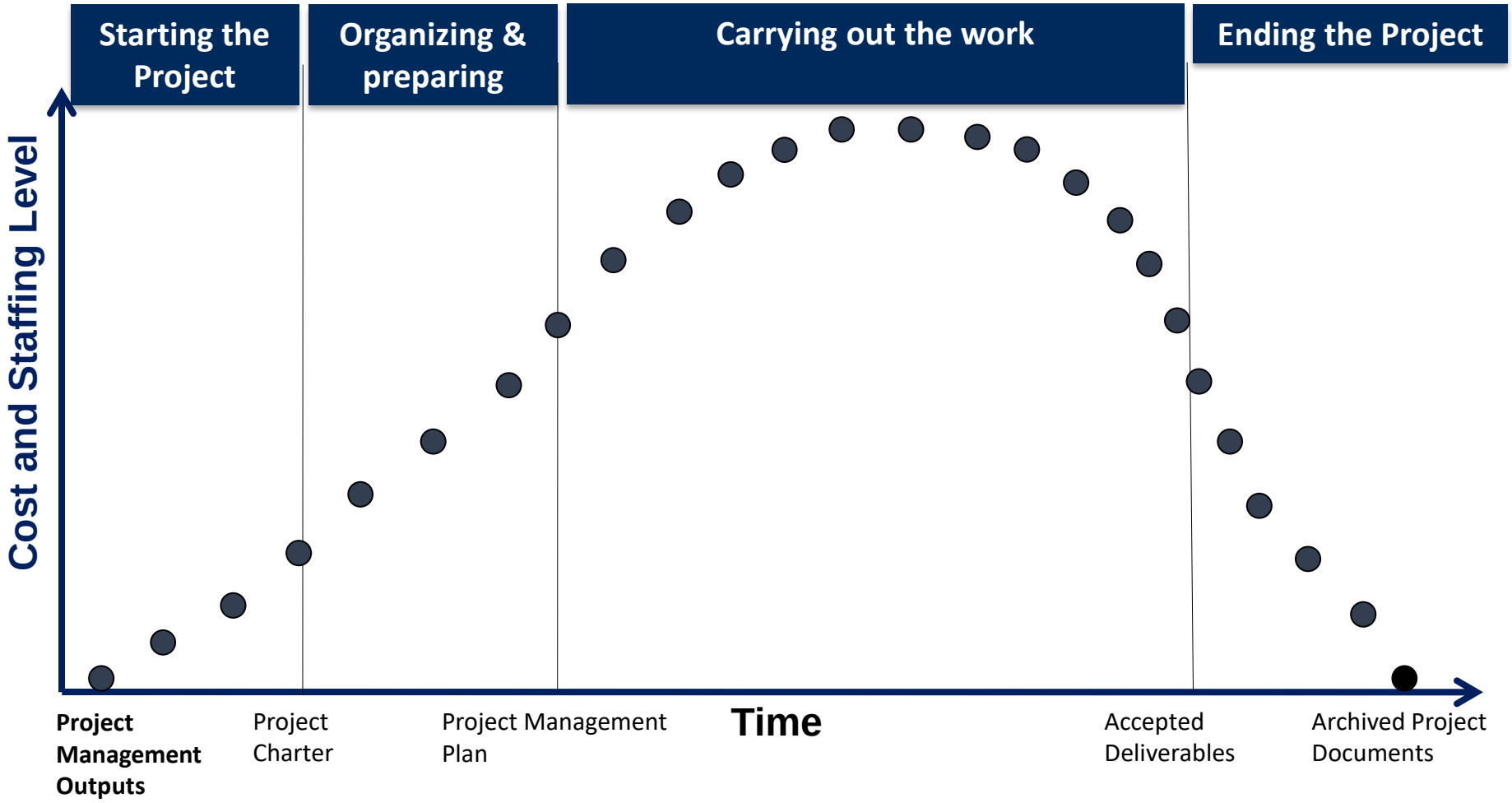
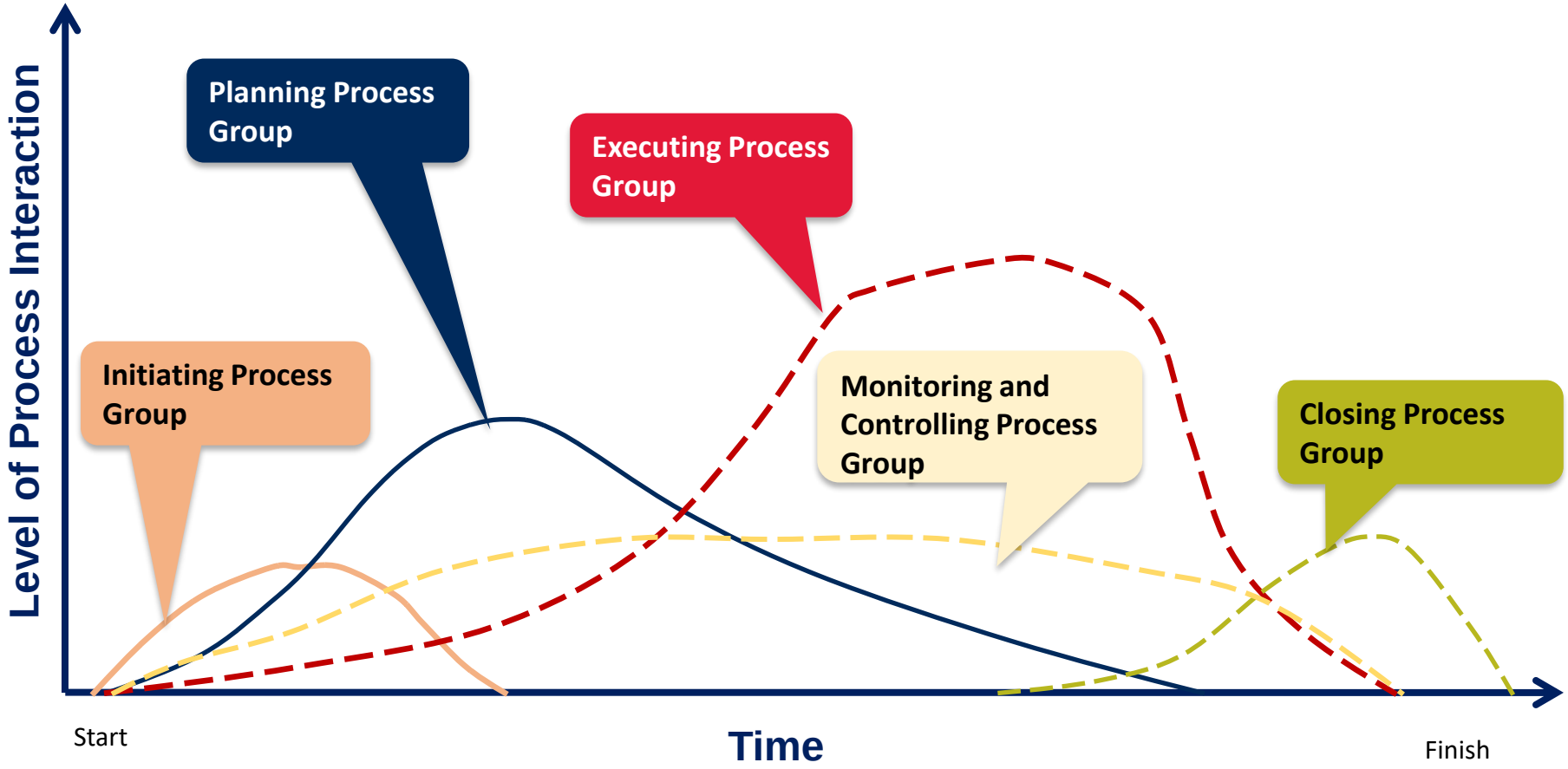
Project Life Cycle

- The project life cycle defines:
  - What technical work is in each phase
  - When the deliverables are to be generated in each phase
  - How each deliverable is to be reviewed, verified and validated
  - Who is involved in each phase
  - How to control and approve each phase
- The project life cycle is different from the product life cycle
- A project is only part of a product life cycle
- There are different project life cycles:
  - Predictive
  - Iterative
  - Incremental
  - Adaptive
  - Hybrid

Predictive Project Life Cycle



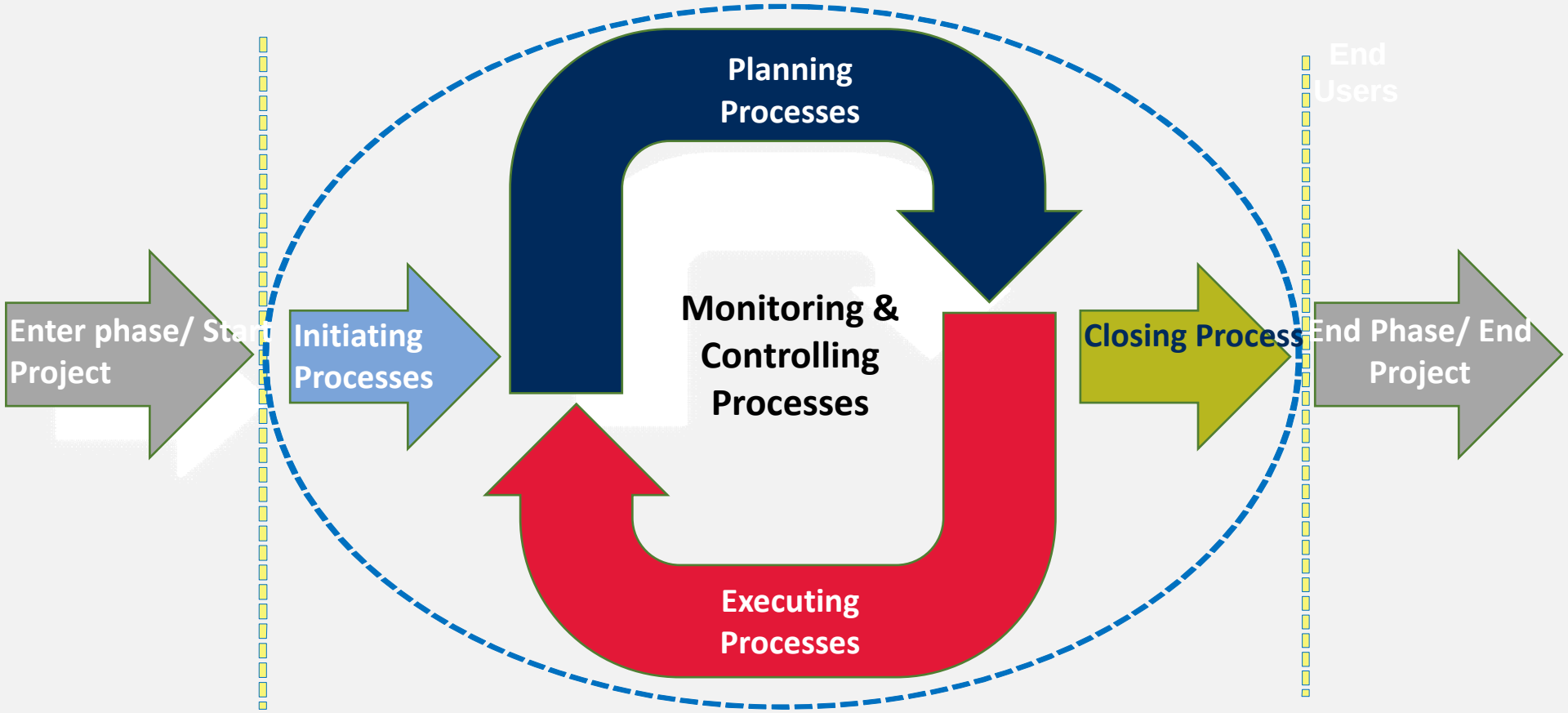
Five Project Process Groups



Project Lifecycle

- Project passes through these four-life cycle
- These are often iterative
- Project managers direct, supervise and manage the project as they pass these phases

Five Project Process Groups (cont'd)



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1.7 Project Lifecycle - contd

1. **Initiating**

   initiating involves starting a project and developing the initial requirements to begin the project

2. **Planning**

   Planning involves establishing what is to be done on the project and defining the course off action of how the project and its requirements will be achieved

3. **Executing**

   Executing is concerned with getting the work done to achieve the project's objective

4. **Monitoring and Controlling**

   Monitoring and controlling includes tracking, reviewing and regulating the performance off the project

   - **Monitoring** refers to collecting, measuring and analyzing information related to project performance and identifying where there are variances
   - **Controlling** is making sure appropriate corrective actions are taken to bring the project performance back on track as per defined criteria of standards

5. **Closing** involves finalizing all the activities off the project and then formally closing the project

10 Knowledge Areas

1. Integration Management
2. Scope Management
3. Schedule Management
4. Cost Management
5. Quality Management
6. Resource Management
7. Communications Management
8. Risk Management
9. Procurement Management
10. Stakeholder Management

10 Knowledge Areas (cont'd)

Knowledge Area	Tools and Techniques
Integration management	Project selection methods, project management methodologies, project charters, project management plans, project management software, change requests, change control boards, project review meetings, lessons-learned reports
Scope management	Scope statements, work breakdown structures, mind maps, statements of work, requirements analyses, scope management plans, scope verification techniques, and scope change controls
Schedule management	Gantt charts, project network diagrams, critical-path analyses, crashing, fast tracking, schedule performance measurements

10 Knowledge Areas (cont'd)

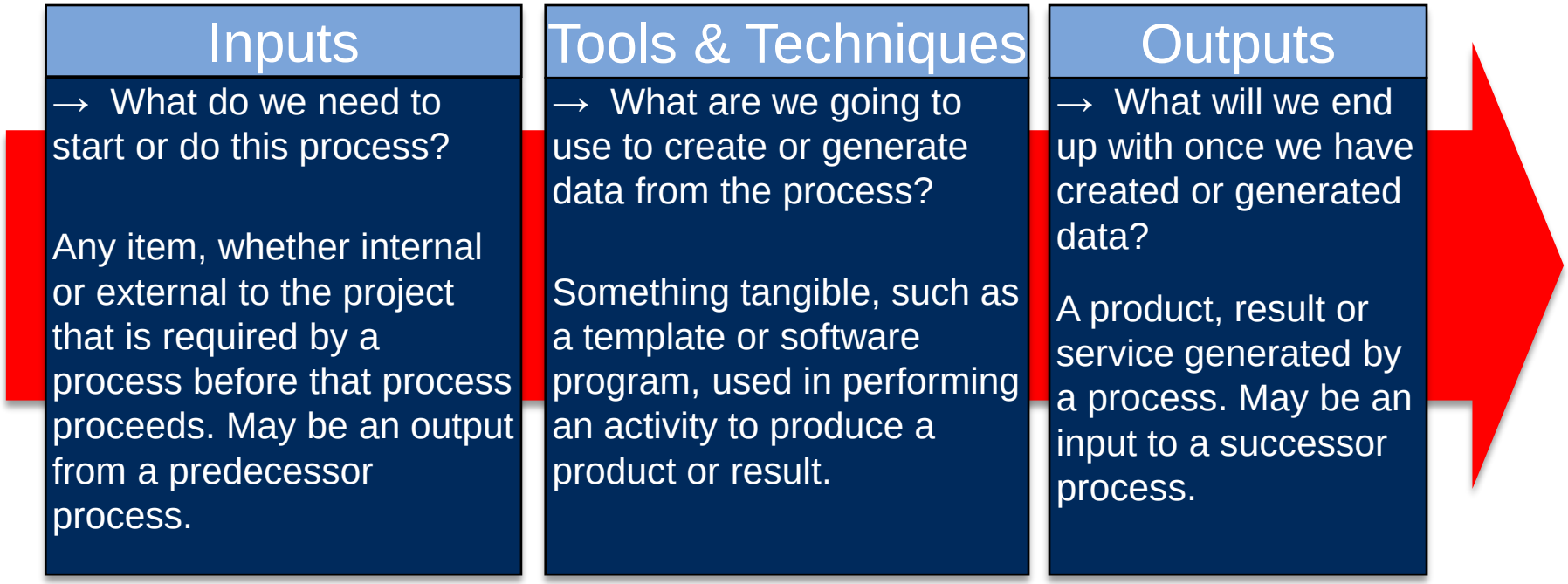
Knowledge Area	Tools and Techniques
Cost management	Net present value, return on investment, payback analyses, earned value management, project portfolio management, cost estimates, cost management plans, cost baselines
Quality management	Quality metrics, checklists, quality control charts, Pareto diagrams, fishbone diagrams, maturity models, statistical methods
Resource management	Motivation techniques, empathic listening, responsibility assignment matrices, project organizational charts, resource histograms, team building exercises

10 Knowledge Areas (cont'd)

Knowledge Area	Tools and Techniques
Communications management	Communications management plans, kickoff meetings, conflict management, communications media selection, status and progress reports, virtual communications, templates, project websites
Risk management	Risk management plans, risk registers, probability/impact matrices, risk rankings
Procurement management	Make-or-buy analyses, contracts, requests for proposals or quotes, source selections, supplier evaluation matrices
Stakeholder management	Stakeholder registers, stakeholder analyses, issue logs, interpersonal skills, reporting systems

Project Processes

- Processes are at the heart of project management.
- Almost everything in the world of project management is done through processes
- Each process is defined in three (3) elements:



Note: Diagrams like this appear regularly throughout the course. Items highlighted in yellow have information within the slides.

Module 1 - Section 4

Project, Program and Portfolio Management

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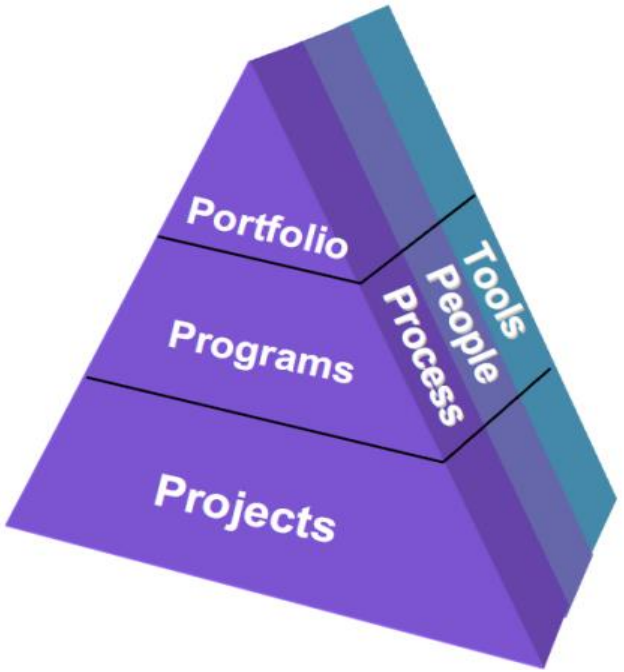
Project, Program and Portfolio Management

- Projects make up a significant portion of work in organizations
- To help manage projects, they are organized into programs and portfolios

  - **Portfolio:** projects, programs and subsidiary programs and operations managed as a group to achieve strategic objectives
  - **Program**: a group of related projects, subsidiary programs and programs activities managed in a coordinated manner to obtain benefits
  - **Project:** A unique effort with a defined end, specified deliverable(s) and defined resources



Project, Program and Portfolio Management (cont'd)

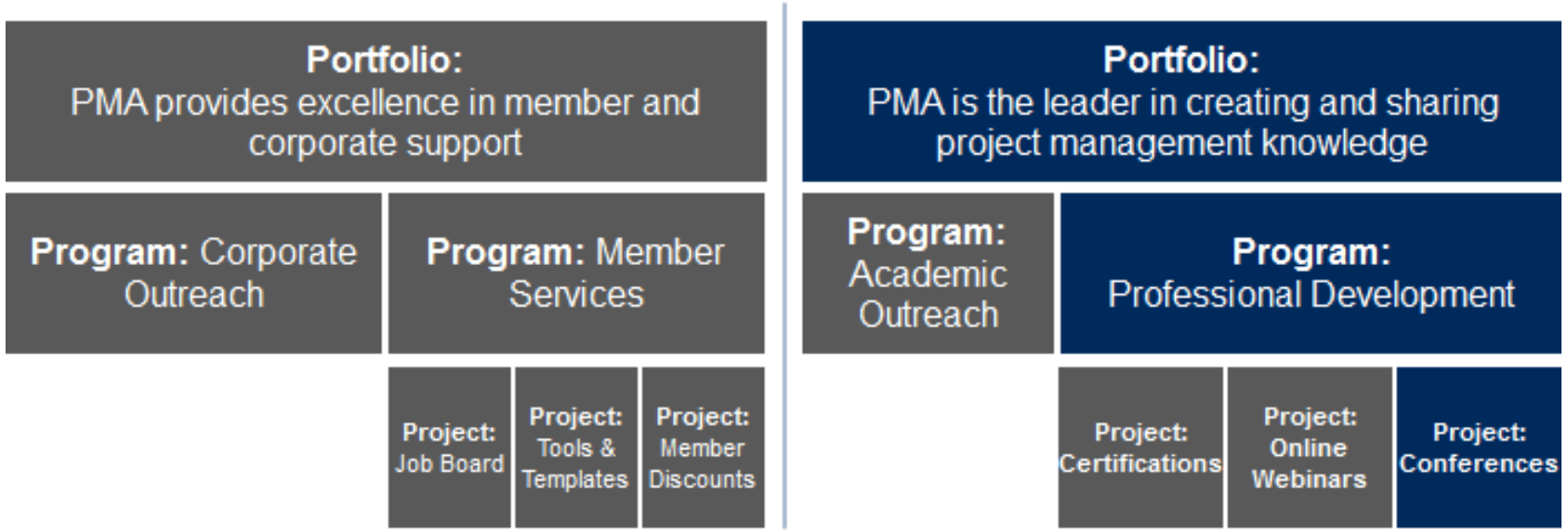
- Portfolio
  - A collection of projects and programs that are grouped together to facilitate effective management to meet strategic business objectives
  - Investing in projects that are aligned to strategic objectives
  - Focuses on doing the "right" programs and projects
  - Prioritizes team and physical resource allocation
  - Projects or programs in the portfolio may not necessarily be interdependent or directly related
  - Examples:
    - Waterfront Development
    - Quality Improvement Initiatives

Project, Program and Portfolio Management (cont'd)

- **Program**
  - Related projects managed in a coordinated way to obtain benefits and control not available from managing them individually
  - Focuses on interdependencies to determine optimal approach
  - May include elements or related work outside of the scope of the projects in the program
  - Examples:
    - Academic Information Software Program
    - Website
    - Registration
    - Student Records
    - Academic Programs
    - Airport renewal program

Project, Program and Portfolio Management (cont'd)

- **Portfolio and Program Example (fictional case study)**
  - **Project Management Association for Project Managers (PMA-PM)**
    - Strategy: PMA will be the go-to organization for project managers to obtain project management knowledge



Project, Program and Portfolio Management (cont'd)

Organizational Project Management			
	Projects	Programs	Portfolios
Scope	Defined objectives	Larger scope, more significant benefits	Changes with strategic objectives
Change	Expect change. Implement, monitor, Control	Expect change from inside and outside. Prepare to manage.	Continuously monitor broader internal and external environment
Planning	Progressively elaborate detailed plans	Develop overall program plan, create high level plans	Create, maintain processes and communication relative to the portfolio
Management	Project team	Program staff and project managers	Portfolio staff, program managers and project staff
Success	Project on scope, time, budget, quality and to customer satisfaction	Satisfaction on needs, benefits of program	Investment, performance and benefit realization of the portfolio
Monitoring	Monitor work on the project	Monitor program components to ensure overall goals and benefits	Monitor strategic changes, performance results and risk to the portfolio

Project, Program, Portfolio – Questions

1. Project portfolio management addresses _____ goals.
   a. strategic
   b. tactical
   c. internal
   d. external
2. A _____ is a group of related projects managed in a coordinated way to obtain benefits and control that are not available from managing them individually.
   a. project
   b. program
   c. portfolio
   d. plan
3. The President of a small research company decides to improve the organization's knowledge management. The IT manager is put in charge of implementing a new application within a set timeframe and budget. The IT manager is managing a _____.
   a. project
   b. program
   c. portfolio
   d. plan

Module 1 - Section 5

Project Management Scope of Influence

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The Role of the Project Manager

- The PM is assigned to the before or during the project initiating
- May help in writing the Project Charter
- Is in charge of managing the project and coordinating the work to resource is and apartments
- Is responsible for the success or failure of the project
- May or may not be in charge off the resource is depending on the type of organization structure
- Produces realistic schedule
- Develop reserves for time and costs for the project

Project manager's role on the project

- The project manager is the person assigned by the organization to **manage the project team** to **achieve the project objectives**
- The project manager needs to have excellent **interpersonal and communication skills** as **90 percent** of his/her **time** It will be spent will be **spent communicating** between teams, individuals and other stakeholders
- The project manager can be expected to spend time performing **leadership, building teams**, **making decisions, negotiating,** managing **conflict**s, coaching and **guiding** people
- All these skills are necessary because the project manager is responsible for **getting work done through other people that is project to you and stakeholders**

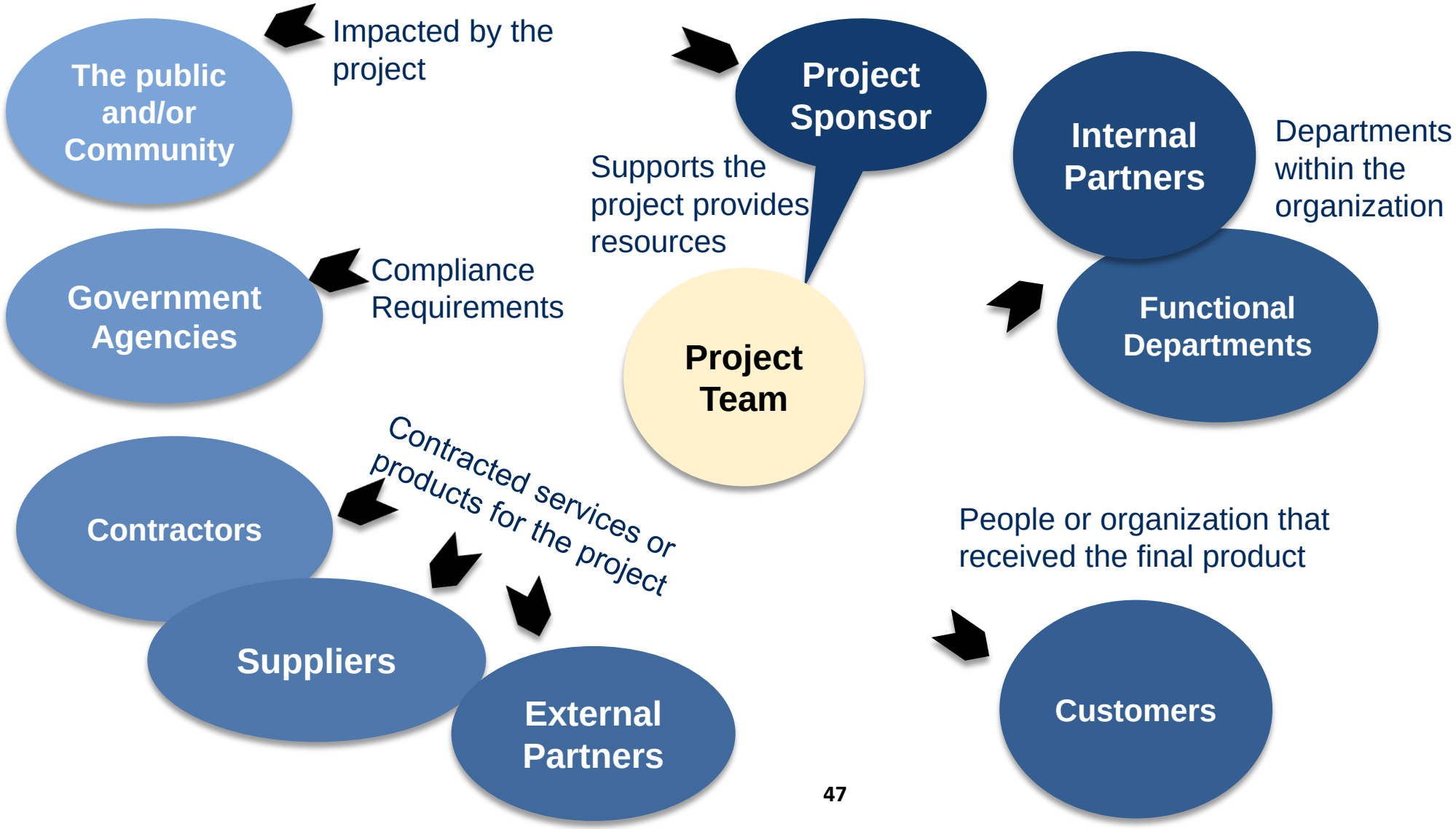
Project manager's competency

- **Knowledge:** what the project manager knows regarding project management
- **Performance:** what the project manager actually does by applying project management knowledge
- **Personal:** how the project manager behaves while managing the project

Who are Stakeholders

- Stakeholder refers to all the people or organizations involved in the project
- They may be internal or external to the organization
- They may have an active role by being directly involved in the project or an advisory role as experts
- They can be positively or negatively effected as a result of the project
- Stakeholders can also influence the project positively or negatively. Their influence needs to be managed by the project manager in order for the project to be successful.

Who are Stakeholders



Managing Stakeholders Expectations

- **Sponsors**
- Supports the project provides resources
- Spokesperson for the project for the upper management
- For problems and issues that the project manager does not have the authority to solver, the sponsor sought for help

- **Customer**
- People are organisations who will receive the final product of the project.

Project team

The project manager and the group of people who are involved in performing the work of the project to achieve its objective

Managing Stakeholders Expectations

- **Project management staff :**
- Team members who are responsible for performing project management activities such as scheduling , budgeting, reporting, risk management , etc .
- **Project staff:**
- People who are responsible for producing the project deliverables
- **Experts:**
- Subject matter experts who help out in the project management planning or the actual execution of the project.
- **Sellers :**
- external companies, i.e. contractors are suppliers provide services, resource is and items to be organization performing the project
- **Business partners:**
- External companies who may have special relationship with performing organization may provide specialized roles such as training, support and installation

Why are Project Started

Why are project started

Project car started to meet an organization this is need or organizational strategic goals

And organization may want to develop a new software application for its business processes, launch a new product line or want to upgrade its factory machine

All these reasons can be considered as the **business case** for starting a project

Business Case

Business case explains the reason why a project was chosen to be started in the first place and whether it is worth doing.

It generally provides a cost benefit analysis summary asked why the project should be done

Enterprise environmental factors

- **Enterprise environmental factors** are the factors or conditions project team has to deal with while working on the project
- These includes factors related to the culture and systems off the organization in which the project is being conducted graph
- The project team may have no control on the systems and culture and has to work on the project while taking such factors into account

Examples:

- **Government regulations**
- **Organizational culture**
- **Market conditions**
- **Company Hierarchy**
- **Political conditions**

Organization Culture Impact on Projects

Organization culture

- Procedures - process for half task are carried out
- Policies – rules which an organization follows
- Culture and norms – the established way by which an organization approaches and conducts projects

A project manager should know the sort of culture and norms in an organization that may affect project

- Today's complex environments require ongoing implementations
- Project management is a method and mindset…a disciplined approach to managing chaos

Module 1 - Section 6

Project Management as a Profession

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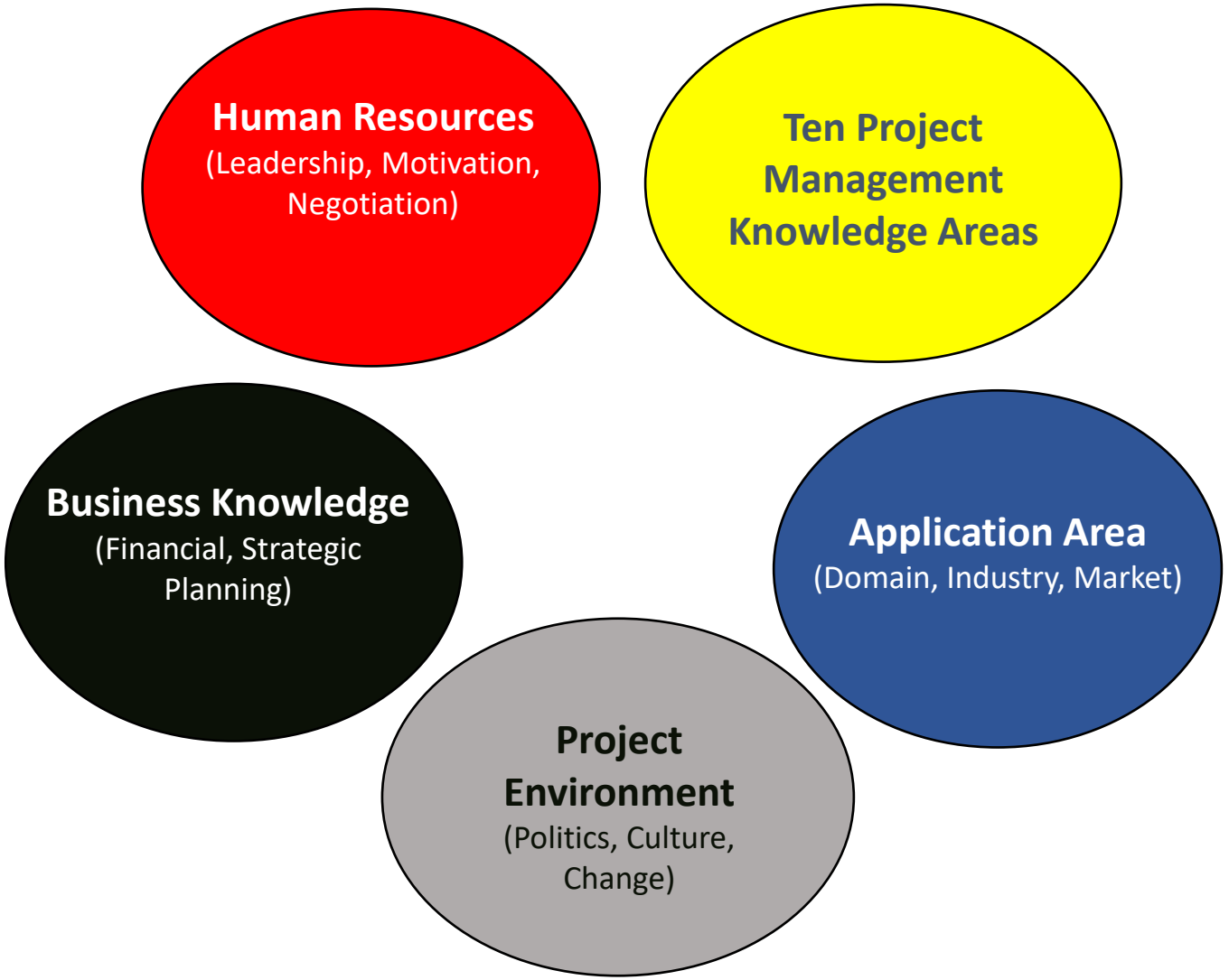
Project Management as a Profession



Project Management as a Profession (cont'd)

- General Management Skills
  - Financial management, procurement, sales, marketing, contracts, manufacturing, distribution, logistics
  - Strategic planning, tactical planning, operations management, personnel administration, career paths, health and safety
- "Soft Skills"
  - Communication, leadership, motivation, negotiation, conflict management, and problem solving.
  - Vision, delegation, creating an energetic and positive environment

Project Management as a Profession (cont'd)

- **Project Environment**

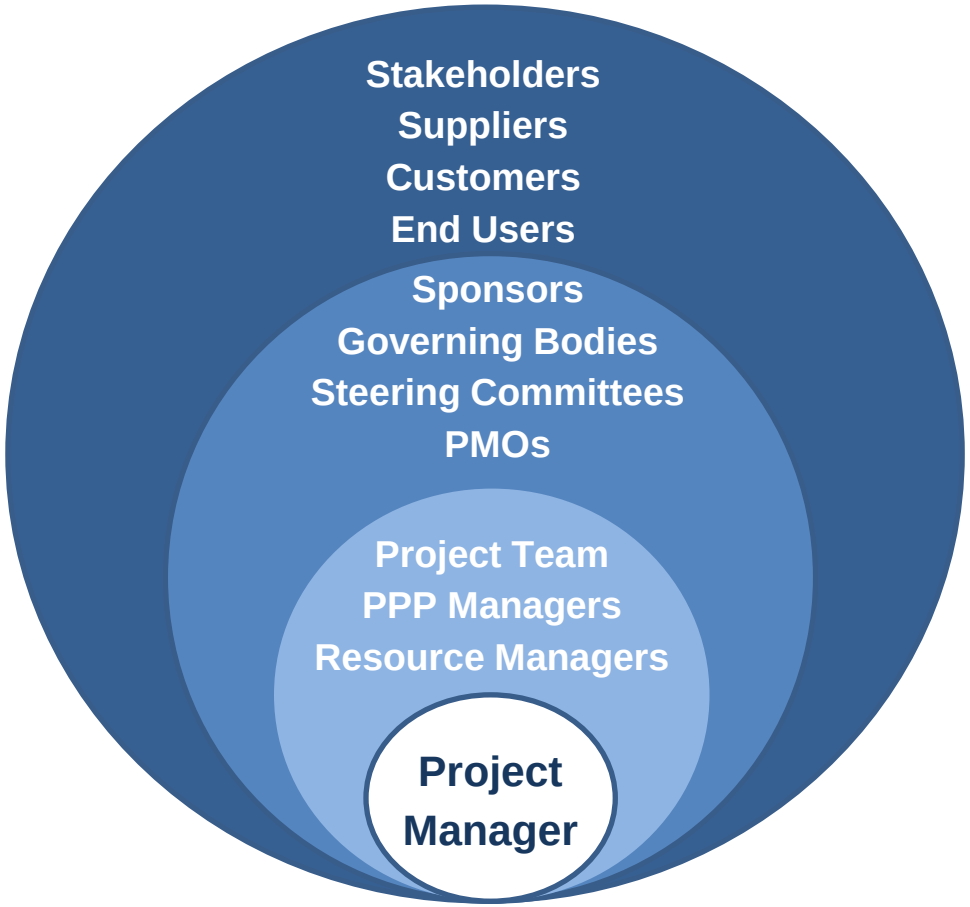
Project Management as a Profession (cont'd)

- **Management and Leadership**

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on the bottom line	Focus on the horizon
Accepts the status quo	Challenges the status quo
Do things right	Does the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation and inspiration

Project Management as a Profession (cont'd)

Project Manager's Sphere of Influence



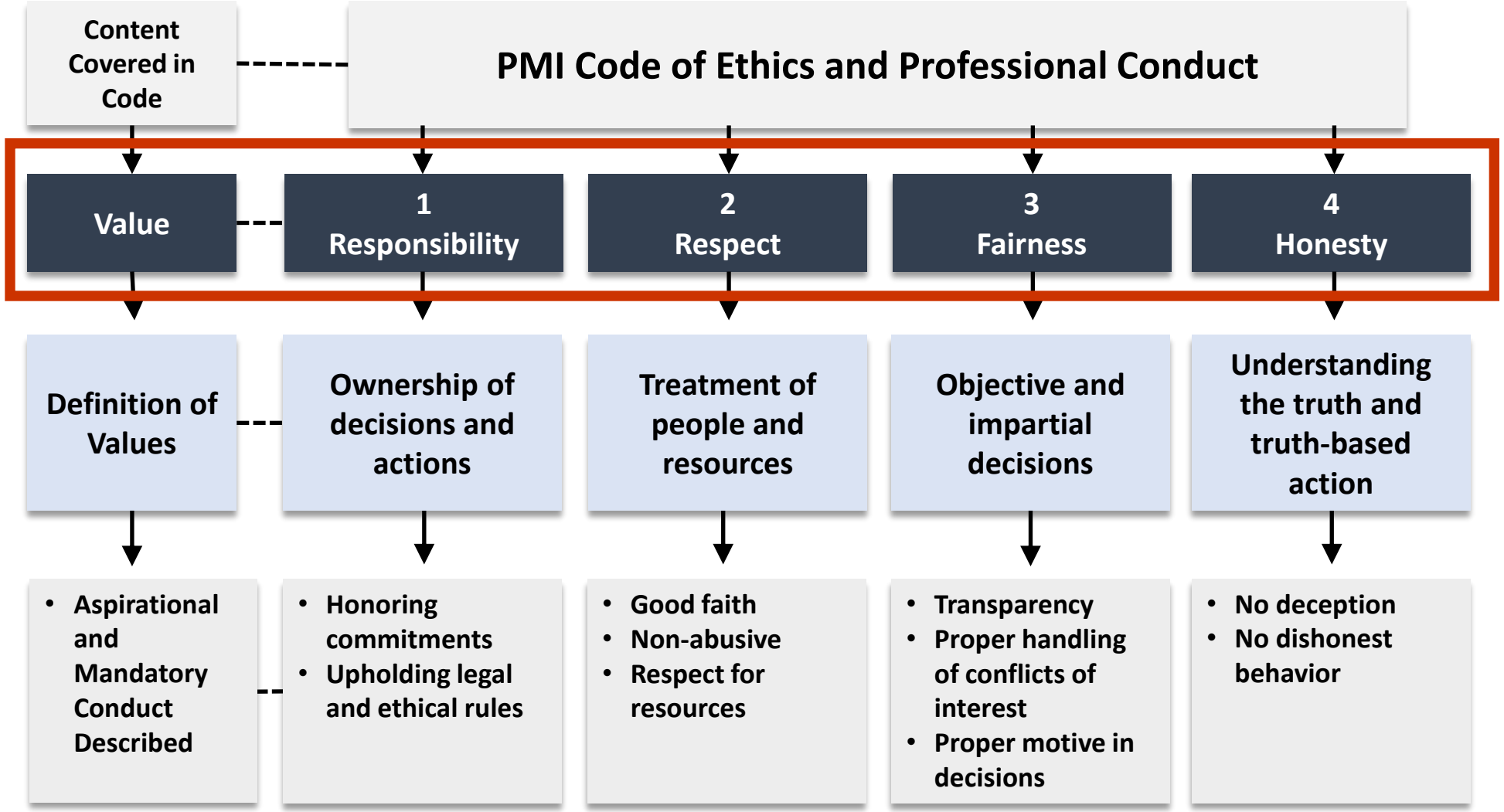
Adapted from Part I Figure 3-1, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition*, Project Management Institute, Inc., 2017. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI. Page 56

Project Management as a Profession (cont'd)

- **PMI Talent Triangle**
  - **After certification, project managers continue to acquire professional development units (PDUs)**
  - **These are now broken into three categories**

- **Technical project management skills:** Understanding the knowledge areas, process groups, and project management tools and techniques
- **Strategic and business management skills**: Includes strategic planning financial management, accounting, and marketing
- **Leadership skills:** Focusing on long -term goals and big-picture objectives, while inspiring people to reach those goals

Project Management as a Profession (cont'd)



Project Management as a Profession (cont'd)

Responsibility

- Take ownership for our decisions and consequences
- Aspirational Standards
  - Make decisions, take actions based on best interests of society, public safety environment
- Mandatory Standards
  - Regulations & Legal Requirements
  - Ethics Complaints

Respect

- Show high regard for ourselves, others and resources entrusted to us
- Aspirational Standards
  - Understand cultural norms, customs; avoid engaging in behaviours that may be considered disrespectful
- Mandatory Standards
  - Negotiate in good faith

Project Management as a Profession (cont'd)

Fairness

- Make decisions and act impartially and objectively
- Aspirational Standards
  - Demonstrate transparency in your decision-making process
- Mandatory Standards
  - Avoid Conflict of Interest
  - Do not display favoritism or discriminate

Honesty

- Understand the truth and act and communicate truthfully
- Aspirational Standards
  - Constantly maintain our impartiality and objectivity
- Mandatory Standards
  - Do not engage in or condone behavior designed to deceive others

Project Management as a Profession – Questions

1. Project managers need to have strong soft skills. The importance of soft skills will vary between types of projects. For large projects, the most important soft skill is?
   a. Leadership
   b. Problem solving
   c. Critical thinking
   d. Consistency
2. Human relations or _____ skills include effective communication, leadership, motivation, and negotiation skills
   a. hard
   b. soft
   c. management
   d. warm
3. _____ is a set of principles that guide our decision making based on personal values of what is “right” and “wrong.”
   a. Values
   b. Morality
   c. Religion
   d. Ethics

Module 1 - Section 7

Introduction to Agile

MCLschool

What is Agile?

- Started as a set of management practices relevant to software development
- Continued as an interactive approach where requirements and solutions evolve through collaboration between cross-functional teams
- Evolved as the ability to create and respond to change

"Agile working is a way of working in which an organization empowers its people to work where, when and how they choose – with maximum flexibility and minimum constraints – to optimize their performance and to do their best work".
(The British Computer Society)

Adaptive: The Agile Manifesto

- We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value more:
  - **Individuals and interactions** over **processes and tools**
  - **Working software** over **comprehensive documentation**
  - **Customer collaboration** over **contract negotiation**
  - **Responding to change** over **following a plan**
- That is, while there is value in the items on the right, we value the items on the left more

Source: https://agilemanifesto.org

Agile Principles

The 12 Principles behind the Agile Manifesto:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Source: https://agilemanifesto.org

Agile Principles (cont'd)

7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work *not* done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Source: https://agilemanifesto.org

Project Management – Questions

1. According to studies done on where project managers spend their time, the best project managers spend more time on the _____ phase of a project than the typical project manager.
   a. initiating
   b. planning
   c. closing
   d. controlling
2. Adaptive project life cycle is based on the Agile Manifesto. The Agile Manifesto values _____.
   a. Working software over responding to change
   b. Processes and tools over following a plan
   c. Customer value over contract management
   d. Working software over comprehensive documentation
3. Project _____ Management is the project management knowledge area that deals with the collection and management of project knowledge.
   a. Integration
   b. Communication
   c. Stakeholder
   d. Quality

Learning Outcome for this Module

- Define Projects and Triple Constraints
- Describe the characteristics of a Project Life Cycle
- Explain the differences between Projects, Programs, and Portfolios
- Describe the skills required in both general management and project management

Module 1 – Review

- What is a Project?
- What is Project Management?
- Project, Program and Portfolio Management
- Project Management as a Profession

Next Module

- Module 2: Selection & Initiation
  - Project selection
  - Organizational Environments
  - Project Methodologies
  - Initiating Process Group


Any Questions

Thank you for choosing MCLschool

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