

Project Governance

Prepared by Dr. Fayez Jrad

PMG 424

Lecture 0 Orientation



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Session Outline

- ✓ Academic Agenda
- ✓ Course Objectives
- ✓ Learning Outcomes
- ✓ Course Outline
- ✓ Topics
- ✓ Conclusion

Academic Agenda

الأسبوع 1	أسبوع توجيهي
الأسبوع 2	محاضرة 1 + اختبار قصير + حلقة نقاش
الأسبوع 3	محاضرة 2 + اختبار قصير + حلقة نقاش
الأسبوع 4	محاضرة 3 + اختبار قصير + حلقة نقاش
الأسبوع 5	محاضرة 4 + اختبار قصير + حلقة نقاش
الأسبوع 6	محاضرة 5 + اختبار قصير + حلقة نقاش
الأسبوع 7	محاضرة 6 + اختبار قصير + حلقة نقاش
الأسبوع 8	محاضرة 7 + اختبار قصير + حلقة نقاش
الأسبوع 9	محاضرة 8 + اختبار قصير + حلقة نقاش
الأسبوع 10	محاضرة 9 + اختبار قصير + حلقة نقاش
الأسبوع 11	محاضرة 10 + اختبار قصير + حلقة نقاش
الأسبوع 12	حلقة نقاش
الأسبوع 13	الاختبارات النهائية

Quizzes & Exams

- أسئلة الاختبار الفصلي / MCQ / True-False / أسئلة صوتية
- تعد الإجابة على الاختبار بمثابة الحضور للطلاب
- درجة الاختبار القصير 8 درجات/ 8 أسئلة (اجمالي 80 درجة)
- فترة عقد الاختبار القصير /24 دقيقة/

Quizzes & Exams

- الاختبار النهائي سيكون من خلال المودل
- أسئلة الاختبار النهائي / True-False / MCQ / أسئلة صوتية
- درجة الاختبار النهائي 20 درجة/20 سؤال
- فترة عقد الاختبار النهائي / 60 دقيقة/

Obligations and Grading

توزيع الدرجات - 100%	الأعمال
حضور المحاضرة - حل الأسئلة المصاحبة	محاضرة مسجلة أسبوعيًا- السبت من كل أسبوع
8 درجات لكل اختبار قصير - بمجموع 80 %	اختبار قصير مصاحب للمحاضرة بشكل أسبوعي
الحضور اختياري	حلقة نقاش افتراضية أسبوعية لمناقشة محتوى المحاضرة المسجلة.
20%	الاختبار النهائي

يتم احتساب الغياب من خلال حل الطالب للاختبار القصير المصاحب للمحاضرة المسجلة الأسبوعية، وإذا تغيب الطالب 4 اختبارات قصيرة يعتبر الطالب في هذه الحالة حرمان. آخر موعد للاعتذار عن أي اختبار قصير يكون قبل إغلاق موعد الاختبار مع إرفاق دلائل ثبوتية لأي أعذار قهرية أو مرضية عبر نموذج الأعذار عن اختبار قصير عبر منصة (SIS). آخر موعد للاعتذار عن الاختبار النهائي يكون قبل موعد عقد الاختبار مع إرفاق الدلائل الثبوتية لأي عذر قهري أو طبي، عبر نموذج الأعذار عن اختبار نهائي عبر منصة (SIS)، ولن يتم احتساب أي أعذار بعد نهاية الموعد.

● يحق لإدارة الجامعة مراعاة بعض الظروف القهرية.

Online Lecture

- Answer your questions/inquiries
- Solve different issues/problems
- Discuss your opinions with the instructor/classmates
- Trigger activities related to previous session topics

Course Objectives

- Introducing the principles of project governance.
- Using governance to establish a good project structure, harmonizes processes and resources, and provides a smooth path to achieve project goals.
- Applying governance to remove costly inefficiencies that negatively impact smooth running and reduces the risk of conflict.
- Providing an opportunity to discuss enterprise projects and other megaprojects.

Learning Outcomes

- Categorize the core issues of project governance within the context of projects and programs.
- Evaluate and critique the strengths and challenges of various governance structures.
- Given a large enterprise project, recommend methods and procedures that ensure the project is governed according to best practices.
- Evaluate how changes to project scope may impact the project's schedule, cost, and quality, and create a scope document that will produce the desired project outcomes.

Course Outline

Lecture 1: Definition of Governance.

Lecture 2: Governance Structures and Management Scope.

Lecture 3: Creating Project-focused Governance Structures.

Lecture 4: Transparent and Accountable Organizations.

Lecture 5: Project Ownership vs. Asset Ownership.

Lecture 6: Towards an Integrated Governance Model.

Lecture 7: Effective Project Governance.

Lecture 8: Governance of Portfolios.

Lecture 9: Governance of Programs

Lecture 10: Governance of Projects

Lecture 1: Definition of Governance

- What Is a Project?
- General Project Characteristics.
- The Evolution of Governance.
- Organizational Governance.
- Project Governance.
- What is Governance?
- Why Governance?
- Governance Theories.

Lecture 1: Definition of Governance

- Shareholder Theory
 - Principles of Shareholder Theory
 - Disadvantages of Shareholder Theory
 - Implications of Shareholder Theory on PM
- Stakeholder Theory
- Transaction Costs Economics (TCE)
- Agency Theory

- Governance Scope.
- Governance and Project Management.
- Governance and Portfolios.
- Governance and Projects.
- Paradigms for Project Management Governance.
- Behavioral-oriented Organizations.
- Outcome-oriented Organizations.

Lecture 02

Governance Structures and Management Scope

- The Conformist Paradigm.
- The Flexible Economist Paradigm.
- The Versatile Artist Paradigm.
- The Agile Pragmatist Paradigm.
- The Choice of Governance Paradigm.

Lecture 3: Creating Project-focused Governance Structures

- Projects and Strategy.
- The Delivery Circle.
- The Control Circle.
- Projects as Temporary Organizations.
- Why We Need Project Governance.
- Objectives of Project Governance.
- Governance Institutions.
- Board of Directors and Projects.
- Board of Directors and Project Management.
- Decisions of the Board of Directors.

Lecture 3: Creating Project-focused Governance Structures

- Individual Project Governance.
- Portfolio Governance.
- Governance Decisions at the Portfolio Level.
- Sponsors.
- Steering Groups.
- Strategic Project Management Offices.
- Tactical Project Management Offices.
- Project Management Governance Institutions.

Lecture 4: Transparent and Accountable Organizations

- Why Organizational Governance.
- Quality of Project Management.
- Project Management Quality Forces.
- A Framework For Organizational Migration.
- Governance Framework for Project Management.
- Elements of the Framework.
- Stronger PMO Roles.
- The Variation of the PMO Approach.
- How PMI Maturity Model Works.

Lecture 5: Project Ownership vs. Asset Ownership

- What is an Asset?
- Asset Ownership.
- Asset Owners.
- Asset Owner Responsibilities.
- Project Ownership.
- Project Owner Synonyms.
- Project Owner Job Description.
- Project Owner Incentives.
- Project Ownership Role.
- Project Owner Duties.

Lecture 5: Project Ownership vs. Asset Ownership

- Project Owner Responsibilities.
- Project Owner vs. Project Manager.
- Project Owner vs. Project Sponsor.
- Project Owner vs. Product Owner.
- Project Owner vs. Product Manager.
- Project Owner vs. Project Leader.
- Asset Ownership vs. Project Ownership.

Lecture 6: Towards an Integrated Governance Model

- Linking Governance of Projects, Programs, and Portfolios.
- No One-Size-Governance-Fits-All.
- The Governance Model.
- Governance Paradigm.
- Importance of Governance Paradigm.
- Governance Institutions.
- The Macro View of Governance.
- Example of Project Governance Hierarchy.

Lecture 6: Towards an Integrated Governance Model

- Linking Institutional Theory (Legitimacy).
- Pragmatic Legitimacy.
- Legitimacy and Institutions.
- Implications of Legitimacy.
- The Total Project Governance Model.
- The Role of Governance Paradigms.

Lecture 7: Effective Project Governance

- Causes of Project Governance Problems.
- Project Governance Objectives.
- Confusion Regarding Project Governance Objectives.
- Problems of Overemphasized Project Reporting
- Risk Aversion.
- Problems with Consensus Approach Regarding Risk Aversion.

Lecture 7: Effective Project Governance

- Project Stakeholders
- Stakeholder Issues
- Deciding on Main Stakeholders
- Effective Project Governance
- Summary of Effective Governance Solutions

Lecture 8: Governance of Portfolios.

- The Logic of Portfolios.
- What is a Project Portfolio.
- Effectiveness and Project Portfolios.
- Decisions on Portfolios.
- Possible Governance Structures.
- Multi-project Organizations.
- Portfolios of Projects.
- Programs of Projects.
- Hybrid Organizations.

Lecture 8: Governance of Portfolios.

- Performance of Governance Structures.
- Portfolio Management.
- Portfolio Management Objectives.
- Portfolio Optimization Strategies.
- Value Maximization Strategy.
- Balancing Strategy.
- Roles and Authorities of Portfolio Managers.
- Measuring Portfolio Performance.

Lecture 9: Governance of Programs

- What is a Project Program?
- Efficiency and Project Programs.
- Importance of Programs.
- Decisions on Programs.
- Main Areas Concerning Programs.
- The Reality of Programs.
- Forms of Programs .

Lecture 9: Governance of Programs

- Temporary Programs.
- Semi-permanent Programs.
- Execution of Program Governance.
- The Aim of Program Governance.
- Goal Setting.
- Effective Goal Setting.

Lecture 9: Governance of Programs

- Themes of Program Management
- Achievement of Program Objectives
- Organization Structures
- Roles and Authorities
- Controlling Program Progress
- Program Progress Reviews

Lecture 10: Governance of Projects

- The Aim of Project Governance.
- Approaches of Project Governance.
- Perspectives of Project Governance.
- Implications of Shareholder Theory on PM.
- The Steering Group.
- Level of Project Governance.
- Level of Project Support.
- Steering Group Governance Roles and Tasks.

Lecture 10: Governance of Projects

- Establishing the Governance Infrastructure.
- Steering Group Meetings.
- Governance of Project Contracts.
- Types of Project Management Methodologies.
- Predictive Methodologies.
- Convergent Methodologies.
- Emergent Methodologies.

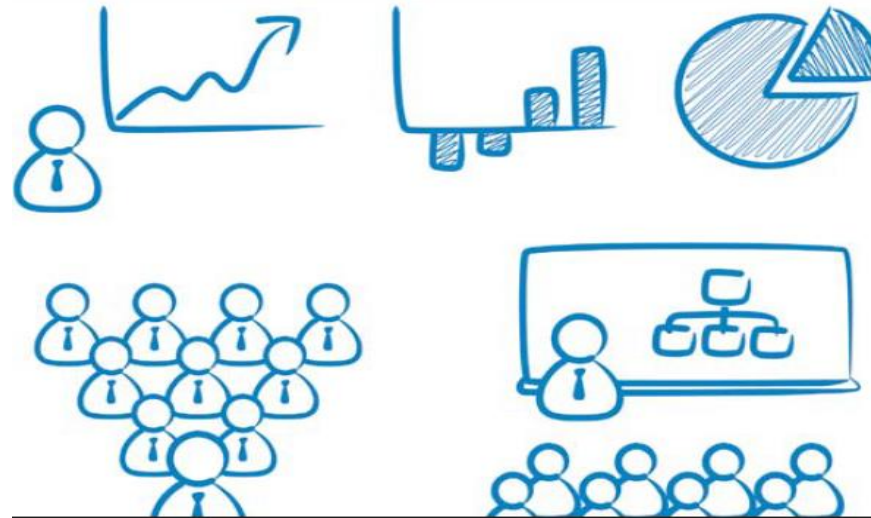
Conclusion

Definition of governance	Defining governance and why we need it.
Types of Governance Structures	Exploring existing governance theories, paradigms, and structures
Creating Project-focused Governance Structures	Understanding governance in the context and scope of project management
Transparent and Accountable Organizations	Discussing how to create transparent and accountable organizations and the main roles needed
Project Ownership vs Asset Ownership	Differentiating between project ownership and asset ownership
Understanding Project Governance Structures	Understanding governance structures within different scales of projects, programs, and portfolios
Governance, Decisions, Risks, and Resources	Clarifying the interlink between governance and decision-making, risk management, and resource allocation
Verification and Validation	Presenting a model for governance of projects, programs and portfolios, and envisaging the future of project governance
Enterprise PM	Describing how projects on a companywide scale

Reference

Project Governance

Ralf Müller





Thank You