PROJECT MANAGEMENT

Table of Contents

Assessment part 001A- Case study and Project Outline

a. Stakeholder analysis

In a project work, stakeholders are either directly or indirectly involved in the project activities. As opined by Jayasena *et al.* (2019), the stakeholders involved with a specific project hold significant interests and their interests are more likely to influence the project outcomes. Hence, analysing the stakeholder interests is vital for entailing successful management of the project. Considering the organisation of Project Consultant, the significant stakeholders which are associated with the entire project operations are mentioned accordingly into the below table:

Stakeholders	organisation	Role	Interest on the project	Influence	Unique facts	Suggestions for managing relationships
Amanda	Boss	Administration	High	High	Administration project progress for client satisfaction	Getting in touch with David for reviewing project performance
David	Project manager	Planning and supervising the project activities	High	High	Foreseeing stakeholder needs	Meeting with the stakeholders for determining their need about the project to develop adequate project plans accordingly
Director general	Sponsor	Governmental member	High	High	Supervising governmental project efficiency	Periodic meeting required
Robert	Legal expert	Legal guidance facilitation	Medium	Low	Adequate legislative knowledge	Interacting twice in a month
Sally	Administrative member	Managing business operations	Low	Medium	No adequate skills	Communicating with formal

						meeting
Joachim	Sally's personal assistant	Supporting Sally's administrative work operations	Medium	Medium	Tech savvy nature	Frequent meeting required
Project team	Employee	Timely completion of the tasks associated with project	High	High	No skills found	Informal meeting required daily

Table 1: Stakeholder analysis

(Source: Learner)

b. Memo to Amanda

Being a project managing organization, Project Consultant's governmental IT project works is worth approximately $300 million and the following project value facilitates a greater opportunity of embracing their financial sustainability. In essence, the availability of quality project outcomes is crucial for Amanda as the following project could enhance the overall business reputation of Project Consultant. As per the viewpoint of Karim and Fayez (2020), holding a positive brand image through the previous projects accomplished b an organisation aids them in attracting future clients in an effective way. This clearly signifies that Project Consultant could become able to grab better projects in future through the aid of project success entailed duri9ng the governmental IT project work. As a consequence, the overall organisational sustainability for Project Consultant would be effectively embraced. However, the aspect of project success is dependent on several operational aspects. In accordance with the study of Papke-Shields and Boyer-Wright (2019), the managers of a project work is required to develop a suitable plan for their project works which adequate control over the project tasks could be established. This could further aid in effectively entailing the overall progress. Hence, Amanda needs to adequately communicate with David for making him recognise the project objectives through which David would be able to develop proper plans by which the objectives of the project could be attained. Furthermore, Amanda also needs to avail adequate resources to David through which the entire project work could be time efficiently completed.

Considering the success factors intrinsic with the governmental IT project of Project Consultant includes:

- Ensuring project completion within allocated budget and resources.
- Consideration of the client needs are required to be incorporated
- On time project delivery.

c. Key documents

There are various documents that needs to be utilised by the organisation of project Consultant is illustrated here as follows:

Project business case: Project business cases play a pivotal role in enhancing the acceptance of specific project works. As per the study of Einhorn *et al.* (2019), the project business case documents facilitate adequate understanding of the project background and project benefit information for the stakeholders. In addition, the cost involved with the project and the project gaps also gets illustrated within such documents. The following information therefore ensures to clearly outline the potential understanding of accepting specific project works and the essentiality of prioritising specific project works to lead success. Likewise, t6his could also benefit Project Consultant toward the success of governmental IT project work.

Project Charter: The project charters are those information which outlines the specific objectives associated with a project along with illustrating a detailed overview of the significant steps of attaining those objectives. As per the views of Demirkesen and Ozorhon (2017), project charters allow all stakeholders of a project to effectively understand their roles by which they could place their best efforts. This benefits the entire project in terms of timely attaining of the corresponding objectives for a project. Similarly, i9n case of Project consultant also the same document could aid in ensuring timely delivery of the governmental IT project.

Project Schedule: The scheduling of a project is vital as it directly influences the time requirement for specific project operations. As influenced by Hu *et al.* (2016), developing an adequate schedule in alignment with the client needs of a project allows the corresponding project management firms to fulfil their client needs on time. As a consequence, this could allow Project consultants to timely meet the governmental project needs where time schedule would aid in ensuring adequate tracking of corresponding project activities.

WBS or Work Breakdown Structure: According to Sutrisna *et al.* (2018), WBS is the deliverable relied on hierarchical decomposition of project tasks which needs to be executed to complete the entire project operations. In addition, the work packages associated with the WBS facilitates clear outline of the essential time consideration for each task along with their interdependence on each other. Following insight therefore could allow David to manage the governmental IT project in a more effective manner.

Communication plan: Such document outlines the way information would be communicated among distinct project stakeholders. As mentioned by Butt *et al.* (2016), developing effective communication plans allow the managers of specific projects to interact with the associated stakeholders in an efficient manner that entails smooth functioning of the project activities. Hence, this document needs to be utilised by the organisation of Project Consultant to embrace their project performance efficiency.

d. Benefits of the project

Having a project worth of around $300 million is a significant growth opportunity for Project Consultant as this project success would benefit them byu drawing other client attention. As mentioned by Anantatmula and Rad (2018), ensuring project success leads to client satisfaction which also positively reflects on the organisationa;l reputation. Such betterment of organisational reputation could therefore benefit Project Consultant to grab better projects into the upcoming future. Hence, the firms or organisations that are seeking IT solutions could get in touch with Project Consultant to perceive IT support and this would allow them to ensure sustainable organisational growth.

Assessment part 001b- Individual report

Executive summary

The following report has depicted the required project plan needs to be incorporated for the OTS or Off the Shelf software for replacing manual ledgers. In essence, the WBS has been depicted in the following report along differentiating with the PBS. Additionally, the gantt chart has also been depicted in the following project plan in alignment with the project float and dependencies. Furthermore, the project risks have been illustrated along with emphasising on the project management concepts for the OTS project work.

Introduction

The aspect of project management is vital for ensuring the timely delivery of significant project tasks. In essence, adequate project management operations need not be established by the project managers. Considering the aspect of OTS system deployment within business, the complex nature of the project could pose as a massive trouble for the managers. For this, adequate project planning and monitoring needs to be facilitated. In essence, the following report would ensure to emphasise the various tools and techniques such as WBS, Go-live strategy, Gantt Chart and other project management techniques would be demonstrated for the project of ITS implication through the project objectives could be effectively achieved.
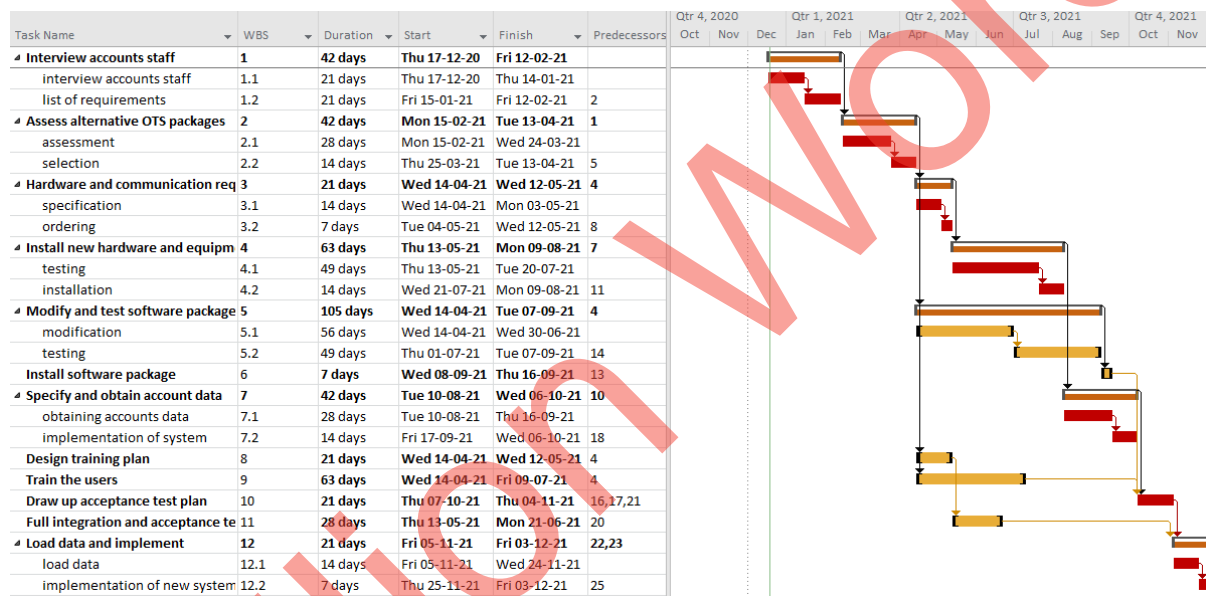
a. Work Breakdown Structure

Task Name	WBS	Duration	Start	Finish	Predecessors
▲ Interview accounts staff	1	42 days	Thu 17-12-20	Fri 12-02-21	
interview accounts staff	1.1	21 days	Thu 17-12-20	Thu 14-01-21	
list of requirements	1.2	21 days	Fri 15-01-21	Fri 12-02-21	2
▲ Assess alternative OTS packages	2	42 days	Mon 15-02-21	Tue 13-04-21	1
assessment	2.1	28 days	Mon 15-02-21	Wed 24-03-21	
selection	2.2	14 days	Thu 25-03-21	Tue 13-04-21	5
▲ Hardware and communication req	3	21 days	Wed 14-04-21	Wed 12-05-21	4
specification	3.1	14 days	Wed 14-04-21	Mon 03-05-21	
ordering	3.2	7 days	Tue 04-05-21	Wed 12-05-21	8
▲ Install new hardware and equipm	4	63 days	Thu 13-05-21	Mon 09-08-21	7
testing	4.1	49 days	Thu 13-05-21	Tue 20-07-21	
installation	4.2	14 days	Wed 21-07-21	Mon 09-08-21	11
▲ Modify and test software package	5	105 days	Wed 14-04-21	Tue 07-09-21	4
modification	5.1	56 days	Wed 14-04-21	Wed 30-06-21	
testing	5.2	49 days	Thu 01-07-21	Tue 07-09-21	14
Install software package	6	7 days	Wed 08-09-21	Thu 16-09-21	13
▲ Specify and obtain account data	7	42 days	Tue 10-08-21	Wed 06-10-21	10
obtaining accounts data	7.1	28 days	Tue 10-08-21	Thu 16-09-21	
implementation of system	7.2	14 days	Fri 17-09-21	Wed 06-10-21	18
Design training plan	8	21 days	Wed 14-04-21	Wed 12-05-21	4
Train the users	9	63 days	Wed 14-04-21	Fri 09-07-21	4
Draw up acceptance test plan	10	21 days	Thu 07-10-21	Thu 04-11-21	16,17,21
Full integration and acceptance te	11	28 days	Thu 13-05-21	Mon 21-06-21	20
▲ Load data and implement	12	21 days	Fri 05-11-21	Fri 03-12-21	22,23
load data	12.1	14 days	Fri 05-11-21	Wed 24-11-21	
implementation of new system	12.2	7 days	Thu 25-11-21	Fri 03-12-21	25

Figure 1: OTS platform development project WBS

(Source: Learner)

The following Figure 1 has replicated the WBS that would be involved within the OTS platform developing project. In accordance with the insight of Zecheru and Olaru (2016), WBS facilitates adequate information of the required project tasks that is essential to be performed for attaining all of the project objectives. Additionally, this could also aid in embracing the management efficiency of the project managers through which managers would be able to ensure adequate tracking of the project progress. Therefore, it could be affirmed that the above depicted WBS would be a significant tool of entailing greater project success efficiency.

b. Differences between WBS and PBS

In order to ensure project success, both PBS and WBS are vital as they outline the required tasks to be completed for specific project operations. In accordance with the study of Rianty *et*

al. (2018), a WBS enlightens the significant deliverables that could be attained for accomplishing a project objective along with pointing out the specific subtasks which are required to be carried out for meeting those objectives. On the contrary, PBS depicts the holistic view of the project deliverables based upon their significant priority levels through which the managers of corresponding projects could recognise the specific operations that need to be accomplished primarily. Therefore, in the case of OTS platform developing IT project work, the PBS will ensure to enlist the project deliverables and the WBS will facilitate detailed decomposition of the project deliverable related tasks. Hence, this could ease the overall managerial efficiency of the project managers in terms of guiding their project associated team members for efficiently meeting project goals.

c. Gantt chart, float and dependencies

Task Name	WBS	Duration	Start	Finish	Predecessors
⊿ Interview accounts staff	1	42 days	Thu 17-12-20	Fri 12-02-21	
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⊿ Install new hardware and equipm	4	63 days	Thu 13-05-21	Mon 09-08-21	7
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testing	5.2	49 days	Thu 01-07-21	Tue 07-09-21	14
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⊿ Load data and implement	12	21 days	Fri 05-11-21	Fri 03-12-21	22,23
load data	12.1	14 days	Fri 05-11-21	Wed 24-11-21	
implementation of new system	12.2	7 days	Thu 25-11-21	Fri 03-12-21	25

Figure 2: OTS integration project Gantt chart

(Source: Learner)

The above figure 2 has enlightened the individual time span required to be accomplished for the OTS platform deployment project along with denoting the scheduled time requirements for each task. According to Lee and Shvetsova (2019), Gantt charts are the significant project documents for the managers of projects through which proper time tracking about each task conduction could be tracked. Likewise, during the OTS platform building project also, the following document would ease the project management efficiency for the managers. In regards, the project float signifies the specific time span that could be consumed in case of delay in specific tasks that does not cause delay for a project (Lu *et al.* 2017). In case of the OTS installing project for the business organisation also project floats have denoted the significant time frame by which project delay could be avoided. In essence, the consideration of the task dependency is crucial for the project managers associated with OTS installation project work by which a clear outline of the critical tasks those are functionally dependant on the previous tasks has also been depicted for availing adequate time schedule to maintain timely project completion,

d. Forward and backward pass calculations

The installation of the OTS software has found to consume a time span of 3 weeks where the completion of the previous tasks are vital as the incomplete tasks could cause trouble for software installation. In the following case, the presence of backward pass regarding Task J can affect the overall progress of the project. In accordance with the study of Kalinowski *et al.* (2018), the backward pass affects a project by leading late start for specific activities within a project. Hence, a backward pass regarding Task J would result in two week late start for Task F. Therefore, the subsequent delay entailed due to backward passes could delay the entire project. However, Khattak *et al.* (2016) calculation of the forward passes aids in facilitating movement of the tasks through their critical paths by availing suitable float time. Therefore, this would not lead to delay in the final delivery of the OTS software developing project operations. Hence, calculating both the forward and backward passes would be beneficial for mitigating the time exceeding risk for the OTS software integration project.
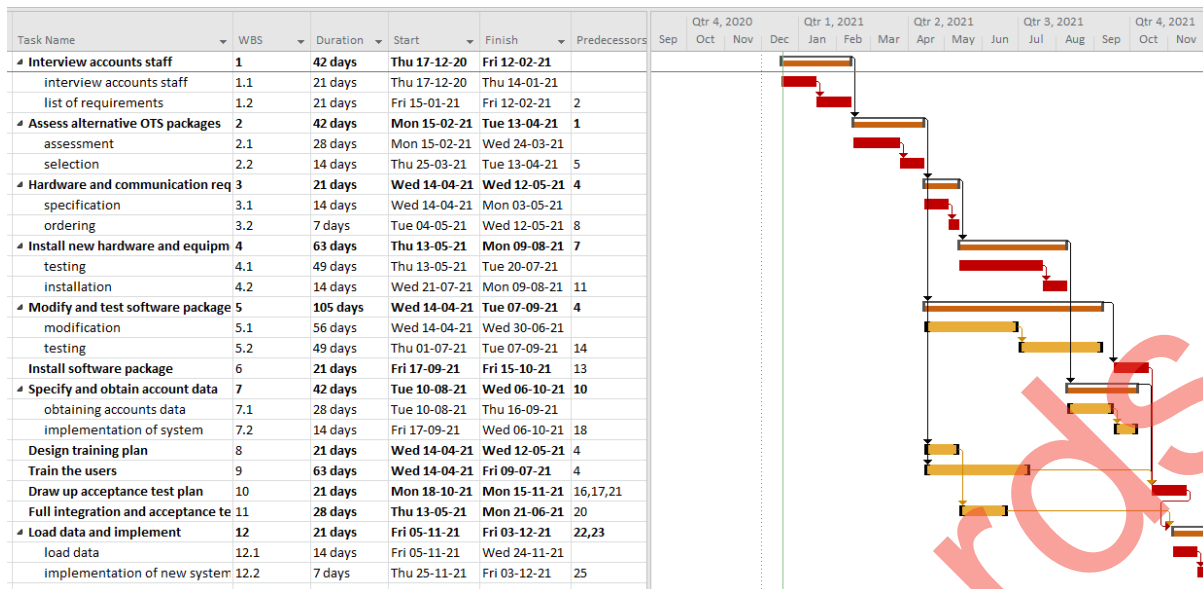
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load data	12.1	14 days	Fri 05-11-21	Wed 24-11-21	
implementation of new system	12.2	7 days	Thu 25-11-21	Fri 03-12-21	25

Figure 3: Revised Gantt chart

(Source: Learner)

e. Risk assessment and mitigation

The risks those are more likely to disrupt project operations could result in exceeded time consumption limits. As per the statement of Alotaibi *et al.* (2016), delayed project work activities involve a higher amount of financial resources which is more likely to exceed project budgets and cause failure of the project deliverables. Hence, the overall OTS software deployment project would be disrupted due to exceeded time consumption. Considering the task D associated with the project work of OTS software development, testing hardware and technological equipment are more likely to get disrupted by technological failure in hardware. Hence, this could postpone the project performance during the installation of OTS system deployment. Hence, the business organisation required to back up with alternative risk mitigation strategies for countering the adverse influences of the risks. As started by Zailani *et al.* (2016), risk mitigation strategies are essential to be developed by the project managers in alignment with the project risks to accomplish project works within specified time tenure. Contradicting this with the Task D, availing alternative hardware resources within the business firm would be helpful for time effectively replacing the disrupted hardware through which the entire project could be completed on time.

f. Project management concepts

(i) Provide project definition: the aspect of project definition requires to define a project work based upon its required actionable terms for achieving project goals. In accordance with the insight of Le *et al.* (2019), project definition is vital as it sets out project expectation along with

establishing clear visions for the entire project life cycle. The OTS project is focused on altering the manual ledger packages through the aid of OTS software by which financial management could be eased for the business firm. As the project involves IT system integration, the entire OTS project could be classified as the IT project work which could ensure better financial management for the business firm.

(ii) Project scope and the decisions of successful projects: The development of suitable scopes for a project aids in leading success. As per the viewpoints of Radujković and Sjekavica (2017), facilitating project scopes ensure to avail a common perception about the significant necessities of a project operation, this could be beneficial for the corresponding stakeholders as they could recognise the expectations needed to be incorporated within the project. In case of the OTS project, the alteration of the manual ledger packages with the IT system incorporated OTS software is the potential project scope. In addition, the project scope also includes an aspect of increased business efficiency in managing financial performances where the IT system would enable greater efficiency for the employees associated with financial management.

(iii) Go-live strategy: In case of IT software developing project works, go-live strategies play a vital role for leading project success. As per the study of Bočková *et al.* (2019), go-live strategies associated with software projects ensure to facilitate proper resource allocation to accomplish software development for utilising that real life operational usage. Hence, fostering adequate go0-live strategy during the OTS software development also needs to be effectively developed in alignment with the business needs. In contradiction, the project team is also required to deliver suitable training to the employees of the business firm through which the real life usage of the OTS software could be effectively dealt with after the project completion. Hence, this could benefit the business firm by embracing their financial operations management performances.

(iv) Documentation

Project Title: *OTS software development project*

Project scope: The entire project of OTS software development is aimed at replacing the ledger packages which rely upon manual operations and affecting the financial administrative efficiency. Hence, the following project is concerned about the betterment of the business efficiency in regards to the escalation of financial administration. Furthermore, the following project would also ensure to facilitate cost effective record keeping about financial data by which the business firm would be able to save a significant amount of business expenditure.

As a consequence, the financial performances would be sustained through the aid of OTS software project work.

Business Case: The business firm relied upon the traditional manual packages of ledger and is facing significant trouble in keeping record of large amounts of financial information. In addition, the manual operations are more prone to cause financial information lost and affect the business productivity also. However, the following operational gap is aimed to be fulfilled through the help of OTS software where the following software would be designed in such a manner that could ease the financial information tracking efficiency in an effective way.

Deliverables: The key deliverables intrinsic with the OTS software developing project are listed here as follows:

I. Implementing OTS software for the replacement of manual ledger in the business firm

II. Enhancing data accuracy for financial record keeping

III. Cost effective business operation facilitation for the business firm

Project Constraints: The contrasting which could affect the It project of OTS software development is enlisted accordingly:

I. Limited budget availability

II. Time limitation influenced by the project deadline

III. Limited availability of operational resources for the project

(v) Monitoring & Control

The aspect of leading success for a specific project work is functionally attributed with the aspect of adequate planning and controlling the project operations. In accordance with the insights of Martynenko *et al.* (2017), adequate monitoring of project related functional operations aids in recognising the disruptive operational activities or the potential; risks of project disruption. Such insights could also allow the corresponding project leaders to focus on adequate risk mitigation strategies by which project managers would be able to effectively foster suitable plans by which the project operations could be entailed in a smooth way. As a consequence, monitoring could support the overall project success. Similarly, the facilitation of adequate supervision during the entire OTS software development would therefore ensure to effectively attain the client needs along with availing the completed OTS software on time. In regards, keeping adequate control is quite essential. In accordance with the views expressed by Sanchez and Terlizzi (2017), project control requires to scrutinise the project goal compliance with the cost and time constraints. This also enables adequate opportunity to optimise the project activities in case of any dispute found in project operations which could

hinder the project growth. Therefore, it could be affirmed that the tracking and controlling of the project functions need to be enhanced for ensuring disruption free project progress in alignment with the client needs.

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