

FIT2002 IT Project Management
October 2021
Assignment Two

Running Case 7: Project Communication and Stakeholder Management

Project Communications Management

Several issues have arisen on the Hybrid Campus Project.

- Glenda Brown, the registrar, has left the company. The new registrar, Nicole Warburton, is still learning the ropes. The hybrid project is therefore not her first priority.
- Because of the increased workload, two extra videoconferencing experts have been appointed. One of these is Tania Fourie. Tania seems to be a perfectionist, which makes her hard to work with. Both the other expert and Stephanie are frustrated with Tania's obsession with detail. Although they support the thoroughness with which Tania approaches certain aspects, Tania is often responsible for delays because she is frequently making a fuss about small, insignificant issues. Stephanie is threatening to resign if you don't do something.
- You, as the project manager, are getting weekly status reports from all your team members, but many of them do not address obvious challenges that people are facing. For example, Stephanie's reports are more focused on issues with group dynamics and less on videoconferencing issues.
- The fact that campuses are spread all over the world, results in communication needs over:
 - Different time zones
 - Different cultures
 - Different languages
 - Different geographical areas
- Cost of face-to-face communication is quite high. It is not feasible to allow for managers to fly to each campus for regular communication and not to mention the uncertainty with travel restrictions posed by the current pandemic situation. The use of technology to address this, however, may result in inadequate information being shared.

Tasks:

1. Prepare a (partial) communications management plan to address some of the challenges mentioned in the previous paragraph. (The following link may be useful: <https://www.projectmanagementdocs.com/template/project-planning/communications-management-plan/#axzz6a3ATpxlB>)

- Note that you do not need to produce the whole communications management plan but should include the following:
 - Communications Management Approach
 - Communication Methods And Technologies
 - Communications Matrix
 - Communication Escalation Process
- 2. Prepare a template and sample of a good weekly progress report that could be used for this project. (For an example, refer to Table 3.14 in Chapter 3 and Table 10.3 in Chapter 10 from your Schwalbe text.) Include any documentation or advice that may be useful to help team members provide information on these reports. (Team of 3 is exempted from this task)
- 3. Write a one-page paper describing two suggested approaches to communicating to (and about) Tania Fourie .

Project Stakeholder Management

The following is a list of the personnel who are involved in the Open Education University (OEU) Hybrid Campus Project:

- Lew Stone is a networking/internet specialist. He now has a team of five network specialists. Lew has extensive IT knowledge, but very limited experience in the educational sphere.
- Stephanie Gerald, the specialist in videoconferencing. She has a team of two experts, including Tania Fourie. Stephanie has a lot of knowledge in terms of both IT and its application to education.
- Aneshree Naik is an educational expert. She has a team of three other experts in different subject fields. They have limited IT knowledge.
- John Smith is responsible for the student learning management system. He has a team of three assistants. They have a lot of experience in combining IT and educational material.
- Nicole Warburton is the new registrar. She has limited IT knowledge, but is very experienced in accreditation matters. She oversees a small administrative office with three staff members.
- Daniel Ross is the business and marketing specialist. He is overseeing a group of marketing staff. Two staff members are at his own office (head office) and then each hybrid campus has one marketing staff member in the host country.
- Vanessa Smart and Rodney Gordon are the systems and business analysts. They have appointed two junior analysts to assist them.

- Each study centre has a centre manager who will be responsible for the discipline and general administration of the study centre.
- Students are recruited from the communities surrounding all the study centres in the different countries.
- Each country has its own accreditation regulatory body.

Tasks:

4. Create a stakeholder management strategy for the project, focusing on study centre managers, students and regulatory bodies of the different countries. Be creative in designing your strategy. (Refer to Lecture 9 Slide 43)
5. Prepare an issue log for the project (refer to Lecture 9 Slide 47). Include issues mentioned in this running case or other possible issues from previous running cases, such as Glenda leaving the company, Tania's effect on group dynamics, and unproductive meetings. In the 'Comments' column, provide a suggestion on how you would attempt to resolve the issue. (Note: For team of 4, identify at least 6 issues and for team of 3, identify 4 issues.)

Instructions:

1. Collate all your responses for Running Cases 5, 6 and 7 into a word document (or pdf document). All tables, templates or graphs should be copied and paste into the word document.
2. Your submission must be in the form of a word document (or pdf) and saved as: Group-##.docx (or .pdf), where '##' is your group number.
3. Each group are to upload their official submission (one per group) on the FIT2002 Moodle site under the "FIT2002 Assignment 2 Submission" link by Friday 14th January 2022. (Note: All team members need to click on the submit button)
4. ALL members need to complete the peer review – using the FIT2002 Assignment 2 Peer Evaluation link.

Marking Criteria

Running Case	Task	Criteria	Weight
Case 7: Project Communication & Stakeholder Management (38%)	Task 1	Prepare a (partial) communications management plan to address the challenges	8
	Task 2	Prepare a template and sample of a good weekly progress report that could be used for this project. Include documentation/advice that may be useful to help team members provide information on these reports. (Team of 3 is exempted from this task)	8
	Task 3	A one-pager describing two approaches to communication with Tania Fourie.	6
	Task 4	Create a stakeholder management strategy for the project focusing on study centre managers, students and regulatory bodies of the different countries.	8
	Task 5	Prepare an issue log for the project: 6 issues (for team of 4) or 4 issues (for team of 3)	8

Check if you have included everything:

Running Case:	Task	Criteria	Checklist
Case 5: Project Risk Management (24%)	Task 5.1	A risk register for the project which include 4 risks mentioned in the case plus: - 8 potential risks (for team of 4) or - 6 (for team of 3) - Calculate risk score and enter an extra column in risk register to include this. - Write your rationale for how you determine the scores for each of the risk.	<input type="checkbox"/>
	Task 5.2	- Plot all the risk identified in Task 1 on a probability/impact matrix .	<input type="checkbox"/>
	Task 5.3	- Develop a response strategy for each of the risks identified in Task 1 - Include response strategy in the risk register (under Potential responses) - A write-up on what specific tasks would be required to implement the strategy.	<input type="checkbox"/>
Case 6: Project Quality & Procurement Management (38%)	Task 6.1	Develop a list (including a brief description) of six (6) quality standards or requirements related to meeting the stakeholder expectations.	<input type="checkbox"/>
	Task 6.2	Document how you will measure progress on meeting the requirements (in Task 1)	<input type="checkbox"/>
	Task 6.3	Write a one-page memo to senior management stating your views on which one of the options should be outsourced, justifying your choice. (Team of 3 is exempted from this task)	<input type="checkbox"/>
	Task 6.4	Draft a Statement of Work (SOW) to define project-specific activities, deliverables, and timelines to give bidders/ prospective vendors a better understanding of OEU's expectations and requirements.	<input type="checkbox"/>
Case 7: Project Communication & Stakeholder Management (38%)	Task 7.1	Prepare a partial communications management plan to address the challenges	<input type="checkbox"/>
	Task 7.2	Prepare a template and sample of a good weekly progress report that could be used for this project. Include documentation/advice that may be useful to help team members provide information on these reports. (Team of 3 is exempted from this task)	<input type="checkbox"/>
	Task 7.3	A one-pager describing two approaches to communication with Tania Fourie.	<input type="checkbox"/>
	Task 7.4	Create a stakeholder management strategy for the project focusing on study centre managers, students and regulatory bodies of the different countries.	<input type="checkbox"/>
	Task 7.5	Prepare an issue log for the project. Include at least 6 issues mentioned in the running case or other possible issues from previous running cases. In the 'Comments' column, provide a suggestion on how you would attempt to resolve the issue.	<input type="checkbox"/>