

## **Group Names and Percentage**

### **Peer Evaluation**

**Ayden Khairis - 16.67%**

**Brenton Rostam - 16.67%**

**Ahmed Abdelsalam - 16.67%**

**Ryan Taylor - 16.67%**

**Steven Yi Wook NAM - 16.67%**

**Matthew Halliday - 16.67%**

Collectively as a group we feel we have all contributed equally as we have been to all the tutorials so far and assisted each other wherever possible and kept in regular contact via our Facebook group.

**Question 1:**

**A) See excel spreadsheet attached**

**B) A list of skills our team possess' includes:**

- a. Efficient – AK, BR, RT, MH**
- b. Hard working – AA, AK, BR, RT**
- c. On-time – AA, RT**
- d. Cooperative – AA, AK, BR, RT**
- e. Strong communication skills – AK, BR**
- f. Patient - AA, YN, RT**
- g. Active listening skills - AK, RT**
- h. Proactive problem solving – AA, AK, BR**
- i. Leadership skills – AK, BR, MH**
- j. Organised – AA, AK, RT**
- k. Flexibility – AA, BR, YN, RT**
- l. Time Management – AA, AK, BR, RT, MH**

**A list of skills our team does not possess includes:**

- a. Efficient – AA, YN**
- b. On-time – AK, BR, YN, MH**
- c. Strong communication skills – AA, YN, RT**
- d. Patient – AK, BR**
- e. Active listening skills – AA, BR**
- f. Leadership skills - AA, YN, RT**
- g. Organised – BR, MH**
- h. Flexibility – AK**

**C) Ayden Khairis:**

After completing INFT3100, I do not expect to have the sufficient skills to be a project manager but I do look forward to learning the skills necessary to work effectively in a team project. Hopefully these skills give me an insight into what working with other team members is like whilst practicing the agile/scrum methodologies. These I would be happy with a grade of at least 75 (Distinction). Most of my skills are matched with my other team members, but I lack in areas such as flexibility and patience which do not complement my other team members.

**Ahmed Abdelsalam:**

My aspirations for INFT3100 is to familiarize myself with the requirements and traits of being an effective part of a group project. Although I do not think management is my strong suit, I can see the benefits of learning project management and how it would help me in the future when pursuing a career in a corporate environment.

**Brenton Rostam:**

My overall goals for the course are to better my on-time and group work skills to develop better team communication in which will benefit me in the future workplace. Project management will further increase my confidence with would further develop my leadership and active listening skills.

**Yi Wook NAM:**

After completing this course(INFT3100), I do not want to get any specific skills. But, I wish the theories that I learn during INFT3100 course would be useful to my future workplace. And I want work or task to be done on-time and efficiently by me.

**Ryan Taylor:**

Upon undertaking and completion of INFT3100 I would like to improve my social and communication skills as well as working more concisely with others as part of a team and to feel more comfortable sharing ideas and thoughts with my fellow team members. I believe this could be a valuable asset to not only my working endeavors, but also my personal life. My personal grade aim is a high distinction as I feel I can reach that goal with my individual skills, but I wouldn't be upset with a slightly lesser grade.

**Matthew Halliday:**

My personal aim for INFT3100 is to develop my Project management skills as I am majoring in Management this will help bridge and apply skills i have learned into Information Technology projects opposed to organisational development. My skills and knowledge hopefully will assist in making sure the team stays on track and we all know what our roles are in the team.

## **Question 2:**

### **Successful Projects:**

#### **National Cyber Security Centre (NCSC). (UK)**

The national cyber security Centre was first declared in November 2015 by the Chancellor of the Exchequer, George Osborne and was launched in October 2016 by, Ciaran Martin, the current Technical Director of Cyber Security. The center was then dedicated by the Queen on February 14, 2017. The UK government has invested £1.9 billion for the National Cyber Security Strategy (2016), which includes £1.3bn of funding for the National Cyber Security Programme 2016-21 to ramp up the country's online defenses.

Cyber security's fundamental purpose is ensure all devices people are using in everyday life such as smartphones, laptops, tablets and computers, and the services we access - both online and at work are protected from theft or damage. It plans to prevent unauthorized access to personal information that is stored on these devices. The aim of this project is to combine technical research, academia, industry and government to ensure that 'the UK is the safest place to live and work in cyber space.'

A recent assessment carried out by the National Audit Office shows that the programme has significantly reduced the UK's susceptibility to cyber threats, the National Cyber Security Centre (NCSC) has declared they have achieved substantial results since it was established in 2016. Quality management has been a key focus for this project as it aims to successfully achieve safer cyber activity results in multiple sectors across the UK such as large organizations, families, the self-employed and public sectors. They have successfully taken down 140,000 scam websites, blocked 54.5 million fake emails between 2017 and 2018 and have ensured the security of over a million different organizations across the UK. Over all they have successfully diminished global phishing attacks from 5.3 to 2.2 per cent in only two years of their scheduled 5 year plan meaning that time management within the NCSC project has also been a success as significant progress can be seen before the estimated time that was scheduled.

Risk management is extremely important while managing this project. One of the major risks associated with the National Cyber Security Centre (NCSC) is staying up to date with new advancing technologies. Ciaran Martin, the CEO of the NCSC, held a conference encouraging and outlining the need for members of the board to improve their cyber security literacy to ensure the safety of organizations from outside threats including Russia and large- scale crime organizations.

## **1600 acres saved for critically endangered Macaw**

**Source:** <https://www.worldlandtrust.org/news/2018/08/1680-acres-macaw/>

The purpose of this project was to save a critical piece of land for the endangered blue Macaw with collaboration between 5 conservation organisations. The American Bird Conservancy, Asociacion Armonia, International Conservation Fund of Canada, ICUN Netherlands and World Land Trust.

According to the article the 1680 acres of land had been purchased by Asociacion Armonia and turned into the Laney Rickman Reserve. Association Armonia have a long history of conserving Macaws and helped fund to extend the reserve. The main threats to the Macaw have been poaching for trade and habitat loss and as such this project helped protect the Macaws from deforestation and habitat loss and to provide safe havens for them.

In reference to PMBOK areas this project can be considered a resounding success with particular focus on the areas of project integration management as the combined efforts of the 5 conservation organisations helped to ensure identify, define, combine, unify and coordinate their various resources. The other reference to PMBOK can be considered project scope management as with the combined efforts of these organisations they had to ensure all work was required to complete the project successfully.

### **Unsuccessful Projects:**

#### **New South China Mall**

**Source:**

<https://medium.com/@seembu/5-white-elephants-embarrassing-over-budget-unsuccessful-work-of-architecture-5da6ffcade0>

The purpose of this project was to create a large shopping mall in Dongguan, China where it could accommodate 2350. The mall was opened in 2005 however not soon it was discovered that not many people were visiting the mall.

According to the article Dongguan is a factory town and a large portion of its population are migrant worker without the money and time to be utilising such an extravagant mall in the first place.

The primary reason this particular project failed was the choice of locations. To correlate why it failed with reference to the PMBOK it is possible project communications management was overlooked or at least very poorly managed without prior communications on the choice of location perhaps being discussed.

From the article it appears the constructors were more interested in its aesthetics such as the Egyptian Sphinx erected rather than choosing a viable location that would both be practical and serve the right consumer base.

### **Fyre Festival (2017)**

Fyre Festival was advertised as a 'luxurious music festival' on a private Bahamian island that was done to promote an up and coming talent booking app known as Fyre. The event generated massive attention thanks to social media influencers that were compensated big sums of money to promote the event, as well as, through the use of other extravagant marketing ploys.

McFarland, the main organizer of the event, leased an island known as Noman's Cay, under the strict terms that they do not make reference to the Pablo Escobar connection (Wikipedia). However, McFarland demonstrated poor Project Stakeholder Management when he violated the terms as the Pablo Escobar link was blatantly mentioned in promotion of the event. Which left him frantically searching for a different island venue for the festival and then settling for a subpar, non-private island beach that did not meet the specifications of the event, a display of poor Project Risk Management.

Tickets upwards of 12,000\$ (Wikipedia) were sold under the impression that the event would offer an elite experience with gourmet catering, luxurious housing, top influencers, artists and more. An event of this magnitude was estimated to cost \$38 million (Business Insider), which McFarland only had a few weeks to finance and to organize the event. McFarland's terrible Project Cost Management saw him fail to meet the extravagant promises of the event due to budget and time shortcomings. Details about the shortcomings were hidden from the attendees prior to the event, a manifestation of incompetent Project Communication Management. The attendees were met with the sight of low quality tents and cold cheese sandwiches upon their arrival to the island, a complete polar opposite of what was expected, which shows non-existent Project Quality Management. Several workers, many of which were locals, were not compensated for their efforts and could not reach McFarland to get closure, an example of poor Project Human Resources Management.

References: [https://en.wikipedia.org/wiki/Fyre\\_Festival](https://en.wikipedia.org/wiki/Fyre_Festival)

<https://www.businessinsider.com/fyre-festival-expectations-vs-reality-2017-4/?r=AU&IR=T>

### Question 3:

a)

Initially, the scrum begins to be working very well. After some confusion from Helen and the team, they gain an understanding of how the Scrum Meetings work and get to a good start. The first sprint is successful, with team members completed all but one of their designated tasks and during the scrum retrospective meeting, every member is open to suggestions about what worked and what didn't work, with everyone agreeing that "the team needed to do a better job at documentation" and "issues regarding fairness and spreading both the fun work and the tough work". The second sprint is not as successful. It is off to a good start, as project work progresses quickly with Helen proclaiming she felt pressured to complete the work she sets out to do, but also felt great satisfaction completing the work. Then the team comes to a standstill due to a problem. Prem does an excellent job fixing this problem but more problems arise when Isaac comes to the team with new information about "new features" that should be implemented. During the sprint review, Isaac is disapproving of the friendliness of the new features, which eventually leads to an argument between Isaac and the team members who eventually come to the agreement that "only half of the features were accepted as being done".

Overall, the Scrum method is working well. Team members are working efficiently and members such as Helen were feeling energized and enthusiastic whilst making good progress toward the end goal. The scrum method doesn't work when Isaac proposes the team changes direction, suggesting the completion of new features whilst a sprint is already taking place. This causes the work discussed during the planning stage to be incomplete making Isaac and other end user members displeased with the work completed during the sprint review meeting.

b)

Prem is an exceptional scrum master as he is always encouraging and leading his team to perform at a high level. This is evident from the quotes "Prem kept emphasizing..." and "Prem stepped forward saying...". At first he is somewhat casual, explaining to his team what their roles are in the scrum method and clarifying that he is "not their master but rather master of the Scrum process". During the first sprint, he allows his scrum members to decide what work needs to be completed, giving them the power to contribute to the team and specify their own responsibilities for the sprint. During the second sprint, Prem is required to step forward and instruct the team on how to resolve their integration problem. Prem becomes a more active leader after the issue is resolved,



allowing him to show the team how his expertise and experience can be helpful and assist scrum members in their understanding of the scrum process as a whole. Although this goes against the “Scrum Method”, I believe some help or interaction from someone as experienced as Prem is very beneficial shouldn’t be considered negative.

c)

In the retrospective meeting, Helen should look to discuss both positive and negative outcomes from the week. One positive that came from the second sprint was Helen’s “tremendous satisfaction” with the completion of the work she tasked for herself, explaining that in her opinion, “the entire team seemed energized”. One negative that came out of the second sprint was Isaac’s introduction of new features and elimination of completed/uncompleted features in the project. This damaged the team’s ability to complete features that had already been started and features that Isaac had introduced. Overall, this led to the incompleteness of several features which was detrimental to the success of the second sprint. Helen should be precise in her word choices when providing the positives and negatives on the second sprint as negative emotions from the day before could still be present in the retrospective meeting and provide examples to her scrum members, so they have a further understanding on her points of view.

d)

A possible improvement could be to not disrupt the sprint plan like Isaac did during the second sprint. Any sort of disruption will have a negative setback on the team members, especially one that completely changes the work expected to be completed during the second scrum. The sprint plan should not change after it has been signed off from the project manager as it goes against the rules of scrum methodology.

## Question 4

Hoisery								Expected rate of return 20%	
Year	0	1	2	3	4	5	Total:	NPV	
Outflow	\$500,000.00	\$ -	\$ -	\$ -			\$500,000.00	ROI	-21%
Inflow	\$ -	\$ 60,000.00	\$200,000.00	\$380,000.00			\$640,000.00		
Discount Factor	1	0.819672131	0.671862403	0.550706887	0.451399088	0.36999925			
Discounted outflow	\$500,000.00	\$0.00	\$0.00	\$0.00			\$500,000.00		
Discounted inflow	\$0.00	\$49,180.33	\$134,372.48	\$209,268.62			\$392,821.43		
Discounted net cash flow	-\$500,000.00	\$49,180.33	\$134,372.48	\$209,268.62			-\$107,178.57		
Cumulative discounted cash flow	-\$500,000.00	-\$450,819.67	-\$316,447.19	-\$107,178.57					
								-21%	

Lingerie								Expected rate of return 20%	
Year	0	1	2	3	4	5	Total:	NPV	
Outflow	\$250,000.00	\$ -	\$ -	\$ -	\$ -		\$250,000.00	ROI	-30%
Inflow	\$ -	\$ 60,000.00	\$ 75,000.00	\$ 80,000.00	\$ 70,000.00		\$285,000.00		
Discount Factor	1	0.819672131	0.671862403	0.550706887	0.451399088	0.36999925			
Discounted outflow	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00		\$250,000.00		
Discounted inflow	\$0.00	\$49,180.33	\$50,389.68	\$44,056.55	\$31,597.94		\$175,224.50		
Discounted net cash flow	-\$250,000.00	\$49,180.33	\$50,389.68	\$44,056.55	\$31,597.94		-\$74,775.50		
Cumulative discounted cash flow	-\$250,000.00	-\$200,819.67	-\$150,429.99	-\$106,373.44	-\$74,775.50				
								-30%	

Clothing								Expected Rate of return 20%	
Year	0	1	2	3	4	5	Total:	NPV	
Outflow	\$75,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00	ROI	39%
Inflow	\$ -	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 65,000.00	\$100,000.00	\$225,000.00		
Discount Factor	1	0.819672131	0.671862403	0.550706887	0.451399088	0.369999252			
Discounted outflow	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00		
Discounted inflow	\$0.00	\$8,196.72	\$13,437.25	\$16,521.21	\$29,340.94	\$36,999.93	\$104,496.04		
Discounted net cash flow	-\$75,000.00	\$8,196.72	\$13,437.25	\$16,521.21	\$29,340.94	\$36,999.93	\$29,496.04		
Cumulative discounted cash flow	-\$75,000.00	-\$66,803.28	-\$53,366.03	-\$36,844.82	-\$7,503.88	\$29,496.04			
								39%	

### Calculations Used:

**Discount Factor =  $1/(1+20\%+2\%)^{\text{year}}$**

**Discounted Inflow = Inflow \* Discount Factor**

**NPV = SUM of Discounted Net Cash Flow**

$$\text{ROI} = \text{NPV} / \text{Outflow} * 100$$

Based on the information and calculations above, Clothing is the only project with positively project NPV of \$29,496.04 profit compared to the other two projects that do not meet the 20% expected rate of return . Therefore, PacBrands should only consider that project as the other two will result in a loss. Due to only one project having a positive ROI, Clothing should be the only focus of Pacbrands investment .

<Reference>

Larson Project Management : The Managerial Process, Mc Graw Hill Education.