

ARDEN UNIVERSITY

# Word Count:

4040

A REPORT ON PROJECT MANAGEMENT AND REFLECTION

## Table of Contents

Table of Contents	2
Section1 – PROJECT PLAN	3
TASK 1 -A Business Case	3
1.1 A brief rationale for the project	3
1.2 Summary of benefits	3
1.3 Current Problem, proposed solution and alternatives	3
1.4 Cost/Benefit analysis	3
TASK 1B - Project Initiation Document	3
B.1 Purpose of PID	3
B.2 Case Study Background	3
B.3 Project Objectives	3
B.4 Project Management Structure and Role Descriptions	4
B.5 Constraints	4
B.6 Assumptions	4
B.7 Interfaces	4
B.8 Project approach	4
B.9 Scope	4
B.10 Quality Criteria	4
B.11 Risk management approach	4
B.12 Communication strategy	4
B.13 Project Controls	5
TASK 2 - Project Plan	5
2.1 Project Plan	5
2.2 Work Based Structure	5
2.3 Critical Path Analysis	5
TASK 3 - Approaches to Project	5
Section 2 – REFLECTION	5
REFERENCES	5

# Section1 – PROJECT PLAN

## TASK 1 -A Business Case

### 1.1 A brief rationale for the project

GrunworldAutos is a global G-Bikes manufacturer that operates with both centralized and decentralized functions. Among these functions, the HR department plays a vital role. GrunworldAutos believes that committed employees are essential for achieving its business objectives and ensuring a long-term sustainability.

However, the automotive industry is facing a significant global skills shortage. There is a lack of qualified people who can effectively operate advanced automated machinery and equipment. These crucial roles encompass various disciplines such as design, production, and quality management, each requiring different levels of skill, experience, and expertise.

To address these challenges and attract qualified talent, GrunworldAutos aims to establish a comprehensive web portal. This portal will serve several key functions. Firstly, it will provide a centralized repository for HR policies and procedures, ensuring that all employees have easy access to relevant information. Clear guidelines and transparent communication systems will help authorized personnel manage the recruitment process effectively.

The recruitment portal as a part of the web platform will enable the company to streamline its hiring process. It will facilitate tasks such as receiving job applications, reviewing application forms, shortlisting candidates, conducting interviews, and ultimately selecting the most suitable candidates. By implementing a transparent system, all communication related to the recruitment process will be clearly visible to authorized individuals, ensuring a fair and efficient selection process.

Additionally, the web portal will incorporate a section dedicated to finance, pay, and other remunerations. This feature will allow employees to access information regarding their compensation, promotions, and benefits. By providing easy and transparent access to this information, GrunworldAutos aims to enhance employee satisfaction and motivation. Although, this part of the portal will be outsourced to a third-party company that will take care of all the financial aspect of this matter.

Furthermore, the web portal will offer a platform for performance appraisals. This feature will enable managers to effectively evaluate employee performance, provide feedback, and set goals. By implementing a robust performance appraisal system, GrunworldAutos aims to foster a culture of continuous improvement and align individual objectives with overall business goals.

## 1.2 Summary of benefits

- Centralized Access: The portal will provide a centralized platform where employees can access HR policies, procedures, and relevant information.
- Streamlined Recruitment Process: The portal's recruitment section will streamline the hiring process, from receiving job applications to shortlisting and selecting candidates. It will provide a transparent system that enables authorized individuals to track and manage all recruitment-related communication.
- Enhanced Talent Attraction: By offering a transparent and efficient recruitment process, the portal will help attract qualified talent, even in the face of a global skills shortage. It will position GrunworldAutos as an employer of choice, improving the company's ability to compete for top talent.
- Improved Employee Satisfaction: The portal's finance section will provide employees with easy access to information regarding pay, promotions, and benefits. This transparency will enhance employee satisfaction and trust in the remuneration process.
- Performance Management: The performance appraisal feature within the portal will facilitate effective evaluation, feedback, and goal setting for employees. It will promote a culture of continuous improvement and alignment with business objectives.
- Time and Cost Savings: The streamlined processes and centralized access provided by the portal will result in time and cost savings for HR personnel, reducing manual administrative tasks and allowing them to focus on strategic initiatives.
- Data Analytics and Reporting: The web portal can be leveraged to collect and analyze data related to recruitment, performance, and employee satisfaction. This data can provide valuable insights for decision-making and help identify areas for improvement.
- Scalability and Growth: As GrunworldAutos continues to expand globally, the web portal will provide a scalable platform to accommodate the company's growing needs, ensuring efficient HR operations and support for future growth.

- Employee Empowerment: By providing easy access to information, the portal empowers employees to take ownership of their HR-related needs, fostering a sense of autonomy and engagement.

### 1.3 Current Problem, proposed solution and alternatives

- One of current problems is that the company has centralized and decentralized systems which makes it unnecessarily complicated to manage them, one of which is HR system that is decentralized, so it makes it complicated for managers and employees to get access to important documentation and other important function that HR system provides.
- Also another problem is staff shortage, and underskilled staff that is not qualified enough to work with advanced machinery, and secure company prosperity and growth.

The solution proposed is to create a centralized web portal, for HR services, recruiting process with different level of authorization and functions depending on employee position. Also with one loggin page that will give access too all the features of the portal, and a Multi-Factor Authentification feature, to make it more secure for personal data protection of company and its employees. To achive this goal, the best option is to hire a team that will develop such system in-house, specially for the company needs with all required features in mind.

The alternative will be to find a ready made system, and make some adjustments to it and implement it in the company. This option is not very attractive though, as it still brings a lot of problems with it, as unnecessary functionality.

### 1.4 Cost/Benefit analysis

After carefully analysing the company's situation on the global market, the company is in declining demand on its services and products, if they will not take this step intro making changes and improvements as soon as possible, the compnay could go bankrupt and seize to exist, this is obviosly a not very attractive option, so the benefits of launching such a project it probably their only way to survive and become competitive on the market.

## TASK 1B - Project Initiation Document

### B.1 Purpose of PID

The purpose of this Project Initiation Document (PID) for the GrunworldAutos LTD is to present all the details regarding the project proposed, in terms of time-scale, budget, risks and scope. It reviews, analyse alternatives, and proposes a solution on how to solve the problem faced by the client. It also describes the stages of development, testing and who are the members of this project and what role they have. And in the end it will include an assessment of how successful the project was, if all the objectives were met and all the requirement of the clients were considered.

## B.2 Case Study Background

The GrunworldAutos is a global G-Bikes manufacturer, and faces some issues in terms of employees qualification level, and problems with finding people with right experience and qualification. To address this problems, they decided to build a portal with a variety of functions like recruiting, to become more attractive for more people, and have the control and possibility to find the best talents, interview and hire them on the same platform.

## B.3 Project Objectives

To create a centralized portal for all company operations.  
That will include an HR portal where will be stored all documents with company policies and procedures.

To create a portal for staff recruitment:

- posting jobs
- receiving and reviewing applications
- interviewing

To create a portal for all financial matters:

- Employees to view payslips
- Remunerations
- Benefits
- Promotions

Portal for performance appraisal.

## B.4 Project Management Structure and Role Descriptions

Name	Role
<b>Project Board</b>	
George St-Pierre	GrunworldAutos Customer Service Manager
Hazel Bosko	GrunworldAutos Executive Director
Giovanni Jones	GrunworldAutos Senior User
Marvin Gonzales	ITnetics Ltd Senior Supplier
Sylvester, Petunia, Paula and Marc	ITnetics Ltd Project Assurance

<b>ITnetics Consultancy Group will be providing the below resources</b>	
Letitia Moon	Project Manager
Perry Dot	Team Manager
Eleanor Rudd	Project Analyst
Henry Hawk and Portia Bella	Analysts
Marc Antony and Patricia Mari	Web developers
<b>GrunworldAutos will provide the below resources;</b>	
Jimmy Sasaki	Team manager
Sam Walters	Analyst/ programmer

## B.5 Constraints

Our target on duration to deliver the whole project will be 6 months. We made the planning counting on that, but with the margin for error of 2 months if things will not go by the plan.

The budget top limit is £60K. But it depends on delivery time, for example if it will take less or more time.

## B.6 Assumptions

- The production time , and budget are assumed. They can be different in a real world project. It requires further investigation and analysing to come up with a real number.
- Support will be offered by the project directors in case it is needed.
- Start of the project will be 1<sup>st</sup> of January 2023.
- The team will be working 40 hours a week.

## B.7 Interfaces

The project will interface with the following:

- Stakeholders of all services that this project will affect.
- Users, and their expectations.
- Third-party suppliers, for instance: the financial part, that will be outsourced and supplied by Dosh Sage LTD.
- Accessability

- Usability
- Current HR System

## B.8 Project approach

The proposed project approach:

In order to succeed in this project, our best approach will be Prince2 Methodology. Prince2 is a very good option for project like this one, where the requirements are clear and well defined, and not likely to change along the way. Also, as an addition to Prince2 methodology, we will augment it with Agile management framework.

This will allow us to more correctly assign the roles for the most suitable department and tasks to the right person, that will also give us a more agile approach if we will need to adapt to unexpected situation in the process, allowing to adjust the time scales, budget and human resources.

We will also have a business analyst, business change management and communications management team.

How we are going to break up tasks:

This project allow us to break up the final product into smaller parts , set milestones and deliver them one by one untill the final goal is achieved.

- First milestone target is set to be finished by 15<sup>st</sup> january 2023.  
In this stage, the HR system portal will be designed and developed fully.
- Second milestone will be developed at the same time as first, but because it is a bit more complex, it will take a bit longer and is expected to be finished by 5<sup>th</sup> of february 2023. At this stage, the recruiting portal will be designed and developed. With all discussed features like Job application for potential employees, the employer part where applicants can be reviewed, shortlisted, and interviewed.
- Third milestone is the financial part, this will be the hardest one as it involves a third party company called Dosh Sage LTD. They will take care of implementation of a financial system that will work with our systems natively, it will be centralized and well connected between. This part will include the portal where employees will be able to view/download their monthly payslips, see how much holliday they have left in the current year and also book holidays too. Also they will be able to check any remunerals, benefits and promotions available.
- The last milestone is the performance appraisal portal development. It is set to be finished by may 2023. At that point all systems should be ready, developed, tested and implemented in company's operations, as well as the Multi Factor Authentication (MFA) page, where people could log in and get access to all portals described earlier.

## B.9 Scope

The overall scoped for this project are:

- To create a log in page with MFA
- To create a main page that will give a choice to what portal user whant to be redirected.
- To create the Human Resources Portal.
- To create the recruiting portal
- To implement the financial portal that will work directly from main page, without the need for user to log in again.
- To deliver a performance appraisal page for managers.

## B.10 Quality Criteria

Each development team will have at least one team leader that will take care of production standarts and meeting the time scales. Also they will be in charge of quality of the product and testing the functionality. The testing criterias will be evaluated and confirmed by the Project Board

The criterias for now will be:

- If the log in page work in right way and give the right access level to the right person.
- If the portal loads fast enough, doesn't throw any errors or issues.
- If all the documents are loaded on HR portal and user can get access to that information.
- If the holyday booking system is working as it should, if the bookings are saved in the right database and can be easily reviewed by the right team member, approved or declined.
- If the financial system is implemented correctly, if it shows the right payslip to the corresponding person.

## B.11 Risk management approach

The risks have been identified , analized, and categorised by the likelihood and severity. Also the potential steps that can be taken to reduce this risk or even prevent it are also included in next table:

Categories are from 1 to 5, where 1 is not likely/not very severe , and 5 is very likely/very severe

The risk description	Details	Risk likelihood	Risk severity	Potential Solution
The project not delivered on time	We write this risk in table as there is a small chance of this to happen, because of external factors that are out of our control.	1	4	To keep a track on progress and each milestone if its achieved on time.

Exceeding the budget	These situation is not very likely to happen again, but it needs to be considered on every stage , as If project cost will go too high, then the entire project might not be worth the cost and time anymore.	2	2	To try not to spend too much money on unnecessary things, like big offices, and expensive hardware
Dosh Sage LTD	The Sage Dosh LTD fail to implement the financial side properly or at all.	3	5	To stay in contact with them at all times, and to be aware of the situation, in case something goes wrong , we could find some other solution or alternative company to help with this.

## B.12 Communication strategy

In order to stay on track with time scale and achieve all the goals set, communication is the key, specially with big teams and many departments.

- All the departments will have a team leader, that will regularly report to Project Manager, and attend regular group meeting to estimate the overall results.
- Project Manager will report regularly to Project Board, with general information about project progress.
- Communication within departments will be taking place in form of daily briefings.

## B.13 Project Controls

The project will adopt Prince2 control processs.

Regular meetings between team leaders and Project Manager will take place, to ensure the progress is going as planned, if not, to discuss what are the issues faced, and how to resolve them.

The Project Manager will report regularly to Board Members on progress.

The Board Members then will have a meeting to discuss the progress, and if needed to adjust the course of the project.

## **TASK 2 - Project Plan**

### **2.1 Project Plan**

Phase 1: Initiation

Duration: 2 weeks

1. Defining scope and Objectives
  - Meet the stakeholders, gather all requirements
  - Define the scope of the project
  - Define objectives, and success criteria
2. Identify teams and roles
  - Assign project managers, and other key members
  - Assign responsibilities for all team members
  - Make sure team has the required skills and resources
3. Develop project charter
  - Document scope, objectives and stakeholders
  - Outline high-level project timeline and milestones
  - Define all the risks and strategies

## **MILESTONE 1**

Phase 2: Gathering the requirements and analysing them

Duration: 3 weeks

1. Conduct stakeholders interviews
  - Interview HR department representatives, and users to understand their requirements
  - Define functional and non-functional requirements
2. Analyze requirements
  - Review and prioritize requirements
3. Define system architecture
  - Design the overall system architecture
  - Identify technologies required and hardware
  - Determine the integration required with other systems like payroll and holiday booking system
4. Create system design documents
  - Design detailed system documents, like data flow diagrams and wireframes
  - Document system workflows
  - Get approval from stakeholders

## **MILESTONE 2**

Phase 3: Developments and testing

Duration: 10 weeks

1. Set up development environment
  - Prepare necessary development tools and frameworks
  - Create development and testing environments
2. Develop HR system
3. Conduct unit testing
  - Do the testings
  - Document any issues and result
4. Develop recruiting portal
5. Conduct unit testing, document results
6. Implement the financial system for payslips and payments, modify it to company's needs.
7. Test the financial system
8. Combine all previously developed system under one portal that will give the user access to all of them individually.
9. Test the portal
10. Perform testing with end-users, in terms of functionality, security and performance.

## MILESTONE 3

Phase 4: Deployment and training

Duration: 2 weeks

1. Prepare for deployment
2. Deploy the portal, with all the functions
  - Install the system in production environment
  - Configuration
  - Testing how it works in production environment
3. User training and documentation
  - Develop user manuals and documentations
  - Conduct training sessions for HR portal managers and other users of the system.
  - Provide users support

## MILESTONE 4

Phase 5: Project closure

Duration: 1 week

1. System handover and sign-off
  - Get final approval from stakeholders
  - Hand over system documentation, source code, and all deliverables.
2. Project evaluation
  - Evaluate project success against scope and all the objectives set
  - Review project performance, budget and timeline
  - Identify areas for improvements for future projects

# MILESTONE 5 (PROJECT END )

## Tasks

Task	Assigned to
Developing HR portal	Marc Antony
Developing the recruiting portal	Marc Antony
Implement financial system	Patricia Mari
Create performance apriasal page	Patricia Mari
Connect all portals together	Marc Antony and Patricia Mari
Implement a MFA sign in	Marc Antony and Patricia Mari
Testing	Marc Antony and Patricia Mari
Analyse project	Henry Hawk and Portia Bella, Eleanor Rudd, Sam Walters
Manage team	Jimmy Sasaki
Manage team	Perry Dot
Project management	Letitia Moon

## Teams

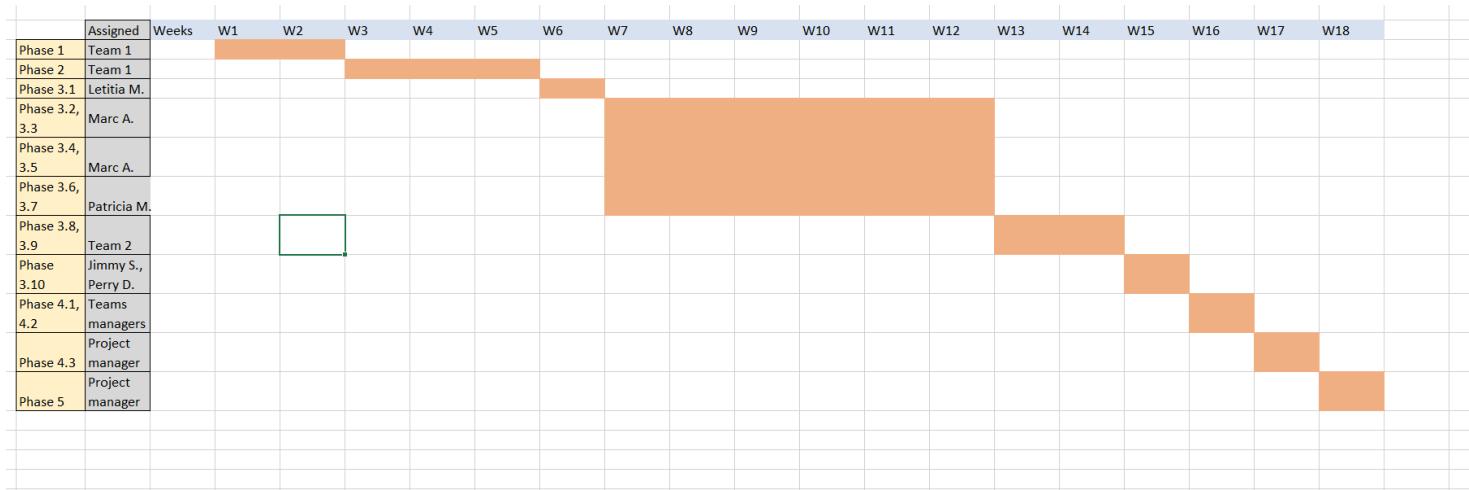
- Team 1, Analysts team(Henry Hawk and Portia Bella, Eleanor Rudd, Sam Walters)

Team manager: Jimmy Sasaki

- Team 2, Developers team(Marc Antony and Patricia Mari)

Team manager: Perry Dot

To create the Gannt Chart I used Microsoft Excel app.

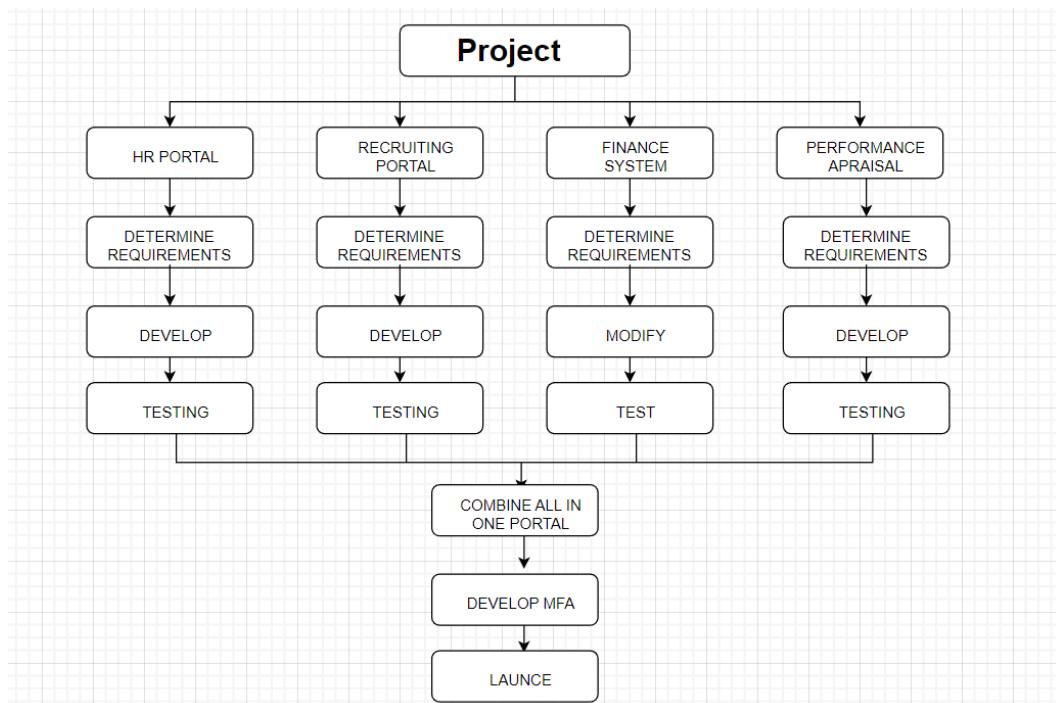


## 2.2 Work Based Structure

### Deliverables:

- Create a hub page for log in with Multi Factor Authentication.
- Develop the HR portal
- To create a recruiting portal
- To reconfigure and implement the financial system
- To create a performance appraisal page for managers
- Connect all portals together as one big portal

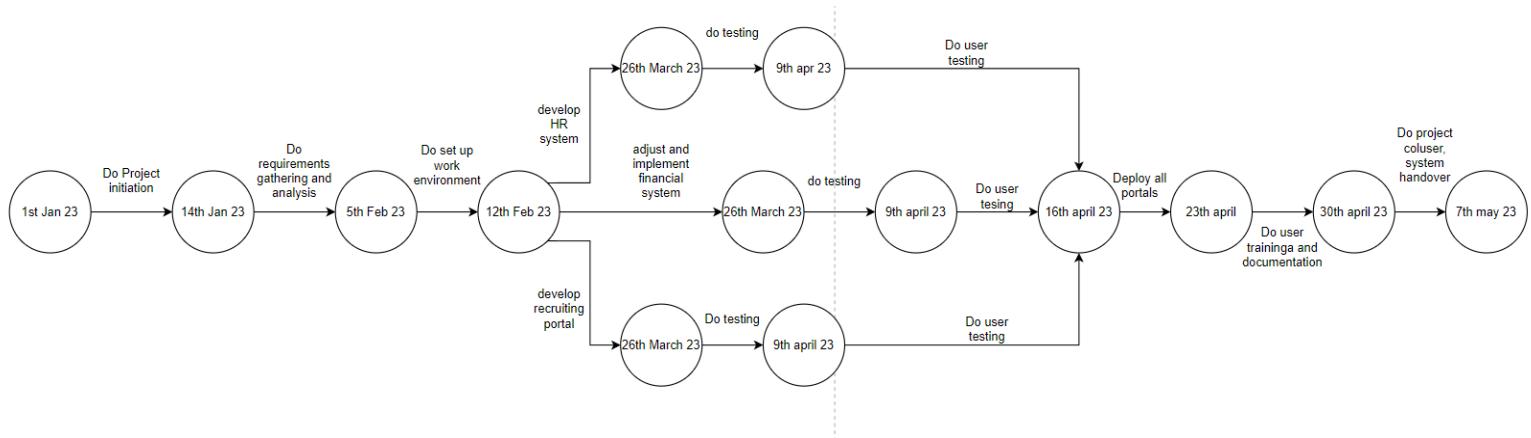
For WBS I used Draw.io web site.



## 2.3 Critical Path Analysis

Critical path analysis is a technique that allows to manage a project timeline, determine dependencies and helps to make sure that the project is delivered on time by following a pre-determined set of steps (Meredith & Mantel Jr, 2011). This method allows project managers to identify the activities that are critical for timeline. This type of analysis helps project managers to plan activities, and track the progress of complex structures in a project. By determining the critical path, managers can focus on things that are the most important to the project. Any delays that may occur will have a bad effect on timeline, budget or may even lead to the project to failure.

In my Critical path analysis diagram, I used the Activity-on-arrow technic to show the progress, where the nodes are the dates of the start and finish of the activity. Even though I have 3 branches at some point in time, I made the assumption that they are all taking the same amount of time to complete and there is no lag times, or float in activities. And the Critical Path can be either of them.



## TASK 3 - Approaches to Project

### INTRO

The PID is following a strict Prince2 structure, that means the planning part must include a certain amount of specific explanation and categories like Planing, Resource management, risk management and timeline specification. All this was done to my best knowledge and qualification, yet following the Prince2 structure. When following the Prince2 structure I relied on other information publicly available like books and academic journals to improve my understanding of the situation and what PID requires to be included.

### PLANNING

My approach to planning is straight forward, I split the whole production lifecycle in phases and milestone. This helps with trackin of progress, to understand on what stage of development we are, if we are on track with timeline and if all goals and objectives are complete on that certain stage. Also helps with setting the time boudaries, so we can limit the time for each of stages depending on how big or important the task is and assign more or less time for each task depending on it. Project initiation sets the foundation for the project and sets the objectives and scopes to be achieved, this is the most important part that can define if the poroject will be successful or not ( by Project Management Institute. 2017). On the Requirement gathering stage we try to collect all users and The board requirements for this project and understand them, this is important as well because if we don't understand what is required to do, we might do the wrong functionality and not what is needed. On the development and testing stage we first develop the software and build the hardware system, then test if the developed software works as intended. On the Deployment and training stage, we launch the platform and train the managers and the system users so they can use its full potential and all its functions.

### PEOPLE MANAGEMENT

For this project I was given certain people to work with, and I had to assign to each of them certain teams, task and objectives with specific time line. Understanding what are the

requirements and what are given people's abilities and skills, I split them into teams and assigned tasks to each of them. The software developers will do the coding part, the managers will take the teams leaderships, analysts and project analysts will investigate and analyse the system requirements, the business model and try to figure out how to improve client profitability and optimise the operations.

People management in IT project management is essential for promoting collaboration, motivating team members, allocating resources effectively, engaging stakeholders, resolving conflicts, providing leadership, and managing change (Armstrong & Taylor. 2020 ).

#### RISK MANAGEMENT

In such a complex project , there are many variables and things that can go wrong at some point, and putting the success of the entire project at risk of failing. In the PID I tried to identify all of them and find a potential solution or way to avoid those risks. For example the security risk is a huge concern for a HR system and needed to be addressed, for this project I believe that 2FA will be a great technology to keep private data secured and avoid data stealing.

#### PROJECT DELIVERY

To deliver the project successfully I must follow the phases described in project planning, achieve all the milestones, launch all the portals and ensure that all requirements are met.

## Section 2 – REFLECTION

Being an IT project manager requires a lot of effort, dedication and a huge amount of knowledge, experience and skills in many different areas like building software, psychology, anatomy and many more.

But to become a successful IT project manager, one must be very talented in leadership first of all, as it was said by Lencioni (2002) in "The Five Dysfunctions of a Team", also good communication skills is a must as it required communication on different levels, with board members, and developers, more about this I found in the book called "Crucial Conversations: Tools for Talking When Stakes Are High" by Patterson (2011). In the "A Guide to the Project Management Body of Knowledge" by PMI (2017) it is written about how important problem solving and analytical skills are for a Project Manager.

Working on this project was a good experience that helped me look at building such a project from an angle that I never even imagined. I learned a lot of new things, concepts about creating software, planning, project creation lifecycle, building a team, assigning tasks and setting milestones and achieve them afterwards. Also I learned that there could be many obstacles on the way, some can be seen from the beginning of the project and avoided, other might pop up along the way and cause a lot of troubles. Overall I enjoyed doing this project, and I believe it will be useful in the future.

## REFERENCES

Kerry Patterson, (2011) , "Crucial Conversations: Tools for Talking When Stakes Are High"

Michael Armstrong, Stephen Taylor (2020) . Armstrong's Handbook of Human Resource Management Practice

Meredith, J. R., & Mantel Jr, S. J. (2011). Project management: a managerial approach. John Wiley & Sons.

Patrick Lencioni, (2002) , "The Five Dysfunctions of a Team"

Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide). 2017