APPENDIX A: ASSESSMENT COVER SHEET

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ASSESSMENT COVER SHEET

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Declaration: I hereby declare that the assignment submitted is an original piece of work produced by myself.

Signature: Joseph Nukeri	**Date: 08/09/2024**

Contents

Q1. Purpose/ objectives

Reaching agility in project management is still considered as a challenge in the current era of technological advancement which demands cloud platforms. To avoid traditional manual filing, organizations like Mondi must implement services that promote efficiency without dealing with too many overheads like in traditional industries. Demand to optimize business processes to improve operations is what current companies face to adapt to the dynamic and ever-changing demands of the customers and stakeholders. These customers' and stakeholders' data through their preferences and behaviors are automated and utilized by managers to interpret and improve operations. Utilization of bi technologies can help Mondi to analyze their business performances according to a particular region demand to increase the inventory manufactured. The process will have the company achieve the life cycle simply with the assistance of the project management principles and complete milestones and deliverables.

According to the Wrike platform companies face access to data limited to make accurate decisions, example in a case study there is essential software that can assist Mondi organization to implement and manage their operations in a cloud platform that limits the time used to come with manual processing, which involved errors which are addressed by right software implementation as a solution. The process will assist the organization in demonstrating project management activities achieved as a powerful tool to help deliver service on time with quality and better scope as per their different settings.

Mondi, a pioneering force in the packaging and paper industry, has successfully leveraged the transformative power of the project portfolio office's cloud-based project management software, PPO, to propel its operations into the future. This successful implementation serves as a beacon of inspiration for project managers, business leaders, and individuals interested in project management and software development, demonstrating the immense potential of such tools. The tools will assist in limiting the demand for resources in different multifunctional as compared to the previous periods from initiation to planning, execution, and its controls and monitoring and evaluation through the cloud engagement.

Denish Naidoo, Mondi's head of project control and a key figure overseeing and managing Mondi's projects, highlighted the challenges Mondi faced in 2011 with their older and dispersed systems. Project-related information, including document control, data, engineering standards, and budgets, was scattered across various places and folders. This led to errors such as duplication of work. To address this, Mondi aimed to streamline and enhance their project management processes by consolidating all this information into PPO, the cloud-based project management software. Software empower day to day business operations in cost effective and reliable manner which get work done faster than golden-era operations. Access to information is different compared to the past as mobile devices also make access to information easier if stored on the cloud platform. Silos are eliminated as network connections show immersive growth.

Also, through its global referral network, Mondi adopted project management cloud-based PPO (project portfolio office's) software to centralize all its capex processes, guidelines, and information into one place to accelerate strategic growth across its 100 production sites across more than 30 countries. In terms of the netguru.com's blog article by Kacper Rafalski updated June 17, 2024, Mondi needs to develop software methodologies and technologies that align with their goal that lead to success, corresponding with market demand, efficient execution, and balanced innovation to master their software strategy. As the dynamic demands of new ways of looking at things, Mondi must be adaptive in the design that progresses with demand.

Agile methodologies and practices help companies create flexible approaches to project management to maintain the high-quality continuous delivery and course of business. By implementing the PPO cloud-based software, Mondi aimed to create a one-stop shop for project managers that would centralize all the project deliverables and adapt swiftly to the changing requirements of new technologies.

Mondi's PPO software, which facilitated the delivery of almost 2,500 capex projects, brought significant benefits. According to Kacper Rafalski software adoption has improved productivity and management by automating the lengthy manual document control and reporting processes. It also provided project managers access to all the necessary project information in one place, enhancing efficiency. It makes processes user-friendly as it breaks down a project into smaller parts that are user-focused iterations. With different diverse skills employed in the projects, innovations come out of various engagements with different views in the specified projects with a timeline and involve all role players as a method of work as per the team charter.

Mondi's unwavering dedication to promoting sustainable development, reducing carbon footprints, ensuring recyclable or biodegradable products, and optimizing resource efficiency in an eco-friendly packaging solution in a circular economy reassures stakeholders of its strong commitment to environmental responsibility.

According to Kasper Rafalski, the strategy can be successful if it involves all parties participating at a communal level to determine that the project reaches the planned objectives. People with different background are bring different skills and insights that promote the continuous process. To promote innovation of advanced packaging solutions that will adapt to the dynamics of changing markets, promoting technology that will enhance the functionality and sustainability of the product and new materials to satisfy customers with continuous innovation for cost-effective, high-quality solutions that match their specific preferences and needs.

According to the ManageEngine service desk platform, the implementation of software projects must ensure a bold alignment with business objectives to streamline the business processes using information technology tools to ensure high service delivery and availability to the data spread across sources. Mondi's software tools will have to determine the milestones as per required

specifications approved and designed with standards to improve professionalism in the process evaluation for the valuable deliverables with a certified certificate.

 The business intelligence architecture helps to analyze the performance of the business providing instant transparent visualizations that can help companies to make accurate decisions and eliminate data redundancy and waste of resources. The accuracy of the project scope should be considered as an application of knowledge, quality, integration, cost, time scope management, risk management, and stakeholder engagement knowledge to achieve change.

Mondi's focus on promoting operational excellence and enhancing the production process through technological advancements and process optimization instills confidence in stakeholders about its ability to deliver high-quality products while maintaining high safety standards and regulatory compliance. Kacper Rafalski confirms that the feasibility of the project is determined by the success of the innovative collaboration of all the parties and tools that tend to help achieve the end of the cycle as defined. Cloud platforms promote the desire for timely delivery and balanced quality of services that also promote flexible scalability in performance with reliable storage. According to PMI PMBOK tells pm as how to understand the concepts and estimates to monitor and evaluate the performance in each phase of project to improve the agility of the process to improve technology and common vocabulary to achieve goals and results.

Q2 based on the case study, suggest five possible risks that may impede the delivery of this software project and their mitigation strategy.

Scope creep: context integration problem

According to team Asana's blog on March 4th, 2024, the project scope changes can affect software development due to switching to a different direction than initially planned. This can lead to deadlines being missed due to uncontrollable changes in the scope without proper consultation of the project's timeframes. Scope creep monitoring, sprint iterations, and frequent reviews of the project can help managers manage the project into small segments. To meet the stakeholders' requirements and project goals, managers who break down the project into separate tasks and deliverables will achieve the project's objectives successfully. In the planning process, the boundaries of the project deliverables will be assessed to be kept on schedule and budget. Thorough changes or extra work must be supervised in all project phases, from execution, planning, scheduling, and budgeting, without any compromise once it is initiated in the way that all parties are involved, and the formal change request is agreed upon between the team and stakeholders. A clear definition of the scope of the project objectives and stakeholders' requirements must be considered when implementing the formal change request.

Budget issues: cost constraints

According to the team Asana blog, the budget can be a thoughtful constraint for risking a project's effectiveness as to deliver the project the downtime. The progress and success of the project needs depends on the thorough monitoring and controlling of the finances as per the projects resources and deliverables planned per value. An unadjusted project budget plan might cause rising costs of the project's deliverables and delay timely completion. Thoughtful budget planning and careful project monitoring can help avoid unnecessary costs of the Mondi software development.

Low productivity: lack of skills integration

In terms of the team Asana blog on March 4th, 2024, delays, struggles, and inefficiencies of the team can lead to the Mondli software project needing to be completed as expected and reaching the well-paced plan to achieve the project's critical goals. Project managers and teams must plan specific projects that can be measurable, attainable, realistic, and timely. Teams must be motivated and provided with transparent information as well as stacked on track with reasonable goals that can enhance their morals. Silos, team burnout, and stress can lead to low team productivity whenever they feel goal alignment could be brighter than the smart plan. More excellent and positive project manager must communicate effectively about the details and problems of the project. Stakeholders and team frequent communication can help improve solid project plans and processes with clear goals as an expected project.

Code issues: quality and complexity integration issue

Poor code quality can severely affect software development projects due to rushed work, leading to logical errors and bugs. According to Prokop Simek of the developer experience knowledge base (DXKB) platform dated Nov 11, 2019, best practices of coding standards can help developers eliminate logical errors resolve bugs with frequent code testing and avoid software delivery delays. Cutting back quality of checking process can lead to unnecessary jeopardy of the of the project if monitoring and controlling are not considered.

To ensure a better fit for software requirements, architecture with beta and user testing of the software in advance can help improve the software development coding and eliminate redundancy and obsolete frameworks and creating unnecessary cost and code repetitions. A form of control system must be in place and include all stakeholders to improve the quality of the scope of the project as per the close-out program to eliminate risks and increase the effort as per trade-off. Research can help improve the design of the project as to rush projects which leads to crushing projects and avoiding unnecessary costs. Gathering information through focused groups and surveys can help improve the software project's development to benefit all stakeholders involved.

Aggressive deadlines: time constraints

Tight and adjustable deadlines, commonly known as aggressive deadlines, can intensely affect the team and the project. Stakeholders and managers can get caught up in setting unrealistic deadlines, or teams fail to meet deadlines as expected. Inaccurate estimation can lead to delays in meeting the project deadline due to other factors that might not be considered during the execution phase, such as inadequate project management and unmet expectations of the stakeholders' estimation of the period and budget of the stakeholders and management. Good management enhances clear expectations and timeframes and helps reach proper goals. A good project plan with realistic deadlines, accurate and optimistic estimation of the project budget and scope, as well as a realistic expectation of the project goal will help software development that meets customer expectations.

Question 3 (10 marks) Identify five stakeholders and advise on how to manage each project stakeholder management identified.

Stakeholder management strategies

According to the click-up platform blog by their cx team on July 20, 2023, managing stakeholders can be regarded as a project itself; it is critical to identify different stakeholders effectively to achieve the best outcomes of the project. Effective project stakeholder relationship management involves all the identified stakeholders throughout the project, with transparent governance of changes, continuous effective communication of joint deliverable agreements, and a benevolent autonomous perspective which can sometimes lead to unhappy and conflict customers to make the process efficient, smooth and effective for both customers and stakeholders.

In terms of the article, Mondi's articles encourage regular engagements that can help managers obtain stakeholders' views in their decision-making process. The article confirms that stakeholder influences the success of the project, therefore good stakeholder management can help establish transparent communication, clear goals, and priorities as well as realistic expectations, which can help build strong relationships with stakeholders.

Five ways for efficient management of project stakeholders:

1. Involve stakeholders throughout the project

Identify the stakeholders early on and their types, then create a stakeholder management plan. Engage them with interviews and questionnaires from time to time. If the stakeholders are external, add them to the project dashboard so they can see the progress in real time. They should also be able to provide feedback on the project deliverables.

2. All stakeholders must agree on the deliverables

All stakeholders should be on the same page regarding the project's deliverables. Establishing people's roles and responsibilities as clearly as possible is crucial to ensure clarity in the later stages of the project. Doing so is the best way to avoid project failure, delays, and cost overruns.

3. Define mechanisms that govern changes

The project charter governing the Mondi company software development project in the case study must align with the stakeholders' agreement. The shared understanding of the project's objective and goals must have a clear design that satisfies all the stakeholders and shareholders.

Change requests are common in complex projects. Many requirements defined in earlier phases need to be revisited later. Common diagrams can be assimilated as per stakeholder's consent as a pre-defined way of handling significant change requests. Otherwise, scope creep might affect their performance and reduce the productivity of the team.

4. Effective communication is key

From the initiation phase project managers must engage with third parties and stakeholders beforehand to avoid costs in the near run. Meaningful and valuable communication in project management is vital for success. The frequency of communication is also essential and should be selected according to a particular stakeholder's involvement and interest. Any participation should be considered with constructive maintenance of a stakeholder register from the initiating phase as one of the many proven ways of determining the frequency and method of communication for each stakeholder.

5. Try to see things from their perspective

Part of managing stakeholders is visualizing the situation from their standpoint. The project managers need to understand each other's perspectives. From planning to execution, the project must align acceptably with the stakeholders' and customers' preferences to avoid project failure to evaluate the essential environment for the resources including the community and stakeholders with collaborative proper planning with indigenous knowledge of the environment.

Internal stakeholders

The project team:

Outlined deliverables production and task execution require a group of people responsible for planning and scheduling a project through the direction of the project manager according to individual participation.

The project manager:

Budget and scheduling require a project manager to ensure that an organized, planned, and executed project is aligned with the stakeholders' goals. The well-designed project as outlined in the charter must be easy to operate and maintain throughout the lifecycle of the project that can sustain the business and resources.

The sponsor

The top management support can help in the success of the project delivery with fundamental resources to achieve the project mission with general direction and clear objectives. Support and advice from the sponsors from the CEO must assist in bringing better skills to improve the technical task of the project with better expertise. The overall successful delivery of the project depends on the appointment of the responsible project manager and team appointed by the sponsor.

Internal teams

Personnel selection and training and developing staff can help avoid project failure as differs from the organizational background on the agile flow as to add scope that compromises the program changes unnecessarily. To achieve the portfolio of the project all the players must be involved and updated because individual project team members are responsible for achieving specific project goals and objectives within the expected timeframe and collaborating with other team members.

 External stakeholders

According to the Simplystakeholders platform blog, building a strong relationship is important as to manage engagements and improve the sharing of information among the parties involved. The stakeholders' systems can be deployed to help continuous and transparent communication and increase the pace of the project and help reach the intended goals.

To support stakeholders' management process, managers must be able to identify the right tools like mapping, diagrams, relationship mapping, or networking. Tools for managing stakeholders must align with the project objectives that will help parties to communicate seamlessly regarding

the project deliverables, the organization should adopt software that assists the engaging with their external and internal stakeholders.

The external clients

Clear communication and collaborate as well as alignment with external clients can improve the success of the project by breaking the strategy into implementable phases as there are people outside the organization who have a huge influence on the project and the power to either accept or reject outcomes. The clients negotiate with the project manager and team clear objectives to improve the program of the project portfolio to clarify the project's documented deliverables.

The end-user

The project manager must ensure that users access communications as included in the phases of the project following the structured coordinated way to achieve the scope of the project as per end-user preferences and needs. Regular and daily hands-on individuals responsible for software development and providing feedback to developers to improve the process to ensure that the product functions properly and achieves the project's objective and desired functionality.

The subcontractors

Essential skilled and specialized experts (business, team, or individuals) in the field for the success of the software project that they are hired for by the general contractor within a specified timeframe. The project includes also the people that must install cables or computers as specialist to assist with each project phase as to complete the peripherals as breaking them into individual scopes.

The supplier

Provision of goods and services must come from external providers considered as suppliers. They are manufacturers, distributors, and subcontractors that can be included in making decisions of the project through the entire timeframe from planning to control to achieve the right standards with the supplier guidelines to improve processes such as it systems e.g. Cybersecurity system implementation. Suppliers providing specific services and products required for a project that must be included in project decision-making.

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Kacper rafalski

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