

PMPG 5503 Capstone Research Project

Audit Report: Part 1

Project Name: Capstone Research Project

Student Names & Group Number: Yogin Diyora, Hardik
Mistry(Group 31)
Submission Date: 22 July, 2018

1. Audit Results

1.1 Project Scope Management

- a) *Sponsor's Practice* (description of what tasks your sponsor actually completed for this knowledge ear - with specific examples and details regarding who was involved, what they did, how and why they did it, etc. – **you can delete this information in brackets in your final submission**)

The project sponsor had done meetings with Hindu monks and experts from construction, electric, plumbing, decoration, legal and procurement logistics department in order to plan the scope. As an end result of the planning of scope, he along with his team came up with scope management plan. Project sponsor had done brainstorming, interviews, and questionnaires with stakeholders in order to set the project, stakeholders, and quality requirements. After meeting with construction law officer from Toronto zone the sponsor with Hindu monks finalize the scope of a project. The project sponsor had explained the in and out of scope details to his team in order to prevent scope creep and get formal acceptance of deliverables by respective stakeholders without any troubles. To make work easier, the project sponsor had divided the whole project into smaller parts with help of subject matter experts and assign the responsibility of task to the respective department. Project sponsor and his team used scope statement in order to check whether the deliverable is according to Hindu monks expectation or not. At a time of scope change in the construction of assembly hall he had a special meeting with experts from construction, electric and decoration department to discuss the implementation of change and he took signature from the main monk as an acceptance of scope change in the assembly hall.

b) Findings

Process	Areas of Compliance <i>(ALL evaluation criteria met)</i>	Gaps <i>(evaluation criteria unmet)</i>	Quantitative Result
1. Plan Scope Management	Expert judgment, Data analysis, Meetings	No gaps	100%
2. Collect Requirements	Expert judgment, Data gathering, Data analysis, Decision making, Data representation, Interpersonal and team skills	Context diagram and prototypes	75%
3. Define Scope	Expert judgment	Data analysis, Decision making, Interpersonal and team skills, Product analysis	20%
4. Create WBS	Expert judgment, Decomposition	No gaps	100%
5. Validate Scope	Inspection	Decision making	50%
6. Control Scope	No compliance	Data analysis	0%

c) Knowledge Area Quantitative Result

Overall knowledge area compliance for this project is 57.5% that is why we will give 2 grade out of 3 for this knowledge area.

d) Recommendations

- We recommend to do product analysis in your future projects to explicitly explain scope to the team members so everyone in team can be clear about the scope.
- We suggest to do variance analysis to control the scope because it will give idea to take the preventive or corrective action.

1.2 Project Communications Management

a) *Sponsor's Practice* (description of what tasks your sponsor actually completed for this knowledge ear - with specific examples and details regarding who was involved, what they did, how and why they did it, etc. – **you can delete this information in brackets in your final submission**)

The project sponsor had done the stakeholder engagement matrix before starting the project after that he did one meeting with all key stakeholder to discuss and decide the frequency and mode of communication. He decided to do face to face meeting twice a week to discuss the status and coming deadlines of activities. With all key stakeholders he decided to do phone, Email, and message communication at a time of urgency. The sponsor communicated daily weather report to his team via WhatsApp messages. He did open meetings with all his staff to discuss the status of an assigned task. He and his team communicated daily weather report via WhatsApp messages. He used stakeholder engagement matrix in order to reciprocate information.

b) Findings

<i>Process</i>	<i>Areas of Compliance (ALL evaluation criteria met)</i>	<i>Gaps (evaluation criteria unmet)</i>	<i>Quantitative Result</i>
1. Plan Communication Management	Expert judgment, Communication requirement analysis, Communication technology, Communication methods, Data representation, Interpersonal and team skills, Meetings	Communication models	87.5%
2. Monitor Communications	Communication technology, Communication methods, Communication skills, Interpersonal and team skills, Project reporting, Meetings	Project management information system	85.7%
3. Control Communications	Expert judgment, Data representation, Interpersonal and team skills, Meetings	Project management information system	80%

c) **Knowledge Area Quantitative Result**

Overall knowledge area compliance is 84.4% that is why we will give 3 grades out of 3 for this knowledge area.

d) **Recommendations**

- We recommend using project management information system in future projects in order to improve communication in the team and better team collaboration.

1.3 Project Stakeholder Management

a) **Sponsor's Practice** (description of what tasks your sponsor actually completed for this knowledge area - with specific examples and details regarding who was involved, what they did, how and why they did it, etc. – *you can delete this information in brackets in your final submission*)

The sponsor had identified stakeholder within the organization he was working for, this organization runs under Hindu monks and volunteers who want to freely participate in it. Major stakeholders were identified within organization like project team, project manager and project sponsor, although they appreciated help from volunteers who want to contribute to make this project successful.

b) **Findings**

Process	Areas of Compliance (ALL evaluation criteria met)	Gaps (evaluation criteria unmet)	Quantitative Result
1. Identify Stakeholders	Expert judgement, Data gathering, Data analysis, Data representation, meeting	No Gaps	100%
2. Plan Stakeholder management	Expert judgement, Data gathering, Decision making, Data representation, meeting	Data analysis	83.33%
3. Manage Stakeholder management	Expert judgement, Communication skills, Interpersonal and team skills, meetings	Ground Rules	80%
4. Monitor Stakeholder management	Data analysis, Data representation, Communication skills, Interpersonal and team skills, meetings	Decision making	83.33%

c) Knowledge Area Quantitative Result

Overall knowledge area compliance is 86.6% that is why we will give 3 grade out of 3 for this knowledge area.

d) Recommendations

Our recommendation is to use different strategies and techniques for resolving conflicts between the stakeholders and make strong ground rules.

2. Appendix A

Audit Questions and Responses

(audit questions and sponsor responses be in a table format, per knowledge area)

a) Knowledge Area: Project Scope Management

Process (# and name)	Powerful Question	Sponsor's Response
4.1 Plan Scope Management	<ul style="list-style-type: none"> How did you plan and document the scope? 	The project sponsor did meetings with Hindu monks and experts from construction, electrics, plumbing, decoration, legal, and logistics department in order to plan the scope. He used his expert judgment during planning for validation and controlling scope as he had participated in similar kind of project for the same organization. The project sponsor mentioned how project and product will be defined in scope management plan.
4.2 Collect Requirements	<ul style="list-style-type: none"> How did you gather the requirements that are essential to finish your project? 	The project sponsor gathered the requirements by brainstorming, interviews, and questionnaires with key stakeholders and experts from construction, electrics, plumbing, decoration, legal, and logistics department. The project sponsor had developed the requirement document which includes the project, stakeholders, and quality requirements.
4.3 Define	<ul style="list-style-type: none"> How did you 	The project sponsor and Hindu monks from Toronto did a special meeting

Scope	clarify the scope of your project?	with construction law officers from Toronto zone before defining the scope. After brainstorming with Hindu monks he came with final scope acceptance criteria for deliverables. He used his expert judgment while defining the scope as he had done some kind of project for the same organization. He explained in and out of scope details to his team so everyone in the team can get an idea about scope. The project sponsor mentioned the description of scope, acceptance criteria, in and out of scope details in scope statement.
4.4 Create WBS	<ul style="list-style-type: none"> How did you divide whole project work into smaller part? 	To divide the project into smaller parts project sponsor had created the WBS according to scope statement. He took help from construction engineers, electrical engineers, plumbers, stone carvers, and Hindu monks to create WBS. He included cost and schedule in WBS for each activity by using his expertise.
4.5 Validate Scope	<ul style="list-style-type: none"> How did you check all deliverables is according to defined scope 	Whenever any milestone or deliverable achieved that time sponsor used to check whether it is according to scope statement or not and after that he used to take signature or approval from Hindu monks. Sponsor also used to do the inspection of all deliverable to make sure whether the deliverable is according to the stakeholder's expectation or not.
4.6 Control Scope	<ul style="list-style-type: none"> How did you maintain and follow the scope throughout the project? 	Throughout the project there was only one scope changed in the construction of assembly hall. At the time of scope change in the construction of assembly hall he had a meeting with subject matter experts from construction, electric and decoration department to discuss the implementation of change and after execution of change, he took signature from the main monk as an acceptance of scope change in the assembly hall.

b) Knowledge Area: Project Communication Management

Process (# and name)	Powerful Question	Sponsor's Response
10.1 Plan Communications Management	<ul style="list-style-type: none"> How did you plan the communication for your project? 	He did stakeholder engagement matrix in order to find out the level of interest of all key stakeholders. After that, he arranged one mandatory meeting with all key stakeholders to discuss and decide the frequency and mode of communication. The sponsor and his team decided to do meeting twice a week to discuss the status and coming deadlines of activities. At a time of an urgency, the sponsor decided to do communication via messages, Email, and phone call.
10.2 Manage Communications	<ul style="list-style-type: none"> What was your approach to maintaining effective communication between the lower level and higher level staff members? 	Throughout the project, he did an open meeting with his all staff to discuss the progress of the project. At a time of discussion, he took feedback from everyone and responded to feedback actively and seriously to everyone. Every week he was doing the email chat with all his staff to know about the status of assign task. Every day he with his team communicated daily weather report through WhatsApp messages.
10.3 Monitor Communications	<ul style="list-style-type: none"> How did you make sure that right information were reciprocate throughout project? 	The project sponsor had classified the all stakeholders by using the stakeholder's engagement assessment matrix. The sponsor had distributed the information according to the stakeholder engagement matrix.

c) Knowledge Area: Project Stakeholder Management

Process (# and name)	Powerful Question	Sponsor's Response
13.1 Identify Stakeholders	<ul style="list-style-type: none"> What was your approach to 	<ul style="list-style-type: none"> The project sponsor was working under organization and all major stakeholders were identified within the organization.

	<p>identify high interest stakeholders?</p>	<p>Although they also encourage people to volunteer and contribute in the project.</p>
<p>13.2 Plan stakeholder Engagement</p>	<ul style="list-style-type: none"> How did you communicate with all stakeholders and take appropriate decisions which profits all stakeholders. 	<ul style="list-style-type: none"> To communicate with all stakeholders he use different methods of communication to manage efficient relationship with stakeholders. The sponsor used emails, war rooms and scheduled meetings on weekly basis with all stakeholders for effective stakeholder engagement.
<p>13.3 Manage Stakeholder Engagement</p>	<ul style="list-style-type: none"> What was your approach to handle all stakeholders and deliver the information they want? 	<ul style="list-style-type: none"> The project sponsor major stakeholders available within the organization with different expertise and skills so to handle them he provided appropriate information and manage them in groups.
<p>13.4 Monitor Stakeholder Engagement</p>	<ul style="list-style-type: none"> What was your approach to maintaining relationship with project stakeholders? 	<ul style="list-style-type: none"> The project sponsor has monitored overall project stakeholder relationships with his management skills and interpersonal skills.

3. Appendix B

Original Notes & Meeting Minutes

(agendas, minutes and any other records from each sponsor meeting)

Meeting Minutes - Information	
Date & Time:	10th June, 2018 11:00 am to 02:00 pm
Location:	Swaminarayan Temple, Toronto
Chair / Scribe:	Project Sponsor

Agenda Items
<ol style="list-style-type: none"> 1. Discussion of the project of the sponsor. 2. Ask questions and discuss about three knowledge area(Scope Management, Communication Management and Stakeholder Management). 3. Discussion about next meetings.

Meeting Participants
Attendees: NARENDRA G SACHDEV(Project Sponsor), YOGIN V DIYORA(Project Manager), HARDIK MISTRY(Project Manager).

Decisions
<ol style="list-style-type: none"> 1. Project related queries to be discussed via email or phone call. 2. Next meeting will be on 24 June 2018

Actions			
#	Task	Lead	Target Date
1.	Ask questions and discuss answers about three knowledge area.	Project manager	10th June,2018
2.	Submit audit report to PMO	Project manager	23rd June, 2018

Next Meeting Date:24 June 2018

4. Appendix C

Quantitative Approach

(brief, logical and complete summary for THREE formulas for quantitative analysis – include your approved approach to assess each process, knowledge area and overall project).

a. Formula & Rationale for Process Compliance

To find out the process compliance, We will use 4 scale grade method. We will apply grade to all the process of the knowledge area and at the end we will get final compliance for processes.

Grade scale	Percentage alignment with Grade Scale
0	0 - 24
1	25 - 49
2	49 - 74
3	75 - 100

$$\frac{\text{Number of tools and techniques that our project sponsor has used in his project for particular process}}{\text{Number of tools and techniques that are mentioned in PMBOK 6th edition for particular process}} \times 100$$

b. Formula & Rationale for Knowledge Area Compliance

The formula to find out the percentage knowledge area compliance is below

$$\frac{\text{Sum of percentage compliance of all the processes in that knowledge area}}{\text{Number of process that is mention in PMBOK 6th edition for this particular knowledge area}} \times 100$$

c. Formula & Rationale for Overall Project Compliance

To find out the overall project compliance, we will use the average of all 10 knowledge area percentage compliance and then we will convert into the grade

$$\frac{\text{Sum of percentage compliance of all knowledge area}}{10}$$

5. References

(reference your source material using APA format).

- Project Management Institute. (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute.