RateMyLandlord

Project Management Plan - RateMyLandlord

Project Management

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Dr. Brendan Spillane

University College Dublin

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Group 18

Bhuvana Kodathi Srinivas | 24230224
Rahul Rangabashyam Rashem | 24283493
Aishwarya Gaikwad |24240817
Vaishnavi Kandikonda | 24216940
Samuel Sirivella |24256591
Anne Lazarski | 24203048

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2. Introduction, Rationale, and Charter

2.1 Introduction and Rationale

Dublin's housing crisis has been happening for several years and shows no signs of stopping. House prices are nearly eight times the average national wage, causing the proportion of owners to drop to 66% in 2023 from 79% in 1991. The rate of evictions is higher than ever after the no-fault eviction ban lapsed in 2023[1].

Renters have become disempowered by a lack of governmental policy to protect them and limit landlords' power — shown by the fact that one in five Dublin properties are rented by landlords who own over 100 properties[2]. There is trouble finding housing at all, let alone affordable housing. Platforms like Daft.ie help users find housing, but the process is becoming more fraught as rents climb higher.

We came up with an idea to hold landlords accountable: a review software called RateMyLandlord. After workshopping the idea with more people in the technology industry, we decided the software would achieve the biggest impact if it could be hosted on a renting website.

Daft.ie has been looking for ways to retain customer appreciation given the immense stress renting puts them under. While the landlords on their site will likely disagree with their decision to implement a review process, they believe that it is critical to their customers to expand the site's offerings. We believe a partnership between Daft's Marketers, Developers, and Shareholders on and RateMyLandlord will ensure platform and mission alignment. team.

2.2 Charter

As the components of a charter can be found elsewhere in this document, we will not include one here. Unnecessary repetition is detrimental to a project's efficiency.

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[1]Hearne, R. (2023, December 11). Ireland's housing crisis is a disaster for its people – and a gift to far-right fearmongers. *The Guardian*.
https://www.theguardian.com/commentisfree/2023/dec/11/ireland-housing-crisis-far-right-europe-refugees

[2] Dalton, E. (2024, August 8). One-in-five private Dublin tenancies rented by landlords who own 100+ properties. *The Journal*. https://www.thejournal.ie/rtb-new-data-6457131-Aug2024/

3. Objectives, Goals, and Deliverables

3.1 Objectives

- ❖ Build a web and mobile software that integrates smoothly with Daft.ie platform.
- ❖ Provide how-to information for users on new functionality.
- ❖ Complete two rounds of user testing before software launch.
- ❖ Make cost-effective decisions to stay within budget. Allocate €20,000 for unexpected expenses.

3.2 Goals

- ❖ **Reduce the number of evictions by 15%** and **the average cost of rent by $100** within the first two years.
- ❖ **Increase use of the Daft.ie platform by 10%** in the first year of RateMyLandlord implementation.
- ❖ **Broaden the current age group of Daft.ie's audience by ten years** through the new functionality.
- ❖ Garner **500 landlord reviews** in the first year of implementation.
- ❖ Maintain the current landlord user base.
- ❖ Create a user-friendly experience that is easy to update to fix bugs.

3.3 Deliverables

Deliverable	Description	Key Stakeholders
Mobile application	Software that integrates with mobile Daft.ie app, including tenant reviews, landlord profiles, and search functionality. To work across Android and iOS platforms.	Project Developers, both Daft and non-Daft
Web-based software	Software that integrates with Daft.ie website, including tenant reviews, landlord profiles, and search functionality.	Project Developers, both Daft and non-Daft
Daft.ie integration APIs	Secure API layers that connect the RateMyLandlord platform to the Daft.ie platform.	Project Developers, both Daft and non-Daft
Technical	Coding, architecture diagrams,	Project Developers, both

documentation	source code repositories, user manuals, and more.	Daft and non-Daft, Daft Marketing Team, Legal Team
Administrative dashboard	Analytics and content management tools for regular use by Daft.ie team.	Project Developers, both Daft and non-Daft, Daft Marketing Team
Transition package	Maintenance information, credentials handover, quality management plan, licensing documentation, risk mitigation plan, and support structure for Daft.ie team.	Project Developers, both Daft and non-Daft, Daft Marketing Team, Legal Team
Review moderation tool	Software to report flag, and manage user reviews.	Project Developers, both Daft and non-Daft
User guide	Guide for the end user on how to best use the platforms. To be used by the Daft.ie Marketing Team to convey information to their audience.	Daft Marketing Team

Table 1. Deliverables

4. Project Organisation and Governance

RateMyLandlord Governance Chart

Daft.ie C-Suite — Project Sponsor *Member of CCB** — Daft.ie Shareholders

Finance Representative *Member of CCB** — Project Manager RateMyLandlord

Maintenance & Support Manager Daft.ie — Development Manager RateMyLandlord — Development Manager Daft.ie — Marketing Manager Daft.ie — Quality Assurance Manager Daft.ie

Maintenance & Support Team Daft.ie — Development Team RateMyLandlord — Development Team Daft.ie — Marketing Team Daft.ie — Quality Assurance Team Daft.ie
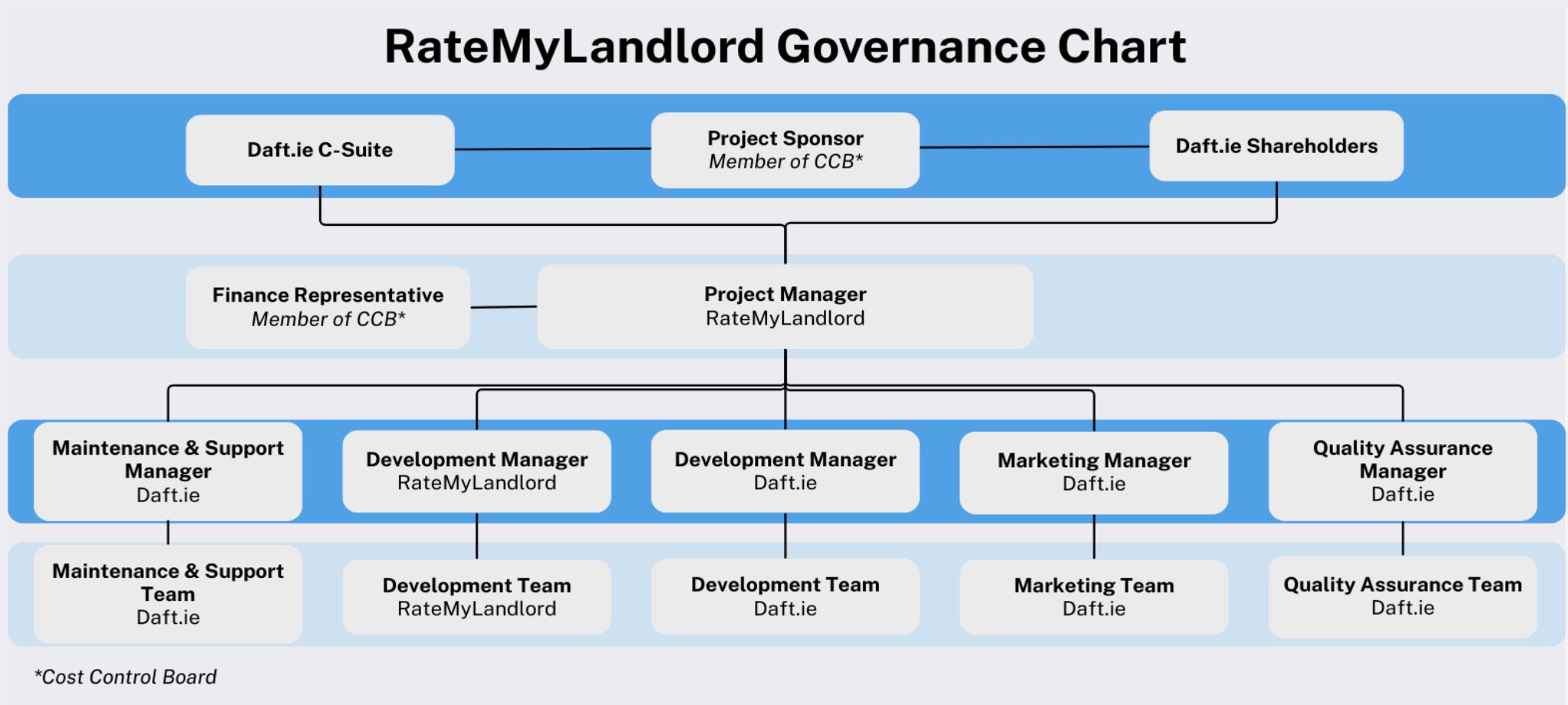
*Cost Control Board

Figure 1. Governance Chart

4.1 Responsibility Matrix

This detailed RACI (Responsible, Accountable, Consulted, Informed) matrix will govern stakeholder roles, ensuring clear ownership and communication paths for all project tasks. Areas not included here are left to the discretion of the Project Manager.

R – Responsible, **A** – Accountable, **C** – Consulted, **I** – Informed

Project Sections/ Deliverables	Project Manager	Dev Team	QA Team	Legal Advisors	Daft.ie Developers	Daft.ie Marketing	Project Sponsor	Stakeholders/ Users
Project Charter & Introduction	A	I	I	C	I	I	R	I
Objectives, Goals & Deliverables	A	C	I	I	C	C	R	I
Scope Management Plan	A	C	C	C	C	C	R	I
Schedule Management Plan	A	R	C	I	R	I	C	I

Quality Management Plan	A	R	R	C	C	I	C	I
Resource Management Plan	A	R	R	C	C	I	C	I
Risk Management Plan	A	C	C	R	C	C	C	I
Stakeholder & Communication Plan	A	I	I	C	C	R	C	C
Budget and Cost Management Plan	A	C	I	I	I	I	R	I
Change Management Plan	A	C	I	C	C	I	C	I
Closure Criteria & Deliverables	A	R	C	C	R	C	C	I
Testing & Verification Plan	A	C	R	C	R	I	I	C

Maintenance & Support Plan	A	I	C	I	R	C	I	I

Table 2. Responsibility Matrix

5.   Scope Management Plan

This Scope Management Plan sets the foundation for defining, controlling, verifying, and managing every project scope across the RateMyLandlord project.

5.1   Scope Definition

Here, a formal definition of this project scope under PMBOK guidelines to manage scope is provided. It describes the project scope, deliverables, assumptions, and exclusions, as explained below:

In-Scope Activities	Out-of-Scope Activities
- Cross-platform solution (iOS, Android, Web) providing landlord reviews. - Integration with Daft.ie for user authentication. - Moderation workflows and content reporting tools. - Pilot launch limited to County Dublin. - Post-launch handover of operations to Daft.ie.	- Rental payment processing, dispute resolution, or tenancy enforcement features. - Expansion outside of Ireland within the first deployment. - AR/VR property viewing technologies' development. - Direct government partnerships or endorsements. - Permanent project team support beyond initial operational handover.

Table 3. Scope Definition

5.2   Deliverables
Deliverables can be found in the **Objective, Goals, and Deliverables** section.

5.3   Preventive Measures Against Scope Creep

- Strict adherence to Work Breakdown Structure (WBS)
- Bi-weekly audits of the change request log
- Mandatory revalidation of scope at phase transitions

Stakeholder training on identifying and flagging unauthorised changes

5.4   Work Breakdown Structure (WBS)
The WBS reflects an overview of activities. Find it below.

WORK BREAKDOWN STRUCTURE

1. INITIATION

1.1 PROJECT CHARTER DEVELOPMENT
- 1.1.1 Identify deliverables
- 1.1.2 Identify goals
- 1.1.3 RML Team brainstorm
- 1.1.4 Team role identification
- 1.1.5 Methods of communication determined

1.2 STAKEHOLDER IDENTIFICATION
- 1.2.1 Daft.ie governance research
- 1.2.2 Existing user research
- 1.2.3 New user research
- 1.2.4 Potential stakeholder issues identified

2. PLANNING

2.1 REQUIREMENTS GATHERING
- 2.1.1 Daft.ie needs assessment
- 2.1.2 Documenting goals

2.2 SCOPE, RISK, AND BUDGET PLANNING
- 2.2.1 Risk identification and mitigation
- 2.2.2 Budget research and plan
- 2.2.3 Define scope and scope creep prevention

2.3 RESOURCE ALLOCATION
- 2.3.1 Daft.ie resource assessment
- 2.3.2 Locate resources
- 2.3.3 Formulate resource check-in plan

3. EXECUTION

3.1 SOFTWARE DEVELOPMENT
- 3.1.1 Function design
- 3.1.2 System design
- 3.1.3 Research on integration with existing software

3.2 WEB PLATFORM DEVELOPMENT
- 3.2.1 Web functionality assessment
- 3.2.2 Research on integration with existing website

3.3 DAFT.IE INTEGRATION (API)
- 3.3.1 Integrate software in existing system

3.4 REVIEW DESIGN
- 3.4.1 Incorporate design and branding

4. MONITORING & CONTROL

4.1 TESTING
- 4.1.1 Test environment set up
- 4.1.2 Test audience identified
- 4.1.3 Test implementation

4.2 QUALITY ASSURANCE REVIEWS
- 4.2.1 GDPR compliance review
- 4.2.2 Review by Daft.ie stakeholders
- 4.2.3 Improvements

4.3 RISK AND ISSUE TRACKING
- 4.3.1 Begin use of risk software
- 4.3.2 Integrate into Daft.ie's user feedback software

5. CLOSURE

5.1 USER ACCEPTANCE TESTING (UAT)
- 5.1.1 Feedback from Beta testers
- 5.1.2 Bug and functionality fixes

5.2 FINAL DOCUMENTATION AND TRAINING
- 5.2.1 Train Daft.ie team in software fixes
- 5.2.2 Train Daft.ie team in functionality and coding

5.3 PROJECT HANDOVER TO DAFT.IE
- 5.3.1 Ensure documentation is complete
- 5.3.2 Hand off quality management plan
- 5.3.3 Close out contracts and settlements

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Figure 2. Scope Work Breakdown Structure

5.5 Scope Verification

Scope verification will be achieved through the following mechanisms:

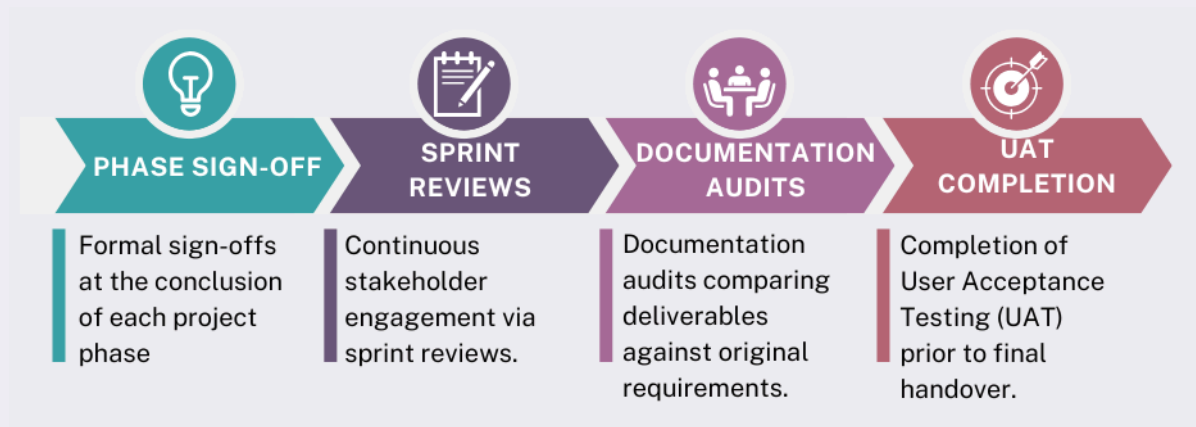**PHASE SIGN-OFF**
Formal sign-offs at the conclusion of each project phase

SPRINT REVIEWS
Continuous stakeholder engagement via sprint reviews.

DOCUMENTATION AUDITS
Documentation audits comparing deliverables against original requirements.

UAT COMPLETION
Completion of User Acceptance Testing (UAT) prior to final handover.

Figure 3. Scope Verification

In order to guard against scope creep, there will be strict control mechanisms in place:

5.6 Scope Control & Change Management

CHANGE REQUEST (JIRA)
All change requests must be logged via Jira.

BASELINE & PM PLAN UPDATE
Approved changes will update the Scope Baseline formally and trigger corresponding updates to the Project Management Plan.

IMPACT ANALYSIS
Each request undergoes an impact analysis (scope, cost, schedule, quality).

CCB WEEKLY REVIEW
The Change Control Board (CCB), composed of project sponsors, PM, lead developers, and legal advisors, will review changes weekly.

Figure 4. Scope Control

6.   Schedule Management Plan

Proper schedule management is the linchpin of the timely and successful completion of the RateMyLandlord project. The project will be carried out in a phased, organized fashion, with continuous tracking of critical path activities and application of industry best practices likeCritical Path Method (CPM) analysis and Earned Value Management (EVM) principles.

6.1   Project Timeline Overview

Each phase has been allocated contingency buffers to allow for minor overruns without affecting the overall schedule.
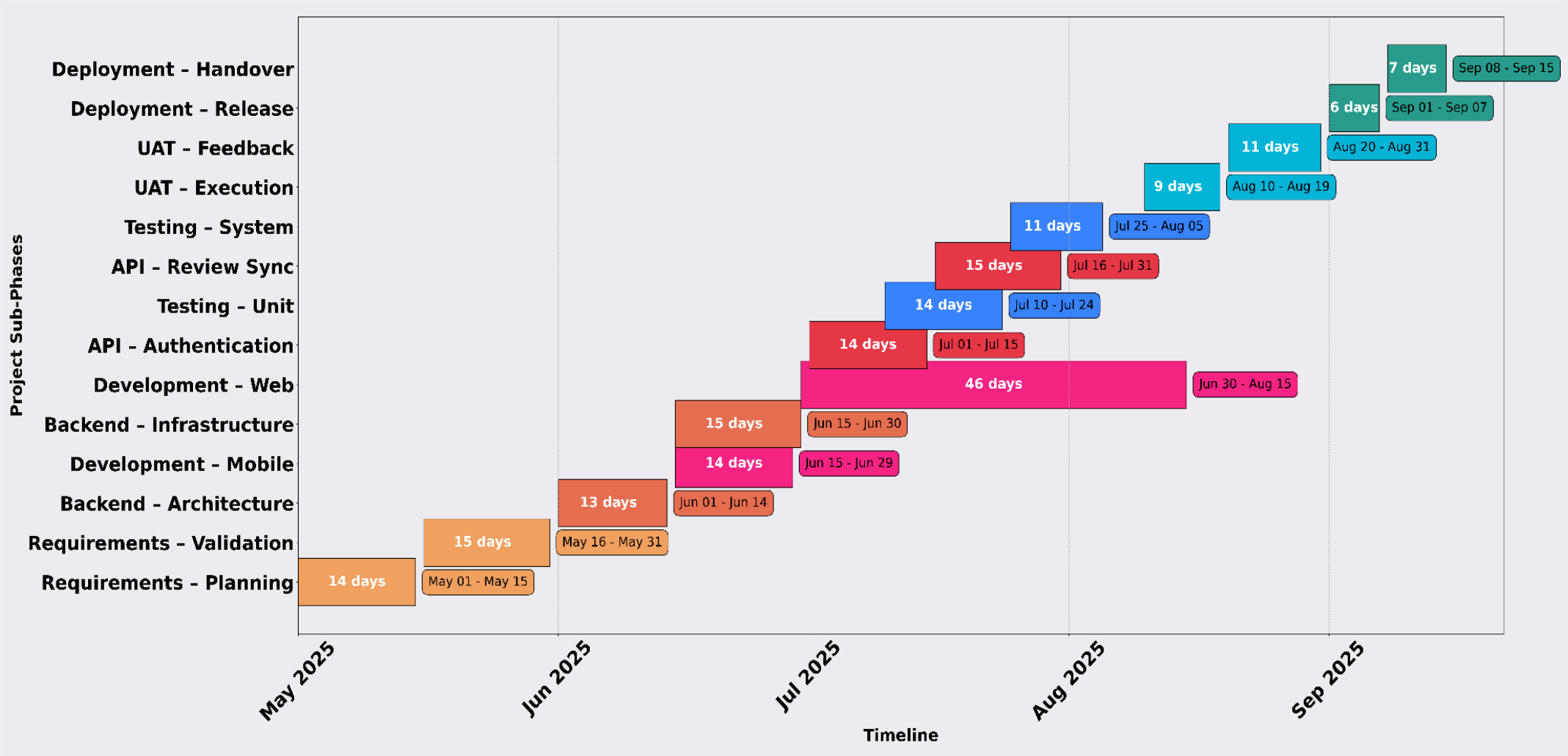
Figure 5. Gantt Chart Timeline for RateMyLandlord Project

6.2 Critical Path Method (CPM) Analysis

A detailed Critical Path Method (CPM) analysis has been made to identify the sequence of activities that have direct influence on the total duration of the project. Critical path activities possess zero float, and thus any delay will result in an equivalent delay in the project.

The critical path activities are:

S. No	Activity	Depends On	Description	Impact on Delay
1	Requirements Gathering and Validation	Project Initiation Approval	Critical period for the definition of system architecture, security requirements, and compliance rules (i.e., GDPR).	Delay would cause design work to be late, with knock-on effects through development and test timetables.
2	Backend Architecture Design and Approval	Completion of Requirements Gathering	Establishes the technical basis and system infrastructure for both web and mobile platforms.	Delays would halt development work, i.e., backend API and authentication module development work.
3	Backend API Integration with Daft.ie	Backend Architecture Approval	Develops secure APIs connecting user account and property review systems with Daft.ie's existing platform.	Would hinder key functionality such as user authentication, delaying Alpha release and first system testing.
4	User Acceptance Testing (Beta Phase)	Completion of Full Software Build (Mobile + Web)	Structured beta testing to validate run capability, functionality, and useability.	Delay would reduce feedback loops, having open defects at go-live, and reduce customer satisfaction.
5	Deployment and Operational Handover	Successful Completion of UAT and Issue Resolution	Last phase combining all deliverables, deploying the solution to production, and transferring operational responsibility to Daft.ie teams.	Delays official launch times, impacts strategic objectives, and may incur additional post-project costs.

Table 4. Critical Path Dependencies illustrating sequence risks where any slippage will have the ability to cascade upon project delivery milestones.

6.3 Milestone Decision Gates

Strategic milestone decision gates will be used across the project life cycle to approve deliverables, approve progression into the subsequent phases, and redefine resource needs. All such decision gates will need formal approval by project sponsors. Each point of decision will be required to be formally approved by project sponsors.

Milestones	ENTRY CRITERIA	EXIT CRITERIA	DECISION AUTHORITY
REQUIREMENTS VALIDATION GATE	All stakeholder interviews completed, Requirements documented and reviewed	Requirements documented approved Traceability metric established	Project Sponsor Project Manager
ARCHITECTURE APPROVAL GATE	Architecture design completed Security review conducted	Design document approved Development environment configured	Technical Lead Project Manager
ALPHA RELEASE READINESS GATE	Core functionality implemented Internal testing completed	Alpha test reports approved Critical bugs resolved	Project Manager QA Lead
BETA TESTING COMPLETION GATE	Beta users on-boarded Regression testing completed	Beta test report approved Critical bug lixes resolved	Project Sponsor Project Manager Daft.ie Representative
FINAL DEPLOYMENT AUTHORIZATION GATE- PRODUCTION RELEASE	UAT completed Performance tests passed Security testing passed	Production environment stabilizied, Handover Documentation Completed Scope freeze	All Stakeholders

Figure 6. Milestone Decision Gate

6.4 Slack, Buffers, and Risk Management
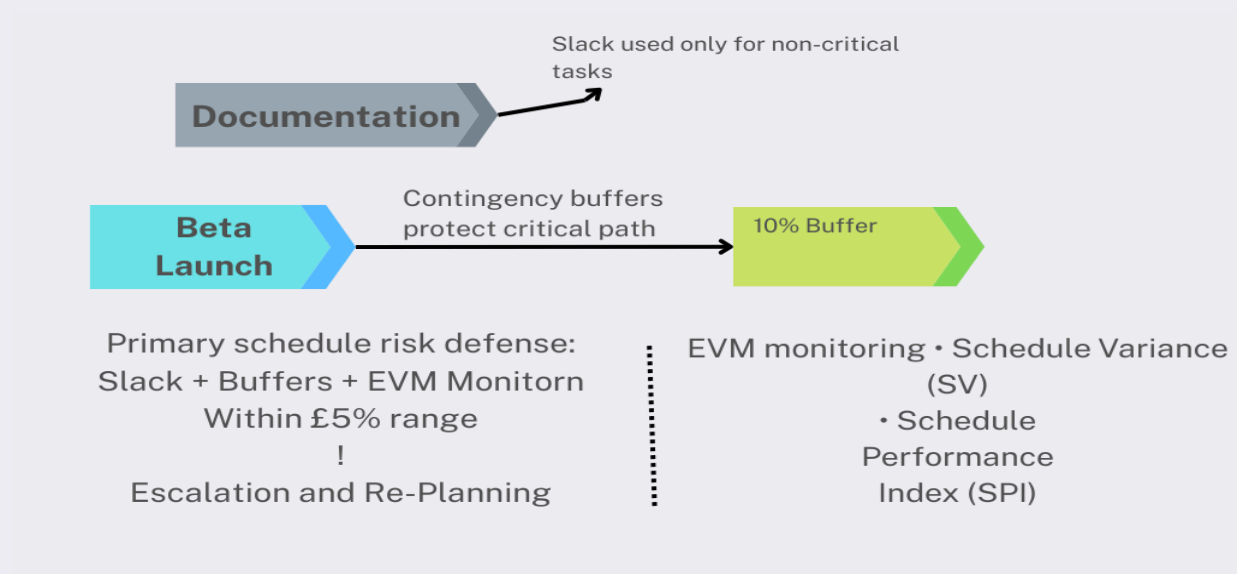
Figure 7. Slack, Buffer and Risk Management

6.5 Recovery Strategies

- To avoid project failure or delay, we will implement measures such as sharing resources, conducting certain activities simultaneously, or rescheduling our timelines without changing the final delivery date.
- If there are issues like integration issues or lags in complying, we will bring in more resources like subcontractors or independent specialists in an effort to keep pace with the tempo.

7. Quality Management Plan

Aligned with PMBOK standards, quality is integrated across all project phases—from development to closure. This plan aims to ensure GDPR compliance, deliver bug-free software, and build user trust.

7.1   Quality Roles and Responsibilities

The following team members will maintain quality throughout the development process.

Role	How They Help Maintain Quality
Project Manager	Plans quality checks and makes sure they are complete.
Developers	Writes functional code and tests it as they go. Fixes any issues found during testing to improve the product.
QA Lead / Tester	Builds and goes through test cases. Reports bugs, tracks progress, and confirms functionality before launch.
Content Reviewer	Goes over all written content to make sure it is clear, accurate, and consistent in both English and Irish for all users.
UAT Users	Gives feedback on the platform and what could be better.

Table 5. Quality Roles and Responsibilities

7.2   Quality Acceptance Process

Before the software is launched, we will make certain that the platform meets all key quality requirements and is in good working order. After testing has been finished, the stakeholders and project team will examine the final release and ensure that it is launch-ready, which will be determined by the following factors:

- All essential features function on both Android and iOS.
- All major or critical bugs have been resolved.
- GDPR and legal checks are carried out.

- The bilingual interface has been studied.
- UAT feedback confirms a minimum of 80% satisfaction.
- Final sign-off is given by project sponsors.

7.3 Standards

The following standards will guide our development of the software to ensure ethical standards and industry guidelines are met.
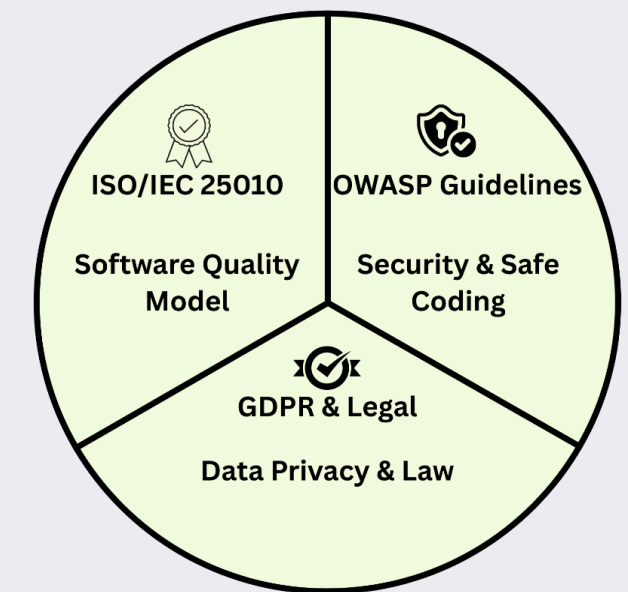

Figure 8. Quality Standards

7.4 Control Methods

The methods below will help maintain quality throughout the development process.
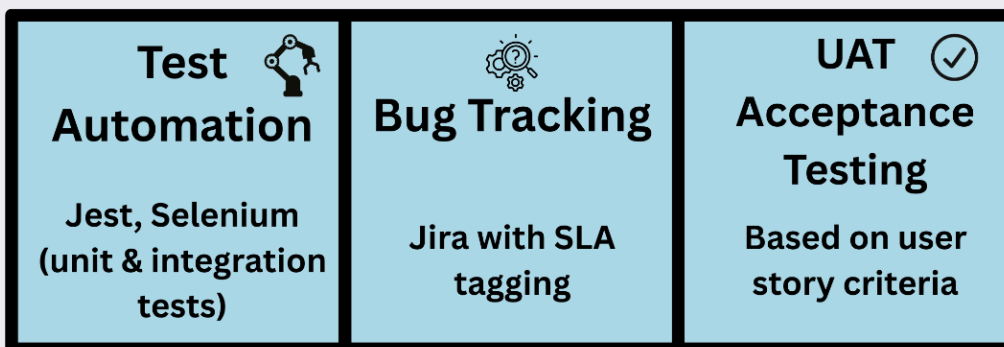

Figure 9. Control methods

8.   Stakeholder and Communication Plan

8.1   Communication and Development Tools

The following tools will be used to communicate across stakeholders and assist the development process. Project Managers will walk team members through these platforms and their purpose at project onset. They will conduct weekly check-ins to ensure each platform is being used optimally, particularly Asana.

Tool	Use
Slack	To be used for everyday Huddles and "quick" questions.
Email	To be used for more fleshed-out questions and conversations.
Zoom/Google Meet	To be used to review product updates, discuss strategies, problem-solve, and ideate.
Asana	To track how individuals' tasks and deliverables are progressing, improve communication and awareness, and share files.
Jira	Primary platform for logging and tracking CRs.
GanttPro	For detailed schedule visualisation, dependency mapping, and critical path tracking.
Project Wiki	Archive of all CR documentation.

Table 6. Communication and Development Tools

8.2 Communication Plan

We have identified several stakeholders in the RateMyLandlord project. In the table below, you will find the key stakeholders, how they are involved in the project, and the relevant communication plan.

Stakeholder (and Role)	Perception	Stakeholder's Goal(s)	Vehicle	Frequency	Content
Renters (Customer)	**Positive**: Seek more information on those they will be working/living with.	To access accurate information about potential landlords.	Newsletter, social media, public ad campaign	Daily, starting at the end of Phase 2	As customers, the team will communicate to them: ● Changes coming to the Daft.ie platform ● Implications for the renter ● How they can write a review for a past or current landlord ● FAQs
Landlords (Subject)	**Negative**: Fear being assessed publicly.	To be advertised in a way that makes their properties attractive to renters.	Direct email	Monthly, starting Phase 2	As subjects, the marketing team will communicate to them: ● Changes coming to the Daft.ie ● How to dispute a review ● What to expect ● FAQs
Project Developers (not Daft)	**Positive**: Feel that the Daft partnership provides the support to create high-quality software.	To create a product that fills a gap in the housing market.	Slack, email, Asana, Zoom or in-person meetings	Daily, starting Phase 1	They will be in the daily Huddle on Slack where team members will share: ● Project construction status updates ● Obstacles and delays ● Changes to the original software plan ● Upcoming tasks and focuses ● Any questions they have for other members

					Post real-time updates on Asana, and hold meetings for specific items.
Project Managers	**Positive**: Passionate and looking forward to building out the Daft functionality.	To create a product that fills a gap in the housing market.	Slack, email, Asana, Zoom or in-person meetings	Daily, starting Phase 1	They will be in the daily Huddle on Slack where they will: • Facilitate the conversation • Ensure deadlines are being met • Problem-solve delays and obstacles Ensure Asana is being updated regularly, meetings are being held to dive deeper into aspects of the software and launch, and shareholders are being given enough (but not too much) information at quarterly meetings.
Legal Advisors	**Positive**: Appreciate the chance to work on a project with promise.	To create a legally sound product and provide support.	Email, Zoom or in-person meetings	Weekly, starting Phase 1	They will be advised on all ongoing projects to identify any problem areas. They will approve content and data handling practices.
Daft.ie Developers (Product Construction Partner)	**Positive**: Look forward to building out their skills and the software's functionality. **Negative**: Fear too much external input working with an outside project management team on an existing site.	To build the software into the existing Daft.ie platform smoothly.	Slack, email, Asana, Zoom or in-person meetings	Daily or twice weekly, starting Phase 1	They will be in the daily Huddle on Slack where team members will share: • Project construction status updates • Obstacles and delays • Changes to the original software plan • Upcoming tasks and focuses • Any questions they have for other members Post real-time updates on Asana, and hold meetings for specific items.

Daft.ie Marketing Team (Product Marketing Partner)	**Positive**: Appreciate the chance to bring new users to the website/app.	To advertise the new software in alignment with branding and user base. To use the new functionality to broaden the user base.	Slack, email, Asana, Zoom or in-person meetings	Weekly, starting Phase 2	As part of the implementation team, they will be in the daily Huddle on Slack where team members will share: ● How the functionality will be explained to users ● How they plan to get landlord buy-in and user reviews Post real-time updates on Asana, and hold meetings for specific items.
Daft.ie Shareholders (Consultants)	**Positive**: Appreciate the external funds being used to expand the functionality. **Negative**: Skeptical of the project management team and the potential power they must concede to them.	To maximise the software's return on investment.	Email, Zoom or in-person meetings	Quarterly (updates at Board meetings)	As investors in the Daft platform, they will be kept in the loop on how product development is progressing, the communication plan to users and landlords, and budgetary updates. Given their concerns about landlord displeasure, they will be tasked with using their connections and skills to develop a plan and extend their influence to achieve higher rates of landlord buy-in.
Project Sponsor (Funder)	**Positive**: Appreciate implementing their idea	To build a powerful and profitable software.	Email, Zoom or in-person meetings	Weekly	They will be provided with weekly updates about the status of the project and budget from the Project Manager.

Table 7. Communication and Relevant Stakeholder Plan

9. Budget and Cost Management Plan

The Budget and Cost Management Plan ensures that all financial resources associated with the RateMyLandlord project are allocated, tracked, and optimised to maintain alignment with business goals, timelines, and quality expectations. Budget control mechanisms will be embedded into every phase to prevent overspending and to provide clear visibility to stakeholders.

9.1 Cost Estimation Approach

Cost estimation has been conducted using a bottom-up approach, aggregating detailed projections for each task based on historical data, vendor quotations, and market rates in the Irish and EU technology sectors. The project's estimated total budget is **€1.8 million**, covering the full development lifecycle, testing, marketing, and a six-months post-deployment support window.
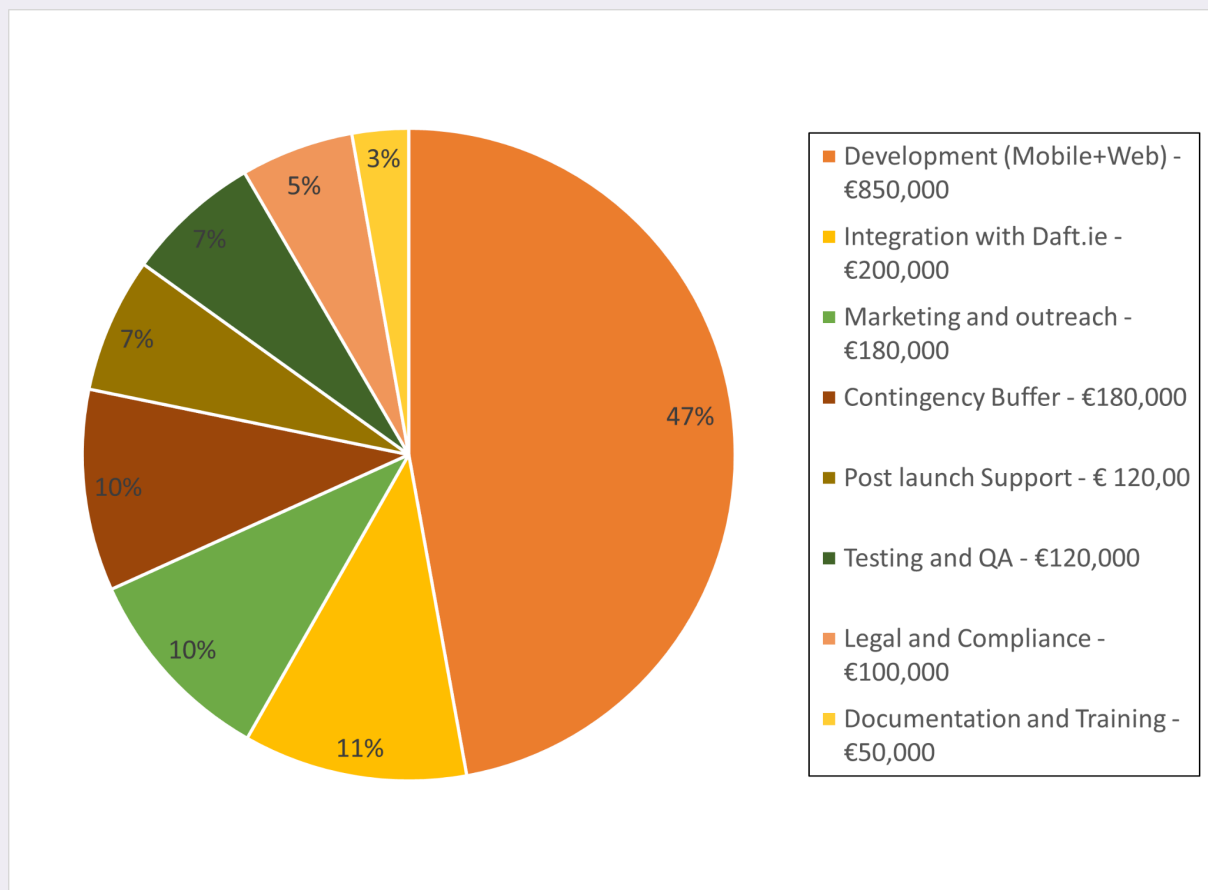

Figure 10. Budget Allocation Breakdown

9.2 Financial Oversight and Controls

Financial governance will be overseen by the **Cost Control Board (CCB)** comprising the Project Manager, Finance Representative, and Project Sponsor. The following mechanisms are in place:

- Weekly budget dashboard creation
- Variance monitoring through alerts triggered at 85% of category spend.
- Cost reallocation controls through CCB approval.
- Bi-weekly financial reporting to executive sponsors.

9.3 Funding and Payment Milestones

The funding schedule is tied to the completion of key milestones to ensure payment is performance-based:

- **Initial Tranche (40%)**: Post-Planning Phase approval
- **Second Tranche (40%)**: Post-Beta testing completion
- **Final Tranche (20%)**: On successful UAT and production deployment

9.4 Operational Costs Post-Launch

Anticipated ongoing costs include:

- Cloud Infrastructure (AWS/GCP): €4,000/month
- Customer Support (Level 1–3): €6,000/month
- Legal Retainers and Audit Fees: €2,000/month
- Maintenance and Bug Fixes: €3,500/month

These recurring costs will be monitored monthly and adjusted annually based on platform performance and feedback.

9.5 Return on Investment (ROI)

Expected revenue streams include premium features and advertising. A conservative forecast estimates a **180% ROI over five years**, supporting long-term sustainability.

10. Resource Management Plan

10.1 Resource Types

This plan provides a view of the human, technical and material resources utilised in all stages of the project — from development to post-launch support.

Resource Type	Resources	Objective
Human	Project managers, developers, testers, legal advisors, marketers, and support	Execute development, testing, managerial, legal and strategic tasks
Technical	AWS/GCP services, GitHub, Jira, compliance software, Asana, Slack, Zoom	Ensure secure, scalable, data privacy, and GDPR-compliant development
Material	Laptops, testing devices, mobile phones	Support communication, productivity, and testing

Table 8. Types of Resources

10.2 Monitoring Mechanism and Schedule

Method	Frequency	Tool
Task Progress update	Weekly	Asana
Usage and allocation review	Monthly	Project Manager
Risk-based reassignment	Requirement based	PM/stakeholder review

Table 9. Task Monitoring and Schedule

Pre-vetted backup resources such as freelancers are available on standby for critical reassignment in case of unexpected delays. Check-ins performed regularly are essential for effective use of the resources to maintain alignment with the decided schedule and scope.

11. Change Management Plan

This plan ensures all changes to the project's scope, schedule, budget or quality are managed through a formal process. It strives to minimise disruption and meet stakeholders' needs.

11.1 Objectives

- Maintain alignment with evolving stakeholder expectations
- Limit uncontrolled changes that affect scope, schedule, or cost
- Ensure traceable and auditable decision-making
- Promote transparency and responsiveness

11.2 Change Management Process

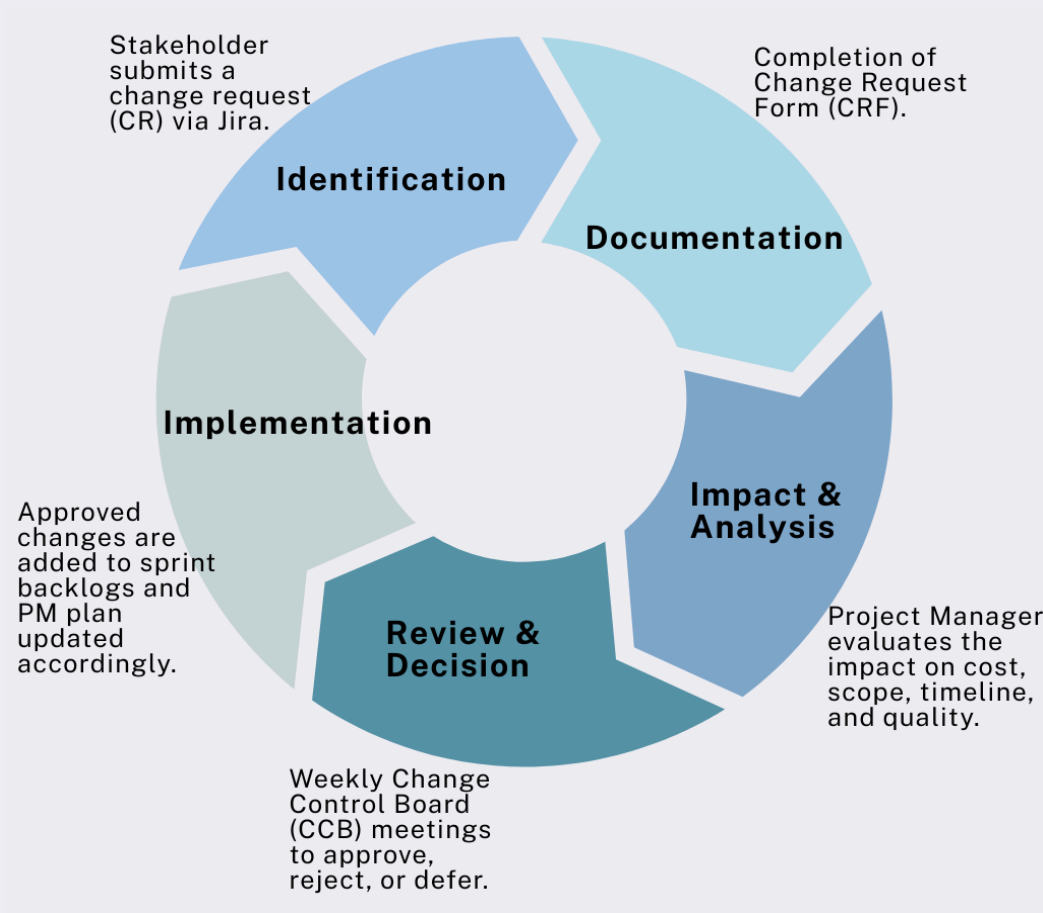Changes will follow a formal, five-stage life cycle:

Stakeholder submits a change request (CR) via Jira.

Completion of Change Request Form (CRF).

Identification

Documentation

Implementation

Impact & Analysis

Approved changes are added to sprint backlogs and PM plan updated accordingly.

Review & Decision

Project Manager evaluates the impact on cost, scope, timeline, and quality.

Weekly Change Control Board (CCB) meetings to approve, reject, or defer.

Figure 11. Change Management Process

You can find Roles and Responsibilities in the RACI Matrix under **Project Organisation and Governance**.

11.3 Change Evaluation Criteria

Each **Change Request (CR)** will be evaluated based on:

- **Scope Impact**: Does it add new features or alter user requirements?
- **Schedule Impact**: Will it delay any critical path activities?
- **Cost Impact**: Does it exceed the allocated budget or require reallocation?
- **Quality Risk**: Could it affect performance, usability, or legal compliance?
- **Legal Risk**: Are GDPR or defamation concerns implicated?

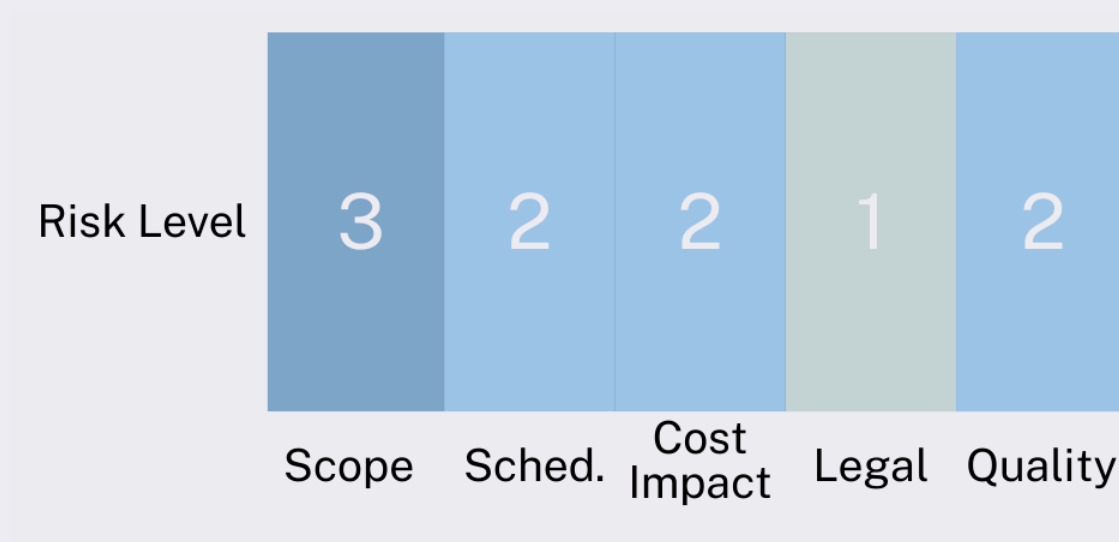Changes exceeding a **5% deviation** from the original cost or timeline will be escalated to the project sponsor.

Figure 12. Change Impact Heatmap

The above **Change Impact Heatmap** used a **numerical risk level scale (1–3)** with corresponding **colour intensity** to visually convey how much each area of the project might be affected by a change request.

11.4 Key Performance Metrics and Monitoring

KPI	Insight
% Approved vs. Submitted (60%)	Reflects selective approval of only essential changes.
Avg. Change Processing Time (3.2 days)	Demonstrates responsiveness and agility.
% Delays from Scope Changes (10%)	Indicates low disruption due to scope changes.
Documentation Completeness (95%)	Ensures traceability and compliance for all approver changes.

Table 10. KPI Monitoring

This plan ensures that all change activities are governed through a structured, transparent, and risk-aware process. It supports project agility while preserving scope, budget, and quality—ensuring the RateMyLandlord platform is delivered successfully and in line with strategic goals.

12. Risk Management Plan

This plan identifies and works on mitigating the risks that threaten the successful launch and public acceptance of the platform while considering the critical factors associated with such a platform such as maintaining anonymity of the users, considering compliance and legal repercussions and maintaining constant communication among all stakeholders. The plan identifies and tracks the source, impact, likelihood, and ownership of such risks. These risks have been identified through stakeholder analysis, planning meetings, and outlining the various critical factors involved in a platform that can specifically be used for posting public reviews of landlords.

12.1 Risk Register

The risk register tracks potential risks and provides tangible mitigation measures. If the risk becomes a larger threat, the team is prepared with solutions and empowered to solve the issues. Below is the risk register for the app.

Risk Description	Risk Impact	Risk Likelihood	Risk Mitigation	Risk Priority	Risk Ownership	Risk Status
Landlords suing for Defamation over user reviews	**High**	**High**	- Legal Disclaimers - Airtight T&Cs.	**High**	Legal Advisory	Closed
GDPR breach involving user personal data	**High**	**Medium**	- Anonymize reviews - Regular compliance checks and audits.	**High**	Legal Advisory	Open
Partnership dissolution with Daft.ie	**High**	**Medium**	Modular architecture to promote standalone use.	**High**	Project Manager	In Progress
Unexpectedly low user traffic during launch	**Medium**	**Medium**	Apply feedback received during beta testing.	**Medium**	Marketing team	Closed

Impact on public image due to negative portrayal by media and landlords	**High**	**High**	• Include defamation clause in T&Cs.	**Medium**	Marketing team	Open
Technical integration delays with daft.ie	**Medium**	**Low**	• Regular meetings among teams to ensure timely execution.	**Low**	Technical team	In Progress
Spam reviews affecting user trust on app's credibility	**Medium**	**Medium**	• Flag or report feature. • Captcha integration.	**Medium**	Legal Advisory & Marketing team	Closed
Unexpected systematic delays	**Low**	**Low**	• Integration of ASANA, Google Calendar, etc. • Regular stand-ups.	**Low**	Project Manager	Open
Unplanned change requests by stakeholders	**Medium**	**High**	• Stringent change management process	**Medium**	Project Manager & Technical team	In Progress
Inefficient communications between teams may lead to inconsistencies	**Low**	**Medium**	• Weekly catch ups. • Regular team meetings.	**Medium**	Project Manager	Closed

Table 11. Risk Register Table

12.2 Risk Monitoring

These risks will constantly be monitored and tracked through regular sprint meetings and quarterly stakeholder meetings. High-severity issues will be escalated to the appropriate teams and will be prioritised over other action items. The project management team will review the current status and ownership of these risks in the

shared risk register on Asana. Newly identified risks will be tracked and recorded in the risk register.

13. Closure Criteria and Deliverables

13.1 Importance and Risk

Each closure item mentioned below accounts for a critical area. An incomplete closure can lead to instability post-launch, uncertainty of ownership, or unsuccessful legal compliance. By implementing formal closure activities, the project has a low risk of issues in the long term and also ensures maintainability.

13.2 Sustainability and Future Readiness

The closure activities include setting up mechanisms for continuous feedback, specifying support obligations (via SLAs), and documenting lessons learned—all ensure that the system is supported, developed, and trusted in the long term.

The closure of RateMyLandlord will be formally recognised when all these below deliverables are completed, accepted and transitioned further to the Daft.ie client and support teams.

	Closure Item	Description	Evidence of Completion	Estimated Due Date	Responsible Party
1	Completion & Acceptance of Deliverables	Web/mobile app, landlord/tenant review system, admin dashboard, and integration have been fully implemented and tested.	UAT Sign-Off, Feature Checklist	Two weeks after UAT Completion	Project Manager, Development Managers (Daft.ie & RateMyLandlord)
2	Documentation Finalisation	The review of technical documentation, user manuals, and support guides has been completed, and they have been archived in a central repository.	Document Repository, Approval Logs	One week after UAT Completion	Technical Writer, Project Manager
3	Contract & Legal Closure	All vendor/partner contracts, NDAs, SLAs, and licences	Signed Contracts, Legal	End of Deployment Phase	Project Manager

		are closed and GDPR compliance verified.	Review Confirmation		
4	Stakeholder Sign-Off	Formal sign-off from client/sponsor confirming all deliverables meet expectations (in addition to UAT).	Signed Acceptance Form	One week after UAT Completion	Client, Daft.ie Shareholders
5	Issue Resolution	All critical bugs are resolved, and documentation of minor issues was handed over to the maintenance team.	Issue Tracker Log, Handover Sheet	During Testing Phase / Immediately after UAT	Development Teams (Daft.ie & RateMyLandlord)
6	Financial Closure	All project-related invoices are settled and accounts reconciled.	Financial Summary Report, Invoice Records	One week after project handover	Project Manager, Daft.ie Shareholders
7	Post-Implementation Review	An information session is held for the development team and feedback is documented for future improvements.	Lessons Learned Report, Meeting Minutes	One week after project closure	Project Manager, Client
8	Knowledge Transfer & Training	Proper training is provided to the maintenance team along with documentation and meetings recorded.	Attendance Sheet, Training Materials, Handover Notes	One week before project closure	Project Manager
9	Final Project Report	Creation of a report that covers schedule, budget, scope performance, key metrics, and challenges.	Approved Final Report	One week before closure	Project Manager

10	Resource Release	Project resources, including personnel and equipment, are released or reassigned.	Resource Reassignment Log, Closure Checklist	Immediately after project closure	Project Manager, Development Managers
11	Transition to Support	For future ongoing operations, all the materials, credentials and handover packages are delivered to both the maintenance and support team.	Access Log, Handover Document	One week before closure	Support Team, Project Manager
12	Feedback Mechanism	Tools for users to give feedback on usability, functionality, and integration are in place.	Feedback Form/Portal Link, Initial Review Data	Immediately after launch	Project Manager, Customer Support

Table 12. Handover Closure Table

14. Testing and Verification Plan

An iterative process will be implemented to verify the reliability and user satisfaction of the software. The table below indicates the different types of testing carried out at every stage.

14.1 Types of Testing

Test Type	Purpose
Unit Testing	Ensure review mechanism functions properly.
Integration Testing	Ensure software functions on Daft.ie platform.
End-to-End Testing	Ensure software works from the beginning of the user experience to the end.
Security Testing	Ensure software is GDPR compliant.
User Acceptance Testing	Ensure stakeholders' buy-in ahead of launch.

Table 13. Testing Types

14.2 Test Phases & Milestones

Phase	Timeline	Outcome
Alpha Test	July 2025	Bug fixes
Beta Test (UAT)	September 2025	Stakeholder buy-in
Pre-Launch Test	November 2025	Full software sign-off

Table 14. Test Phases

14.3 Acceptance Criteria

The software will be deemed ready for the market when it has met the aforementioned **Closure Criteria** and the following standards:
- No security violations
- No bugs
- Adequate response time (~ five seconds)

14.4 Verification and Sign-Off

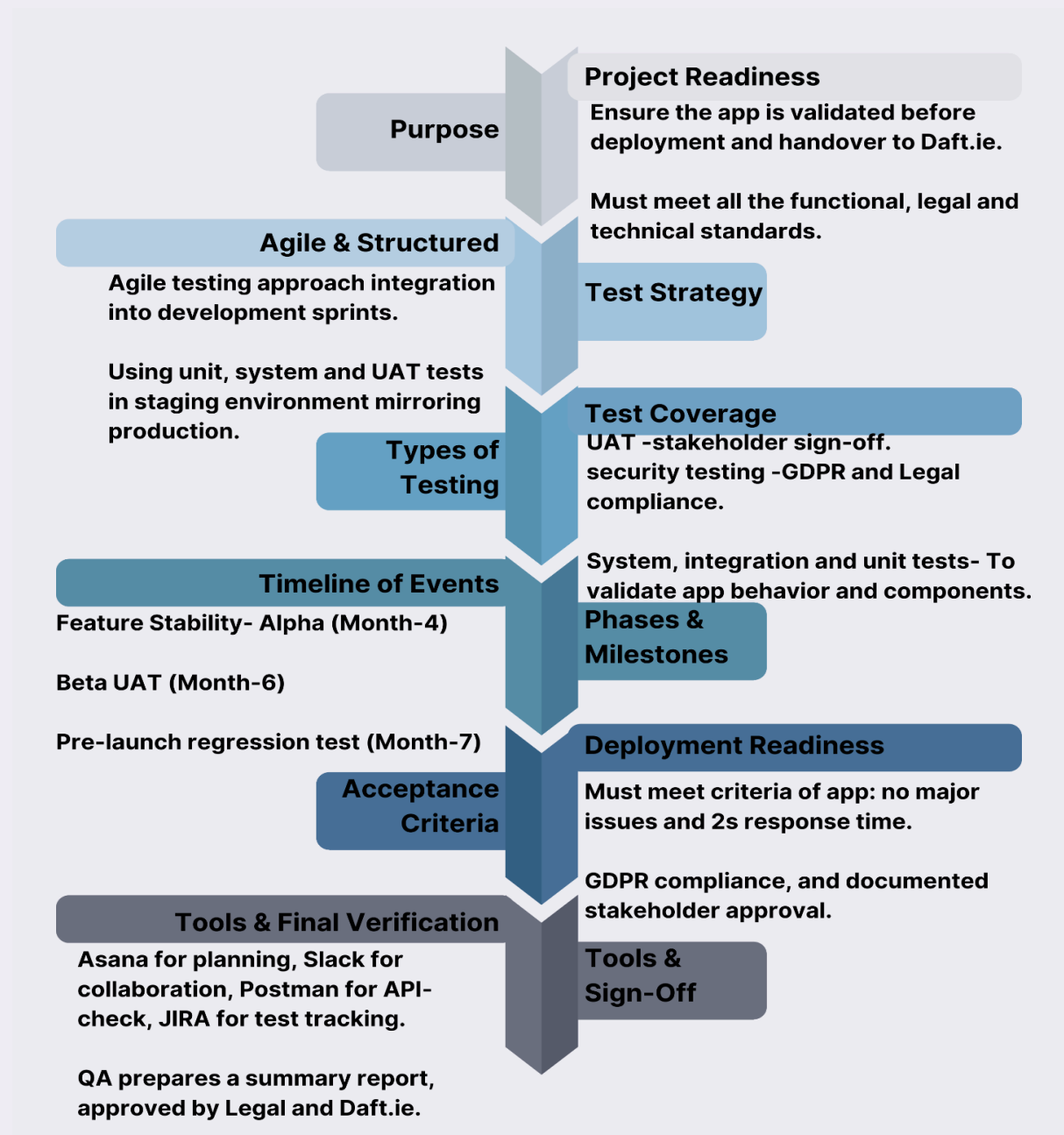Once all the test cases have been verified, a final test report will be produced and will be handed over to Daft.ie.

Purpose

Project Readiness
Ensure the app is validated before deployment and handover to Daft.ie.

Must meet all the functional, legal and technical standards.

Agile & Structured
Agile testing approach integration into development sprints.

Using unit, system and UAT tests in staging environment mirroring production.

Test Strategy

Test Coverage
UAT -stakeholder sign-off.
security testing -GDPR and Legal compliance.

System, integration and unit tests- To validate app behavior and components.

Types of Testing

Timeline of Events
Feature Stability- Alpha (Month-4)

Beta UAT (Month-6)

Pre-launch regression test (Month-7)

Phases & Milestones

Deployment Readiness
Must meet criteria of app: no major issues and 2s response time.

GDPR compliance, and documented stakeholder approval.

Acceptance Criteria

Tools & Final Verification
Asana for planning, Slack for collaboration, Postman for API-check, JIRA for test tracking.

QA prepares a summary report, approved by Legal and Daft.ie.

Tools & Sign-Off

Figure 13. Testing and verification overview

15. Maintenance and Support Plan: Handover to Daft.ie

As RateMyLandlord is completed and integrated, Daft.ie will be looking after the maintenance and support. This transition process involves transferring all important technical documentation, user manuals and system details to Daft.ie, and only involvement of RateMyLandlord's support team when the issue is critical in these stages.

15.1 Knowledge Transfer (KT)

KT session is planned so that Daft.ie's support team will be familiar with the feature's architecture, configurations and troubleshooting.

15.2 Documentation

The documentation provided will include - User guides, Technical documents (system architecture, APIs, integration points), Troubleshooting and Issue resolution guide.

Post-handover, bug fixes, security updates, feature enhancements and server performance monitoring will be handled by Daft.ie . Six months support provided by the RateMyLandlord's support team for critical issues directly related to integration.

15.3 Service Level Agreements (SLAs) During the Transition Period:

- Addressing critical issues within 24 Hours.
- High-priority issues are to be resolved within 48 Hours.

15.4 Closure Checklist

Item	Description	Evidence
Handover Docs	All project/technical documentation	Signed docs, Shared repository
KT Session	Delivered to Daft.ie team	Attendance list, Recording
Access Credentials	Full system & admin access	Credential list in handover document
Issue Tracker	List of unresolved critical issues	Issue handover sheet

Support Agreement	6-months critical issue support	Support clause in handover document

Table 15. Closure Checklist

Post initial handover, Daft.ie can opt for extra support related to ongoing bug fixes, feature enhancements or technical support which can be extended through the support agreement. Daft.ie will take all the responsibility for long-term maintenance with limited support from RateMyLandlord's support team.

Personal Reflection - Vaishnavi Kandikonda - 24216940

Working on the rate my landlord project management plan (PMP) was a rewarding and insightful experience. It allowed me to apply project management principles in a real world context and improve both my technical and collaborative skills. I was primarily responsible for 2 key areas of the plan: the scope management plan and the schedule management plan, both of which were essential to defining our project deliverables and deadlines.

In this scope management plan, I developed a detailed work breakdown structure (WBS) to break the project into smaller, manageable tasks. I clearly defined what was included in the project and what was not, which helped to avoid misunderstandings and kept the team focused. I also added scope control mechanisms such as scope verification steps, change monitoring, and measures to prevent scope creep. these ensure that the team stayed aligned with project goals and didn't waste effort on unnecessary tasks.

For the schedule management plan, I designed the Gantt chart to visually present the task timelines dependencies and key milestones this helps the entire team understand how tasks were connected and what needed to be prioritised. I applied the critical path method (CPM) to identify the most important tasks that could affect the project completion. I also added contingency buffers and realistic time lines after coordinating with the team to ensure the schedule match tomorrow and resource availability.

A contribution I'm particularly proud of was suggesting the addition of a RACI matrix and the Deliverables table. Although these were not required, I felt they would bring clarity and improve accountability. the RACI matrix clearly outlined who is responsible for what, and the deliverables table linked project goals to tangible outcomes. I took the initiative to help create and integrate them into the PMP.

In addition to completing my own sections, I actively support at the team by proofreading other parts of the plan, offering constructive feedback, and ensuring consistency in formatting and tone. I also participated in Group discussions and the system in resolving issues as they came up.

This project talk me the value of proper planning, clear communication, and teamwork. I also gained hands on experience with tools like Gantt charts and CPM and I feel more confident in managing tasks in future software or system based projects.

Assessment of the Group and Each Group Member's Performance- Vaishnavi Kandikonda.

Working on the rate my landlord project management plan (PMP) was a strong demonstration of both effective teamwork and individual responsibility. As a group, we maintain a clear shared goal to create a high quality, professional, and well-structured PMP. Each member took ownership of their sections while also contributing to the overall consistency and visual appeal of the document.

From the outset, we divided roles based on our interests and strengths. I was in charge of the scope management plan and schedule management plan and I also suggested including visual governance tools like the RACI matrix and the deliverables table, which was successfully incorporated into relevant sections. Every team member put in considerable effort towards their respective parts, and most went beyond that by participating in peer reviews and offering design feedback.

Individual Member Evaluation:

Bhuvana Kodathi Srininvas

Bhuvana handle the Introduction, Rationale, and Project Charter, and also let the document formatting and visual design. She provided essential context by time our project to Dublin's housing challenges and insured the rationale was relevant and supported by appropriate data. Her skills in layout and formatting brought a polished, cohesive looked at the PMP, and she played a key role in maintaining a uniform style across all sections.

Suggested Grade: 80-85%

Rahul Ranagabashyam Rashem

Rahul who is responsible for the Objectives, Goals and Deliverable sections a critical part part of the alining project expectations. He created the details deliverables table (which I can tribute to structurally), and his section offered strong direction to guide the rest of the plan. He is also productive during editing phases and helped with formatting tasks his attention to detail and commitment to quality were evident throughout.

Suggested Grade: 78-83%

Aishwarya Gaikwad

Aishwarya led let the quality and management and resource management plans for work demonstrated solid knowledge of data protection especially GDPR quality assurance processes and software testing methods she was consistent in attending team meetings and remained open to refining her sections to better align with the overall tone and flow of the document our parts tied in smoothly with the risk contesting plans.

Samuel Sirivella

Samuel contributed to both the Risk Management Plan and Testing and Verification Plan. His insights into legal, operational, and technical risks (e.g., GDPR compliance and platform liability) added important depth to our PMP. He also collaborated with the testing lead to ensure that stakeholder validation and system verification milestones were realistic.
Suggested Grade: 78–83%

Anne Lazarski

Anne led the Stakeholder & Communication Plan and the Maintenance and Support Plan. Her work was highly detailed, creative, and well-structured, especially in mapping different communication strategies to specific stakeholders. She helped drive the alignment of messaging across the project, and also contributed meaningfully during group reviews.
Suggested Grade: 82–87%

Overall Group Performance

Our group dynamic was positive, balanced, and collaborative. We made use of Slack, Zoom, and shared documents to communicate efficiently and keep each other accountable. Everyone took ownership of their tasks, yet remained available to advise and review other sections. We encountered minor challenges with aligning formatting and

terminology at first, but through regular review sessions and an open feedback culture, we resolved these and ensured consistency in the final submission.

What made this group effective was our shared willingness to critique and be critiqued professionally. Every member was receptive to suggestions, which made it easier to work toward a cohesive, high-standard PMP. In my view, the group worked exceptionally well, and our final submission reflects a true collaborative effort with clearly defined roles and integrated contributions.