School of Information and Communication Technology

Griffith University

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Greenslopes Reconciliation Action Group website – Phase 2

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**Revision History**

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# Organisational Structure

Organisational structure is a framework which represents the responsibilities, communication flow, policies of an organisation. In addition, the distribution of authority throughout a firm is defined.

**Types of organisational structure:**

A wide variety of organisational structure are available, and they are listed as follows:

* Functional structure
* Matrix structure
* Divisional structure
* Hierarchical structure (flat, tall)

**Flat hierarchy organisational structure**

Flat organisational structure has only few levels of management. In some cases, middle management levels will not present. It is widely used in the small organisations as they have small human resources. Though flat organisational structure intensifies the lines of communication among the organisational resources, it has certain drawbacks. Figure 1 demonstrates the cross-relationship among the juniors of the selected organisational structure. Flatter hierarchy enables in the strong collaboration among the team members or subordinates.

**Reasons for choosing a flat organizational structure:**

The main reason for choosing a flat organizational structure is to identify and understand the association between the project stakeholders. With a flat structure, there is a high sense of team, which enables project stakeholders to make effective and timely decisions (Hamilton, 2023). In this selective organizational structure, authority is distributed to employees who add value to solving the relevant problem. This automatically increases the responsibility of each member of the project team. This led to a collaborative style of leadership. One of the main reasons for choosing flat architecture are good coordination and fast communication (Shepherd, 2021). As it follows a horizontal structure, stakeholders can easily share and receive information about the project. Thus, asynchronous communication adds value to the remote worker as well.

A diagram of a diagram

Description automatically generated

Figure 1: Cross-relationships among subordinates

Source: (Lee, 2022)

**Pros of flat organisation structure:**

* ***Cut-downs operating cost:***

A flat organizational structure involves a small number of project stakeholders. It lacks middle management. It eliminates operational cost due to limited number of stakeholder involvement. This enables the company to invest in some other functional area to achieve higher productivity and revenue (Lee, 2022).

* ***Employee responsibility and accountability:***

With no middle level resources, each person in the project assumes their own responsibility in accomplishing the desired goals. Each member of the program is self-motivated and encouraged to complete their assigned tasks. As a result, the employee is satisfied with their work.

* ***Information sharing and team support:***

With limited number of project stakeholders, sharing of project details and other information becomes simple and easier. Compared to a pyramid-shaped organizational structure, a flat organization eliminates the possibility of risks arising from misunderstanding project requirements. It strengthens strong team coordination skills that enable the employee to get the necessary information about the project to be completed on time (Shepherd, 2021).

* ***Increase revenue and productivity:***

Because of high empowerment, autonomy and good team coordination, each person in the project team contributes more to achieve higher productivity. This automatically increases employee job satisfaction and motivation. As a result, the employee takes on more responsibility for accomplishing common goals.

***Few drawbacks:***

* It will be hard for the managers to connect and handle a greater number of employees.
* Managers may find difficulties in attaining the goals through the strategic alignment of resources (Shepherd, 2021).

**Developed organisational structure:**

The flat organisational structure is selected for organising the project team.

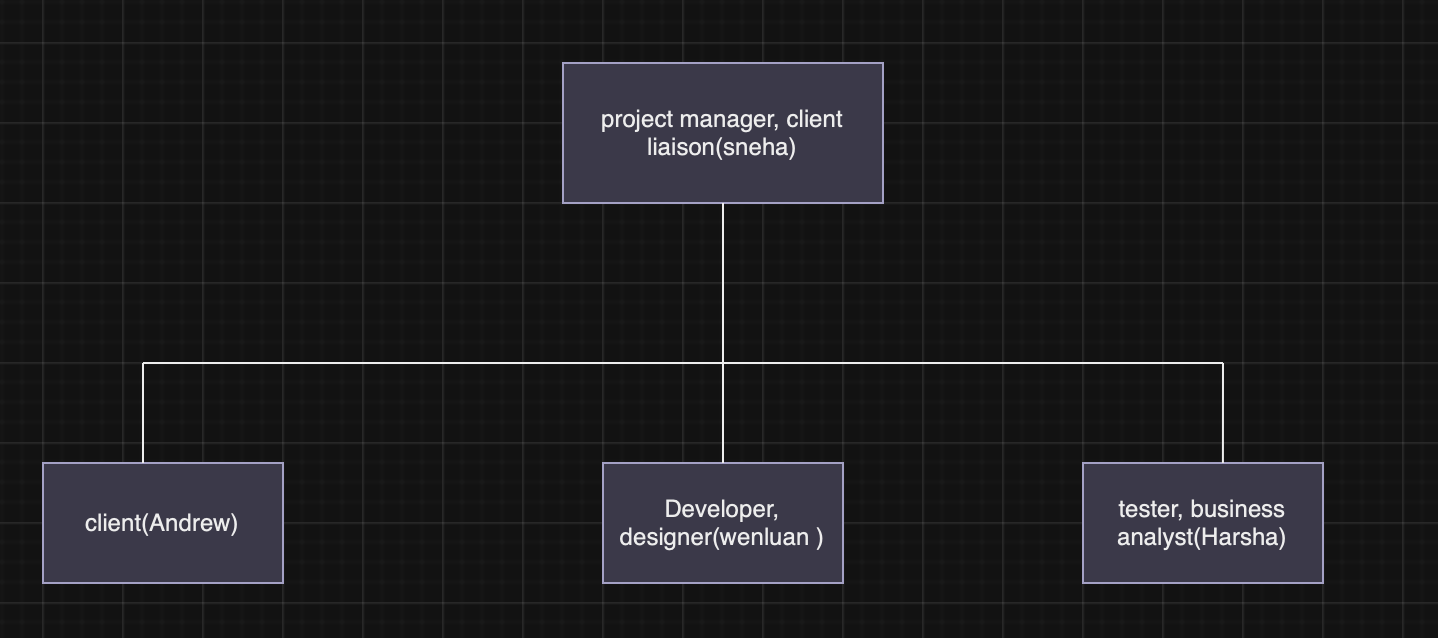


Figure 2: Team structure

Source: Self

**List of members in the organisational structure:**

* Sneha Chandana kothakapu (Project manager and client liaison)
* Andrew Lewis (Client)
* Wenluan Fei – UI/UX designer and web developer
* Harshavardhan Reddy Perolla – Business analyst, Tester

**Categorising the stakeholders:**

Table 1: Categorization of stakeholders

Source: Self

|  |  |
| --- | --- |
| Internal stakeholders | External stakeholder(s) |
| 1. SnehaChandanareddy(Project manager/client liaison) 2. Wenluan Fei (developer, designer) 3. HarshavardhanReddy(tester, business analyst | 1. Client (Andrew) |

Client comes under the external stakeholder category who will utilise the deployed website and mobile application. The three group members and the client acts as subordinates. From figure 2, it is noted that the project manager handles or manages the group members. Table 1 shows the classification of the identified stakeholders of the proposed project.

# Project Responsibilities (4 pages)

**Required roles for the project**

The required features (both backend and frontend) are to be developed and integrated with the existing Greenslopes Reconciliation Action Group website. Also, prototype of the mobile application will be tested. The following roles are expected from the project stakeholders to achieve the project aim.

* Web developer
* Designer
* Tester
* Project manager
* Client liaison
* Business analyst

**Matching skills**

All the members have unique technical skills such as the programming, designing and the testing skills. Some of the stakeholders has the hands-on experience in the technical areas such as .NET.

Table 2: Skills identification

Source: Self

|  |  |  |  |
| --- | --- | --- | --- |
| S.No | Member list | Technical skills | Soft skills |
|  | Sneha chandana | Testing | Leadership skill  Decision making  Communication skills |
|  | Wenluan Fei | ASP.NET(low, learning)  REACT(learning)  UI/UX designing(learning) | Problem solving skill  Critical thinking |
|  | Harshavardhan Reddy perolla | Testing | Time management  Collaboration  Communication skills |

In the given project context, there are a few project stakeholders. Based on the learnings from the brainstorming session among the stakeholders, the roles and responsibilities are defined for each stakeholder. Skill matching is performed to allocate the responsibilities to each of the project members (refer to the table 2).

**Assigning roles:**

Table 3: Assigning roles

Source: Self

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Roles  Members | Designing and  Development | Business analyst | Project management and client liason | Testing |
| Wenluan Fei |  |  |  |  |
| Perolla Harshavardhan |  |  |  |  |
| Sneha chandana |  |  |  |  |

The allotment of roles among the multiple team players is demonstrated in the table 3. The end user will utilise the website after the deployment stage.

**Roles and responsibilities**

Roles and responsibilities of the members involved in the proposed work are to be represented in the following table.

Table 4: Roles and responsibilities of Greenslopes Reconciliation project stakeholders

Source: Self

|  |  |  |  |
| --- | --- | --- | --- |
| **S.no** | **Name of team members** | **Roles** | **Responsibilities** |
| 1 | Wenluan Fei | Design and web developer | * Preparation of additional text and SEO-metadata for the webpage. * Organize and place contents, graphics and images in the webpage. * Navigation link to menus and buttons, and aesthetic website design. * Integrate content and CMS into a website. * Create web pages for the Greenslopes Reconciliation Group. * Test the developed web page functionality (including editing the contents, adding and deleting the items/contents). |
| 2 | <harshavardhan> | Tester and business analyst | * test both front-end & back-end design. * Integrate with database and servers. * Discuss the project i.e., from concept to implementation flow. * Communicate regularly with designer. * Make user interactive web application. * Ensure quality, functional & non-functional project requirements. * Develop and prepare test plan and test cases. * Identify bugs in the code. * Use of good software testing standards, and tools. * Ensure design requirements and specifications. * Check compatibility of the code and design. * Document the performance of the website and user experience. * Planning the strategies. * Making sure about reaching all   the requirements. |
| 3 | Andrew | Client | * Define the website requirements and validation criteria. * Involve in the project stages and provide appropriate feedback. * Check whether the modules are updated as per the feedback. * Verify the requirements are met. |
| 4 | sneha | Project manager and client liaison | * Coordinate and lead the project team. * Solve doubts and queries. * Ensure that project requirements and goals are satisfied. * Evaluate the performance of the developed website. * Check the working of fully developed web application (Greenslopes reconciliation group). * In contact with the client and making sure every information is passed. * Arranging Managing all the team meetings with the client. |

**Expected professional behaviour**

* ***Flexible and openness for change:***

Each of the group member is required to be flexible and adapt to the changes in the project requirements and responsibilities.

* ***Equal respect:***

It is mandatory to respect the opinions of each team member. In other words, viewpoints of every stakeholder must be valued.

* ***Honesty:***

Group members should be honest in making decisions throughout the project (Graham & Low, 2014).

* ***Team goal:***

Entire team must work towards the achievement of the project goal.

* ***Collaboration:***

Subordinates of the team structure should work in a collaborative manner to achieve project success.

Added to the above-mentioned professional behavioural aspects, ACS professional codes must be abided (Graham & Low, 2014).

# Communication

## Communication Channels

**List of team communication channels:**

Various communication channels are used to communicate with team members.

* Teams and zoom (Video-conferencing call and audio conferencing)
* Email mode

**Description:**

***Email mode:***

Email based communication is widely used in the project team to share important project requirements, documents, and any link related to the project. With the email communication method, many people can get project details at the same time. It is capable of transmitting information quickly and effortlessly. However, an email with a long attachment size may take time to reach the recipient. It allows the sender to share the project details to all the member in the department. Also, email communication is more suitable for personal communication. It is not suitable for large group collaboration and coordination (Krukova, 2022).

***Video conferencing call(Zoom and MS teams):***

Video conferencing mode is a form of virtual communication. It is especially suitable for people who are remote or physically absent. It establishes a visual experience and connection with each member of the team located in different geographical locations. With virtual meeting, it saves time and effort required to communicate in person. While there are potential benefits such as relationship building and productivity, it has its own challenges. However, due to poor internet connection, problems are more likely to occur during group meetings or discussions (Krukova, 2022).

Table 5: Team communication plan

Source: Self

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Meeting ID** | **Team members involved in the meeting** | **Communication method** | **Mode of communication (meetings)** | **Frequency** | **Who is responsible for organizing the meeting?** |
|  | Group members ( 3), client | Video conferencing | Online | Weekly | Client liaison |
|  | Group members (3) | Video conferencing | online | Thrice a week | Project manager |

**Explanation:**

Meeting ID: 1

Four kinds of meeting will happen among the project stakeholders throughout the proposed project. All the stakeholders will participate in a team meeting through video conferencing communication mode to ensure the required flow of communication. Remote communication will be established among the entire team players on a weekly basis. Client liaison and project manager (Sneha) will be accountable or organizing the video conferencing among the participants. Also, the project manager prepares an agenda. In most of the cases, the weekly progress of the whole team in the web application and mobile application will be demonstrated with the client.

Meeting ID: 2

The three members (Sneha, Wenluan Fei , Harsha) of the team who will engage in the managing, web development, designing and testing tasks will participate in the meeting on a daily basis. This is to share the progress level of the project tasks and to obtain technical support among them.

## Decision Making

Opinions of the team members will be considered in making the decisions about the website development and upgradation. In other words, concerns of the project stakeholders will be obtained in making collaborative decisions. The team members will be invited to share the ideas in the software development to fulfill the front end and backend development requirements. The project manager or the team member 1 who has leadership skills will make the final decision. Collaborative mechanism namely brainstorming will be used to make the group decisions (Akinsola & Munepapa, 2021).

## Conflict Management

Conflicts within the team will be resolved through open and constructive communication. Polite communication is key to overcoming differences that arise between team members. First, the opinions and concerns of various members will be listened. Challenges related to their opinions will be highlighted with respect to the scheduled timelines. It helps team members to understand the difficulties involved in taking steps to achieve the planned goal. If the team member fails to contribute to the success of the project, immediate action will be taken to discuss them individually. It helps to understand their difficulties or situations for their ineffectiveness in the project. Based on that, additional support and guidance will be provided to everyone. If they lack any skills and knowledge, user training will be provided to the members for their 100% contribution and high quality. The primary intention of the project is to design and develop a web application for Greenslopes Reconciliation Group. In addition, the company has designed and developed a mobile app to establish its business services for a wide range of customers. However, they did not test the mobile app. Therefore, within the scope of the proposed project, testing of the developed mobile application is also included. The table below specifies the target for each week.

Table 6: Weekly target

Source: Self

|  |  |
| --- | --- |
| **Weeks** | **Set target for each week** |
| Week#1 | Identify and analyse project requirements. Design a layout for each web page. Design functionality and prototype for web application for Greenslopes Reconciliation Team. |
| Week#2 | Create content appropriate for the web application, including multimedia images, text, etc. Prepare proper navigation links for all buttons and menus. Organizing the web design including placement of contents, images and graphics. |
| Week#3 | Build code for all functions of the web application. |
| Week#4 | Create front-end and back-end code. |
| Week#5 | Integrate back-end CMS content with developed website. |
| Week#6 | Understand the system functionalities. Develop the test cases and plan. |
| Week#7 | Check design requirements and system functionality of both website and mobile applications |
| Week#8 | Report the performance of website and mobile applications. |

Weekly report will be prepared to indicate the progress of the weekly target. Whenever conflict occurs in the team, a compromising approach will be employed. Viewpoints of self and other members in the team will be valued. The opinions will be evaluated based on reduction in losses, justice, increased gain, and others. A mutual agreement will be achieved, and it would make a positive effect on the team's performance (Tabassi, et al., 2019).

One-to-one communication will be made between the project manager and the team member(s) exhibiting the unprofessional behaviour. This is to provide necessary suggestions to improvise the actions of the team member.

## Task/Progress Management

Weekly meeting will be held among the stakeholders of the project to track the progress/achievements. The team members will be required to mention the current progression of the allotted tasks. Also, the project manager will monitor the advancements in the project through the weekly progress reports which details the completion of certain web modules. If any of the team players could not achieve the milestones on time, then the project tasks in the subsequent milestones will be prioritized and reallocated. This is to deliver the entire project within the stipulated time duration.

# SKILL NEEDS



## Identification of Skill Needs

List of the skills necessary to accomplish the project goals:

1. Web development
2. React programming language
3. Communication
4. Web application testing
5. ASP.NET
6. Leadership
7. Mobile application testing
8. Teamwork
9. UI/UX designing skills
10. CMS integration

The above-mentioned skills are necessary to introduce the features into the existing web application. Also, mobile application testing proficiency is needed for assessing the prototype symbolizing the addition of story content and logging in the mobile application.

## Satisfaction of Skill Needs

The project team comprised of the three members possesses the required skills. The skill number mentioned in the above section is utilised in the skill matrix. Rating (1 to 5) is used to assess whether the team players have sufficient expertise level (refer to the table 7). The client does not need to have technical skills. Because the prominent role of the client is to provide feedback about the project. Communication skill is sufficient for communicating the suggested changes. All other team players met most of the skill requirements. There is a lack of knowledge about the CMS integration skill among the team players. Knowledge sharing is recommended for fulfilling the skill requirements.

Table 7: Skill matrix

Source: Self

|  |  |  |  |
| --- | --- | --- | --- |
| Members  skills | Developer and designer  (Wenluan) | Project manager  And client liaison  (sneha) | Tester and business analyst  (Harsha) |
| Web development | 4 | 2 | 2 |
| React language | 3 | 1 | 1 |
| communication | 3 | 5 | 3 |
| Web application testing | 5 | 2 | 3 |
| ASP.NET | 3 | 1 | 2 |
| Leadership | 2 | 5 | 2 |
| Mobile application testing | 5 | 2 | 4 |
| teamwork | 5 | 5 | 5 |
| Designing skills | 3 | 2 | 2 |
| CMS integration | 4 | 1 | 1 |

# Success criteria

Usability, scalability, user experience and flexibility determine the success of a web application. The success criterion of any project is defined as the dependent characteristic that measures the project outcome (Okpok & Pournaghshband, 2020). Schedule, user satisfaction level, budget, performance, and meeting project requirements are some of the terms commonly used to measure success criteria (Lamprou & Vagiona, 2018). Listed below are the success criteria for the “Greenslope reconciliation group” web and mobile application.

* Deliver project milestones within planned timeframes.
* Completing the project within the estimated budget.
* Ensure customer (Greenslopes reconciliation group) requirements are met.
* Measure the performance of the tested mobile and web application.
* Meeting system functional and non-functional requirements including project objectives/scope.

The success criteria of the project team would be the achievement of the weekly target (refer to the table 6).

# standards for work products

The web application for the Greenslopes Reconciliation group will be developed using the standards “ISO/IEC 12207” and “ISO/IEC 15288”. The primary intention of the standard "ISO IEC 12207" is to identify and understand all system processes for developing software, including product, services, and system. On the other hand, the ISO/IEC 15288 standard provides a complete framework to build the software. In addition, it effectively describes the software development life cycle process (Bąk, 2023). In addition to the internal report, the team players will obey ISO/IEC/IEEE 15288:2015 standard. As mentioned in the above ISO standard, the system processes will be carried out during the development and implementation of the web application (iso, 2023).

# RISK Management

Table 8 shows the probability and impact level of the identified risk factors in the proposed project. Colour grading is used to symbolize the overall risk level. Green colour defines the low-level risk whereas the dark red colour represents the high-level risk.

Table 8: Risk matrix

Source: Self

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Impact**  **Probability** | **Unimportant** | **Minor** | **Important** | **Major** | **Serious** |
| **More likely** |  |  |  |  | **Schedule overrun** |
| **Likely** |  |  |  |  |  |
| **Moderate** |  | **Team conflict** | **Change in scope** |  |  |
| **Unlikely** | **Pandemic risk** |  |  |  |  |
| **Infrequent** |  |  |  |  |  |

Table 9: Risk assessment

Source: Self

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk ID** | **Risk factor** | **Risk impact**  **(Unimportant to Serious)** | **Consequences** | **Risk control strategy** |
|  | Schedule overrun |  | Due to time lag, the web application will not be delivered to clients (Greenslopes Reconciliation group) at the estimated time. | It is important to identify and understand the needs and scope of the project. Get additional resource support or extend timeframe (Aven, 2016). Monitor the completion of the project milestones based on the given requirement and planned period. If any unforeseen risk occurs during the development, it is important to address the issues with the client. |
|  | Team conflict |  | This results in misunderstanding and poor commitment to the project outcome. This negatively affects the success of the project. | A group discussion should be conducted regularly, which helps the team members to identify and understand the importance of the project. It also helps in highlighting their difficulties and challenges. They also get idea in resolving it through information sharing. |
|  | Change in scope |  | Scope creep in the web development and mobile application testing will lead to poor quality of the project. | The project scope might change according to the client’s requirements. It must be accepted by the collaborative team (Aven, 2016). The consistent change in scope must be incorporated and implemented in the project stages. |
|  | Pandemic risk |  | It affects the possibilities for live communication among the project team players. | Risk acceptance action plan must be followed to reduce the communication impact. Online communication mode such as video conferencing could be preferred (Karis, et al., 2016). |

# Change control management

To monitor and control the modifications in the project, following steps must be followed.

* Initiating a change request enables team members to fill out a change request form by specifying project details including project name, date, impact of change, description, etc (Malić, et al., 2016).
* The change request will be approved and evaluated by collecting the project details. The assessment will determine the impact of the request, the resources needed for the change, etc.
* The project manager should decide whether the changes to the web design, development or the evaluation of mobile application testing is acceptable or not.
* If the project manager approves the request to make modifications, then it could be implemented.
* After the implementation and documentation of the change request, it must be closed (Andrade, et al., 2016).

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# Agreements

All persons identified in this document sign the form below to indicate that they have read the Team Organization and Agreement and agree to the contents therein.

**client**





Harsha vardhan reddy



Wenluan Fei



Sneha chandana reddy

