

Final Project

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Project Management -21

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Peregrine Engineering wants to spread its horizons into the Vietnamese market and the leadership thinks with a graphical analytical tool that shows the value of their capabilities when applied to different markets can give them a significant edge in the domestic markets from other competitors. In the previous week I have been asked to provide a simple proposal and Business case but this week it's little challenging when I am asked to provide a Microsoft Word project plan and a Microsoft Project schedule. The initial budget was \$2.7M but the revised project schedule after the budget cut of 20% which is \$540,000 out of \$2.7M which is \$2.16M. The project would start on November 14 2022 and the end date of the project is going to be July 29th · 2024. The general human resources available for the project are, Analysts, managers, and contractors. The hardware resources that are necessary for this project are servers, phones, laptops, and equipment to build the data center. The software resources that are needed to lease for the design and development of the product and also the travel that needs to be done by the analysts for the analytical work that they need to do by traveling around and collecting the data. To give an idea for the finance team I am giving the monthly budget spread that we got from Microsoft project schedule

Month	Budget
2022	
November	38,160
December	66,912
2023	
January	46,900
February	38,720
March	98,155
April	238,700
May	151,575

June	131,049
July	36,826
August	49,972
September	76,026
October	93,000
November	119,666
December	58,560
2024	
January	111,272
February	128,126
March	134,701
April	90,824
May	109,822
June	107,453
July	90,176

Table 1.1 - The revised budget table on per month basis: the values are in dollars

Scope of the project :

According to Schwalbe (2019), anything and everything that involves in the creation of a product for a project including all the processes that are used in creating them has referred to as a scope. Here we have maintained the scope discussed by determining how the requirements will be managed, by repeated testing and meetings with the stakeholders we have maintained continuous development when additional information kept on adding and asked for change requests. We have created a well-organized work breakdown structure where all the analysts, managers, and contractors were used to their optimal levels. And the managers here

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continuously weighed all the costs and benefits of the scope changes by controlling the scope and meeting the project time and cost goals.

A communication plan :

A project's success can be based on many things but one among them is good communication, it mostly discusses the role of soft skills in project management.

Stake holders	Document Name	Document format	Contact person	due
Project Manager	Daily status report of analysis and development.	Teams Meeting	Warren Tonnies	8 AM Everyday
Customer management	Monthly status report on management	Meeting and Hard copy	Tim Shrewberry, Atlan Simpson	First of every month
Customer Technical Staff	Monthly status report on technical aspects and blockers	E-mail	LiCheng, Perry Pangali	First of every month
Internal management	Monthly status report on whole project and risks involved	Meeting and Hard copy	Bob Zatack	First of every month
Internal business and technical staff	Monthly reports from the analysts regarding business plan and technical specifications as per markets	Intranet	Nicklaus Robinson	First of every month
Training sub-contractor	The reports on the training modules completed and staff placed, along with training plan	Hard copy	Angilina Heisenberg	Every month first from March to May of 2024
Software subcontractor	Software implementation plan and reports regarding the licences taken.	E-mail	Natalie somanov	August 02, 2023

A risk plan:

There had been many problems that are solved in this business world a problem until there is no solution to it is a risk to the business. We need to be ready with the knowledge of managing project risks with a plan.

Rank	Risk	Description	Category	Root Cause	Triggers	Potential Responses	Risk Owner	Probability	Impact
1	Stakeholder	Being the first project for the organisation we don't know much about the stake holders.	Leadership issues	Communication problem	Not frequently communicating what's happening regarding the project	Make sure there are frequent meetings set up to not to make feel the stake holders are updated frequently	Stakeholder	Medium	High
2	Project management	If there is in experienced project manager	Leadership issues	Developing a project plan	Not preparing a solid project plan and not efficiently updating it.	Hiring a good project manager and firing the old ones	Project manager	High	High
3	Scope creep	Frequent changes in the project scopes	Budget issues	Uncertainty in what the stakeholder wants	Inconsistent mindsets in the leadership	By frequently reviewing the scope and breaking the project into manageable segments	stakeholder	High	High
4	Poor risk management	Lack of risk management experience	Leadership issues	In experienced risk mitigation manager	Not enough knowledge on how to prepare a risk plan	Identifying potential risks and calculating the likelihoods	Project manager	Low	High
5	Budget	As the scopes change the budgets should change accordingly	Budget issues	In experienced project manager planning project management plan	The varied budget at every step of the process should be updated and used accordingly, if we have over or underbudget the project fails	Adjusting the project plans according to the budget	Project manager	Medium	Medium
6	Deadlines	Aggressive deadlines	Budget issues	Less budget and more scope	More work in less time	Providing a project plan with realistic goals	Project manager	Low	Medium
7	Code	We can't use the code that we have used for the prior company here	software issues	The change in developer	The previous ones code not being understood by the present employee	Testing code frequently	Developer or contractor	Medium	High
8	productivity	Working extra time and burning oneself out leads to low productivity	Productivity issues	Aggressive deadlines	More work less time	Create a well-paced project plan and communicate clearly about the project requirements	Project manager	Low	Medium
9	Team members leaving	Key team members leaving can be a risk to project	Personal issues	Stressed atmosphere or personal problems	Good salary in other office, stressed atmosphere or personal problems	Asking employees to prepare transition plans and create a program for new team members	stakeholders	Low	High
10	Users response	How the end users like it and use it	Personal usage	Experience or impact from society	In adequate surveys	Focus groups to gather information about users	Project manager	Medium	Medium
11	QA process	Delayed QA process	Departmental issues	Internal time management and communication	The work internally has less QA testers than needed	Hiring more QA personnel	Developer or contractor	Low	Low
12	Failed integration	Delayed integration	Software compatibility issues	Using third party software.	Not understanding the 3 rd party software and building yours	Testing and training to be given on the products used.	Developer or contractor	Medium	Medium

Table 0.1- The Risk register

The main risks or programs that I will be tracking are :

Rank	Risk to track
1	Stake holder issues
2	Scope creep
3	Team members leaving
4	Budget issues
5	Project management issues
6	productivity
7	Time issues or deadlines
8	Failed integration
9	Users response
10	Poor risk management

Table 0.2 The Tracking risks table

The above-mentioned issues are in very much need of tracking throughout the project. There will be a medium to high impact when the above-mentioned processes are affected. I would like to divide them into two categories like scheduled risks and cost risks where some can be included in both. When the schedules are calculated and presented calculating the risks then there will be a lower chance of cost risks. Here we have given enough time and separated enough money to not make any risk affect our project. So first considering the stakeholder's issues and scope creep, as it is a new project that we are taking in I am planning to communicate with the stakeholders as frequently as possible and give them enough time to discuss the scope of the project and also regarding the progress of the project, we have a scheduled margin of 3 days if this risk takes place. Other risks are team members leaving, productivity issues, and deadlines, developers might leave because of the high pay and less stress in another company, we can manage this issue as we have planned for the cost margin using the management reserve

fund and as we have planned the schedule leisurely so that no stress will be incurred. The other risks such as budget issues, project management issues, and risk management issues can be solved by hiring a good project manager who is efficient enough to prepare and update a project plan calculate the risks involved, and evolving the plan accordingly without making the project go over budget or under budget. If any of these issues occur we have got management reserve to handle the cost margin and there are nearly 15 days allotted as scheduled margin in taking the impact, digesting it, and responding back with a proper solution that will not be impacting the project. The user response is something where we collect the user responses by sending focus groups to the people and collecting information from them we have a cost margin allotted for the travel and expenses in order to do this which will not affect the project in any way and enough time is provided in a collection of the data. Lastly failed integration is something where I plan on giving enough training to the people in the software that they are working on and enough time has been provided in training giving a grace period of 5 more days if hiring gets delayed or late laying space for scheduled margin and also while some software's are being licensed and added to budget I have added the budget to train the people for 5 days in the price of licensing which suffices the cost margin.

As we can see in our project we had a risk of the mould on the walls of the data centre buildout so we need to clear it which had costed us \$50000 more than what we have estimated(300,000) which is \$350,000. Previously we have assigned a management reserve fund of \$25,000 but we needed more \$25,000 which has been drawn from the reserve fund of training and documentation. And also we have already assigned \$50,000 dollars for the modellers but like in the memo there is chance of 10% increase in their salaries in the future, the 10% of what we have estimated for the salaries is \$1,00,000 which has been shifted from testing and integration of system modules. That is how I have managed to use 99% of the management reserve that I had after the budget cut of 20%.

The quality management plan :

The processes and products of the project meet the written specifications and how to fit the application is to use define the quality of the project, and it needs the plan to manage such a healthy environment.

After going through Schwalbe (2019), I found that the quality plan can be divided into leadership, The cost we are spending on quality, organizational influences and workplace factors, Expectations and cultural differences, and maturity models. After going through that book, I understood that communication is the key to the best quality outcome. I will make sure that the atmosphere is created where the expectations of everybody is communicated to everybody else so that if one asks to build a bench, they don't end up building a swing. The leadership should be good at planning and communicating what exactly they need and so hiring an efficient project manager who can plan the project schedule better can foresee the risks and can update and evolve a project plan according to the budgets given is very important for a quality product, a good project plan can mitigate aggressive deadlines, over budgeting, the stressed atmosphere in the workplace. Which all will contribute to the product being built with quality. The prevention cost is something that is planned beforehand so that it will just create a problem within the acceptable range for that we have given cost and schedule margins for the project, the internal failure costs such as integration failure or the developer's failure can also be mitigated as we have the backup training module running and if anyone leaves the project they are replaced immediately, and the work is going to be running seamlessly without compromising on the quality, recently we have encountered an external failure cost when we found black mould on the walls of datacentre which was mitigated by using the management reserve fund. Sometimes the organizational influences and workplace factors will make the most efficient workers leave the project by providing a dedicated workspace with a quiet work environment and a constant hierarchy of leadership that values a person's dedication to working

rather than the ones who behave obsequiously to gain favours. And finally, I will be using the software quality function deployment model where we focus mainly on user requirements and planning the project. Here the stakeholders can be satisfied with the quality as the clearer requirements lead to fewer design changes and increased productivity.

A supplier management plan:

The procurement of the human resource or the procurement of resources useful for a project needs a plan like from who, where, how and to what time, which can be answered by having a supplier management plan.

Suppliers are the one who will enable us to procure the material that will enable us to complete the project as planned, hence this plan will help us decide what to procure when and how much should be procured. The procurements planning involves identifying the project needs and looking at which needs can be best met by using products and services outside the organization.

The analysis that is required to be done is Make or Buy decision it is the decision that we need to make whether that we need to make the product inside the organization or to buy it elsewhere. The procurement involves different types of contracts, the procurement documents, legal aid, suggestions, processes,

Procurement management plan :

Guide lines for types of contracts to be used in different situations-

Here in this project we have a predetermined budget so here we use lump-sum contracts or fixed price contracts. And also the contracts with the suppliers for the hardware and the software that is necessary for this project where we pay fixed and lump-sum amounts.

Guidelines for using independent estimates to evaluate sellers-

There should be proper understanding as to what do we want and when do we want them, then a proper estimate of what to buy where considering all the service providing suppliers we will make a best and effective decision as to where to get what and what are the reasons behind it.

The roles and responsibilities of the project team and related departments like legal team-

The legal team has its own responsibilities as to filing any new patents for the technology being developed and any legal issues after the test release of the product or any legal issues while collecting and usage of the data and also if any legal issues arise from the rivals of the companies etc.

The RFP Template

- i. The purpose of RFP :
- ii. The scope of services :
- iii. Term/ Schedule information:
- iv. Proposal format:
 - a. Transmittal letter:
 - b. Project team:
 - c. Experience :
 - d. Pricing :
 - e. Diversity Commitment :
- v. Evaluation: Transmittal Letter (15%) Project Team (25%) Experience (25%) Pricing (25%), Diversity (10%)

Stakeholder Management Plan:

For the project plan to become successful the stakeholders play a very key role. They are the ones who has power over the project either to request projects, approve them, reject them, support them and oppose them hence it is very important to manage stakeholders for the projects success. The PM's and the team should be having a better communication with the stakeholders and they should be put in loop regarding the progress of the plan. The preference in the way they like to receive the data regarding progress might differ depending on their roles some might prefer in-person and some might prefer email. We need to act accordingly.

Name	Position	Internal/external	Role	Contact info
Zulu	VP of Operations	internal	Project sponsor	zulu@peregrine.com
Alpha	CFO	internal	Senior manager, approves funds	alpha@peregrine.com
Gamma	CIO	internal	Internal Senior manager, PM's boss	gamma@peregrine.com
Razor	IT analyst	internal	Internal Team member	razor@peregrine.com
Kappa	Director, Accounting	internal	Accounting Internal Senior manager	kappa@peregrine.com
Omega	Director, IT	internal	IT Internal Senior manager	omega@peregrine.com
Zeus	Consultant	external	Project manager	zeus@peregrine.com
Eros	Suppliers	external	Supply software	eros@peregrine.com

Table showing stakeholder register

Stake holder analysis:

Name	Power/Interest	Current engagement	Potential management strategies
Zulu	High/High	Leading	Zulu has a personality where everybody will be feeling intimidated because of his physical stature and deep voice, but he is attractive too because of his sense of humour and vibrant personality. He had dealt projects like these before and so he just needs short and frequent updates in person
Gamma	High/Medium	Resistant	Gamma is raised in a military environment he is very organized and hardheaded. Without him the companies IT standards could have gone nowhere. Always needs to convince him that what he has done is okay and that people still respect him and his position.
Razor	Medium/High	Supportive	Razor has been in the company for so long but is an introvert and he is threatened by Zeus as he is an extrovert and so close to his boss Gamma. Razors aim is always to please his boss. So we can convince him saying that his boss would like to hear that the solution proposed which is in the best interest of every one is proposed by him and the credit can be taken by him in some cases.
Alpha	High/Low	Neutral	Most logical in the group, and also vibrant personality and very professional. Doesn't like time to be wasted and likes the meeting short and precise. Money is the key driver. Provide detailed financial justification for the suggested solution to keep her satisfied is the key.

Table showing stakeholder analysis and management plan

References:

Schwalbe, K. (2019). Information Technology Project Management (9th ed.). Boston: Cengage Learning, Inc.