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INDIVIDUAL ASSIGNMENT

TECHNOLOGY PARK MALAYSIA

CT050-3-3-PRMGT

PROJECT MANAGEMENT

NP3F2304IT

HAND OUT DATE: AUGUST 2023

HAND IN DATE: NOVEMBER 2023

WEIGHTAGE: 50%

INSTRUCTIONS TO CANDIDATES:

- 1 Submit your assignment at the administrative counter.
- 2 Students are advised to underpin their answers with the use of references (cited using the Harvard Name System of Referencing).
- 3 Late submission will be awarded zero (0) unless Extenuating Circumstances (EC) are upheld.
- 4 Cases of plagiarism will be penalized.
- 5 The assignment should be bound in an appropriate style (comb bound or stapled).
- 6 Where the assignment should be submitted in both hardcopy and softcopy, the softcopy of the written assignment and source code (where appropriate) should be on a CD in an envelope / CD cover and attached to the hardcopy.
- 7 You must obtain **50%** overall to pass this module.



Acknowledgment

I gratefully acknowledge the help and assistance for the completion of my assignment to **Asia Pacific University (APU)**, **Lord Buddha Education Foundation (LBEF) Campus**, and our Project Management Module leader for providing me with valuable guidance and constructive feedback at every stage of this project. His expertise and support have been invaluable in the successful completion of this project.

Furthermore, I'd like to thank my colleagues for pushing each other to complete this assignment. This report's content addresses all of the criteria for the assignment, and I put forth a lot of work to finish this task. As a result, this report follows a well-structured flow of content based on assignment requirements.

Yours Sincerely,

Sujan Shrestha

NP000611

Bsc.IT 5th Semester

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1. Issues For Project Failure

1.1 Issue 1: Poor Resource Allocation and Management

A major issue in the HRMS project arises due to inefficient resource allocation and distribution. Problems in identifying suitable personnel due to competing goals and scarcity of Subject Matter Experts (SMEs) can cause problems for organization. As a result, the project team lacks critical knowledge that can certainly lead to delays in projects, overruns in cost and poor quality of service. An efficient and adequate resource management plan can easily handle this situation. Proactively identifying capable resource limits, collaboration with leaders of department to recruit individuals with required qualifications and forming cross-functional team comprised of members of other departments can all help to reduce the risk of knowledge gaps. These steps are intended to guarantee that the project team has a diversified skill set, therefore improving overall competency and addressing resource-related issues (Wood, 2003).

1.2 Issue 2: Improper Standard and Quality Management

Another significant issue in the case of the HRMS project is poor management of quality and low standards. The project involves the replacement of current systems throughout the region with an innovative HRMS, therefore proper planning, development, testing, and implementation is critical. Certain problems can occur if there are inadequacies in these areas such as system downtime, data loss and breaches in security which can affect the project's overall success. A complete plan for quality management must be designed to deal with this issue where the plan should include techniques for the development, testing, design, and deployment, with a focus on quality at each stage. Furthermore, a good quality assurance approach that confirms regular reviews, regular inspections and regular testing throughout the project's life cycle can be established to eradicate this issue. Furthermore, workshops and training for the team can increase the understanding of quality measures and standards of excellence, ensuring that the ongoing task is completed with greatest level of quality possible (Kim, 2012).

2 Issues mapping to knowledge area and Process group.

No.	Issues	Process Group	Knowledge Areas	Tools and Techniques
1	Poor Resource Allocation and Management	Planning and Management	Project Resource Management	Responsibility Assignment Matrix (RAM)
			Project Procurement Management	Make-or-Buy Analysis
2	Improper Standard and Quality Management	Monitoring and controlling	Project Quality Management	Quality Metrics
			Project Scope Management	Scope Statement

Figure 1: Issue Mapping

3 Justification of Solutions: Tools and Techniques

3.1 Solution 1: Proper Resource Allocation and Management

Tools and Techniques for **issue** of Poor Resource Allocation and Management

3.1.1 Responsibility Assignment Matrix (RAM)

To solve the problem of inadequate **resource** handling and management, the choice of Responsibility Assignment Matrix (RAM) is a supported solution. By allocating project responsibilities and goals to separate roles or departments, the RAM can be an excellent tool for injecting transparency as well as responsibility in to the project structure. The redundancy of support frameworks and raised IT expenses caused by inefficient resource management can be eradicated with RAM as it can be critical. It facilitates resource allocation by clearly defining which division or individual oversees whatever **task** in the HRMS project. As a result, there is no duplication of work, ensuring effective resource usage (Shrahily, 2020).

3.1.2 Make or Buy Analysis

The utilization of Make or Buy Analysis is a well-chosen strategy to deal with the problem of insufficient resource management in the HRMS project, notably in the knowledge area of Project Procurement Management. The cooperation of subject matter experts (SMEs) from different divisions is essential for the achievement of the HRMS project within the given case study. However, due to inaccuracies in the management of resource, this resource becomes a difficult undertaking, potentially creating delays and additional costs. Implementation of this Analysis provides the project lead with strategic techniques to determine whether project parts need to be manufactured in-house or can be bought from external vendors (Ruffo, 2007).

3.2 Solution 2: Proper Management and Monitoring of Standard and Quality

Tools and Techniques for issue of Improper Standard and Quality Management

3.2.1 Quality Metrics

The utilization of Quality Metrics as a means of standard and quality control is a wise decision in order to deal with the prevalent quality challenges in the HRMS project, especially in the realm of Project Quality Management. The product can have different problem like inconsistent and inaccurate data inputs and erroneous reporting, which can lead to unsatisfaction of stakeholders. With the use of Quality Metrics, the management department can easily measure the quality of project deliverables and processes. This tool will help the project team with information they need to confirm informed decision making about the required quality and standard improvements (A Review of Quality, 2015).

3.2.2 Scope Statement

The inclusion of the Scope Statement as a tool for better project quality management is a well-founded approach, particularly within the realm of Project Scope Management that will contribute to maintain the quality standards of the project. The scope statement tool will properly delineate the project limits, explaining the objectives, requirements, and deliverables of the project in brief. A lack of clear scope statements decreases the quality of the project as project leads will be lost about the project's objectives, requirements, and deliverables. The absence of a clear scope statement in the instance of Systemware Sdn's HRMS project, in which the overall objective is to improve human capital management activities through centralized support and reducing costs, might end up in ambiguity regarding the needs of the project, which could lead to a failure to meet stakeholders' expectations (Walker, 2016).

4 Sample for Tools and Techniques

4.1 Responsibility Assignment Matrix (RAM)

Task	GITS-PMAC	GITS-ITSEC	GITS-ADC	GITS-COE	LOCAL MARKETS	GITS- Others
Project planning	R	C	C	A	C	I
Resource planning and allocation	R		C	A	C	I
Identification of Risk	R	R	C	A	C	C
Gathering of Requirement and analysis	R	C	I	A	C	C
Design of HRMS	C	A	R	C	C	C
Development of HRMS	C	A	R	I	C	C
System Testing	R	R	A	C	C	C
Deployment and cutover planning	A	R	C	C	C	C
User training	A	R	C	C	C	C
Quality control and maintenance	R	A	A	C	C	I
Monitoring of Performance and evaluation	R	C	C	C	C	I

Figure 1 : Responsibility Assignment Matrix (RAM)

Index

R: Responsible	C: Consulted
I: Informed	A: Accountable
SME: Subject Matter Experts	
GITS: Global IT services	
PMAC: Project Management Center	
ITSEC: Information Technology Security	
ADC: Application Development Center	
CoE: Center of Excellence	

Figure 2: Index of RAM

4.2 Make-or-Buy Analysis

Project Component	Make/Buy Decision	Justification
Software Customization	Make	The company has specific requirements for the software that may not be available in an off-the-shelf solution. It would be more cost-effective to customize the software in-house than to purchase additional software.
Hardware Procurement	Buy	The company does not have the infrastructure or resources to procure and maintain the necessary hardware for the HRMS. Purchasing from a vendor would be more cost-effective and ensure the hardware meets the necessary requirements.
HRMS Implementation	Make	The company has the necessary expertise to implement the HRMS software in-house, and outsourcing this task could lead to communication issues and delays.
Training and Support	Buy	The company lacks the necessary resources to provide training and support for the HRMS software. Purchasing training and support services from a vendor would be more cost-effective and ensure proper implementation and adoption of the software.

Figure 3: Make or Buy Analysis

4.3 Quality metrics

Quality Metric	Description	Target Value
Data Accuracy	The percentage of accurate data in the HRMS system	95%
System Uptime	The percentage of time the HRMS system is available and operational	99.5%
Response Time	The time it takes for the HRMS system to respond to user requests	< 2 seconds
User Satisfaction	The percentage of users who rate their experience with the HRMS system as positive	90%
Bug Fixing Time	The average time it takes to fix a reported bug in the HRMS system	< 2 days
Security Compliance	The level of compliance with industry-standard security practices and regulations	100%
System Scalability	The ability of the HRMS system to handle increased user load without a significant decrease in performance	95%
System Integration	The percentage of successful integrations with other systems or tools	100%

Figure 4: Quality metrics

4.4 Scope Statement

Human Resource Management System (HRMS) Implementation	
Project Sponsor: Systemware Sdn. Bhd. (SSB)	Project Manager: Sujan Shrestha
Date of Approval: 11/01/2023	Last Revision Date: 11/29/2023
Title	Description
Project Description	The implementation of centralized human resource management system across South East Asia markets to replace locally developed applications
Project Objectives	<ul style="list-style-type: none"> • Implement HRMS across South East Asia Markets within 6 months • Centralize support from GITS and reduce cost • Improve governance and data management
Project Deliverables	<ul style="list-style-type: none"> • HRMS implementation • Project plan and documentation • Training for end users • Support from GITS
Project Scope	<ul style="list-style-type: none"> • Assessment of Current IT structure • Selection of capable resource from SMEs • Replacement of current system with HRMS • Cutover of current system to HRMS
Project Exclusions	<ul style="list-style-type: none"> • Hardware Procurement • Changes to HR policies • Integration with third party systems
Acceptance Criteria	<ul style="list-style-type: none"> • Implementation of HRMS across South East Asia Markets within 6 months • Capital or operating expenses must be reduced • Support from GITS • Governance and improved data management
Constraints	<ul style="list-style-type: none"> • Project must be completed within 6 months • Current infrastructure of IT must support new system • Project budget is limited • Resources are only available from SMEs
Assumptions	<ul style="list-style-type: none"> • The HRMS is capable of meeting all requirements in market • The current system can be replaced in phases without major disruptions • Capable resources are available from SMEs

Figure 5: Scope Statement

5 Conclusion

The careful selection of tools and techniques to deal with the arising issues and deployment of them is critical for solving the specific difficulties outlined in Systemware Sdn Bhd's HRMS project. The tools and techniques such as Responsibility Assignment Matrix (RAM) and Make-or-Buy analyses provide strategic way to eradicate resource allocation and procurement problems to mitigate Poor Resource Allocation and Management. These tools help to uplift the utilization of resources and provide clarity and efficiency. Along with these tools, implementation of Quality Metrics and the Scope Statement is critical for addressing quality issues. These tools work together in order to improve the outcomes of a project, its efficiency and accountability while also aligning with the organization's objectives and project management.

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