**CT050-3-3-PRMGT-Project Management**

**Incourse Assignment**

**Company : Systemware Sdn. Bhd. (SSB)**

**Project : Human Resource Management System (HRMS)**

# Learning Outcomes

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| CLO1 | Explain the fundamentals of IT project management processes, lifecycle a typical IT project into manageable components (C5, PLO2) | Exam |
| CLO2 | Adhere a project management plan using the aims and objectives, deliverables, scope and appropriate standards through tools and techniques within processes of a typical IT project (A4, PLO8) | Group Assignment |
| CLO3 | Practise project management leadership to solve complexity in project using PMBOK standards (A5, PLO9) | Individual Assignment |

# The Scenario (A Case Study)

**Systemware Sdn. Bhd. (SSB)**  is one of the leading human capital management and development companies, based in Singapore with its global IT shared services known as **Global IT Services (GITS)** located in Malaysia has embarked on a new project to enhance its human capital management operations. The first wave will be concentrated to South East Asia and the implementation will be deployed by local markets.

At present, markets located throughout South East Asia are using locally developed application to record human capital management activities information. The first-level support (L1) is being rendered by local IT and second level (L2) is supported by the local application vendor. Previously the cost for software support maintenance was managed locally within each market which has resulted high in IT cost for both capital and operating expenses.

Unfortunately, every market provides similar support framework which has created duplication among markets within the South East Asia Region due to decentralisation of systems being used. Thus, by implementing this project, significant contribution such as reduction in capital/operating expenses, centralized support from GITS, global governance and many more value added are gained. Please refer to section V, Table 1 for the list of departments directly and indirectly involves in this project.

**Due to the urgency for centralising support and cost reduction, the project was scheduled to be completed within duration of 6 months from the date of commencement. The project is named as ‘Human Resource Management System (HRMS). This is a critical and complex project which involves various department including subject matter experts (SME(s)) from GITS.**

**A Project Manager was hurriedly assigned from GITS-PMAC who has a good working knowledge of the various regional office locations. The current Project Manager portrays strong ‘global/regional project management’ and ‘technical’ skills. However, he lacks leadership qualities and interpersonal skills.**

In addition to a good project management practices, the following are some of the major critical success factors (CSF) the Project Manager must comply for the success of the project;

1. capable resources would be selected from any of the SME-departments as shown in the organisation structure provided in section V, Table 1
2. the current IT infrastructure must support this new system
3. the current system must be replaced in phases by HRMS.
4. the cutover (transition from the current system to new centralised system) must be in parallel

# Assignment Requirements

As the project is failing and **needs to be recovered**, you should start by looking into **a proper project management practices with the appropriate processes, tools and techniques**.

**Besides, the steering committee decided to replace the current Project Manager.** As a group of **four (4) members in this group assignment,** assuming they have appointed **one of you to be the new Project Manager, and resolve them using the ten (10) project management knowledge areas:**

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Resource Management
7. Project Communication Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management

Your team should aim to make your report interesting and engaging, without losing sight of the fact that the organisation is seeking a professional approach to the problems. All analysis should thoroughly illustrate and document the pressing need to recover a failing project. ***Avoid theoretical discussions. Apply the theories to solve the problems.***

Assumptions can be made to assist in ascertaining the solutions, but they must not impair the decision made on the scope and delivery of the project.

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# Assignment Instructions

The assignment consists of **TWO (2)** components – **Group and Individual.** The report should be a formally written document, the contents of which **should not exceed 10% of the wordcount requirements**,excluding abstracts, tables, references, appendices, etc.

1. **Global IT Services & Local Market Organisation Structure**

To indicate the extent of the project resources and team construction, the table below indicates the organisation structure for **SSB** local market and Global IT Services.

| **Support** | **Unit** | **SME-Department** | **Abbreviation** | **SME Responsibility** |
| --- | --- | --- | --- | --- |
| Global | GITS | Communication & Network | CNN | Provides network services for Local IT/Market |
| GITS | IT Security | ITSEC | Provide governance for IT security for application development, software and hardware |
| GITS | Application Development Center | ADC | Provide develop application and provide application Governance and Intellectual Property. |
| GITS | Project Management Centre | PMAC | Provide Project Managers to manages projects |
| GITS | IT Operations | ITO | Provide governance for IT operations, which includes supporting local markets and its business operations. |
| GITS | Center of Excellence – Enterprise Resources Planning | CoE-ERP | Provide L2 Support for CoE-ERP |
| GITS | Center of Excellence – Customer Relationship Management | CoE-CRM | Provide L2 Support for CoE-CRM |
| GITS | Center of Excellence – Human Resource Management | CoE-HRM | Provide L2 Support for CoE-SCS |
| Local | Market | IT Dept | IT | IT Manager, Executive #1, Executive #1 |
| Market | Marketing Dept | MKTG | MKTG Manager, Executive #1, Executive #2, Executive #3, Sales Rep x 30, |
| Market | Finance Dept | FIN | FIN Manager, Executive #1, Executive #2, Clerk#1, Cashier #1 |
| Market | Human Resources Dept | HR | HR Manager, Executive #1, Executive #2 |
| Market | Communication Affairs | COMM | COMM Manager |
| Market | Procurement | PROC | PROC Manager, Officer x2 |

**Table 1**: SSBOrganisation Structure

1. **Assessment Details**
2. **A GROUP based report of 1000 words worth 20% (SUBMISSION – WEEK 7)**

As part of a team **(four (4) individuals per group)**, detail your project management awareness of how **project management practices with the appropriate processes, tools and techniques**, will be able to initiate the project appropriately. The main contents should cover a detailed group discussion on processes, tools and techniques as follows:

1. **Comparative Analysis**
   * **PMBOK**
   * **PRINCE2**
   * **AGILE**
2. **Discuss TWO (2) key Project Initiation Tools/Techniques in relation to the case study**
   * **Supporting Samples are necessary**

**Breakdown of Criteria (100%):**

1. **Aligning Projects Process Groups with Business Strategies (50%)**

* Comparative Analysis – Establishing the appropriateness level of different project management standards

1. **Initiating Projects (50%)**

* Discussion of selected tools/techniques
* Samples of the selected tools/techniques

1. **An INDIVIDUAL based report of 1,000 words worth 20% (SUBMISSION – WEEK 13)**

Explain possible causes to why IT projects fail and propose solutions to prevent failure stated with detailed discussion on processes, tools and techniques as follows:

1. Discuss **TWO (2)** specific issues that can cause project failure. The issues must involve **different Process Groups**
2. Appropriate mapping of issues/solutions to the Process Groups & Knowledge Areas
3. Propose **TWO (2)** solutions for each of the abovementioned issues with justifications. The solutions must involve **different Knowledge Areas**. Solutions provided here must be different from the tools/techniques proposed in the group component
4. Providing supporting samples to show practical implementation of the solutions

**Breakdown of Criteria (100%):**

1. **Discussion of Issues (15%)**

* Provide explanations of the common failures for IT projects

1. **Mapping of Issues/Solutions/Tools/Techniques (15%)**

* Presented in a format of a table

1. **Justification of Solutions (35%)**

* Relation to the case study is crucial

1. **Samples (35%)**

* Samples provided must be actual representations of the case study’s implementation

**Incourse Assignment – Marking Scheme**

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| --- | --- | --- | --- | --- | --- |
| **GROUP COMPONENTS (100%)** | **DISTINCTION**  **(75 – 100)** | **CREDIT**  **(65 – 74)** | **PASS**  **(50 – 64)** | **MARGINAL FAIL**  **(40 – 49)** | **FAIL**  **(0 – 39)** |
| **Comparative Analysis  (50%) Establishing the appropriateness level of different project management standards** | Very good in establishing the appropriateness level of different project management | Good in Establishing the appropriateness level of different project | Average in Establishing the appropriateness level of different project | Poor in Establishing the appropriateness level of different project management | No appropriateness level of different project management standards included |
| **Initiating Projects   (50%) Discussion of the important tools/techniques as well as samples for initiating projects** | Well establishment of connecting the ideas to the case study and excellent samples presented | Good in connecting the ideas to the case study with appropriate samples presented | Average in connecting the ideas to the case study with sufficient samples presented | Poor Connecting the ideas to the case study with insufficient samples presented | Not connecting the ideas to the case study with lack of samples presented |

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| --- | --- | --- | --- | --- | --- |
| **INDIVIDUAL COMPONENTS**  **(100%)** | **DISTINCTION**  **(75 – 100)** | **CREDIT**  **(65 – 74)** | **PASS**  **(50 – 64)** | **MARGINAL FAIL**  **(40 – 49)** | **FAIL**  **(0 – 39)** |
| **Discussion of Issues**  **(15%) Provide explanations of the common failures for IT projects** | Detailed explanation of issues in relation to the case study given within the context of IT projects | Issues were explained accordingly with relations established to the case study | Issues were related to IT projects, however lacking relation to the case study | Issues were defined but were less related to the case study & IT projects | Issues were not presented sufficiently with no relation to the case study & IT projects |
| **Mapping to Process Groups & Knowledge Areas   (15%) Mapping the selected Tools & Techniques to respective process groups and knowledge areas** | Well mapped the Tools & Techniques to respective process groups and knowledge areas of PMBOK Standard | Good in mapping the Tools & Techniques to respective process groups and knowledge areas of PMBOK Standard | Average in mapping the Tools & Techniques to respective process groups and knowledge areas of PMBOK Standard | Poor in mapping the Tools & Techniques to respective process groups and knowledge areas of PMBOK Standard | Not appropriately mapped the Tools & Techniques to respective process groups and knowledge areas of PMBOK Standard |
| **Justification  (35%) Analyse and justify the selections of Tools and Techniques to address respective project issues.** | Provided very clear analysis and justification in the selections of Tools and Techniques and very appropriate in addressing respective project issues. | Good analysis and justification in the selections of Tools and Techniques able to relate to address respective project issues. | Merely general analysis and justification in the selections of Tools & Techniques and very little relations to address respective project issues. | Limited analysis and justification in the selections of Tools and Techniques and fail to relate to address respective project issues. | No evidence or poor analysis and justification done in the selections of Tools and Techniques to address respective project issues. |
| **Samples Tools & Techniques  (35%) Provide sample of the tools & techniques selected which should relate to the assignment case study.** | Provided a clear sample of the tools & techniques selected for each issue addressed which relates to the assignment case study. | Provided a good sample of the tools & techniques selected for each issue addressed which relates to the assignment case study. | Provided a poor sample of the tools & techniques selected for each issue addressed which relates to the assignment case study. | Provided weak sample of the tools & techniques selected for each issue addressed which relates to the assignment case study. | Provided very weak sample of the tools & techniques selected for each issue addressed which relates to the assignment case study. |