



THE UNIVERSITY OF
MELBOURNE

SWEN90016

Software Processes & Project Management

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Lecture 4

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Intended Learning Objectives

~~Module 8 – Project Management Plan.~~

Module 9 – Stakeholder Management.

Module 10 – Communication Management.

Intended Learning Objectives

Stakeholder Management.

1. Stakeholders & the Stakeholder Register.
2. Stakeholder Engagement and Planning.

Identifying Stakeholders & the Stakeholder Register

Internal Stakeholders	External Stakeholders
Shareholders	End Users / Customers
Employees	Suppliers
Board Members	Governments
Sponsor / Business Managers	Unions
Project Manager	Local Communities / General Public
Management	Other Related Institutions
Project Team	Competitors

Identifying Stakeholders & the Stakeholder Register

Name	Position	Internal/External	Project Role	Contact Information
Stephen	VP of Operations	Internal	Project Sponsor	stephen@globaloil.com
Betsy	CFO	Internal	Senior Manager. Approves Funds	betsy@globaloil.com
Chien	CIO	Internal	Senior Manager. PM's Boss	chien@globaloil.com
Ryan	IT Analyst	Internal	Team Member	ryan@globaloil.com
Lori	Director Accounting	Internal	Senior Manager	lori@globaloil.com
Sanjay	Director Refineries	Internal	Senior Manager of Largest Refinery	sanjay@globaloil.com
Debra	Consultant	External	Project Manager	debra@globaloil.com
Suppliers	Suppliers	External	Software Supplier	suppliers@gmail.com

Intended Learning Objectives

Stakeholder Management.

- ~~1. Stakeholders & the Stakeholder Register.~~
2. Stakeholder Engagement and Planning.

Understanding Stakeholder Engagement and Planning

Levels of Stakeholder Engagement

- Unaware: Unaware of the project and its potential impacts on them
- Resistant: Aware of the project yet resistant to change
- Neutral: Aware of the project yet neither supportive nor resistant
- Supportive: Aware of the project and supportive of change
- Champion / Leading: Aware of the project and drives change

Understanding Stakeholder Engagement and Planning

The stakeholder management plan can include:

- Current and desired engagement levels
- Interrelationships between stakeholders
- Communication requirements
- Potential management strategies for each stakeholder
- Methods for updating the stakeholder management plan

Note: Because a stakeholder management plan often includes sensitive information, it may not be part of the official project documents, which are normally available for all stakeholders to review.

In many cases, only project managers and a few other team members should prepare the stakeholder management plan. Parts of the stakeholder management plan may not be written down, and if they are, distribution is limited.

Understanding Stakeholder Engagement and Planning

Stakeholder Analysis includes:

- Names and Organisations of Key Stakeholders
- Their Role on the Project
- Unique Facts about Each Stakeholder
- Level of Interest in the Project
- Influence on the Project
- Suggestions and Strategies for Managing Relationships with each Stakeholder

Understanding Stakeholder Engagement and Planning

Stakeholder Analysis example:

Name	Power / Influence	Current Engagement	Potential Management Strategies
Brian	High/High	Champion / Leading	Brian can seem intimidating due to his physical stature and deep voice, but he has a great personality and sense of humour. He previously led a similar software upgrade project at another company and knows what he wants. Manage closely and ask for his advice as required. He likes to be kept in touch with short, frequent updates in person.
Mary	High/Medium	Resistant	Mary is very organised yet hardhead. She has been pushing corporate IT standards, and the system the PM and sponsors like best goes against those standards, even though it's the best solution for this project and the company as a whole. Need to convince her that it is ok and that people still respect her work and position.
Finance Team	Medium/High	Resistant	The Finance Team is resistant to the Project. They believe the funds can be better used elsewhere in the organisations. They also believe the Benefits are not achievable in the defined pay back period. Key stakeholder as they control the funding which the project is dependant on. Need to convince them of the costs & benefits and ensure they understand the detail. Get them involved in a detailed review of all \$'s.
Jessica	High/Low	Neutral	Very professional, logical person. Gets along with Mary. She has supported Brian in approving past projects with strong business cases. Provide detailed financial justification for the suggested solution to keep her satisfied. Also ask her to talk to Mary on Brian's behalf.