Project Managers Name: Beverly Gagnon

Project Management Plan

Hightower Global Solutions

Final Project Plan

Project Management Plan

Submitted to:

Dr. Randy Butler

<center>**Project Initiation**</center>

Part A Feasibility

Hightower Global Solutions (HGS) needs a developed "sales training intranet" to facilitate 350 of the sales associates stationing all over the globe. In lieu of Hightower's recent expansion, newly acquired (experienced and new) sales staff is under pressure to catch up with the corporation's opportunities. Hightower's new intranet will be referred to as HighLearn. High Learn is scheduled to kick off June 1, 2020 and roll out is expected to be January 1, 2021. The total budget for this project is set at: $1.5 million.

Part B Strategic Goals

Upon conclusion of this project, Hightower expects to have a learning experience where their sales staff can have a combination of classroom and eLearning to help expand sales. HighLearn should include learning material, product material/information, presentations, webinars, videos with product specialists and a forum to share feedback. Having a central way to educate sales staff will help with morale and team building.

Part C Project Charter

Project Title

Hightower Global Solutions HighLEARN Project

Date

October 12, 2019

Business Case

Produce a tool or portal where sales staff can be informed about Hightower's offerings.

Project Purpose

Develop a sales intranet for the corporation's 350 globally dispersed sales staff.

Project Objectives

- Comprehensive product information and presentations

- Webinars and videos with product specialists

- Share tips and feedback through blogs, forums and social features

Project Deliverables

- Portal development

- Infrastructure and security

- Content creation and editing

- Documentation

- HighLEARN roll-out

Project Personnel

Anthony DiBello, Project Manager

Carol Bailey, CEO

Peter McKenzie, Head of Sales

Ricardo Contin, Director of Learning and Development

Steve Quan, IT Operations Specialist

Shannon Valley, IT Systems and Security

Monica Ianucci, Content Specialist

Jonathan Brant, Content Specialist

Risks

- Website does not meet user requirement or functionality.

- Shannon Valley and Steve Quan are not available to contribute to the project until July 15, 2020.

- Marketing department has not endorsed the approach; believes they should go with Microsoft© SharePoint© system.

- Security of intranet/portal: no external access beyond firewall.

Schedule Summary

Project schedule is expected to be completed in 7 months (June 1, 2020 – January 1, 2021)

Budget Summary

Project total budget: $1,500,000

Measurable Success Criteria

- Ensure Hightower's success and sustainability

    New and experienced sales staff:

- Will be informed about the corporation's offerings

- Increase sales

- Business development from all products available

Other Project Limitations

N/A

Approval Signatures/Approval Date

Carol Bailey   Carol Bailey, Chief Executive Officer

Part D High-Level Timeline

Project Task Number	Description of Task	Planned Duration in Days	Planned Start Date	Planned Completion Date	Estimated Labor, Material, Etc. required to complete the project	Number of Units Required (Labor in Days, Material in Units, etc.)	Estimated Cost per Unit	Estimated Cost per Unit in Dollars
	Portal Development							
1	User Interface Design Complete & Tested	2	6/1/2020	6/2/2020		3	16	$30	$ 1,440.00
2	Style Sheets for Portal	15	6/3/2020	6/24/2020		3	120	$55	$ 19,800.00
3	Theme Design for Website	40	6/25/2020	9/20/2020		3	112	$55	$ 18,480.00
4	Portal Administration Complete & Accepted	2	6/1/2020	6/2/2020		3	16	$55	$ 2,640.00
5	Administrative Page Groups	50	6/3/2020	8/12/2020		3	400	$55	$ 66,000.00
6	Administrative Access Control Design	35	8/23/2020	10/11/2020		3	280	$55	$ 46,200.00
7	Content Management & Coding Complete &	2	6/1/2020	6/2/2020		3	16	$55	$ 2,640.00
8	Content Display from Repository	22	6/3/2020	7/1/2020		3	224	$55	$ 36,960.00
9	Content Upload & Functionality	40	7/2/2020	8/27/2020		3	328	$55	$ 54,120.00
10	Configure/Code Indexing and Functionality	65	8/28/2020	11/27/2020		3	520	$55	$ 85,800.00
	Infrastructure and Security							
11	Architecture Approved for Implementation	1	7/15/2020	7/16/2020		4	8	$70	$ 2,240.00
12	Servers for Development, Staging and	65	7/17/2020	10/16/2020		4	520	$70	$ 145,600.00
13	Configure Firewalls	22	10/19/2020	11/15/2020		4	176	$70	$ 49,280.00
14	Integrate Infrastructure and Security Systemes	40	10/28/2020	12/23/2020		4	320	$70	$ 89,600.00
15	Log-in/Registration System Complete & Tested	3	10/19/2020	10/21/2020		4	24	$70	$ 6,720.00
16	Create Log-in/User Profiles	22	10/22/2020	11/29/2020		4	176	$70	$ 49,280.00
	Content Creation & Editing							
17	Product Content Modules Completed &	5	6/1/2020	6/5/2020		2	320	$50	$ 32,000.00
18	Interviews with Subject Matter Experts (SMEs) and Sales Representatives	10	6/8/2020	6/19/2020		2	80	$50	$ 8,000.00
19	Product Sales Summaries	22	6/22/2020	7/20/2020		2	176	$50	$ 17,600.00
20	Sales Case Studies for Content Modules	35	7/22/2020	9/9/2020		2	280	$50	$ 28,000.00
21	Edit/Film SME Videos	5	9/10/2020	9/17/2020		2	40	$50	$ 4,000.00
22	Upload Presentations, Demos & Webinars for Content Modules	10	11/30/2020	12/14/2020		2	80	$50	$ 8,000.00
	Documentation							
23	Development & Documentation Coding Standards & Procedures	75	6/1/2020	9/14/2020		5	600	$75	$ 225,000.00
24	Develop Test Acceptance Plans & Procedures	75	6/1/2020	9/14/2020		5	600	$75	$ 225,000.00
25	HighLEARN Database Test & Acceptance	5	12/15/2020	12/22/2020		5	40	$70	$ 14,000.00
Total Cost for Project								$ 1,238,400.00

Part E Stakeholder Concerns

| Project Concern #	Description of Concern Identified	Impact on Project (High Medium, Low)	Date Identified	Due Date for Completion	Stakeholder that Identified Concern	Internal or External Stakeholder	Project Team Member Concern Assigned To:	Solution	Date Completed
1	Website does not met user requirements	High	10/31/2019	9/1/2020	Tracy Woodster	Internal	Peter McKenzie	Go over sales staff requirements	11/15/2019
2	Marketing department does not endorse	Medium	11/1/2019	5/1/2020	Jason Holdmeer	Internal	Peter McKenzie	Compare and contrast with MS SharePoint	2/14/2020
3	No external access beyond firewall	High	11/12/1919	5/1/2020	Beth Stroller	Internal	Shannon Valley	Interview outside the corp to learn how	5/1/2020

Part F Stakeholder Support

Last Name	First Name	Title	Organization	Primary Phone Number	Email Address	Physical Address	Level of Support Role	Internal or External
Bailey	Carol	CEO	Hightower	603-456-0001	cbailey@hightower.com	Athens, GA	Low	Internal
DiBello	Anthony	Project Manager	Hightower	603-456-0002	adibello@hightower.com	Athens, GA	High	Internal
Contin	Ricardo	Director of Learning & Development	Hightower	603-456-0003	rcontin@hightower.com	Boston, MA	High	Internal
Valley	Shannon	IT Systems & Security	Hightower	603-456-0004	svalley@hightower.com	Lansing, MI	High	Internal
Quan	Steven	IT Operations Specialist	Hightower	603-456-0005	squan@hightower.com	Boston, MA	High	Internal
Williams	Harold	Cyber Security	Hightower	603-456-0006	hwilliams@hightower.com	Boston, MA	Medium	Internal
Callahan	Dennis	Cyber Security	Hightower	603-456-0007	dcallahan@hightower.com	Boston, MA	Medium	Internal
Stroller	Beth	Cyber Security	Hightower	603-456-0008	bstroller@hightower.com	Boston, MA	Medium	Internal
Felipe	Juan	Systems Engineering	Hightower	603-456-0009	jfelipe@hightower.com	San Francisco, CA	Medium	Internal
Xiao	Susan	Systems Engineering	Hightower	603-456-0010	sxiao@hightower.com	San Jose, CA	Medium	Internal
Bolden	Cheryl	Systems Engineering	Hightower	603-456-0011	cbolden@hightower.com	San Jose, CA	Medium	Internal
Petrel	John	Business Operations	Hightower	603-456-0012	jpetrel@hightower.com	Seattle, WA	Medium	Internal
Johnson	Steven	Business Operations	Hightower	603-456-0013	sjohnson@hightower.com	London, England	Medium	Internal
Ianucci	Monica	Content Specialist	Hightower	603-456-0014	mianucci@hightower.com	London, England	High	Internal
Brant	Jonathan	Content Specialist	Hightower	603-456-0015	jbrant@hightower.com	Juneau, AK	High	Internal
Stephenson	Henry	Content Development	Hightower	603-456-0016	hstephenson@hightower.com	New York, NY	High	Internal
Alston	Christina	Human Resources	Hightower	603-456-0017	calston@hightower.com	New York, NY	Low	Internal
Carol	Elizabeth	Human Resources	Hightower	603-456-0018	ecarol@hightower.com	New York, NY	Low	Internal
Wilson	Judy	Human Resources	Hightower	603-456-0019	jwilson@hightower.com	New York, NY	Low	Internal
Holober	Terrence	Human Resources	Hightower	603-456-0020	tholober@hightower.com	New York, NY	Low	Internal
Concern	Frederick	Human Resources	Hightower	603-456-0021	fconcern@hightower.com	New York, NY	Low	Internal
Contos	Kimberly	Training Department	Hightower	603-456-0022	kcontos@hightower.com	Boston, MA	High	Internal
Bergh	Nicholas	Training Department	Hightower	603-456-0023	nbergh@hightower.com	Boston, MA	High	Internal
Burns	Tyler	Training Department	Hightower	603-456-0024	tburns@hightower.com	Boston, MA	High	Internal
Harrison	Dianne	Training Department	Hightower	603-456-0025	dharrison@hightower.com	Boston, MA	High	Internal
McKenzie	Peter	Head of Sales	Hightower	603-456-0026	pmckenzie@hightower.com	Boston, MA	High	Internal
Youngster	James	Domestic Sales	Hightower	603-456-0027	jyoungster@hightower.com	Bangor, ME	High	Internal
Feller	William	Domestic Sales	Hightower	603-456-0028	wfeller@hightower.com	Chicago, IL	High	Internal
Woodster	Tracy	International Sales	Hightower	603-456-0029	twoodster@hightower.com	Paris, France	High	Internal
Levitt	Andrew	International Sales	Hightower	603-456-0030	alevitt@hightower.com	Beijing, China	High	Internal
Fiercer	Sasha	Marketing/Advertising	Hightower	603-456-0031	sfiercer@hightower.com	New York, NY	High	Internal
Holdmeer	Jason	Marketing/Advertising	Hightower	603-456-0032	jholdmeer@hightower.com	New York, NY	High	Internal
Golden	Meagan	Product Management	Hightower	603-456-0033	mgolden@hightower.com	Chicago, IL	High	Internal
Simpson	Melvin	Product Management	Hightower	603-456-0034	msimpson@hightower.com	Chicago, IL	High	Internal
Smith	Nicole	Acquisitions	Hightower	603-456-0035	nsmith@hightower.com	San Franciso, CA	High	Internal
Lovelace	Evelyn	Acquisitions	Hightower	603-456-0036	elovelace@hightower.com	Los Angeles, CA	High	Internal
Mattingly	Richard	Strategic Management	Hightower	603-456-0037	rmattingly@hightower.com	Boston, MA	Medium	Internal
Berry-Van Helbing	Teresa	Strategic Management	Hightower	603-456-0038	tberry-van helbing@hightower.com	New York, NY	Medium	Internal

Part G Stakeholder Analysis Template

Stakeholder Analysis Template

Name	Role	Interest	Power	Classification
Carol Bailey	CEO	High	High	Positive
Peter McKenzie	Head of Sales	High	High	Positive
Anthony DiBello	Project Manager	High	High	Positive
Ricardo Contin	Director of Learning & Development	High	Medium	Positive
Steve Quan	IT Operations Specialist/Business	High	Medium	Positive
Shannon Valley	IT Systems & Security	High	Medium	Neutral
Monica Ianucci	Content Specialist	High	Medium	Positive
Jonathan Brant	Content Specialist	High	Medium	Neutral
Harold Williams	Cyber Security	High	Low	Positive
Dennis Callahan	Cyber Security	High	Low	Neutral
Beth Stroller	Cyber Security	High	Low	Neutral
Juan Felipe	Systems Engineering	Low	Medium	Neutral
Susan Xiao	Systems Engineering	Low	Medium	Neutral
Susan Bolden	Systems Engineering	Low	Medium	Neutral
John Petrel	Business Operations	Medium	Low	High
Steve Johnson	Business Operations	Medium	Low	High
Christina Alston	Human Resources	Low	Low	Medium
Elizabeth Carol	Human Resources	Low	Low	Medium
Judy Wilson	Human Resources	Low	Low	Medium
Terrence Holober	Human Resources	Low	Low	Medium
Frederick Concern	Human Resources	Low	Low	Medium
Kimberley Contos	Training Department	High	High	Positive
Nicholas Bergh	Training Department	High	High	Positive
Tyler Burns	Training Department	High	High	Positive
Dianne Harrison	Training Department	High	High	Positive
Henry Stephenson	Content Development	High	High	Positive
James Youngster	Domestic Sales	High	Medium	Positive
William Feller	Domestic Sales	High	Medium	Positive
Tracy Woodster	International Sales	High	Medium	Positive
Andrew Levitt	International Sales	High	Medium	Positive
Sasha Fiercer	Marketing/Advertising	Medium	Medium	Negative
Jason Holdmeer	Marketing/Advertising	Medium	Medium	Negative
Meagan Golden	Product Management	High	Medium	Positive
Melvin Simpson	Product Management	High	Medium	Positive
Nicole Smith	Acquisitions Management	Medium	Medium	Positive
Evelyn Lovelace	Acquisitions Management	Medium	Medium	Positive
Richard Mattingly	Strategic Management	Low	Low	Neutral
T. Berry-Van-Helbing	Strategic Management	Low	Low	Neutral

Power/Attitude Interest Grid
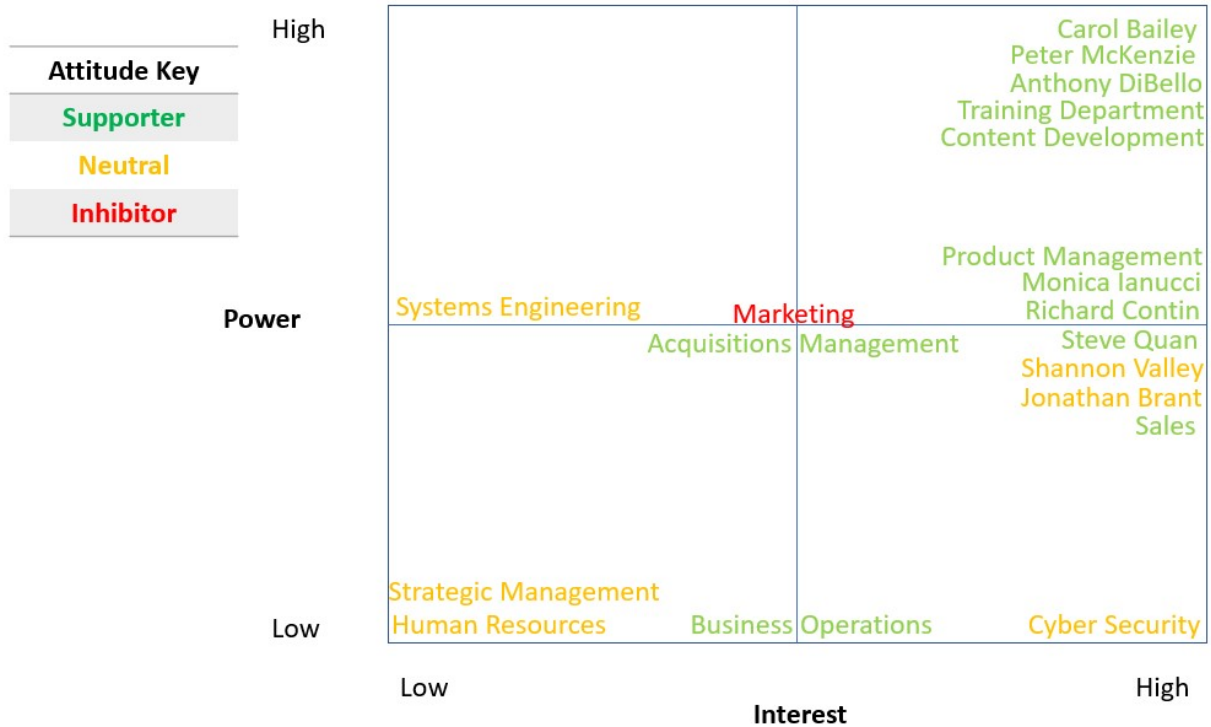
Project Planning

Part A Business Requirements:

   Business requirements are critical activities or tasks that are needed in order to complete

a project. It tells how to solve a problem (The Business Analysis, n.d.). The business

requirement for this case study would be: *to develop a highly interactive "portal" to help*

improve sales performance.

The business requirements for this case study are as follows:

1. HGS's new and experienced sales staff might be missing opportunities to pitch all products

available to clients (business problem).

2. Currently, HGS is a Fortune 500 who specializes in all aspects in banking and financial services (current situation).

3. HGS wants to create a central learning portal where its globally located sales staff (goal).

4. HGS wishes to achieve a well-organized and maintained intranet, aimed at their sales staff having up-to-date training on the corporation's latest offerings (project scope).

5. HighLEARN might not meet user requirements or function correctly (risks).

6. HGS's marketing department is not on-board with the project and believe a better solution would be Microsoft© SharePoint© (risks).

7. Project's criteria will be measured by having the sales staff well informed about all HGS offerings, sales increase; which in-turn ensures HGS success and sustainability. Business development will increase (quality criteria).

8. Upon completion of this project, HGS will have a highly interactive "portal" to help improve sales performance (new/improved situation). (Naybour, 2016).

Part B Subject Matter Experts

For the above requirements the project team leads should be incorporated to entice a smoother path to project completion. In-turn the project team leads will follow up with their team to ensure the requirements are being met. Communication with the team leader will be done in a weekly focus meeting format with conference calling when members cannot be present. Daily emails and calls will be made in order to complete the project's business requirements. Project team leaders for this case study project are as follows:

Carol Bailey, CEO
Shannon Valley, IT Systems & Security
Ricardo Contin, Learning & Development
Peter McKenzie, Sales, Marketing & Budgeting
Stephanie Nameloc, Acquisitions & Product Portfolios

Part C Standard Requirements Template

Standard Requirements Template

Requirement Number	Requirement Description	Priority (High, Medium, or Low)
R001	HGS's new and experienced sales staff might be missing opportunities to pitch all products available to clients.	HIGH
R002	Currently, HGS is a Fortune 500 who specializes in all aspects in banking and financial services.	MEDIUM
R003	HGS wants to create a central learning portal where its globally located sales staff.	HIGH
R004	HGS wishes to achieve a well-organized and maintained intranet, aimed at their sales staff having up-to-date training on the corporation's latest offerings.	HIGH
R005	HighLEARN might not meet user requirements or function correctly.	HIGH
R006	HGS's marketing department is not on-board with the project and believe a better solution would be Microsoft© SharePoint©.	MEDIUM
R007	Project's criteria will be measured by having the sales staff well informed about all HGS offerings, sales increase; which in-turn ensures HGS success and sustainability. Business development will increase.	HIGH
R008	Upon completion of this project, HGS will have a highly interactive "portal" to help improve sales performance.	HIGH

Part D Format

A requirements traceability is a great way to show the origin, progress and completion of a project requirement. It shows the lifecycle of a business requirement (MindEdge, 2014, M2). In order to trace a requirement, a requirement traceability matrix (RTM) can be used. The RTM will show all the tests and outcomes for each requirement and include the where and who is the starting point. An example of an RTM is shown below.

HGS Requirement Traceability Matrix

Requirement ID	Description	Business Need/Objective	Status	Assigned To	Notes
R001	Missed Opportunites	What can we do?	In progess	McKenzie	Banking Opportunites
R003	Create Portal	What kind of portal?	In progess	DiBello	Can I add function?
R004	Up-To-Date Training	What should be included?	Closed	Feller/Levitt	Product Videos
R005	HighLearn Functionally	Is it user friendly?	In progess	Brant	Forum Board
R006	Marketing On-Board	How to get marketing on-board?	In progess	McKenzie	SharePoint comparison
R007	Available Material	What else should we need?	Delayed	Ianucci	International Sales Staff
R008	Improve Sales Perfomance	Have sales improved?	In progess	McKenzie	On-going monitoring.

Part E Project Schedule

The purpose of a project schedule is to keep all the tasks involved in the project *on time* and show team members when a task should be completed or when an assigned team member is needed. Just like a personal agenda, the project schedule gives an overall look at when the tasks are expected to be completed. If there is an overlap in project tasks, they will show in a project schedule (Weedmark, 2019).

Project Schedule

Project Milestones (Hightower)	June	July	August	September	October	Novemember	December	January
				2020				2021
Portal Development								
User Interface Design Complete & Tested	■							
Style Sheets for Portal	■							
Theme Design for Website	■	■	■	■				
Portal Administration Complete & Accepted	■							
Administrative Page Groups	■	■	■					
Administrative Access Control Design			■	■	■			
Content Management & Coding Complete & Tested	■							
Content Display from	■							
Content Upload &		■	■					
Configure/Code Indexing and Functionality			■	■	■	■		
Infrastructure and Security								
Architecture Approved for Implementation		■						
Servers for Development, Staging and Production		■	■	■	■			
Configure Firewalls					■	■		
Integrate Infrastructure and Security Systemes					■	■	■	
Log-in/Registration System Complete & Tested					■			
Create Log-in/User Profiles						■	■	
Content Creation & Editing								
Product Content Modules Completed & Accepted	■							
Interviews with Subject Matter Experts (SMEs) and Sales Representatives	■							
Product Sales Summaries		■						
Sales Case Studies for Content Modules		■	■	■				
Edit/Film SME Videos				■				
& Webinars for Content Modules						■	■	
Documentation								
Documentation Coding Standards & Procedures	■	■	■	■				
Develop Test Acceptance Plans & Procedures	■							
HighLEARN Database Test & Acceptance							■	

Part F Estimate

Including the time duration and resource assigned to certain project task is imperative. This type of schedule will ensure that the equipment needed for a project arrives on time, an office is unlocked on the right day and the team members assigned to a project task know when to join the team to work on their assignments. It ensures a smoother schedule and shows team members who are assigned and when a task is expected to be completed (Weedmark, 2019).

Project Tasks (ECO-Trans from Network Diagram)	Duration in Days	Resource Assigned	June	July	August	September	October	Novemembe	December	January
Portal Development										
User Interface Design Complete & Tested	2	Brant								
Style Sheets for Portal	15	Ianucci								
Theme Design for Website	40	Brant								
Portal Administration Complete & Accepted	2	Brant								
Administrative Page Groups	50	Ianucci								
Administrative Access Control Design	35	Ianucci								
Content Management & Coding Complete & Tested	2	Brant								
Content Display from	22	Stephenson								
Content Upload &	40	Stephenson								
Configure/Code Indexing and Functionality	65	Stephenson								
Infrastructure and Security										
Architecture Approved for Implementation	1	Valley								
Servers for Development, Staging and Production	65	Quan								
Configure Firewalls	22	Valley								
Integrate Infrastructure and Security Systemes	40	Quan								
Log-in/Registration System Complete & Tested	3	Callahan								
Create Log-in/User Profiles	22	Stroller								
Content Creation & Editing										
Product Content Modules Completed & Accepted	5	Stephenson								
Interviews with Subject Matter Experts (SMEs) and Sales Representatives	10	Stephenson								
Product Sales Summaries	22	Stephenson								
Sales Case Studies for Content Modules	35	Ianucci								
Edit/Film SME Videos	5	Brant								
& Webinars for Content Modules	10	Brant								
Documentation										
Documentation Coding Standards & Procedures	75	DiBello								
Develop Test Acceptance Plans & Procedures	75	DiBello								
HighLEARN Database Test & Acceptance	5	Valley								

Part G Refine Estimate

For a more refined project schedule, the cost of each task being completed can be added. This a project schedule, like the one below, the project schedule can show the estimated cost of each task, where a project manager could cut costs if necessary. Could a task be completed faster than projected? In this type of project schedule, a project manager can see where the budget is being billed out as man-power.

Project Tasks (ECO-Trans from Network Diagram)	Duration in Days	Resource Assigned	Labor Rate per Day	Estimated New Cost	June	July	August	September	October	Novemembe	December	January
Project Schedule with Tasks -- Duration/Resources-- Project Planning Part G												
								2020				2021
Portal Development												
User Interface Design Complete & Tested	2	Brant	$30	$60								
Style Sheets for Portal	15	Ianucci	$55	$825								
Theme Design for Website	40	Brant	$55	$2,200								
Portal Administration Complete & Accepted	2	Brant	$55	$110								
Administrative Page Groups	50	Ianucci	$55	$2,750								
Administrative Access Control Design	35	Ianucci	$55	$1,925								
Content Management & Coding Complete & Tested	2	Brant	$55	$110								
Content Display from	22	Stephenso	$55	$1,210								
Content Upload & Functionality	40	Stephenso	$55	$2,200								
Configure/Code Indexing and Functionality	65	Stephenso	$55	$3,575								
Infrastructure and Security				$0								
Architecture Approved for Implementation	1	Valley	$70	$70								
Servers for Development, Staging and Production	65	Quan	$70	$4,550								
Configure Firewalls	22	Valley	$70	$1,540								
Integrate Infrastructure and Security Systemes	40	Quan	$70	$2,800								
Log-in/Registration System Complete & Tested	3	Callahan	$70	$210								
Create Log-in/User Profiles	22	Stroller	$70	$1,540								
Content Creation & Editing				$0								
Product Content Modules Completed & Accepted	5	Stephenso	$50	$250								
Interviews with Subject Matter Experts (SMEs) and Sales Representatives	10	Stephenso	$50	$500								
Product Sales Summaries	22	Stephenso	$50	$1,100								
Sales Case Studies for Content Modules	35	Ianucci	$50	$1,750								
Edit/Film SME Videos	5	Brant	$50	$250								
Upload Presentations, Demos & Webinars for Content Modules	10	Brant	$50	$500								
Documentation				$0								
Development & Documentation Coding Standards & Procedures	75	DiBello	$75	$5,625								
Develop Test Acceptance Plans & Procedures	75	DiBello	$75	$5,625								
HighLEARN Database Test & Acceptance	5	Valley	$70	$350								

Project Execution

Part A Implementation approach

The waterfall method is an approach to project execution. This method is simple by starting a task only when the one before it is complete. One task at a time. The waterfall method works best with small projects, it has fast delivery, has a well-documented process and is easy to manage. The disadvantages of using the waterfall method to execute a project are: it is not recommended for large projects, makes it tough to move backward and rehash a task once it is done and requirements must be defined in order to function properly (Guru99.com, n.d.).

Another method for project execution is the agile method. The agile method has the tasks being executed at the same time. Tests on the requirements can be run and repaired on the fly. This method also allows more communication between the team members, clients and managers. When using the agile method, it is easier to involve the client in tasks and decision-making, has a flexible timeline and everyone knows what is done and when is not. It works like a team atmosphere. Using the agile method for smaller projects is not recommended and the project can be easily side-tracked if the managers are not sure of the project outcome. The team must be hyper-focused on the result to execute properly (Guro99.com, n.d.).

The recommendation for this case study would be an agile method. When off the timelines are added together the duration equals out to over 900 days. This project should be completed in 214 days. Several tasks will have to be executed and completed at the same time in order to have this project ready to launch on January 1, 2021.

Part B Project Schedule

There are a few ways to speed up the completion of a project or task when the project is running behind. Crashing, fast-tracking and resource-leveling are the approaches. Crashing is

added more resources to an assigned task in order to get more work done in an allotted time. Crashing sometimes causes confusion because some team members could "step-on" each by working on the same task or an assigned team member may have to learn a new skill in order to finish a certain task adding a risk factor. Fast-tracking is rushing a task in order to complete it before scheduled or allowed time. If done with finesse this approach can be successful, but it requires careful adjusting to successfully complete (MindEdge, 2014, M3). When a conflict arrives, resource-leveling is another approach that can be used. It stacks tasks and resources in the project schedule to produce more in less time. It is used to help with the workload, but the project scope, timeline and cost are usually affected greatly when used (Branco, 2019).

In the project described if our case study falls behind, the recommend method to be used would be resource-leveling. The project team is small and multiple tasks need to be "worked on" at the same time for the project to be on track and ready for launch. At the end of the schedule there is extra time available to use if needed, if a task falls behind on the predicted schedule.

Part C Keep Leadership Apprised

Creating a communication plan is a must in all projects. There should be a preferred method of communication for each team and a feedback method. Having a communication plan makes sure *who* is informed, *what* they are informed about, *where* they can expect to be informed, *when* to expect the information and *how* to send feedback (MindEdge, 2014, M5). An example is below.

Item #	Required Time Frame (Daily, Weekly, Monthly, etc.)	Communication Title	Team Member Required to Receive Report	Required Method of Sharing Report (email, text, phone call, paper report,	Frequency	Team Member Assigned Task to produce communication
1	Weekly	Portal Development	Quan			Stephenson
2	Weekly	Infrastructure and Security	Bailey			Valley
3	3 x week	Content Creation and Editing	Brant			Stephenson
4	Weekly	Documentation	Bailey			DiBello
5	Monthly	HighLEARN Roll-out	Bailey			DiBello

<p style="text-align:center">Project Control</p>

Part A Change Management

Monitoring change control ensures that changes are dealt with in a brisk manner and are integrated into the budget, time and scope. Changes should not slow down the project momentum or go over budget. All change requests are evaluated and studied closely to rank its risk and non-risks to the project. The team will make the decision on whether a change will happen. Informing the source of the change request about the outcome of the decision is important because it is letting the parties know that he/she or they have been heard and to avoid any rogue and unauthorized work being done (MindEdge, 2014, M8).

Below are some changes to the HGS Sales Portal for this case study:

Final Project Change Order Log				
Row ID	**Change Request Description**	**Estimate of Level of Effort in Dollars**	**Change Request Approver**	**Approved Yes or No**
1	Add Automated Character Help	$2,000	Brant	Yes
2	Create a User Manual	$20,000	Ianucci	Yes
3	Add a floating field for comments/feedback	$3,500	Ianucci	No
4	Customer support Live Chat box	$45,000	Brant	No (Live operator costs)
5	User's color scheme change	$2,700	Ianucci	Yes

Part B Risk Management

There are risks when working on a project. When a risk is identified a qualitative risk analysis can be done on it to get a risk score, based on probability and impact. The collection of risks can be prioritized by risk scores. Quantitative risk analysis shows the risks in efforts of costs and schedule. To calculate the quantitative risk a project manager would use a sequence list, decision tree, Monty Carlo technique, tornado diagrams, sensitivity analysis and/or simulations (PM Learning Solutions, 2014).

The HGS case study will most likely go through both qualitative and quantitative risk analysis. Below is an example of a risk register for HGS.

Risk Register

Status	Risk ID Number	Identified Risk	Owner	Impact	Response -- Mitigation Plan	Comments
Delayed		Website requirements or functionality	Quan	High	Quantitative	TBA
Delayed		Valley and Quan available after 7/15/20	DiBello	Medium	Qualitative	TBA
In progress		Marketing Depart not on-board	McKenzie	Medium	Qualitative	TBA
Open		No outside access through firewall	Valley	Medium	Quantitative	TBA
Delayed		Team is overworked - outside resources?	DiBello	Medium	Quantitative	TBA
Open		Is there enough time to complete tasks	DiBello	Medium	Quantitative	TBA

Part C Issues Management

Issues arise when managing a project. An appropriate way to handle issues as they come up is effective. A way to manage project issues is with an issue register. There should be a designated team member that adds to and keeps the register current. The log will tell who, what and when the issue was noticed. The team member must monitor the progress of issues and assess the impact of each issue. When an issue is resolved that too, must be recorded on the issue register (Project Management Videos, 2012). Finally, remember to close out the issue, give closure to it. Below is an example of an issue register in regards the HGS HighLearn project.

Issues Log

Issues #	Issue	Date Identified	Due Date	Identified By	Assigned To	Status	Process Categories	Solution	Date Completed
100	Team does not want to work weekends	6/15/2020	6/30/2020	Wilson	DiBello/Wilson	Red	Closed	Weekends off schedule	6/30/2020
200	No work on holidays	6/15/2020	6/20/2020	Wilson	DiBello/Wilson	Red	Closed	Holidays off schedule	6/20/2020
300	Sick calls = slowing down progress	10/1/2020	TBA	McKenzie	Alston	Yellow	Reopened	Being accessed	TBA
400	Team Building	3/4/2020	4/15/2020	Concern	DiBello	Green	Deffered	Is this necessary?	TBA
500	Outside Resources, do we need?	5/15/2020	5/20/2020	Xiao	Quan	Green	Open	Still an option	TBA

Project Closeout

Part A Close Project Process

Closing out a project is just as important as starting one. It marks the closure and an end point to the project. Steps involved include: reassign team members/staff, auditing records, closing out contracts, making sure support material is available to sustain the project after closing, informing stakeholders about late completed tasks and the results and to write a final project report as an archive (MindEdge, 2014, M9). Using a checklist with these items on it would assist in the closure process. A project manager could also have a retrospective meeting to

close the project as a team and recognition can be handed out in the process.

Part B Warranty Period Process

The warrant period is a set amount of time that is determined, where the project team will provide service or replace a defect with the final deliverables. The project team are the individuals that know the product that will be given to the client, inside and out. If something does not operate properly the project team should be open to "make it right" Hubstaff Blog, 2019).

Part C Lessons Learned Template

Date	ID #	Experience or Issue Logged	Impact on Project	Description of Leasons Learned	Best Practice to Follow for Future Projects
##########	1	Sick call delays	Medium	Contengency plan	Over calculate timeline by a few days
##########	2	Content Department - Resources	High	Give the content dept extra time	Over inflated timeline for tasks - small staff
##########	3	Outside PM	High	In-house Project manager	Use an someone in-house
##########	4	Log in Profile Time	Medium	Users can make own profile	Have users produce profile content themselves
##########	5	Communications	High	Realistic Communications Plan	Use a communications medium that team uses

The date of 12/15/2020 did not translate into the template above.

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