OverseasEd

Project Plan

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Executive Summary

The objective of this project is to develop a web-based platform that enables international students to have access to all the necessary academic and financial resources in their destination country to assure a smooth transition at an affordable price. Overseas strives to provide exceptional service and support to achieve the highest customer satisfaction among competitors.

1. Stakeholders

1.1. Overview

The related parties of this project (hereinafter called “Stakeholders”) are expected to ensure that the proper elements and commitments are in place to provide successful project delivery. The following prerequisites are required for all Stakeholders:

a. Provided clear reference to task ownership, accountability, roles and responsibilities.
b. Presented a clear, concise and measurable description of project deliverables
c. Have matched perceptions of project expectations with actual deliverables.

1.2. Stakeholders

The following parties represent the primary stakeholders associated with this project:

a. Overseas Ed Team
b. Students
c. Partner Housing Providers
d. Partner Visa Application Agencies

1.3. Roles and Responsibilities

The following activities, deliverables and prerequisites are the responsibilities of the respective stakeholders:

a. OverseasEd
   i. **Server & Website Administration** - Manage the development and staging environments and content database on Content Management System (CMS) and Cloud Service Provider (CSP) management interface.
   ii. **Project Management** - Update stakeholders accordingly with overall job progress, risks, timelines and status of deliverables
   iii. **Market Research**
   iv. **Research & Development**
   v. **CMS Development** – Setup and configure CMS cells and templates and content data migration.
   vi. **Web Development**
      1. Development and integration of HTML/CSS templates and scripts into the CMS
      2. Integration of plugins and code snippets of additional applications and widgets
   vii. **Software Development** - Programming, maintenance and implementation of source codes.
   viii. **Training & Documentation** - Conduct knowledge transfer & walkthrough sessions on basic configuration and administration of new features and related modules.
   ix. **Maintenance and Operation**
      1. Maintain availability and functionality of application and platforms.
      2. Provide customer and technical support
      3. Provide services offered

b. Students

i. **Acquire Services**

ii. **Accomplish Prerequisites**

1. Provide Legal identification and documents.
2. File related applications outside of the OverseasEd application, unless covered by services acquired from OverseadEd.
3. Review and sign related legal documents and services agreement.
4. Pay required charges and fees

c. Partner Housing Service Providers

i. **Agree to Contract**

1. Review partnership terms and conditions
2. Sign partnership agreement

ii. **Provide Required Data** - Constantly provide OverseasEd with available property listings with complete data regarding the properties. Such data attributes may consist of the following: pricing, availability, location, images and more.

iii. **Order Processing**

1. Confirm receipt of sales orders sent by OverseasEd.
2. Process required applications to complete orders.
3. Confirm completion and fulfillment of orders.
4. Remit profit share of OverseasEd to the financial institutions and accounts designated by OverseasEd.

d. Partner Visa Application Agencies
    i. **Review partnership terms and conditions**
    ii. **Sign partnership agreement**
    iii. **Order Processing**
        1. Confirm receipt of sales orders sent by OverseasEd.
        2. Process required applications to complete orders.
        3. Confirm completion and fulfillment of orders.
        4. Ensure that student receives visa and other complementary documents.

1.4. Ad-Hoc Responsibilities

In the event that there are activities that are not included in the standard scope of work, otherwise known as “Ad-Hoc” activities, the following responsibilities are required from all related stakeholders:

a. Ensure that key resources fully participate in the preparation, planning and implementation of this project.
b. Ensure integrity and compatibility of provided data.
c. Provide relevant business process information, content design, marketing guidelines and other related information.

2. Scope of Work

2.1. Functional Requirements

The following functional requirements will be developed to address the product requirements defined by the product management team.

2.1.1. Requirements description: Entrance Exams (GRE, TOEFL, GMAT, IELTS)

ID	Requirement details	Priority (H/M/L)
2.1.1.1	Test Prep Material ● GRE ● TOEFL ● IELTS ● GMAT	H
2.1.1.2	Test Prep Videos	H
2.1.1.3	Sample Tests ● GRE ● TOEFL ● IELTS ● GMAT	H

2.1.2 Requirements description: Short listing Universities based on score

ID	Requirement details	Priority (H/M/L)
2.1.2.1	Form to find universities based on score and extracurricular	H
2.1.2.2	Submit the form with email id to get exact suggestions about universities	H

2.1.2.3	Get full information about shortlisted universities including financial aids	H

2.1.3 Requirements description: Application Process

ID	Requirement details	Priority (H/M/L)
2.1.3.1	Prepare Letters of Recommendation (Tie up with small consultancies)	H
2.1.3.2	Prepare Statement of Purpose (Tie up with small consultancies)	H
2.1.3.3	Provide information about all the required documents for application process	H
2.1.3.4	Provide detailed information about all the universities to fill the application forms	H
2.1.3.5	Send document packets to universities (Tie up with Courier Service)	H

2.1.4 Requirements description: Education Loan/ Funding advice

ID	Requirement details	Priority (H/M/L)
2.1.4.1	Providing advice for funding education	M
2.1.4.2	Provide help to get education loan (Tie up with banks)	M
2.1.4.3	Available Scholarships page that lists scholarships available in the user selected universities including specific terms and qualification criteria.	M

2.1.5 Requirements description: Visa Process

ID	Requirement details	Priority (H/M/L)
2.1.5.1	Complete information about visa process	H
2.1.5.2	Provide detailed documents to fill visa forms	H
2.1.5.3	Detailed document to prepare file for visa interview	H
2.1.5.4	Preparation for visa interview (Tie up with consultancies)	H

2.1.6 Requirements description: Accommodation in USA

ID	Requirement details	Priority (H/M/L)
2.1.6.1	Search menu to find families from your country in USA	L
2.1.6.2	Each family will have basic info about their background in their home country and charges for stay	L
2.1.6.3	Send your request to the families with your basic info	L
2.1.6.4	Provide short information about yourself to the interested family	L
2.1.6.5	Get temporary accommodation in USA with the family from your country	L
2.1.6.7	Get the permanent accommodation with their help	L
2.1.6.8	Rate the family based on your stay with them	L

2.1.7 Requirements description: Free Trial Registration

ID	Requirement details	Priority

		(H/M/L)
2.1.7.1	Enter email address for registration	H
2.1.7.2	Select degree level	H
2.1.7.3	Degree level should include following: ● Associate ● Bachelors ● Masters ● Doctorate	H
2.1.7.4	Choose field of study field should be in the form	H
2.1.7.5	Location should be chosen from 'Choose Location' field	H
2.1.7.6	Select Entrance Exam and enter entrance exam marks	H
2.1.7.7	Display list of suggested universities	H

2.1.8 Requirements description: Registration Page

ID	Requirement details	Priority (H/M/L)
2.1.8.1	Click on the 'Sign Up' link for registration	H
2.1.8.2	Name, Username, Password, Confirm Password, Email, Confirm Email fields should be present in the registration form	H
2.1.8.3	Name field should accept only characters	H
	Email address field should accept alphanumeric values	
2.1.8.4	Username and password should be alphanumeric	H

2.1.8.5	Confirm password field should be mandatory	H
2.1.8.6	Select services from the dropdown. Dropdown should include following services: ● Entrance exam prep ● Select universities ● Apply to universities ● Finance your studies ● Getting your visa ● Accommodation	H
2.1.8.7	Provisions to make payment	H

2.1.9 Requirements description: Login Page

ID	Requirement details	Priority (H/M/L)
2.1.9.1	Enter username and password	H
2.1.9.2	Click on the 'Log In' link to navigate to profile page	H
2.1.9.3	Profile page should display following things: ● Create Your Profile ● Check your progress ● Contact your advisor	H
2.1.9.4	All the services chosen by user should be displayed along with the links to access them	H

Non-Functional Requirements

2.1.10 Responsive design which can be used on any system irrespective of the size of the screen
2.1.11 User-friendly portal with very simple forms and search menu
2.1.12 Low cost for the service as compared to other consultancies
2.1.13 Security of student's or family's data

2.3. Quality Assurance

Quality Assurance initiatives of the project are intended to ensure that all features and functionality of the application are working properly and as expected. It will consist of a testing process that involves verification by multiple parties.

a. Test Cases - a series of scenarios of actual processes that users will be performing with the application. They should be inline with the business requirements and other special circumstances.
b. Test Scripts - instructions on performing tests based on the test cases, accompanied by short programs that enable them to be run repeatedly during auto testing.
c. Manual Review - upon completion of auto testing, the codes and other aspects of the tested features will be reviewed manually regardless of the test's outcome.

2.4. Acceptance Testing

Accepting the project and product deliverables will require two verification processes.

a. User Acceptance Test (UAT) - a test performed by actual users based on the test cases and ad-hoc processes to review and validate the product's functionality.
b. Requirements Traceability Matrix (RTM) - a validation process that makes use of an RTM document that will test if all requirements are met by a feature or functionality in the application.

2.5. Completion Criteria

OverseasEd will have completed the project's objectives when it completes the deliverables described in the Scope of Work, officially accepted under the defined quality assurance test and acceptance criteria.

2.6. Out of Scope Activities

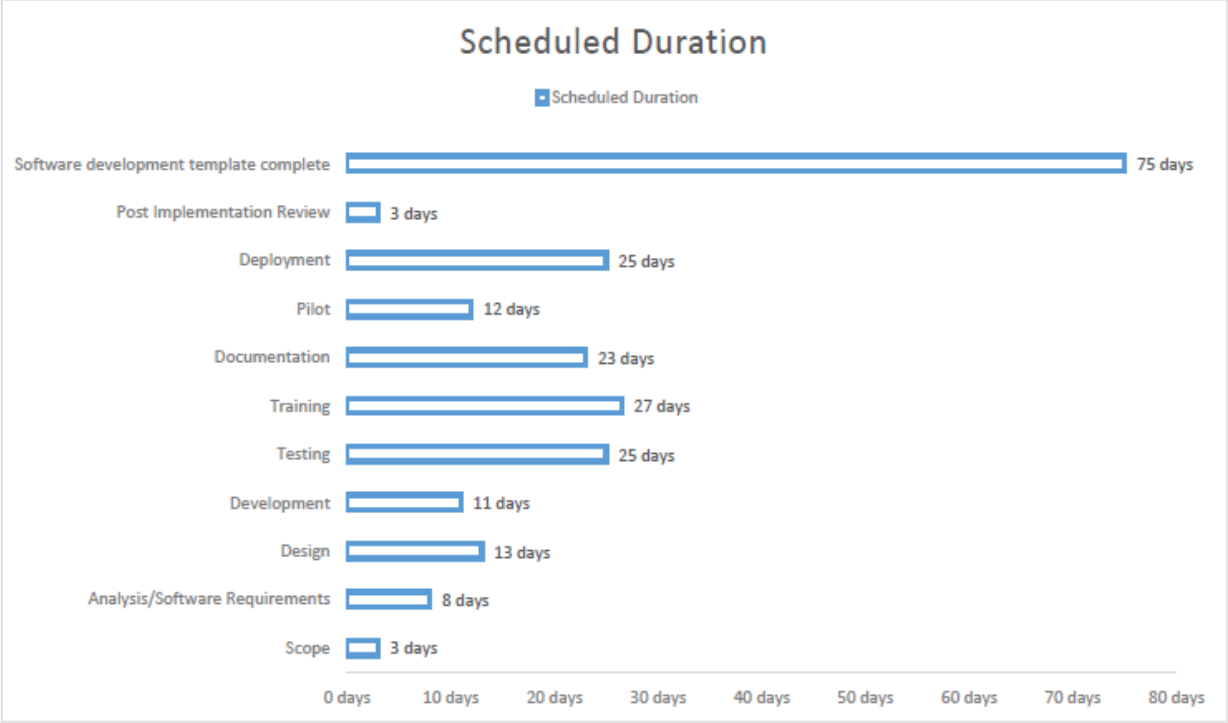
The following activities and functionality are excluded from this project:

a. Data gathering and migration from external sources.
b. Creation and editing of external parties' business process information and preferred interface design for the OverseasEd platform.
c. Content gathering that pertain to the business of external parties such as travel information.
d. Integrated online airline ticket booking.
e. International Student insurance services.
f. Support for consultancy in other languages.

3. Project Schedule

3.1 Project Duration

The project management team predicted the duration of the software development plan for OverseasEd to be 75 days for all the processes involved. This estimation was provided by using parametric technique practice to use published data about how much work and time will each particular task take.



3.2 Project Tasks

This project was broken down to 10 main tasks that each includes other tasks to be completed to start the next task or some could be worked on at the same time since they are not dependant on each other. Based on the project management team's estimations of each task with its subtasks we came up with the following schedule to show total days assigned to each task and its subtasks, start and end dates. Our main tasks include scope, analysis and software requirements, design, development, testing,

training, documentation, pilot, deployment, and lastly post implementation support and adjustments if necessary. Following three pages demonstrate all the tasks and the duration assigned to each task and subtasks.

Website Development

ID	Task Name	Duration	Start	Finish
1	**Scope**	**3 days**	**Thu 8/25/16**	**Tue 8/30/16**
2	Determine project scope	1 day	Thu 8/25/16	Thu 8/25/16
3	Secure project sponsorship	4 hrs	Fri 8/26/16	Fri 8/26/16
4	Define preliminary resources	4 hrs	Fri 8/26/16	Fri 8/26/16
5	Secure core resources	1 day	Mon 8/29/16	Mon 8/29/16
6	Scope complete	0 days	Tue 8/30/16	Tue 8/30/16
7	**Analysis/Software Requirements**	**8 days**	**Tue 8/30/16**	**Thu 9/8/16**
8	Conduct needs analysis	2 days	Tue 8/30/16	Wed 8/31/16
9	Draft preliminary software specifications	1 day	Thu 9/1/16	Thu 9/1/16
10	Develop preliminary budget	1 day	Fri 9/2/16	Fri 9/2/16
11	Review software specifications/budget with team	1 day	Mon 9/5/16	Mon 9/5/16
12	Incorporate feedback on software specifications	1 day	Tue 9/6/16	Tue 9/6/16
13	Develop delivery timeline	6 hrs	Wed 9/7/16	Wed 9/7/16
14	Obtain approvals to proceed (concept, timeline, budget)	6 hrs	Wed 9/7/16	Thu 9/8/16
15	Secure required resources	4 hrs	Thu 9/8/16	Thu 9/8/16
16	Analysis complete	0 days	Thu 9/8/16	Thu 9/8/16
17	**Design**	**13 days**	**Fri 9/9/16**	**Tue 9/27/16**
18	Review preliminary software specifications	2 days	Fri 9/9/16	Mon 9/12/16
19	Develop functional specifications	5 days	Tue 9/13/16	Mon 9/19/16
20	Develop prototype based on functional specifications	2 days	Tue 9/20/16	Wed 9/21/16
21	Review functional specifications	2 days	Thu 9/22/16	Fri 9/23/16
22	Incorporate feedback into functional specifications	1 day	Mon 9/26/16	Mon 9/26/16
23	Obtain approval to proceed	1 day	Tue 9/27/16	Tue 9/27/16
24	Design complete	0 days	Tue 9/27/16	Tue 9/27/16
25	**Development**	**12 days**	**Tue 9/27/16**	**Wed 10/12/16**
26	Review functional specifications	1 day	Wed 9/28/16	Wed 9/28/16
27	Identify modular/tiered design parameters	1 day	Thu 9/29/16	Thu 9/29/16
28	Assign development staff	1 day	Fri 9/30/16	Fri 9/30/16
29	Develop code	6 days	Mon 10/3/16	Mon 10/10/16
30	Developer testing (primary debugging)	2 days	Tue 10/11/16	Wed 10/12/16

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Website Development

ID	Task Name	Duration	Start	Finish
31	Development complete	0 days	Wed 10/12/16	Wed 10/12/16
32	**Testing**	**25 days**	**Wed 10/5/16**	**Tue 11/8/16**
33	Develop unit test plans using product specifications	2 days	Wed 10/5/16	Thu 10/6/16
34	Develop integration test plans using product specifications	3 days	Wed 10/5/16	Fri 10/7/16
35	**Unit Testing**	**13 days**	**Wed 10/12/16**	**Fri 10/28/16**
36	Review modular code	3 days	Thu 10/13/16	Mon 10/17/16
37	Test component modules to product specifications	3 days	Tue 10/18/16	Thu 10/20/16
38	Identify anomalies to product specifications	2 days	Fri 10/21/16	Mon 10/24/16
39	Modify code	3 days	Tue 10/25/16	Thu 10/27/16
40	Re-test modified code	2 days	Fri 10/28/16	Mon 10/31/16
41	Unit testing complete	0 days	Mon 10/31/16	Mon 10/31/16
42	**Integration Testing**	**6 days**	**Tue 11/1/16**	**Tue 11/8/16**
43	Test module integration	2 days	Tue 11/1/16	Wed 11/2/16
44	Identify anomalies to specifications	1 day	Thu 11/3/16	Thu 11/3/16
45	Modify code	2 days	Fri 11/4/16	Mon 11/7/16
46	Re-test modified code	1 day	Tue 11/8/16	Tue 11/8/16
47	Integration testing complete	0 days	Tue 11/8/16	Tue 11/8/16
48	**Training**	**33 days**	**Fri 10/7/16**	**Wed 11/23/16**
49	Develop training specifications for end users	3 days	Fri 10/7/16	Wed 10/12/16
50	Develop training specifications for helpdesk support staff	3 days	Fri 10/7/16	Wed 10/12/16
51	Identify training delivery methodology	2 days	Fri 10/7/16	Tue 10/11/16
52	Develop training materials	3 wks	Thu 10/13/16	Wed 11/2/16
53	Conduct training usability study	3 days	Thu 11/3/16	Mon 11/7/16
54	Finalize training materials	3 days	Tue 11/8/16	Thu 11/10/16
55	Develop training delivery mechanism	2 days	Fri 11/11/16	Mon 11/14/16
56	Training materials complete	0 days	Mon 11/14/16	Mon 11/14/16
57	**Documentation**	**31 days**	**Fri 10/7/16**	**Fri 11/18/16**
58	Develop Help specification	3 days	Fri 10/7/16	Tue 10/11/16
59	Develop Help system	10 days	Wed 10/12/16	Tue 10/25/16
60	Review Help documentation	2 days	Wed 10/26/16	Thu 10/27/16

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Website Development

ID	Task Name	Duration	Start	Finish
61	Incorporate Help documentation feedback	2 days	Fri 10/28/16	Mon 10/31/16
62	Develop user manuals specifications	2 days	Fri 10/7/16	Mon 10/10/16
63	Develop user manuals	3 wks	Tue 10/11/16	Mon 10/31/16
64	Review all user documentation	2 days	Tue 11/1/16	Wed 11/2/16
65	Incorporate user documentation feedback	2 days	Thu 11/3/16	Fri 11/4/16
66	Documentation complete	0 days	Fri 11/4/16	Fri 11/4/16
67	**Pilot**	**17 days**	**Thu 10/13/16**	**Fri 11/4/16**
68	Identify test group	1 day	Thu 10/13/16	Thu 10/13/16
69	Develop software delivery mechanism	2 days	Fri 10/14/16	Mon 10/17/16
70	Install/deploy software	5 days	Mon 10/17/16	Fri 10/21/16
71	Obtain user feedback	1 wk	Fri 10/21/16	Thu 10/27/16
72	Evaluate testing information	2 days	Thu 10/27/16	Fri 10/28/16
73	Pilot complete	0 days	Fri 10/28/16	Fri 10/28/16
74	**Deployment**	**25 days**	**Mon 10/31/16**	**Fri 12/2/16**
75	Determine final deployment strategy	3 days	Mon 10/31/16	Wed 11/2/16
76	Develop deployment methodology	3 days	Thu 11/3/16	Mon 11/7/16
77	Secure deployment resources	3 days	Tue 11/8/16	Thu 11/10/16
78	Train support staff	6 days	Fri 11/11/16	Fri 11/18/16
79	Deploy software	10 days	Mon 11/21/16	Fri 12/2/16
80	Deployment complete	0 days	Fri 12/2/16	Fri 12/2/16
81	**Post Implementation Review**	**3 days**	**Mon 12/5/16**	**Wed 12/7/16**
82	Document lessons learned	1 day	Mon 12/5/16	Mon 12/5/16
83	Distribute to team members	1 day	Tue 12/6/16	Tue 12/6/16
84	Create software maintenance team	1 day	Wed 12/7/16	Wed 12/7/16
85	Post implementation review complete	0 days	Wed 12/7/16	Wed 12/7/16
86	Software development template complete	75 days	Thu 8/25/16	Wed 12/7/16

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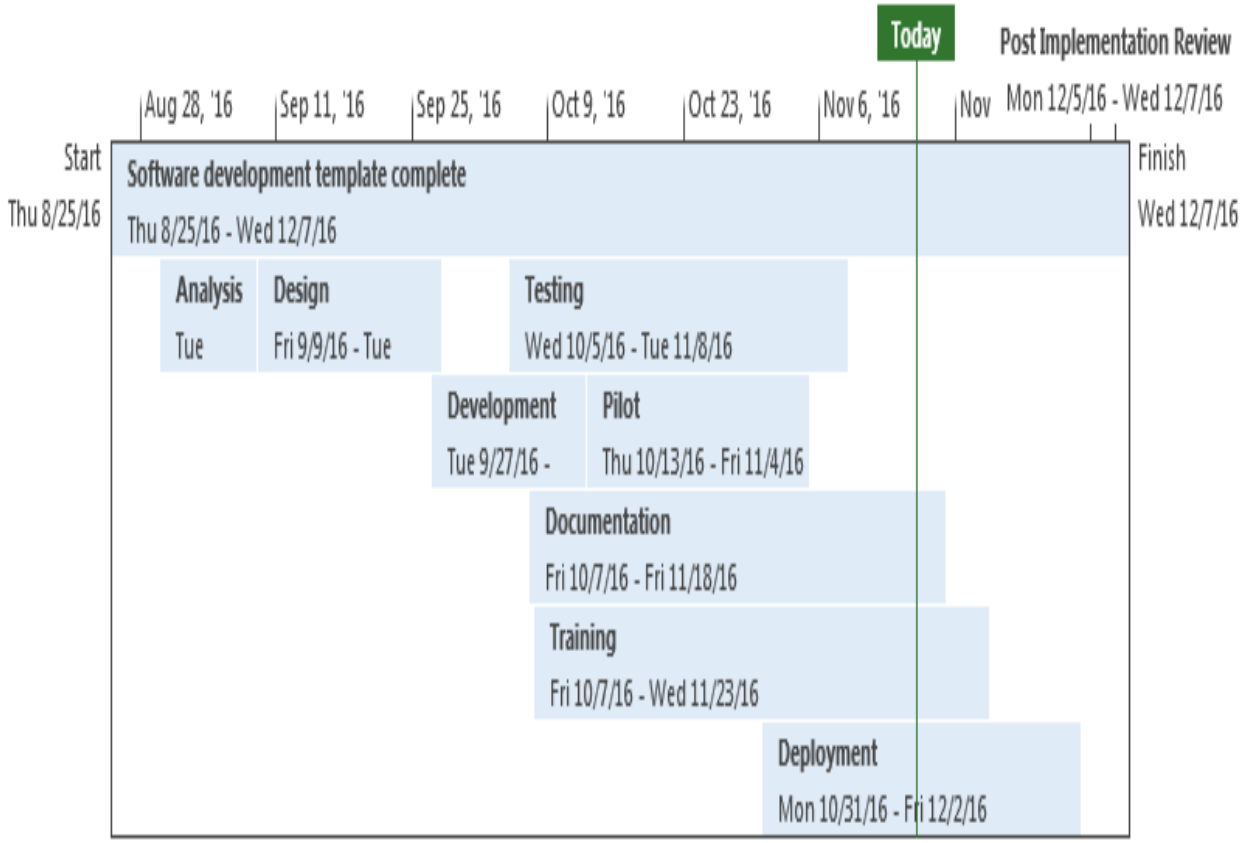
3.3 Project Timeline

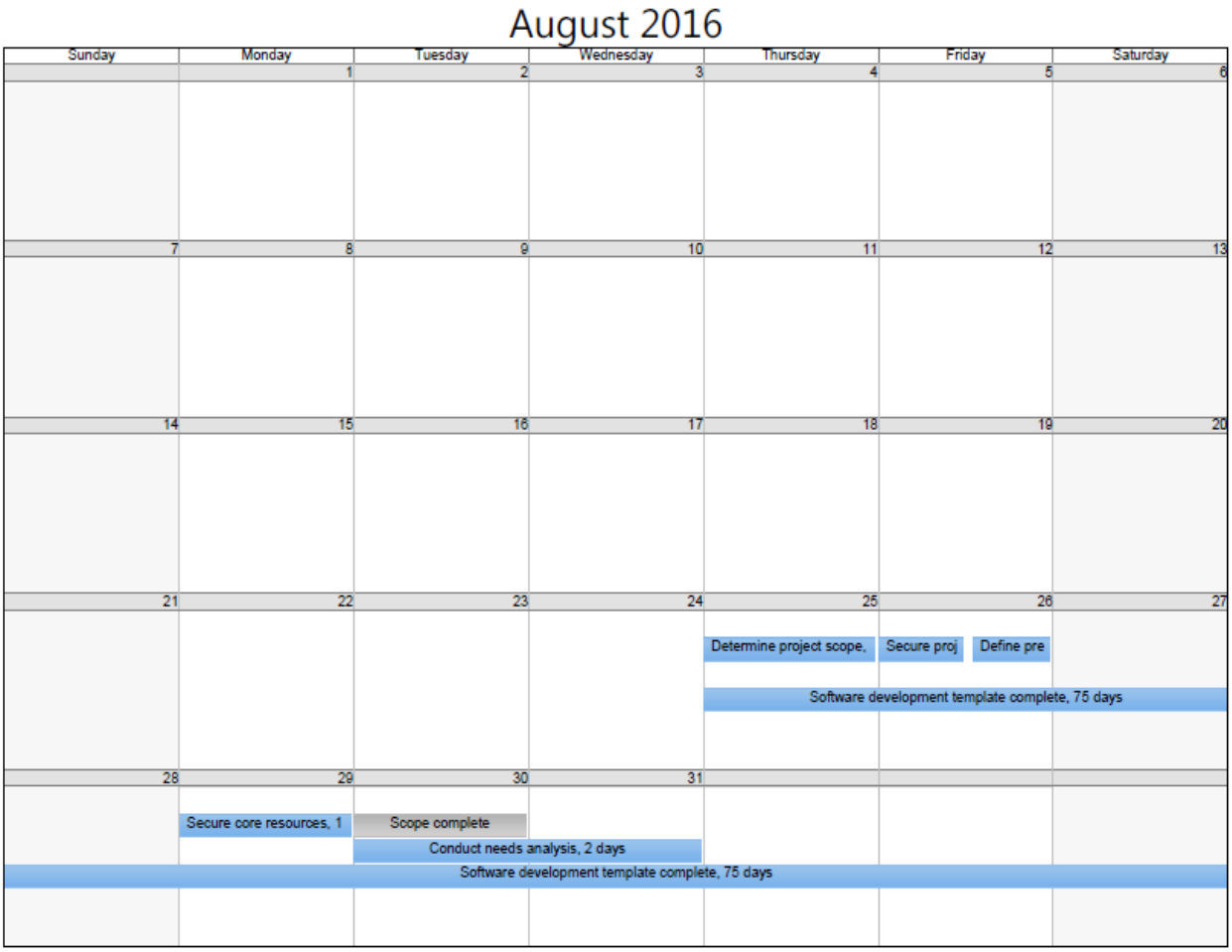
The project management team has provided a timeline of duration and tasks to be completed at each step for a given date. This timeline provides the stakeholders with necessary information to know what part of this project is being worked on by the team at any given time and provides information regarding overlaps and dependency of these tasks.

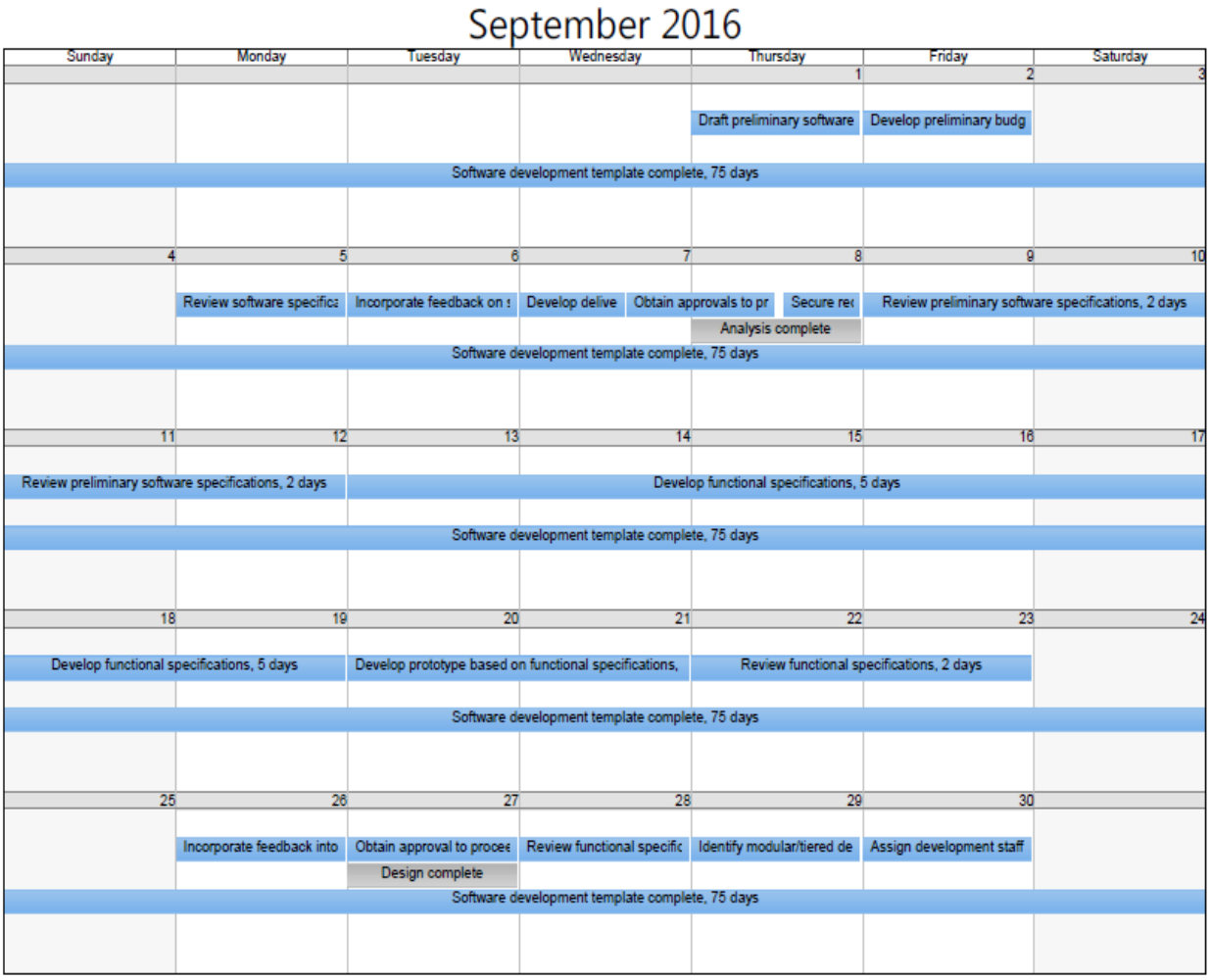


3.4 Project Calendar

The project management team also provided a calendar view of the days and tasks for this project. This calendar covers the months of August 2016 to December 2016 that will take the team to complete and implement this project. The project management team

created this calendar to assure a transparent method of communication with stakeholders who require daily, weekly or monthly updates of this process. Each stakeholder who requests additional information and updates for a given date could use this calendar to find out the department in charge to contact the proper contact person for further clarification. Following five pages will provide detailed information in the form of a calendar.




September 2016
Sunday
Monday
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Wednesday
Thursday
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Draft preliminary software
Develop preliminary budg
Software development template complete, 75 days
4
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Review software specifica
Incorporate feedback on s
Develop delive
Obtain approvals to pr
Secure rec
Review preliminary software specifications, 2 days
Analysis complete
Software development template complete, 75 days
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Review preliminary software specifications, 2 days
Develop functional specifications, 5 days
Software development template complete, 75 days
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Develop functional specifications, 5 days
Develop prototype based on functional specifications,
Review functional specifications, 2 days
Software development template complete, 75 days
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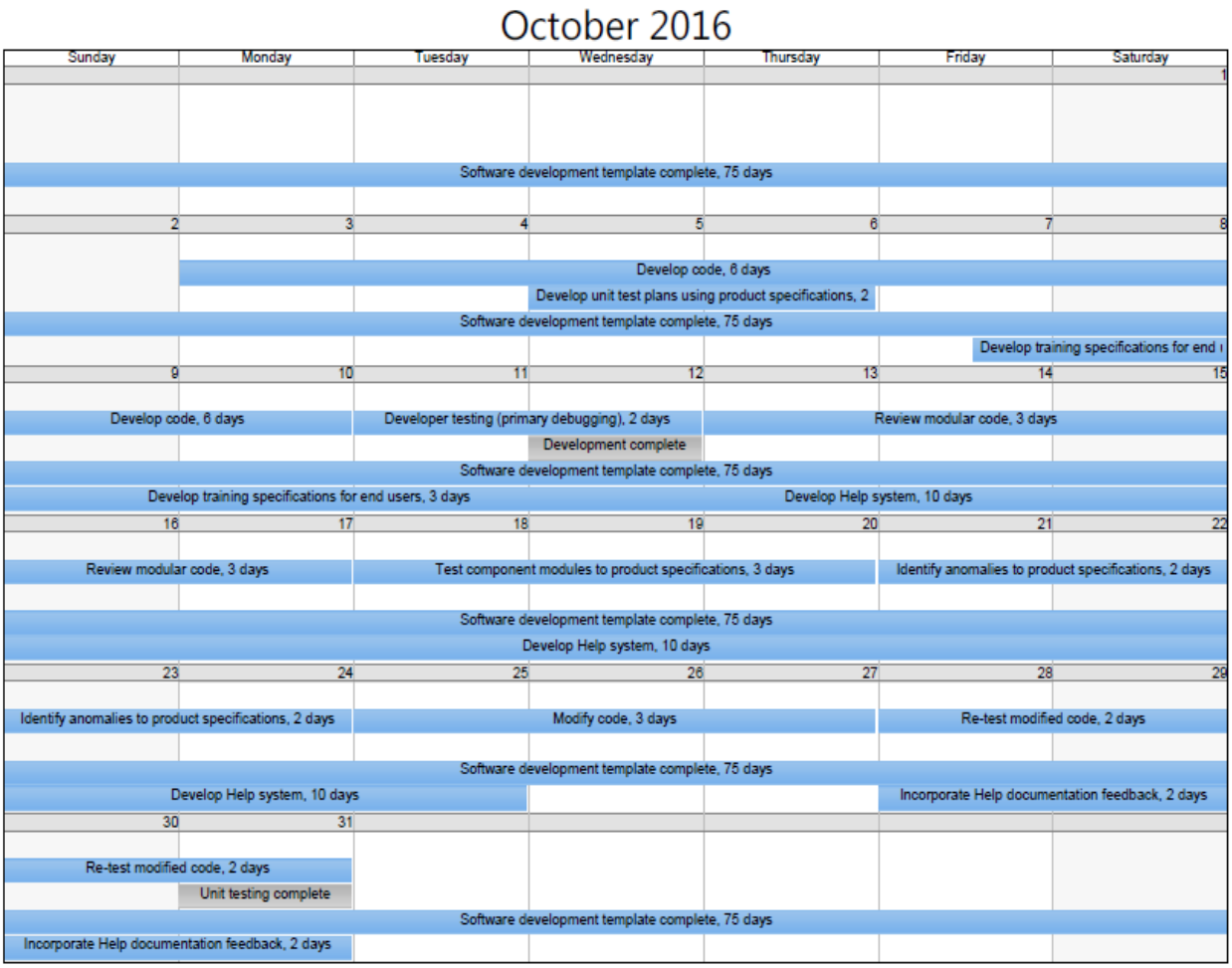
Incorporate feedback into
Obtain approval to proce
Review functional specific
Identify modular/tiered de
Assign development staff
Design complete
Software development template complete, 75 days


October 2016
Sunday
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1
Software development template complete, 75 days
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Develop code, 6 days
Develop unit test plans using product specifications, 2
Software development template complete, 75 days
Develop training specifications for end
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11
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14
15
Develop code, 6 days
Developer testing (primary debugging), 2 days
Review modular code, 3 days
Development complete
Software development template complete, 75 days
Develop training specifications for end users, 3 days
Develop Help system, 10 days
16
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22
Review modular code, 3 days
Test component modules to product specifications, 3 days
Identify anomalies to product specifications, 2 days
Software development template complete, 75 days
Develop Help system, 10 days
23
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25
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29
Identify anomalies to product specifications, 2 days
Modify code, 3 days
Re-test modified code, 2 days
Software development template complete, 75 days
Develop Help system, 10 days
Incorporate Help documentation feedback, 2 days
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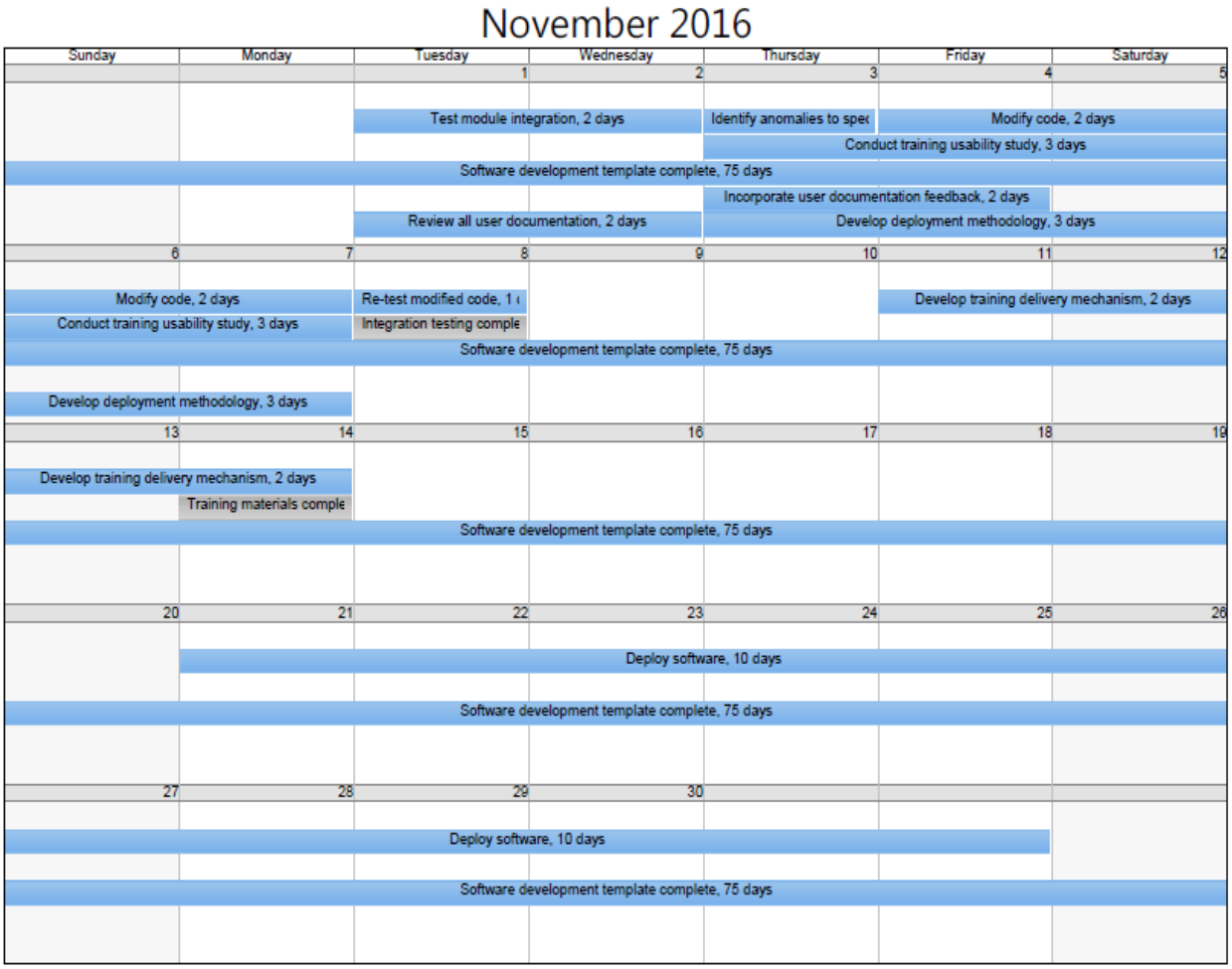
31
Re-test modified code, 2 days
Unit testing complete
Software development template complete, 75 days
Incorporate Help documentation feedback, 2 days


November 2016
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Test module integration, 2 days
Identify anomalies to spec
Modify code, 2 days
Conduct training usability study, 3 days
Software development template complete, 75 days
Incorporate user documentation feedback, 2 days
Review all user documentation, 2 days
Develop deployment methodology, 3 days
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Modify code, 2 days
Re-test modified code, 1
Develop training delivery mechanism, 2 days
Conduct training usability study, 3 days
Integration testing comple
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Develop deployment methodology, 3 days
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Develop training delivery mechanism, 2 days
Training materials comple
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Deploy software, 10 days
Software development template complete, 75 days
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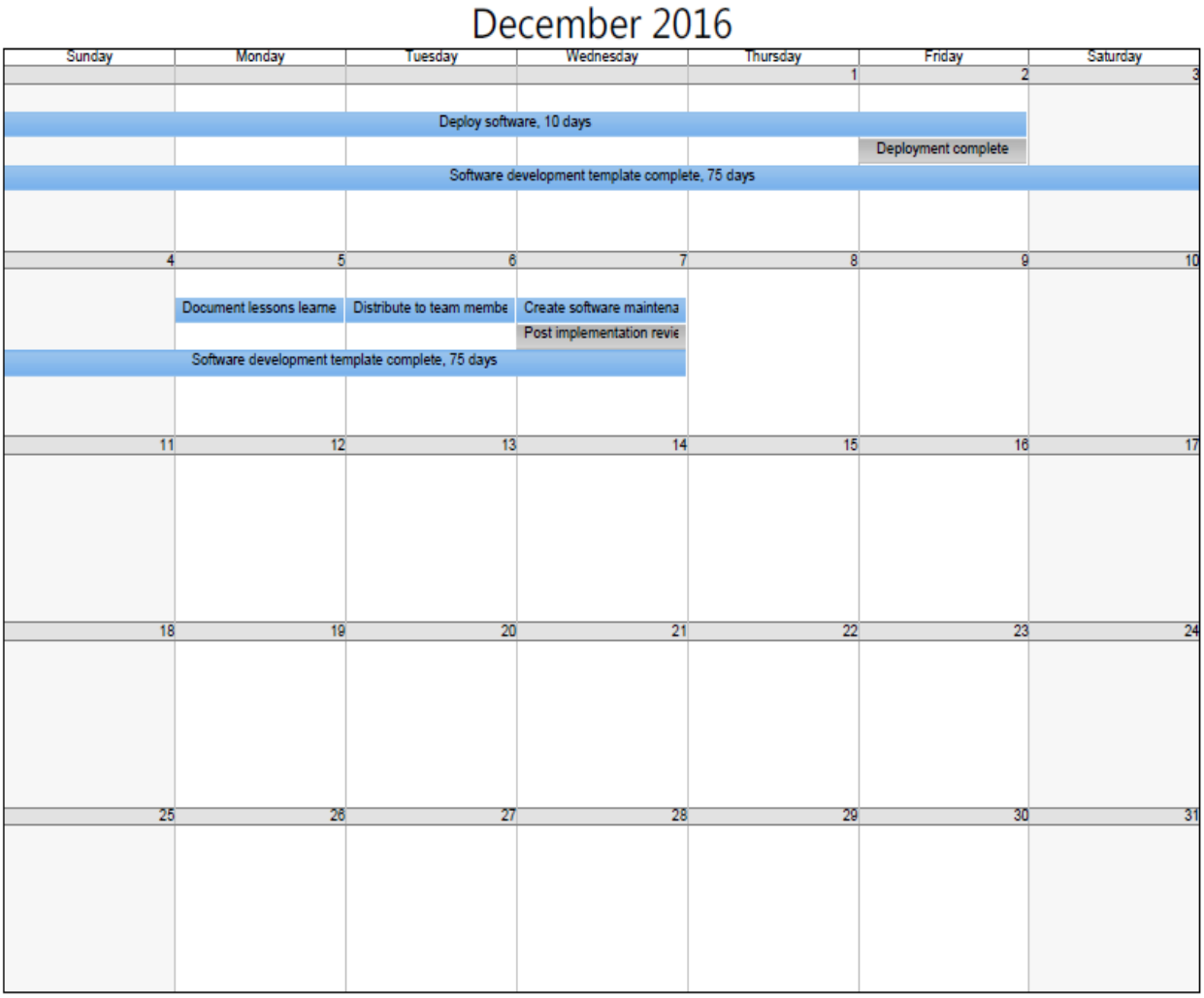
Deploy software, 10 days
Software development template complete, 75 days


December 2016
Sunday
Monday
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Thursday
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Deploy software, 10 days
Deployment complete
Software development template complete, 75 days
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Document lessons learne
Distribute to team membe
Create software maintena
Post implementation revie
Software development template complete, 75 days
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4. Costs

4.1. Compensation & Benefits Expenses

The team members will be paid an hourly wage of $10.00 with no overtime. Each member is projected to work twenty hours per week during the first year of operations, leading to a total of 1,040 working hours. This results in $83,200 in salary expenses during the first year of operations (see figure 5.1a. for tabled computation)

Figure 5.1a. Year One Salaries

Position	Hourly Rate	Weekly Hours	Work Weeks	Annual Salary
Project Manager	$10.00	20	52	$10,400.00
Assistant Project Manager	$10.00	20	52	$10,400.00
Data Analyst	$10.00	20	52	$10,400.00
Finance Manager	$10.00	20	52	$10,400.00
Marketing Manager	$10.00	20	52	$10,400.00
R & D Specialist	$10.00	20	52	$10,400.00
Quality Analyst	$10.00	20	52	$10,400.00
Web/Software Developer	$10.00	20	52	$10,400.00
Total				$83,200.00

After the first year, the team is expected to be fully-employed by OverseasEd, thus working on a full-time schedule of forty hours per week. Their wages will be increased by ten percent, resulting in an hourly wage of $11.00 with no overtime. This results in $183,040 in salary expenses per year for the second and third years of operations, as seen in figure 5.1b.

Figure 5.1b. Year Two and Three Salaries

Position	Hourly Rate	Weekly Hours	Work Weeks	Annual Salary
Project Manager	$11.00	40	52	$22,880.00
Assistant Project Manager	$11.00	40	52	$22,880.00
Data Analyst	$11.00	40	52	$22,880.00
Finance Manager	$11.00	40	52	$22,880.00
Marketing Manager	$11.00	40	52	$22,880.00
R & D Specialist	$11.00	40	52	$22,880.00
Quality Analyst	$11.00	40	52	$22,880.00
Web/Software Developer	$11.00	40	52	$22,880.00
Total				$183,040.00

At this time, there are no plans to provide non-monetary benefits to team members. However an optional medical insurance package can be reassessed after year one.

4.2. Infrastructure Costs

The individual cost per cloud server is $2,500.00, with each one able to handle the workload of 5,000 front-end users. This amount already includes maintenance and support provided by the cloud service provider as well as back-up and business continuity services.With an expected volume of 5,000 daily active users in year one, this results in $2,500 in server infrastructure costs during year one.

During years two and three, the individual server cost is expected to decrease by two percent each year due to negotiated volume discounts. With the daily active users projected to increase by ten percent each year, this adds up to $4,900 and $4,802 in infrastructure costs for years two and three respectively.

Figure 5.2. - Server Costs

	Year 1	Year 2	Year 3
Users	5,000	5,500	6,050
Servers	1	2	2
Rate	$2,500.00	$2,450.00	$2,401.00
Cost	$2,500.00	$4,900.00	$4,802.00

4.3. Marketing Expenses

The marketing team requests a budget of one percent from the annual revenue. These budgets based on the projected revenues are shown in figure 5.3.

Figure 5.3.

	Year 1	Year 2	Year 3
Gross Revenue	$3,064,000.00	$3,370,400.00	$4,078,184.00
Marketing Budget	$30,640.00	$33,704.00	$40,781.84

4.4. Variable & Miscellaneous Costs

OverseasEd's visa application services entails variable costs. They are outsourced to a third-party agency and are processed at a flat fee of $25.00 per application. The projected amount of visa applications for the first year is 3,000 with a growth rate of ten percent each year. Provided that the fee does not increase which OverseasEd will try to have the agency guarantee, this adds up to $75,000 in variable expenses in the first year of operations and $82,500 and $99,825 for the second and third years respectively.

The team expects the need to acquire some equipment and to incur some sundry expenses during research, sales and other operating activities. Therefore $10,000 is allotted for such miscellaneous expenses. Petty cash is also taken from this fund.

4.5. Summary

The expenses incurred from salaries, infrastructure, marketing, cost of services and miscellaneous expenses amounts to $201,340 in the first year, covering initial product development and launching. These costs are primarily maintained, changing mainly due to inflation, discounts and customer growth. Despite less ground-up development work after the first year, costs remain because the same human resources are retained but focused on enhancements, support and maintenance. The total costs per year are summarized in figure 5.5., broken down by the main cost centers.

Figure 5.5.

	Year 1	Year 2	Year 3
Salary & Benefits	$83,200.00	$183,040.00	$183,040.00
Cloud Infrastructure	$2,500.00	$4,900.00	$4,802.00
Variable Expenses	$75,000.00	$82,500.00	$99,825.00
Marketing	$30,640.00	$33,704.00	$40,781.84
Miscellaneous	$10,000.00	$10,500.00	$11,025.00
Total	$201,340.00	$314,644.00	$339,473.84

5. Communication Plan

5.1. Tools

The following communication tools will be used for this project. They were selected based on functionality, cost and their inclusion in the other development and planning platforms that are being utilized to deliver the product.

a. **WhatsApp** - a messaging application that runs both on mobile devices and desktop clients. It is a free application that provides instant messaging capabilities for individual and group conversations. The platform will be used for announcements, quick notifications, simple questions and basic logistical coordination such as meeting plans and scheduling. It can also be used for random conversations that pertain to operations but not directly related to development work. For more info, visit: https://www.whatsapp.com/

b. **Outlook** - Microsoft's email and calendar service. As students from the California State University system, team members are provided with a free account as their school email addresses. This is utilized for official business communication such as progress reports and formal requests. Sensitive material can also be sent through Outlook since it is secured by Microsoft's online services. For more info, visit: https://www.microsoft.com/en-us/outlook-com/

c. **OneDrive** - Microsoft's hosted file storage and sharing platform. It serves as a file repository and also a means to access and work on files simultaneously. Communication that pertains to specific files placed in One Drive will be directly performed in the file's comments section. For more info, visit: https://onedrive.live.com/about/en-us/

d. **Office Online** - the online version of Microsoft Office's suite of business tools which include Word, Excel and Powerpoint. The platform is utilized to create documents, spreadsheets and presentations and communication pertaining to specific material will be performed in the file's comments section. This method is will streamline collaborative efforts and increase productivity. For more info, visit: https://products.office.com/en-us/office-online/documents-spreadsheets-presentations-office-online

e. **Google Drive and Suite** - Google's hosted file storage and sharing platform with basic business tools. The team is using Google's suite as an alternative to Microsoft online when it's functionality is more appropriate to the material or task at hand. Communication that pertains to specific material in the Drive or Suite will be directly performed in the material's comments section. For more info, visit: https://www.google.com/drive/

f. **Skype** - a calling and video-conferencing application and service that lets users communicate via VOIP. Skype will be used to host virtual meetings when team members cannot be physically together during meetings. For more info, visit: https://www.skype.com/en/

5.2. Protocols

The following are rules, processes and best practices for team members to adhere to when communicating throughout the project.

5.2.1. Schedule

Communicating updates and reports should be performed in a timely manner. The project's activities will have different schedules and deadlines for their respective tasks and deliverables, related updates should be made on or before the set due dates.

Quick daily update meetings will be held, as well as Phase retrospectives and appropriate updates are required by then, not to follow after the meetings.

5.2.2. Formatting

Activities and material will have different required and related information but must all have a specific formatting convention. The following is the formatting for creating development tasks:

a. Title of Task
b. Type of Activity - such as being a bug, feature or chore.
c. State - the activity's status.
d. Requester - the team member who created the task.
e. Owner - the team member responsible for the task.
f. Description of Task
g. Current Behavior and/or Expected Result
h. Supplementary Material
i. Comments

Following the agreed upon formatting is important to accurately reviewing the information related in communication. Therefore, each team member is expected to follow the mandated formatting.

5.2.3. Best Practices

Team members are expected to review their communication or better yet, have them reviewed by their peers when appropriate. Reviewing work decreases the likelihood of errors. While not required, it may also be ideal to confirm receipt of communication to ensure to keep all parties updated much better.

There are also several channels and methods to communicate as outlined in section 5.1. Therefore, it is important that communication is posted in the appropriate channels so that they can found, monitored and traced back appropriately.

6. Integration

Integration management is a collection of processes required to ensure that the various elements of the projects are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations.

Project integration management touches all 5 phases of a project: initiating, planning, executing, monitoring and controlling, and closing. When properly performed, project integration management ensures smoothly run and integrated project processes.

During the course of a project, the project manager may have to schedule tasks, purchase products, address risks, replace project team members, re-schedule tasks, and accomplish many, many other tasks necessary to ensure successful project completion. Keeping track of these tasks can be overwhelming; knowing how to manage outcomes when different project processes overlap is crucial. Integration management helps a project manager coordinate differing project activities.

Integration Management Processes

In project integration management, there are 6 processes:

- Develop project charter
- Develop project management plan
- Direct and manage project work
- Monitor and control project work
- Perform integrated change control
- Close project or phase

Each of these processes contributes to overall project integration management and project success

6.1 Develop Project Charter

The project charter formally authorizes the project; each and every project has a project charter. The project charter is a high level description of the project goals and the desired deliverables. Additionally, the project charter identifies the project manager and gives him or her authority to request and manage resources for the project.

6.2 Develop Project Management Plan

The project management plan is the master plan that includes all planning documents for the project, such as the budget, schedule, resources, and scope statement. The project management plan is a summary and consolidation of the other management plans that provides a quick overview of the entire project. Additionally, it provides project baselines for schedule, cost, and scope. A baseline is the original and approved version of a project plan and is changed only through change management.

6.3 Direct and Manage Project Work

During the direct and manage project work process, the work and actions needed to accomplish the project are completed. This is the where the project manager directs and leads the project in accordance with the project management plan and implements approved changes to ensure the project's objectives are met.

6.4 Monitor and Control Project Work

During all phases of the project lifecycle, the Project Manager, the project management team and the project governance structure are responsible for monitoring and controlling the project.

The monitoring and controlling process is performed to monitor project processes associated with initiating, planning, executing and closing the project. Corrective

actions are taken to control performance and to adapt the project to approved changes. Monitoring activities include, collecting, measuring and disseminating performance information. The performance management system and the reporting processes are key to effective monitoring and control. Monitoring gives the project management team insight into the project's health. Independent validation and verification assists the delivery organization by ensuring objectivity and consistent application of standards and practices both within the project and across the project portfolio.

The project monitoring and control function is concerned with:

- comparing actual performance to the PMP and to the Project Charter;
- assessing performance to determine whether corrective actions are required;
- analyzing, tracking and monitoring project risks and issues;
- implementing risk and issue response plans;
- maintaining an accurate information base including action and decision logs;
- providing information via the status reporting and communications processes;
- providing forecasts to update current schedules and budgets; and
- monitoring the implementation of the current plan as well as approved changes.

6.5 Integrated Change and Control

Integrated Change Control is the change control process for the project which includes evaluating all change requests, authorizing changes, and managing changes to project plans and deliverables. The key benefit to this process is that only validated approved changes are implemented. The change Control board is formed to review change requests. It is used to approve or reject change requests. After the project

scope has been baselined, each requested change must go through a change control review process.

Project Manager needs to be proactive in looking for deviations from project plan and then take timely corrective action. After that the Project Manager needs to evaluate the effectiveness of corrective action, and measure performance of corrective action, and then determine the need for further corrective action.

When a change request is received, the following steps must be taken -

1. Evaluate (assess) the impact of change to the project
2. Create alternatives including cutting other tasks, crashing, fast-tracking etc.
3. Meet with management, sponsors etc.
4. Meet with the customer if necessary

6.6 Close Project or Phase

Closing the project equates to completing all project activities, delivering the final project, turning over continual support to operations, and obtaining the client approval to formally close the project.The Closing Process group consists of those processes necessary for officially ending project activities and handing off the completed product to others. This also includes closing a project that has been cancelled.

7. Quality Management

Definitions of Quality:

1. The totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs
2. A measure of excellence or state of being free from defects, deficiencies, and significant variations.
3. The totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs.

- **Quality management is one of the most important aspects of project management, because it deals directly with the customers, who are the whole and sole deciders of your future business.**

  But, how exactly do you determine what a quality product or service is? As a project manager, how can you be sure that you have delivered a quality project? The answer is pretty simple: Quality is in the eyes of the customer. It's the customer who is paying for the product, service, or the project deliverables. They need to feel that the project is delivered according to their specifications and that it does what it was intended to do.

  In our case, we also intended to do the quality work, because it's all about quality when we are providing service to or customer, because ultimately our decisions are going to decide our customer's future.

- As we are mainly focusing on quality of service, which we are going to provide, we decided to work according to the quality management principles. "Quality management principles" are a set of fundamental beliefs, norms, rules and values that are accepted as true and can be used as a basis for quality management.

7.1 The seven quality management principles are:

1. Customer focus
2. Leadership
3. Engagement of people
4. Process approach
5. Improvement
6. Evidence-based decision-making
7. Relationship management

1. Customer focus:

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding current and future needs of customers and other interested parties contributes to sustained success of the organization.

Benefits:

1. Increased customer value
2. Increased customer satisfaction
3. Improved customer loyalty
4. Enhanced repeat business
5. Enhanced reputation of the organization
6. Expanded customer base
7. Increased revenue and market share

2. Leadership:

Leaders of all departments working in this process should establish unity, so that everyone is connected throughout this process to achieve organization's objectives. For example, those who are working in R&D department should always connected with the developers to convey the latest demand in market, or the analyst should be aware of the expectations of the customer to make the frequent changes in product.

Benefits:

1. Improved communication between levels and functions of the organization
2. Better coordination of the organization's processes
3. Development and improvement of the capability of the organization and its people to deliver desired results

3. Engagement of people:

Engagement with the people related to the project. They might be from inside the organization or outside the organization their opinion might be different from each other, but considering all can lead us to give quality of service.

Benefits:

1. Enhanced involvement of people in improvement activities.
2. Enhanced personal development, initiatives and creativity
3. Enhanced trust and collaboration throughout the organization

4. Process Approach:

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

The quality management system consists of interrelated processes. Understanding how results are produced by this system enables an organization to optimize the system and its performance.

Benefits:

1. Enhanced ability to focus effort on key processes and opportunities for improvement
2. Consistent and predictable outcomes through a system of aligned processes
3. Enabling the organization to provide confidence to interested parties as to its consistency, effectiveness and efficiency

5. Improvement:

Improvement is essential for an organization to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities

To achieve this, promote establishment of improvement objectives at all levels of the organization, Track, review and audit the planning, implementation, completion and results of improvement projects, Integrate improvement considerations into the development of new or modified services and processes.

Benefits:

1. Improved process performance, organizational capabilities and customer satisfaction
2. Enhanced focus on root-cause investigation and determination, followed by prevention and corrective actions

3. Enhanced ability to anticipate and react to internal and external risks and opportunities

6. Evidence-based decision-making

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results. Decision-making can be a complex process, and it always involves some uncertainty. It often involves multiple types and sources of inputs, as well as their interpretation, which can be subjective. It is important to understand cause-and-effect relationships and potential unintended consequences. Facts, evidence and data analysis lead to greater objectivity and confidence in decision-making.

Benefits:

1. Improved decision-making processes
2. Improved operational effectiveness and efficiency
3. Increased ability to review, challenge and change opinions and decisions

7. Relationship management:

For sustained success, an organization manages its relationships with interested parties, such as customers and suppliers.

To achieve this, determine and prioritize interested party relationships that need to be managed, establish relationships that balance short-term gains with long-term considerations.

Benefits:

1. Enhanced performance of the organization and its interested parties through responding to the opportunities and constraints related to each interested party
2. Common understanding of goals and values among interested parties
3. Increased capability to create value for interested parties by sharing resources and competence and managing quality-related risks

8. Risk Management

Risk Management is the process of identifying, analyzing and responding to risk factors throughout the life of a project and in the best interests of its objectives. Proper risk management implies control of possible future events and is proactive rather than reactive.

8.1. Risk Management System

Risk Management Systems are designed to do more than just identify the risk. The system must also be able to quantify the risk and predict the impact of the risk on the project. The outcome is therefore a risk that is either acceptable or unacceptable. The acceptance or non-acceptance of a risk is usually dependent on the project manager's tolerance level for risk.

If risk management is set up as a continuous, disciplined process of problem identification and resolution, then the system will easily supplement other systems. This includes; organization, planning and budgeting, and cost control.

8.2. Why do Risk Management?

The purpose of risk management is to:

- Identify possible risks.
- Reduce or allocate risks.
- Provide a rational basis for better decision making in regards to all risks.
- Plan.

Assessing and managing risks is the best way to protect your project against catastrophes. By evaluating your plan for potential problems and developing strategies to address them, you'll improve your chances of a successful, if not perfect, project.

Additionally, continuous risk management will:

- Ensure that high priority risks are aggressively managed and that all risks are cost-effectively managed throughout the project.
- Provide management at all levels with the information required to make informed decisions on issues critical to project success.

8.3. Categories of Risk

Complex projects are always fraught with a variety of risks ranging from scope risk to cost overruns. One of the main duties of a project manager is to manage these risks and prevent them from ruining the project.

1. Scope Risk

This risk includes changes in scope caused by the following factors:

- Scope creep – the project grows in complexity as clients add to the requirements and developers start gold plating.
- Integration issues
- Hardware & Software defects
- Change in dependencies

2. Scheduling Risk

There are a number of reasons why the project might not proceed in the way you scheduled. These include unexpected delays at an external vendor, natural factors, errors in estimation and delays in acquisition of parts. For instance, the test team cannot

begin the work until the developers finish their milestone deliverables and a delay in those can cause cascading delays.

To reduce scheduling risks use tools such as a Work Breakdown Structure (WBS) and RACI matrix (Responsibilities, Accountabilities, Consulting and Information) and Gantt charts to help you in scheduling.

3. Resource Risk

This risk mainly arises from outsourcing and personnel related issues. A big project might involve dozens or even hundreds of employees and it is essential to manage the attrition issues and leaving of key personnel. Bringing in a new worker at a later stage in the project can significantly slow down the project.

Apart from attrition, there is a skill related risk too. For instance, if the project requires a lot of website front end work and your team doesn't have a designer skilled in HTML/CSS, you could face unexpected delays there.

Another source of the risk includes lack of availability of funds. This could happen if you are relying on an external source of funding (such as a client who pays per milestone) and the client suddenly faces a cash crunch.

4. Technology Risk

This risk includes delays arising out of software and hardware defects or the failure of an underlying service or a platform. For instance, halfway through the project you might realize the cloud service provider you are using doesn't satisfy your performance benchmarks. Apart from this, there could be issues in the platform used to build your software or a software update of a critical tool that no longer supports some of your functions.

5. Operational Risk

Risks of loss due to improper process implementation, failed system or some external events risks. Examples can be Failure to address priority conflicts, Insufficient resources or No proper subject training etc.

6. Budget Risk

Wrong budget estimation or Project scope expansion leads to Budget / Cost Risk. This risk may lead to either a delay in the delivery of the project or sometimes even an incomplete closure of the project.

7. Business Risk

Non-availability of contracts or purchase order at the start of the project or delay in receiving proper inputs from the customer or business analyst may lead to business risks

8. Technical Environment Risk

These are the risks related to the environment under which both the client and the customer work. For example, constantly changing development or production or testing environment can lead to this risk.

9. Information Security Risk

The risks related to the security of information like confidentiality or integrity of customer's personal / business data. The Access rights / privileges failure will lead to leakage of confidential data.

10. Programmatic Risks The external risks beyond the operational limits. These are outside the control of the program. These external events can be Running out of fund or Changing customer product strategy and priority or Government rule changes etc.

11. Infrastructure Risk

Improper planning of infrastructure / resources may lead to risks related to slow network connectivity or complete failure of connectivity at both the client and the customer sites. So, it is important to do proper planning of infrastructure for the efficient development of a project.

12. Quality and Process Risk

This risk occurs due to

1. Incorrect application of process tailoring and deviation guidelines

2. New employees allocated to the project not trained in the quality processes and procedures adopted by the organization

13. Supplier Risk

This type of risk may occurs when some third party supplier is involved in the development of the project. This risk occurs due to the uncertain or inadequate capability of supplier.

14. Technical and Architectural Risk

These types of risks generally generally leads to failure of functionality and performance. It addresses the hardware and software tools & supporting equipments used in the project. The risk for this category may be due to — Capacity, Suitability, usability, Familiarity, Reliability, System Support and deliverability.

8.4. Ways to Manage Project Risk Effectively

Projects often get started in the right direction but then get off track. For example, project managers will spend time with their teams to develop a clear scope and detailed plan. Then something happens; something unexpected—a major disaster strikes. The project manager and team move quickly into their reactive mode – they manage this risk on the basis of their experiences and best judgment but they have no opportunity to test it out and they hope that it'll be okay, but they do not know for sure. This is not risk management – it is management by crisis. Here are ten rules to manage the project risk:

1. Identify the risks early on in your project.
    - Review the lists of possible risk sources as well as the project team's experiences and knowledge.
    - Brainstorm all potential risks.
    - Brainstorm all missed opportunities if project is not completed.
    - Make clear who is responsible for what risk.
1. Communicate about risks

- Pay attention to risk communication and solicit input at team meetings to ensure that your team perceives that risk management is important for the project.
- Focus your communication efforts with the project sponsor or principal on the big risks and make sure you don't surprise the boss or the customer.
- Make sure that the sponsor makes decisions on the top risks, because some of them usually exceed the mandate of the project manager.

2. Consider opportunities as well as threats when assessing risks.
    - While risks often have a negative connotation of being harmful to projects, there are also "opportunities" or positive risks that may be highly beneficial to your project and organization. Make sure you create time to deal with the opportunities in your project. Chances are that your team will identify a couple of opportunities with a high pay-off that may not require a big investment in time or resources. These will make your project faster, better and more profitable.
3. Prioritize the risks
    - Some risks have a higher impact and probability than others. Therefore, spend time on the risks that cause the biggest losses and gains. To do so, create or use an evaluation instrument to categorize and prioritize risks.
    - The number of risks you identify usually exceeds the time capacity of the project team to analyze and develop contingencies. Therefore, the process of prioritization helps the project team to manage those risks that have both a high impact and a high probability of occurrence.
4. Fully understand the reason and impact of the risks.
    - Traditional problem solving often moves from problem identification to problem solution. However, before trying to determine how best to manage risks, the project team must identify the root causes of the identified risks.

- Risk occurs at different levels. If you want to understand a risk at an individual level, think about the effect that it has and the causes that can make it happen. The project team will want to ask questions including:
    - What would cause each risk?
    - How will each risk impact the project? (i.e., costs? lead time? product quality? total project?)

The information you gather in a risk analysis will provide valuable insights in your project and the necessary input to find effective responses to optimize the risks.

5. Develop responses to the risks.
    - Completing a risk response plan adds value to your project because you prevent a threat occurring or minimize the negative effects. To complete an assessment of each risk you will need to identify:
        - What can be done to reduce the likelihood of each risk?
        - What can be done to manage each risk, should it occur?
        - What can be done to ensure opportunities are not missed?
6. Develop the preventative measure tasks for each risk.
    - It's time to think about how to prevent a risk from occurring or reducing the likelihood for it to occur. To do this, convert into tasks, those ideas that you had identified that would help to reduce or eliminate risk likelihood.
7. Develop the contingency plan for each risk.
    - Should a risk occur, it's important to have a contingency plan ready. Therefore, should the risk occur, you can quickly put these plans into action, thereby reducing the need to manage the risk by crisis.
8. Record and register project risks.
    - Maintaining a risk log enables you to view progress and make sure that you won't forget a risk or two. It's also a communication tool to inform both your team members, as well as stakeholders, about what is going on.

- If you record project risks and the effective responses you have implemented, you will be creating a track record that no one can deny, even if a risk happens that derails the project.

9. Track risks and their associated tasks.
    - Tracking tasks is a day-to-day job for each project manager. Integrating risk tasks into that daily routine is the easiest solution. You may carry out risk tasks to identify or analyze risks or to generate, select and implement responses. The daily effort of integrating risk tasks keeps your project focused on the current situation of risks and helps you stay on top of their relative importance.

9. Human Resource Management

The management of human resources in the organization by designing and strategizing a plan in order to maximize employees' performance to aid the strategic objectives of the organization. It principally concerns with the management of people by focusing on policies and designed systems. HR departments typically tackle a number of activities, including design of employee benefits, employee recruitment, training and development, performance assessment, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with the balancing of organizational practices with requirements arising from organizational change and industrial relations.

9.1. Human Resource Strategic Planning

Human Resource Planning (HRP) is the process by which an organization anticipates future human resource requirements and determine as to how the present human resource capacity can be employed to fulfill these requirements.

Strategic HR planning is an important module of strategic HR management linking HR management directly to the strategic plan of our organization. Further, it is only after proper analysis of the HR requirements can the process of recruitment and selection be initiated by the management. Also, HRP is essential in successfully achieving the strategies and objectives of organization.

Even for our small organization with as few as 8 staff we aim to develop a strategic plan to steer decisions concerning the future. Strategic HR planning plays a vital role in budgetary plans so that the costs of recruitment, training et all can be factored into our organization's operating budget.

Our HR Planning process involves the following four broad steps:

- **Current HR capacity:** It includes a comprehensive examination of the human resource strength of the organization in terms of numbers, skills, talents, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades, compensations, benefits, et al.

- **Future HR requirements:** Analysis of the future workforce requirements of the business is the second step in HR Planning. All the known HR variables like attrition, lay-offs, foreseeable vacancies, retirements, promotions, pre-set transfers, etc. are taken into consideration while determining future HR demand.

- **Gap analysis:** Next step is to match the current supply with the future demand of HR, and create a demand forecast. It includes identifying the number of staff and the skills and abilities required in the future in comparison to the current situation.

- **HR sourcing strategy and implementation**: After reviewing the gap analysis, HR Consulting Firm develops plans to meet these gaps as per the demand forecast created by them. This may include conducting communication programs with employees, relocation, talent acquisition, recruitment and outsourcing, talent management, training and coaching, and revision of policies. The plans are, then, implemented taking into confidence the managers so as to make the process of execution smooth and efficient.

  There are five HR strategies for meeting our organization's needs in the future:

  - **Restructuring strategies**: It involves the strategy to reduce staff either by attrition or termination; reassemble organizational tasks to create well constructed jobs; restructuring working units to enhance efficiency.

- **Training and development strategies**: This includes providing specialized training to staff to take on new roles. Along with this, providing current staff with upgrading opportunities to prepare them for future job skills within the organization by paying the employees to develop their skills. This may be accomplished by sending employees to take courses or certificates or on-the-job training.

- **Recruitment strategies**: This strategy includes recruitment of new staff members with the required skills and abilities that the organization will need in the future.

- **Outsourcing strategies**: This strategy includes utilizing external individuals, resources or organizations to accomplish particular tasks, particularly involving specific, specialized tasks that don't require ongoing full-time work.

- **Collaboration strategies**: There may be scenarios when HR strategic plan lead to indirect strategies that go beyond the organization. Collaboration with other organizations may engender successful results while dealing with a shortage of certain skills. Types of collaboration could include collaborating to influence the types of courses offered by educational institutions; prepare future leaders by working in partnership for the development of promising individuals. Sharing the costs of training of employees or allowing them to visit other organizations to develop required skills.

9.2. HR recruitment

For the hiring process, a human resource manager should use the following steps to determine the best possible candidate(s) for the job:

1. Review job applications
2. Test candidates
3. Interview selected candidates
4. Choose candidates based on predetermined selection criteria
5. Perform background and reference checks
6. Health check for selected candidates

9.3. Job Description

The most vital position in a successful Human Resource management is the presence of HR manager along with various other positions that may become necessity for any growing organization with its growing budget, profit and expanding business. Some of the major positions in Human Resource department includes:

1. **Training and Development Manager:** Typically, involves creating, managing and evaluating training programs along with boosting employees' performances.

2. **IT recruiting specialist:** Managing, recruiting, and interviewing technical professionals specifically required for the organization.

3. **Global HR specialist:** Global HR specialist has to deal with recruitment of overseas employees as well as meeting and managing international HR roles.

4. **Executive recruiter:** It involves an executive specialist who finds job openings and recruit senior level executives.