**ASSIGNMENT COVER SHEET**

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| --- | --- | --- |
| **Student’s name** | Joshua | Morton |
| **Module name** | IT Project Management – QAC020C123S | |
| **Title of assignment** | Baggage Handling System Rebuild Retrospective. | |
| **Complete Word Count in my assignment** |  | |
| **Date submitted** |  | |

All work must be submitted by the due date. If an extension of time to submit work is required, a [Mitigating Circumstances Extension Form](https://canvas.qa.com/courses/1041/files/660514?module_item_id=143660) must be submitted.



**Has an extension been approved? Yes No If yes, please give the new submission date ….…/..…./…….**

|  |
| --- |
| IMPORTANT: THIS STATEMENT MUST BE READ & SIGNED  **Academic Integrity Statement**  Academic integrity and honesty are fundamental to the academic work you produce at the University of Roehampton. You are expected to complete coursework which is your own and which is referenced appropriately. The university has in place measures to detect academic dishonesty in all its forms. If you are found to be cheating or attempting to gain an unfair advantage over other students in any way, this is considered academic misconduct and you will be penalised accordingly.  **I declare that the work I am submitting is my own work, is properly referenced and has not been submitted elsewhere** |
| **Student Signature (Full Name):**  **Date:** |

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# Project Identification

This report examines a recent project by a Software Consultancy for an external client in the aviation industry. To maintain the anonymity of stakeholders, consistent aliases will be used instead of real names.

Their client operates a Baggage Handling System (BHS) at Heathrow airport. It required modernizing to allow installation at international airports.

The scope of the project encompassed complex multi-tenancy authentication and authorization policies and migration to cloud infrastructure.

# Stakeholder Analysis

## Project Ecosystem Map:

A diagram of a client

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Figure 1 Project Ecosystem Map - Illustrates how stakeholders within the project interact with each other.

The above diagram illustrates the stakeholders directly involved in the project, establishing a general hierarchy and how communications flow between stakeholders.

## Stakeholder Power to Interest Matrix

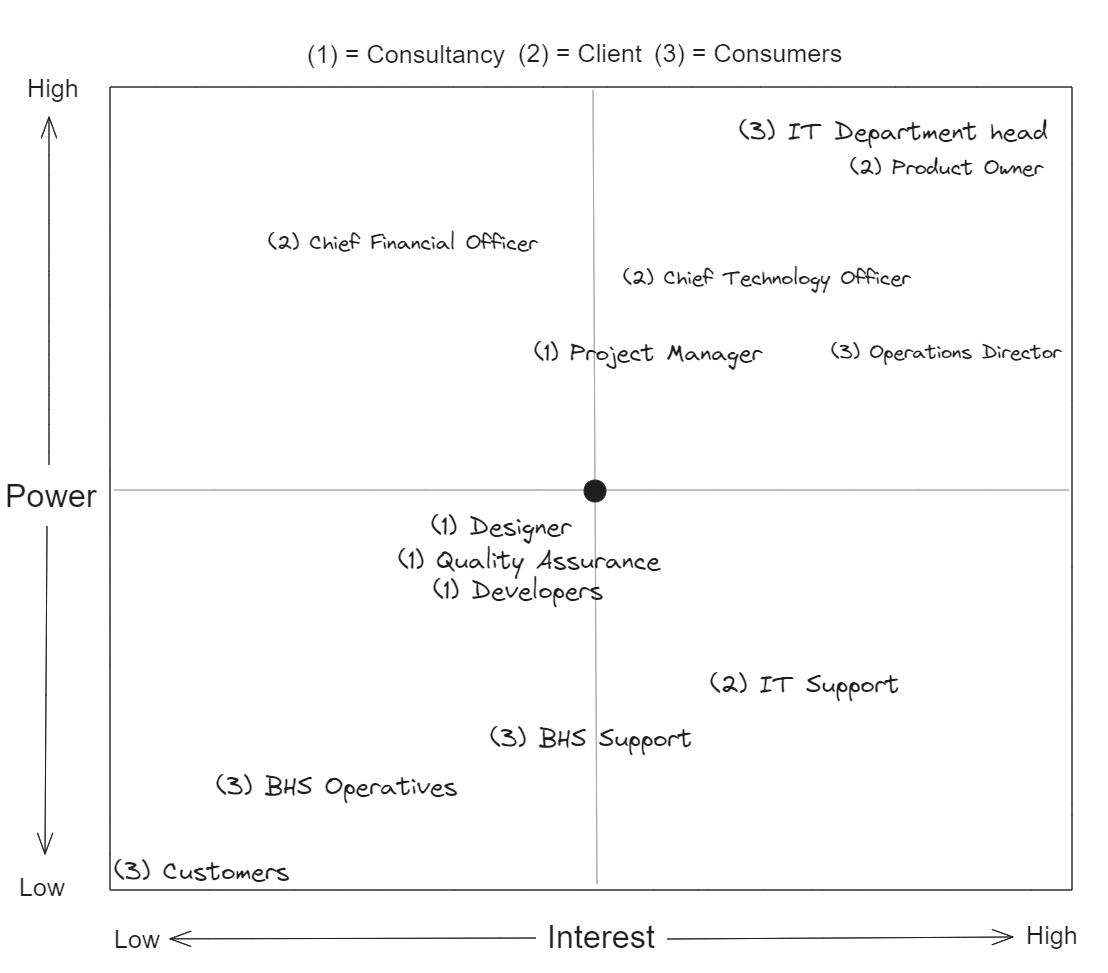


Figure 2 - Stakeholder Power to Interest Matrix

The above diagram demonstrates the level of engagement each stakeholder has with the project. A clear trend has been established, the direct client & consumer (project requester) have a significantly higher power and interest over the project than the consultants who delivered the project.

## Stakeholder Analysis Table

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Stakeholder | Role | Interest | Influence | Potential Impact | Alignment | Engagement Strategy |
| Project Manager (Internal) | Coordination | High (Successful Delivery) | High | Direct and significant | Fully Aligned | Frequent project updates, empowerment in decision making, accountability for project milestones. |
| Developers (Internal) | Implementation | Medium (Career Development) | Medium | Moderate (Quality of work) | Aligned | Inclusion in technical discussions, recognition of contributions. |
| Designer (Internal) | UI/UX Design | High (Design quality and useability) | Medium | High (User Experience) | Aligned | Planning & requirements analysis meetings, involved in user testing, ensure feedback is incorporated. |
| Tester (Internal) | Quality assurance | High (Design quality and useability) | Medium | High (Defect Recovery) | Aligned | Frequent testing cycles, clear bug reporting channels and involvement in reviews. |
| Product Owner (External) | Requirements Analysis | High (Alignment with business needs) | High | Critical (Scope and Features) | Fully Aligned | Regular backlog assessment, scope and requirements analysis, prioritization meetings. |
| Chief Technology Officer (External) | Technical leadership | Very High  (Strategy and implementation) | High | Strategic (Project Direction) | Fully Aligned | Strategic planning sessions, regular project status updates and critical decision-making involvement. |
| Chief Financial Officer (External) | Financial oversight | Medium  (Cost-effectiveness) | Medium | High (Budget adherence) | Aligned | Budget reviews, cost-benefit analysis meetings, financial forecasting. |
| IT Support (External) | Support to end-users. | Medium (Effectiveness of support) | Low | Moderate (User Satisfaction) | Aligned | Ensure system stability and redundancy for end-users, resolve user issues. |
| IT Department head (External Consumer) | Business Adherence | High (Administrative management) | Medium | High (Solving Business use-case) | Aligned | Coordination with IT support, ensure project adheres to business requirement, system administration. |
| Operations Director (External Consumer) | Operational Utilization | High (Process Efficiency) | High | High (Operational Impact) | Fully Aligned | Ensure Operatives and BHS Support are trained to use the system, report new requirements as the system evolves. |
| BHS Support (External Consumer) | End-Users. | Medium (Support & monitoring) | Low to Medium | Moderate (Suggest improvements) | Aligned | Managing incident reports from operatives and ensure data flows through the system. |
| BHS Operatives (External Consumer) | Reporting Events | Low | Low | Low (No interaction) | Unaligned | Communicate physical incidents to BHS Support |
| Airport Customers | Effected by system efficiency | None | None | None | Unaligned | Subconscious interest in system efficiency for overall service satisfaction. |

# Team Building

## Belbin

In the following section, roles of the project delivery team highly engaged stakeholders will be identified. Belbin’s Theory of Team Building (Belbin, n.d) will be employed to categorise individuals into their archetypes.

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Figure 3 - Belbin Archetype overview (Morozan, 2013)

Moultrie (2016) argues that a healthy balance of all 9 roles best prepares a project for success, balance was especially challenging throughout this project as these roles were spread across 3 independent organisations.

To allow for an appropriate level of depth, only a few key team members will be discussed. Individuals are discussed based on their measured project involvement. For instance, the Product Owner was more active than IT Department Head, whist they both had the same potential for impact.

## Shaper

Closely matching the description of the Shaper was the external Product Owner.

Being the intermediate between implementers & evaluators, their responsibility was to ensure their clients requirements were met and to identify any areas of improvement their clients hadn’t thought of.

With these goals in mind, their performance is best evaluated by how accurately the final product matched the expectations of their client. From upfront requirements analyses, they identified 12 key features.

Of these features, 3 received change requests after delivery. Arguably, unsatisfactorily shipping 25% of features reflects a poor performance in the requirements analysis stage and a later failure to identify improvements.

This led to the project exceeding the budget by 15%. Despite change requests, the project still managed to be completed within the expected deadline.

They had the challenging role of bridging the gap between multiple organisations; the positive outcomes prove they were instrumental in driving the project forward. However, their abrasive manner often led to conflicts that often-made collaboration challenging.

## Co-ordinator

The Co-ordinator role was fulfilled by the internal Project Manager.

Their role was to ensure the implementers had everything they required to deliver tasks specification and meet timelines as well as drive productivity through team cohesion and morale.

Given their position, they were evaluated based on their team’s velocity, keeping delivery high while minimizing roadblocks. Additionally, on how well they delegated tasks and ensuring individual tasks were clearly defined with acceptance criteria clearly outlined.

In practice, they lead stand-up meetings in a time efficient manner, by breaking features down into small individual tasks that could be easily assigned to the team, while encouraging them to challenge the requirements defined by each task if they weren’t satisfactory. Also, acting as middleware, they protected the implementers from external shareholder pressure, curtailing external risks to delivery, such as scope creep.

Regardless of whether the scope of work directly matched the external clients’ expectations, all work was delivered to the Product Owners expectations and the project deadline was met. It’s clear the Project Manager achieved their goals.

In retrospect, it’s possible they could have invested more time into investigating whether the scope of the project accurately reflected the expected features, by challenging the Product Owner more. Their behaviour throughout the project fits into Tuckman’s “Norming” phase, as they discovered ways to bring multiple departments together.

## Plant

For the Designer, user experience was at the forefront of their responsibilities, they were tasked with collaborating with the end users and developers to provide an intuitive and professional feeling product.

Not only were they measured on how accurately the product matched the client’s brand requirements, but also on the quality of the user stories they produced and how easily their end designs were to implement.

After extensively gathering anecdotes from users of the existing application, they methodically dissected each screen into a plethora of use cases, each with pros and cons. These were translated into designs that reflected the old system, maintaining the pros while reshaping the cons with new ideas. However, the designs produced were often limited with extensibility in mind for the new requirements of the system, adding an additional challenge to the implementers of the system.

Conclusively, they delivered on their goals, but perhaps in practice they acted more as a Specialist, as they became fixated, struggling to consider other roles within the team.

## Specialist

The Specialist, the project’s Senior Developer and Cloud Computing expert acted beyond their role to leverage their skillset. They defined the project’s technical direction.

Driving infrastructure decisions, they were measured on budget optimisation resulting from their cloud configurations and how they could streamline the implementation process for the rest of the team.

Being the only developer with cloud experience, their decisions had the largest observable impact on factors including automated testing & deployment pipelines, and cloud-native service architectures. Their decisions empowered the developers to iterate quickly on features, offloading challenging features to cloud-native services, reducing budget pressures.

They exceeded the expectations of their role in isolation, however, they often clashed with the Project Manager. This tension mirrored the ‘Storming’ phase in Tuckman’s model (WCU, n.d.), emphasizing the need for inclusive decision-making in future projects.

# Task 3 – Scope Statement

695 Words

TODO:

Identify the scope of the project.

Scope Statement Document

Work Breakdown Structure to highlight the projects most relevant elements.

Marking Criteria:

Created a very detailed structure of the project.

# Task 4 – Risk Management

555 Words

TODO:

Propose a Risk Management Process.

Create a sample Risk Management Plan in the format of a Risk Register.

This must identify at least five potential risks.

Marking Criteria:

Concise explanation and in-depth analysis of the management process to be implemented.

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