



SWEN90016

Software Processes & Project Management

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The University of Melbourne

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2019 – Semester 2
Lecture 3



Lecture Quizzes

1. Not marked.
2. Majority of exam multiple choice questions will be selected from these.

Join by Web



- 1 Go to **PollEv.com**
- 2 Enter **HARRYDRAKOS482**
- 3 Respond to activity

Join by Text



- 1 Text **HARRYDRAKOS482** to **+61 427 541 357**
- 2 Text in your message

What is a Process?

A set of actions or activities that are randomly completed to achieve any outcome

A set of actions or activities that are randomly completed to achieve any outcome



A specific activity that is partially completed

All of the above

Quiz test had the same answer for A and B. Answer B should have said:

A process is a series of progressive and interdependent steps by which an end is attained

Lecture 2 – Question

Can you expand on Project Goals:

Project goals are the main outcomes the project proposer / sponsor is looking to achieve from the project.

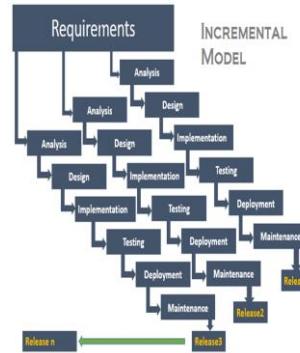
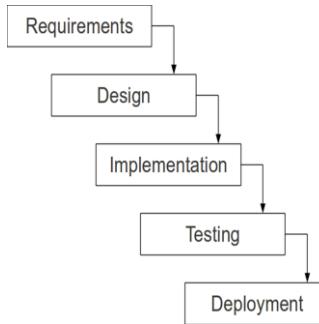
For Assignment 1 - Please read the specification and summarise in your own words what you see the main anticipated outcomes are.



Lecture 2 – Recap SDLC – Formal Models

How they operate

WATERFALL & INCREMENTAL

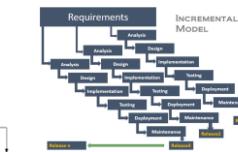
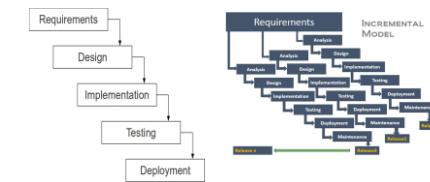


Activities	Teams
Divide the work into stages	A separate team of specialists for each stage
At each stage, the work is passed from one team to another	Some coordination is required for the handoff from team to team – using “documents”
At the end of all of the stages, you have a software product ready to ship	As each team finishes, they are assigned to a new product

Lecture 2 – Recap SDLC – Formal Models

Waterfall & Incremental – when do they make sense

- Where the customer has a clear view of what they want
- Projects that require little or no change to requirements
- Requirements are clearly defined and documented
- Development technologies and tools are well-known
- Large scale applications and systems developments
- Used in part – Waterfall used to do the requirements





Lecture 2 – Recap



MANIFESTO

Widely used across industry – not always in its original form.
It is NOT Dead!

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Lecture 2

L2.7 – Scrum Framework - *Sprints*

Requirements Design Code Test

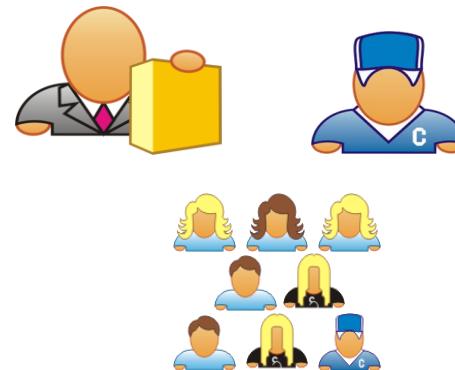
Rather than doing one thing at a time...
...Scrum teams do a little of everything all the time

Source: "The New New Product Development Game" by Takeuchi and Nonaka, Harvard Business Review, January 1986.

SWEN90016 Software Processes and Project Management - 60 -

IT ALL STARTS HERE

TO DO	DOING	DONE
User Story #1	Manual Testing Define Test Cases	Create New Screen David
User Story #2	Write Unit Tests Create Automated Tests	Modify Existing Screen David
User Story #3	Create Automated Tests	Implement Business Logic John



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Lecture 4

L4.3 – Scrum Framework

Scrum Overview

DAILY SCRUM (24 HOURS)
SPRINT PLANNING
SPRINT BACKLOG
DAILY SCRUM (2-4 WEEKS)
SPRINT REVIEW
POTENTIALLY SHIPPABLE INCREMENT

SWEN90016 Software Processes and Project Management - 3 -

IT ALL STARTS HERE



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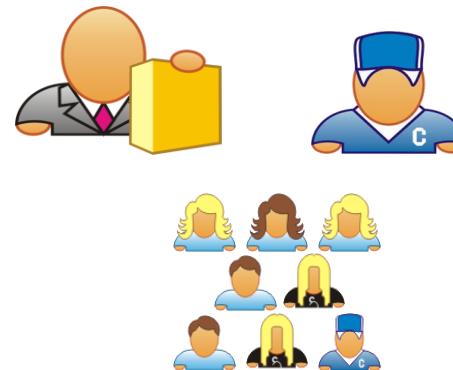
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SWEN90016 Software Processes and Project Management - 60 - IT ALL STARTS HERE

TO DO	DOING	DONE
User Story #1	Manual Testing 6	Define Test Cases 4
	Create New Screen David 6	Implement Business Logic Peter 2
User Story #2	Write Unit Tests 2	Create Automated Tests 8
	Modify Existing Screen David 7	Implement Business Logic Peter 2
User Story #3	Create Automated Tests 6	Create New Screen Peter 2
	Implement Database Changes John 2	Design Solution John 2



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Lecture 4

L4.3 – Scrum Framework

Scrum Overview

PRODUCT BACKLOG → SPRINT PLANNING → DAILY SCRUM (24 HOURS) → SPRINT EXECUTION (2-4 WEEKS) → SPRINT REVIEW (24 HOURS) → POTENTIALLY SHIPPABLE PRODUCT INCREMENT

SWEN90016 Software Processes and Project Management - 3 - IT ALL STARTS HERE



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Lecture 2

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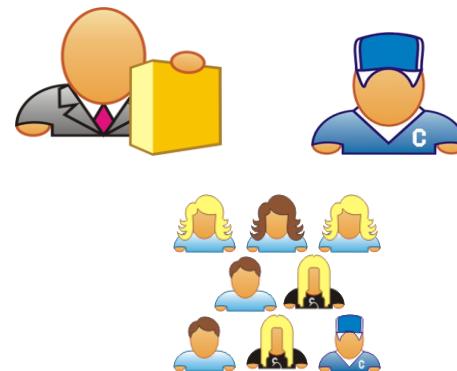
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SWEN90016 Software Processes and Project Management - 60 -

IT ALL STARTS HERE

TO DO	DOING	DONE
User Story #1	Manual Testing (6) Define Test Cases (4)	Create New Screen (David) (6) Design Solution (John) (2)
User Story #2	Write Unit Tests (2) Create Automated Tests (8)	Modify Existing Screen (David) (7) Implement Business Logic (David) (2) Design Solution (John) (2)
User Story #3	Create Automated Tests (6)	Create New Screen (David) (2) Implement Database Changes (John) (2) Design Solution (John) (2)



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Lecture 4

L4.3 – Scrum Framework

Scrum Overview

DAILY SCRUM
24 HOURS
SPRINT REVIEW
24 HOURS
POTENTIALLY SHIPPABLE PRODUCT INCREMENT
SPRINT PLANNING
2-4 WEEKS
SPRINT EXECUTION
PRODUCT BACKLOG

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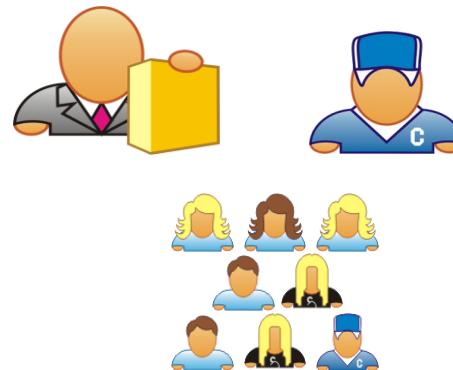
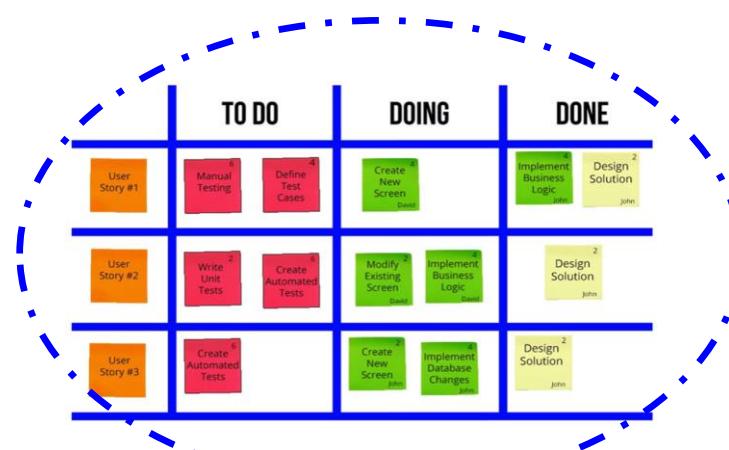
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Lecture 4

L4.3 – Scrum Framework

Scrum Overview

DAILY SCRUM (24 HOURS)
SPRINT PLANNING
PRODUCT BACKLOG
SPRINT BACKLOG
2-4 WEEKS
SPRINT REVIEW
REVIEW & ADAPTATION
POTENTIALLY SHIPPABLE INCREMENT

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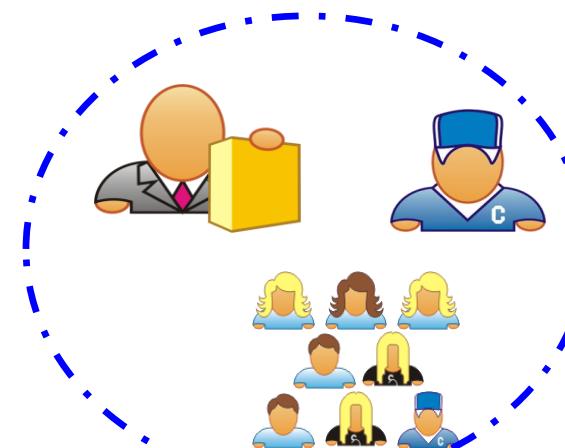
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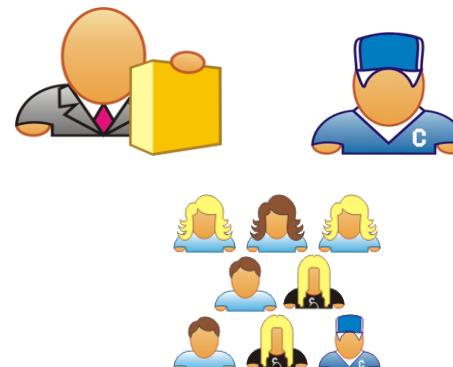
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POTENTIALLY SHIPPABLE PRODUCT INCREMENT
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SPRINT BACKLOG
PRODUCT BACKLOG

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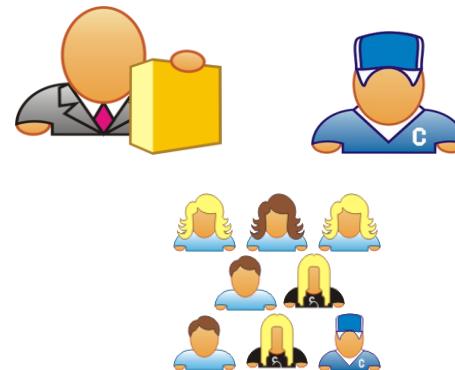
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Lecture 4

L4.3 – Scrum Framework

Scrum Overview

Product Backlog → Sprint Planning → Daily Scrum (24 hours) → Sprint Backlog (2-4 weeks) → Sprint Review → Retrospective → Potentially Shippable Increment

SWEN90016 Software Processes and Project Management - 3 -

IT ALL STARTS HERE



L2 – Recap – Any Questions





2019 - Semester 2 Structure

Week #	Lecture Date	Old Arts Public Lecture Theatre Friday 3.15pm to 5.15pm	Assignment
1	29/07/19	Subject Introduction, Introduction to Projects and Project Management	
2	05/08/19	Project Management Plan & SDLC's	Assignment 1 Spec available on LMS Friday 09/08/19
3	12/08/19	Stakeholder Management Communication Management	
4	19/08/19	Individuals, Motivation and Teams Assignment 1 & 2 open forum / discussion	Assignment 2 available & Groups created during the workshops / tutorials – attendance mandatory
5	26/08/19	Project Planning and Scheduling	Assignment 1 (Individual) due Fri 30/08 @ 11.59 pm
6	02/09/19	Cost Estimation	
7	09/09/19	Risk Management	
8	16/09/19	Quality Management/Configuration Management	Assignment 2 (Part 1) due Wed 18/09 @ 11.59 pm
9	23/09/19	University Holiday	
	30/09/19	Non Teaching Week – Mid semester break	Assignment 2 (Part 2) due Sat 05/10 @ 11.59 pm
10	07/10/19	Ethics, Outsourcing & Procurement	Assignment 2 (Part 3) due Sat 12/10 @ 11.59 pm
11	14/10/19	Guest Lecture	Assignment 2 (Final) due Sat 19/10 @ 11.59 pm
12	21/10/19	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials

L3 – Lets Start with an Experiment



- How do we communicate?
- I have passed a message to someone in the lecture who will whisper it to the person next to them. This will be repeated throughout the lecture
- At the end of the lecture I will ask the person who last received the message to share with us what they heard
- There is no right or wrong answer – our objective is to see how we communicate a straight forward message



L3 - Intended Learning Objectives

L3.1 Understand the communication challenge

L3.2 Understand the importance of listening

L3.3 Understand the importance of communicating effectively & some key skills

L3.4 Understand a communications plan and how it is used



L3.1 – Communication Challenges



Individual



Team

- Semantics [meaning]
- Perception [interpretation]
- Communication Channel
- Feedback
- Anxiety
- Culture

- Status
- Silos
- Information Overload
- Lack of Communication
- Protocol [rules]



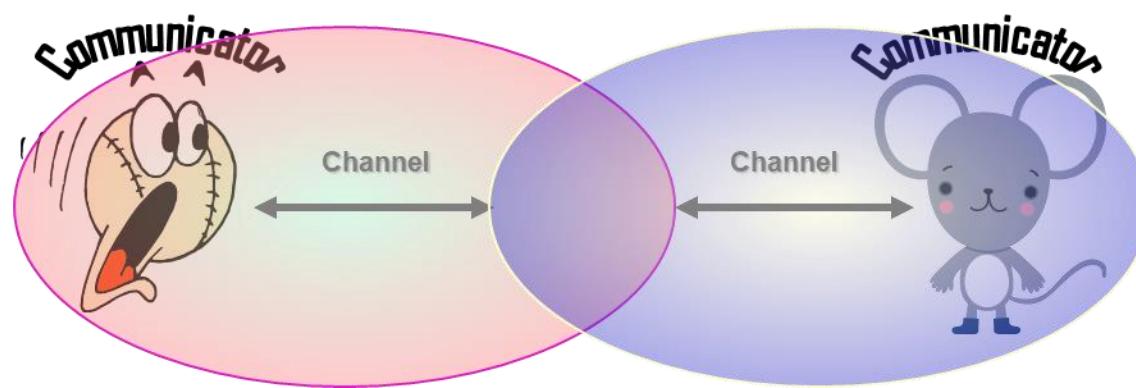
L3.1 – Communication Challenges



The Communication Model



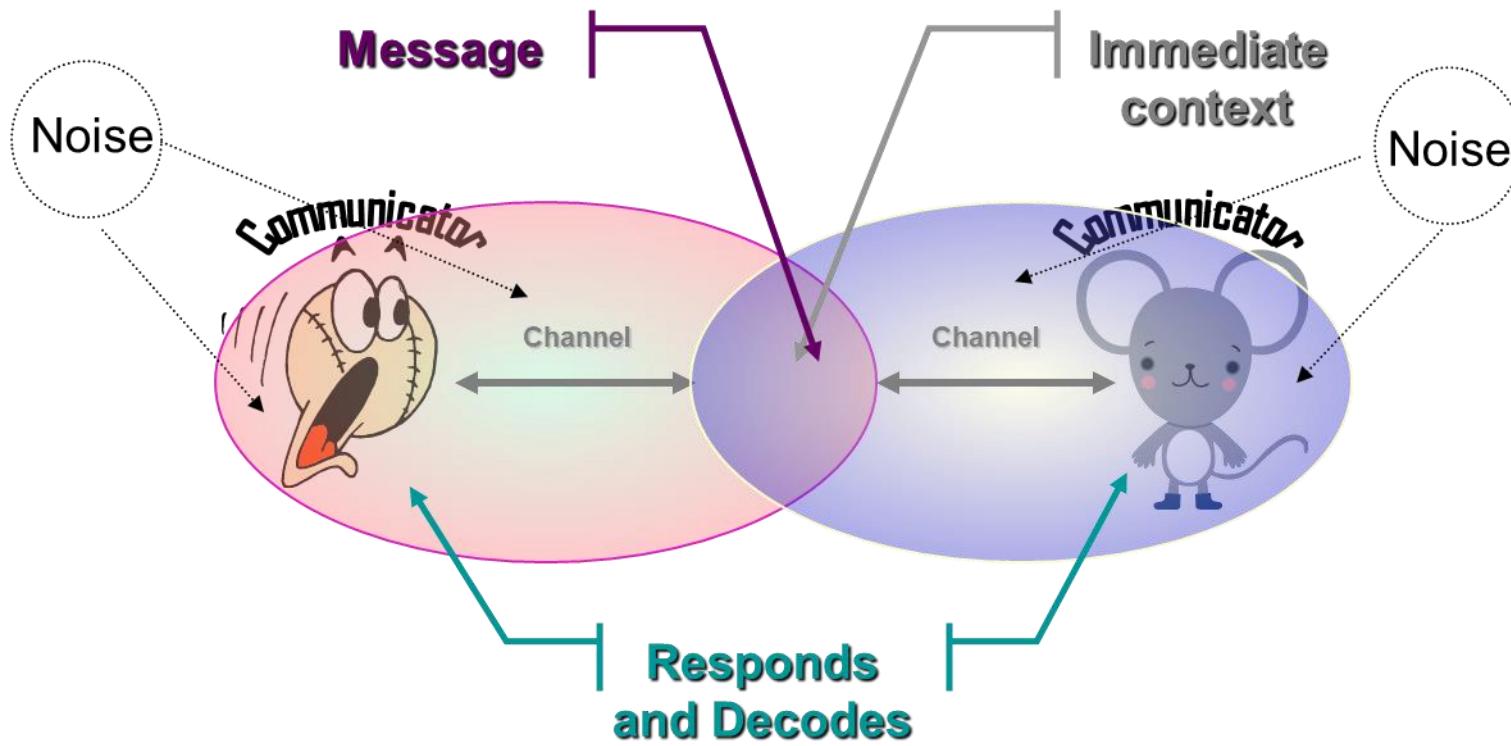
L3.1 – Communication Challenges



The Communication Model



L3.1 – Communication Challenges



The Communication Model

L3 - Intended Learning Objectives

~~L3.1 Understand the communication challenge~~

L3.2 Understand the importance of listening

L3.3 Understand the importance of communicating effectively & some key skills

L3.4 Understand a communications plan and how it is used



L3.2 – Understand the importance of Listening

Hearing is the act of perceiving sound by the ear.

Listening requires concentration and is the process of taking in what you hear and mentally organising it so it makes sense.

The Act of Listening
Demands Real Effort

Listening is An
Essential Life Skill



Truly Effective
Listeners are Rare

Few People Practice
Listening and Even Fewer
Have Been Trained to Listen

L3.2 – Understand the importance of Listening

Why Do We Listen?

- Promotes problem-solving abilities
- Demonstrates acceptance of others
- Builds and retains trust in relationships
- Increases speaker's receptiveness to thoughts and ideas of others
- Increases self-esteem of the speaker helps you evaluate messages
- Helps you understand and retain information
- Allows you to help others

L3.2 – Understand the importance of Listening

The Process of Listening

- Predicting [some expected outcome]
- Receiving
- Assigning meaning
- Assess / Validate
- Remembering



L3.2 – Understand the importance of Listening

- Types of Listening
 - Passive Listening – *Lectures*
 - Taking in the information without processing or reacting
 - Active or Empathetic Listening – *Tutorials*
 - Show interest
 - Asks questions
 - Avoid distractions
 - Use direct eye contact
 - Do not interrupt
 - Read both verbal and nonverbal messages

L3.2 – Understand the importance of Listening

- Types of Listening
 - Critical Listening – *Problem Solving*
 - Determine speaker's motive
 - Challenge and question ideas
 - Distinguish fact from opinion
 - Recognise your own bias
 - Evaluate the message



L3 – Lets Start with an Experiment

- How do we communicate?
 - I have passed a message to you. You will whisper it to the person next to you. This will be repeated three times.
 - At the end of the experiment, ask the person who last received the message to tell us what they heard
 - There is no right or wrong answer – our objective is to see how we communicate a straight forward message
- Where is our Experiment at?



L3.2 – Understand the importance of Listening

Challenges to Listening

- Physiological limitations
- Inadequate background information
- Selective memory or expectations
- Fear of being influenced / persuaded
- Bias and being judgemental
- Boredom or interference from emotions
- Partial listening and distractions e.g. mobile phones / background noise
- Physical barrier e.g. environment, lighting, uncomfortable seating
- Cultural differences [understanding the spoken words]
- Past experiences
- Jargon & Acronyms

L3.2 – Understand the importance of Listening

The Importance of Active Listening

- Shows the speaker you are concerned or interested
- Leads to getting better information
- Encourages further communication
- Has the potential to enhance relationships
- Can calm down someone who is upset
- Invites others to listen to you
- Leads to better co-operation and problem solving



L3 - Intended Learning Objectives

~~L3.1 Understand the communication challenge~~

~~L3.2 Understand the importance of listening~~

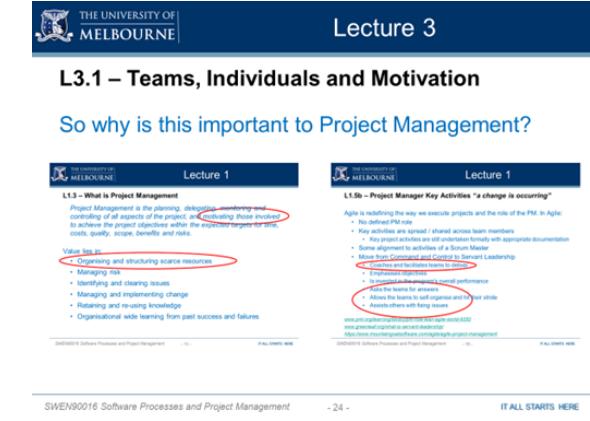
**L3.3 Understand the importance of communicating
effectively & some key skills**

L3.4 Understand a communications plan and how it is used

L3.3 – Communication key skills & importance

Communication Skills are critical in Project Management

- Conveying your point of view
- Motivating and influencing others
- Delegating
- Recognising, defining and solving problems
- Delivering presentations / updates
- Setting goals & articulating a vision
- Managing conflict
- Networking
- Negotiating



The screenshot shows two slides from the University of Melbourne's L3.3 lecture.

L3.3 – Teams, Individuals and Motivation

So why is this important to Project Management?

L3.3b – Project Manager Key Activities “a change is occurring”

A slide titled "L3.3b – Project Manager Key Activities ‘a change is occurring’" is shown. It lists several key activities:

- No defined PM role
- Many roles and responsibilities shared across team members
- Key project activities are still undertaken formally with appropriate documentation
- Some informalities to activities of a Scrum Master
- Mixed Culture: Change is occurring, but there is resistance
- Involves many stakeholders, and it is hard to manage
- Allows the team to self-organise and work more effectively
- Assists others with long issues

Links to external resources are provided at the bottom:

- www.pmi.org/pmp/
- www.pmi.org/capm/
- www.pmi.org/aspnet/aspnet/aspnet.aspx?CategoryID=1022
- www.pmi.org/aspnet/aspnet/aspnet.aspx?CategoryID=1023
- www.pmi.org/aspnet/aspnet/aspnet.aspx?CategoryID=1024

L3.3 – Communication key skills & importance

Why Is This Important?

Because successful Project Managers **MUST** have the ability to:

- Read / understand the client
- Run a meeting
- Communicate (written & orally) thoughts accurately
- Manage the team
- Influence your environment
- Ensure alignment and buy-in to the purpose / outcome



L3 - Intended Learning Objectives

L3.1 Understand the communication challenge

L3.2 Understand the importance of listening

L3.3 Understand the importance of communicating effectively & some key skills

L3.4 Understand a communications plan and how it is used

L3.4 – Communication Plan

- A large proportion of a Project Managers time is spent on communication
- Project Managers often use a Communications Plan to assist in managing and coordinating key communication messages
- A good project Communication Plan:
 - Ensures communications is effective and efficient
 - Allows the Project Manager to be pro-active
 - Sets a common understand of what will be done and when
 - Clarifies who is responsible for key items, what will be delivered and by who

<http://www.projectmanagementdocs.com/project-planning-templates/communications-management-plan.html#ixzz5A9VcGljd>

L3.4 – Communication Plan

A Communications Plan defines:

- What information will be communicated - detail and format
- Communication Channel - meetings, email, telephone, web portal, etc.
- When information will be distributed – frequency of formal and informal comms
- Who is responsible
- Communication needs of stakeholders
- Resources the project will allocate for communication
- How sensitive or confidential information will be communicated & who will authorise this
- The flow of project communications
- Any constraints (internal or external) which affect project communications
- Any standard templates, formats, or documents the project must use
- Escalation process for resolving any communication-based conflicts or issues



L3 – Lets Start with an Experiment

- How do we communicate?
 - I have passed a message to you. You will whisper it to the person next to you. This will be repeated three times.
 - At the end of the experiment, ask the person who last received the message to tell us what they heard
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L3.4 – Communication Plan

Example

Is underpinned by a Communications Matrix

Stakeholder	Communication Objective	Format	Frequency	Owner	Importance
Sponsor	Provide updates on project progress, key issues, success and support required	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
Business Expert	Gather requirements, sign-off all scope, approve prototype and final acceptance	Formal Report / documentation	Fortnightly	Project Manager	High
Finance	Future funding approval	Project Finances	Bi-monthly	Finance rep	High
Human Resources	Identify staff required for project and deal with all staff related items	Resource plans	Monthly	Project Support	Medium
Risk Department	Identify risks and mitigation strategies and ensure they are being followed	Risk Management Plan	Monthly	Project Support	Medium
Internal IT Staff	Identify resources for all phases including Design, Requirements Gathering, Development and Production Implementation	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
External IT Staff / Supplier	To ensure they can execute on their Testing Services contract	Formal Report	Monthly	Project Manager	Low

Listening.....

is the act of perceiving sound by the ear

requires concentration and
is the process of taking in
what you hear and
mentally and organising it
so it makes sense

Which activity is NOT part of the process of listening?

Predicting some expected outcome

Receiving

Assigning meaning

Judging

Assessing / Validating

Remembering

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

What are some of the challenges to listening?

Physiological limitations

Bias and being judgemental

Boredom or interference from emotions

Cultural differences

Past experiences

Jargon & Acronyms

All of the above



Lecture Break

BREAK

Please return promptly as the

Lecture will re-start in **5 mins**



L3 – Lets Start with an Experiment

- How do we communicate?
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L3 - Intended Learning Objectives

L3.5 Understand key communication considerations

L3.6 Understand the Stakeholder Management Process

L3.7 Identifying Stakeholders & the Stakeholder Register

L3.8 Understand Stakeholder Engagement and Planning

L3.5 – Key Communication Consideration

Importance of Face to Face meetings

- 58% of communication is through body language
- 35% of communication is through how the words are said
- 7% of communication is through content or words that are spoken
- Pay attention to more than just the actual words
- A person's tone or voice and body language can say a lot about how they really feel
- Non verbal comms govern how other people feel about us and also how we feel about ourselves

Body Language - Spend some time looking at Ted Talk https://www.youtube.com/watch?v=Ks-_Mh1QhMc



L3.5 – Key Communication Consideration

Items to remember

- Rarely does the receiver interpret a message exactly as the sender intended
- Geographical location and cultural background affect the complexity of communications
 - Different working hours
 - Language barriers
 - Different cultural norms
- Communication helps manage conflicts effectively
- Spend time developing communication skills – *practice & feedback*
- Choose the channel appropriately



L3.5 – Key Communication Consideration Communication Channels – some examples

Choose carefully as it will make a difference

How well medium is Suited to:	Hard Copy	Telephone Call	Voice Mail	eMail	Meeting / f2f	Web Site
Confirming commitments	1	3	3	1	2	1
Building consensus	3	2	3	3	1	3
Mediating conflict	3	2	3	3	1	3
Resolving misunderstanding	3	1	3	3	1	3
Addressing negative behaviour	3	2	3	2	1	3
Expressing support / appreciation	1	1	2	1	1	1
Encouraging creative thinking	2	3	3	2	1	3

1 = Most suited, 2 = Less suited and 3 = Least Suited

L3.5 – Key Communication Consideration Running Effective Meetings

Meetings - Lets have a look...

<https://www.youtube.com/watch?v=cF39VQXEpjk>

Reference Video Art – www.videoarts.com

L3.5 – Key Communication Consideration Running Effective Meetings

- Determine if Meeting Can Be Avoided
- Define the Purpose and Intended Outcome
- Determine Who Should Attend the Meeting
- Provide an Agenda [before the meeting]
- Prepare any Handouts or Visual Aids
- Control the meeting – Focus discussions on agenda topics
- Set Ground Rules – Only one person at a time talking
- Summarise actions, dates, owners and next steps as you go – via an Action Register
- Follow up formally with scheduled activities to ensure progress



L3 – Lets Start with an Experiment

- How do we communicate our experiment?
- I have passed my experiment to you. You will now repeat it. This is the first time I will be repeating an experiment.
- At the end of the experiment, I will receive feedback from you.
- There is no right or wrong answer. It depends on how we communicate our experiment.

Where is our
Experiment at?





L3.5 – Key Communication Consideration Running Effective Meetings – Agenda

Company ABC

SOFTWARE DEVELOPMENT PROJECT #99

Agenda- Meeting # 3

26 March 2018 – 8.00am to 9.00am

Melbourne University – Old Arts Building Lecture Theatre

ITEM	TITLE	TYPE	LEAD
1	Welcome and apologies	Verbal	Chair / Sponsor
2	Objectives of this meeting – Key decisions	Papers	Chair / Sponsor
3	Review Past Action Items	Papers	Project Manager
4	Project Update – Finances, Risks, Issues	Papers	Project Manager
5	Sign-off Project Scope	Papers	Sponsor / Business SME
6	Open Forum	Verbal	Chair / Sponsor
7	Review Action Items from this meeting	Verbal	Project Manager
8	Next Meeting and Meeting close	Verbal	Chair / Sponsor



L3.5 – Key Communication Consideration Running Effective Meetings – Action Register

Company ABC – Software Development Project #99

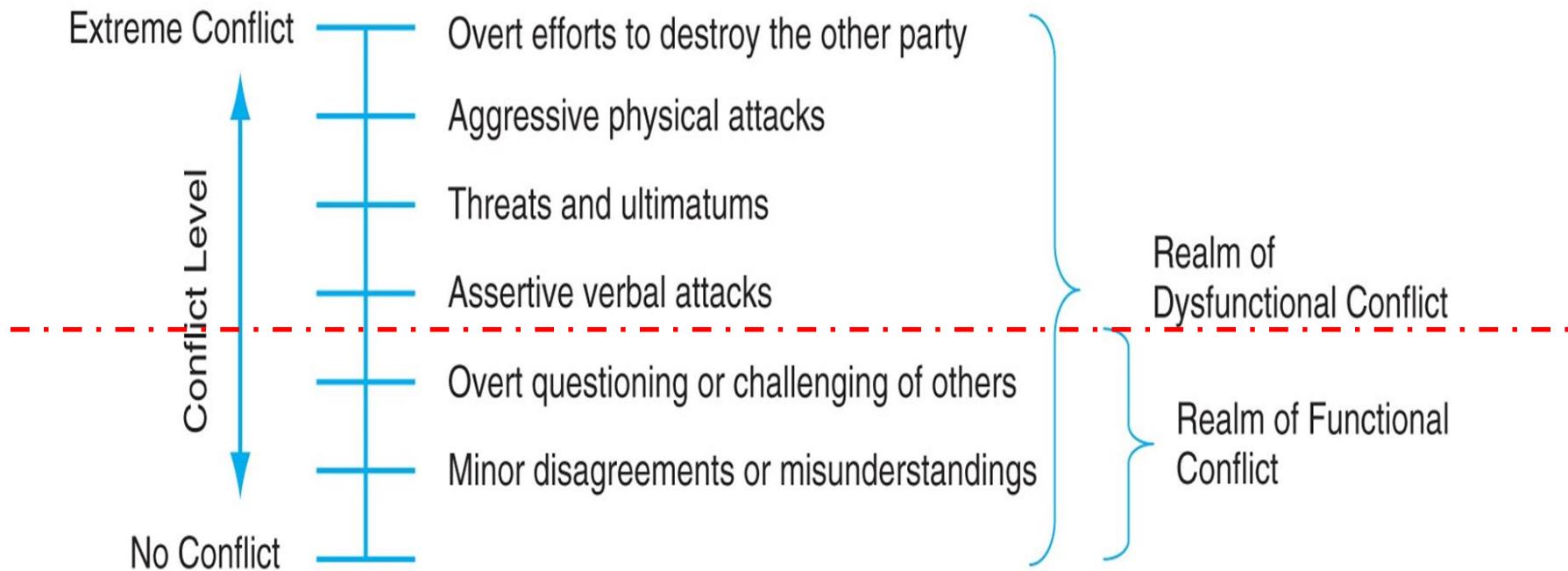
ACTION ITEM REGISTER

Action Item No.	Meeting Dates	Agenda Item	Actions	Owner	Action Item (Open/Closed)	Status / Update
1	14 Feb 2018	Item # 3 - Project Update	Review financials and update to include additional scope items.	Project Manager	Open	<ol style="list-style-type: none">1. Discussion with the Business SME confirmed items are required and are now in scope.2. Discussions with Finance for additional funds to cover development.3. Finance has approved additional funds.4. Item can now be closed.
2	10 Mar 2018	Item # 4 - Risks	Project Manager to review all development risks and update to include mitigation strategies to cover development resources who have recently resigned.	Project Manager	Open	<ol style="list-style-type: none">1. This activity has not yet started. It will be started in early April with an expected completion date of 25th April 2018.
Closed Action Items						
3	14 Feb 2018	Item # 2 – Business Stakeholder Engagement	Review and advise work order status post 31 October 2017.	Sponsor & Project Manager	Closed	<ol style="list-style-type: none">1. Organise meetings with key stakeholders to walk them through the Project Charter and get their buy-in.
4	14 Jan 2018	Item # 5 – Resourcing	Key resources are required to be allocated to run the Project. A dedicated Project Manager is required.	Sponsor	Closed	<ol style="list-style-type: none">1. Sponsor spoke to HR and a suitably skilled Project Manager has been identified and allocated to the project. Start date is 28th Jan 2018.



L3.5 – Key Communication Consideration Conflict

Conflict in projects will occur and will have different levels of impact.



L3.5 – Key Communication Consideration Conflict

Conflict is the single most undermanaged activity and if left unresolved will destroy a project. Key causes within a Project

- Schedule
- Intellectual disagreements
- Personalities
- Project Priorities
- Manpower
- Technical
- Administration
- Personality
- Cost



L3.5 – Key Communication Consideration Common Conflicts across the Project Life Cycle

1. Definition / Mobilisation Phase

- Disputes / Conflict can occur:
 - Relative importance of this project against other projects
 - Which Project Management / SDLC methodology should be used
 - Key personnel to lead and drive this activity – who is available and who do we want
 - High level costs, benefits, timelines and milestones

2. Planning Phase

- Disagreements / Conflict include:
 - Final schedule, cost, timelines, deliverables
 - Availability of resources and when they are required
 - Spending funds before projects are formally approved
 - Decisions rights
 - Technical requirements / solutions to be used

L3.5 – Key Communication Consideration Common Conflicts across the Project Life Cycle

3. Execution Phase

- Disputes / Conflict can occur:
 - Schedule slippage, technical problems, quality and staffing
 - Missed milestones
 - Resource allocation – when are they required compared to when were they planned for – due to delays
 - Management of 3rd party suppliers / external companies engage to deliver services

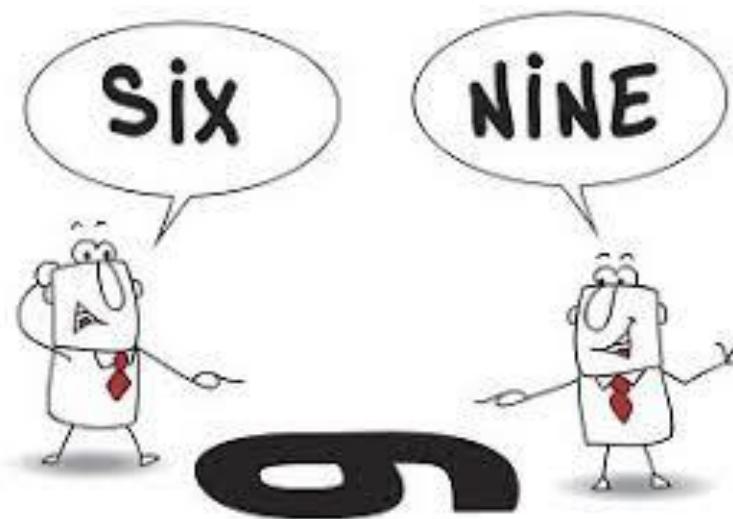
4. Delivery Phase

- Disagreements / Conflict include:
 - Schedule, quality and costs
 - Scope – what was expected / removed
 - Missed milestones
 - Release windows
 - Staff burnout



L3.5 – Key Communication Consideration Conflict

Deal with it quickly and succinctly and
BEFORE it becomes a major issue





L3 – Lets check-out our experiment

- Our experiment finished with



What did the last person hear?

- And started with



L3 – Lets check-out our experiment



- Our experiment finished with

What did the last person hear?

- And started with



L3 - Intended Learning Objectives

~~L3.5 Understand key communication considerations~~

L3.6 Understand the Stakeholder Management Process

L3.7 Identifying Stakeholders & the Stakeholder Register

L3.8 Understand Stakeholder Engagement and Planning

L3.6 – Stakeholder Management Process

Project Stakeholder Management Process:

1. Identifying Stakeholders.
2. Planning Stakeholder Management.
3. Managing Stakeholder Engagement.

L3 - Intended Learning Objectives

~~L3.5 Understand key communication considerations~~

~~L3.6 Understand the Stakeholder Management Process~~

L3.7 Identifying Stakeholders & the Stakeholder Register

L3.8 Understand Stakeholder Engagement and Planning



L3.7 - Identifying Stakeholders & the Stakeholder Register

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



L3.7 - Identifying Stakeholders & the Stakeholder Register

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

L3 - Intended Learning Objectives

~~L3.5 Understand key communication considerations~~

~~L3.6 Understand the Stakeholder Management Process~~

~~L3.7 Identifying Stakeholders & the Stakeholder Register~~

L3.8 Understand Stakeholder Engagement and Planning

L3.8 – Understanding Stakeholder Engagement and Planning

Levels of Stakeholder Engagement

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

L3.8 – Understanding Stakeholder Engagement and Planning

The stakeholder management plan can include:

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

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

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

L3.8 – Understanding Stakeholder Engagement and Planning

Stakeholder Analysis includes:

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



L3.8 – Understanding Stakeholder Engagement and Planning

Stakeholder Analysis example:

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

Why is it important for a Project Manager to communicate well?

Read / understand the client

Run a meeting

Communicate (written & orally) thoughts accurately

Manage the team

Influence your environment

All of the above

Why are face to face (f2f) meetings important?

It is good to sit down and see people as we are usually so busy

It isn't - I don't like seeing and speaking with people

Because 58% of communication is through body language

So that I can really tell them what I am thinking

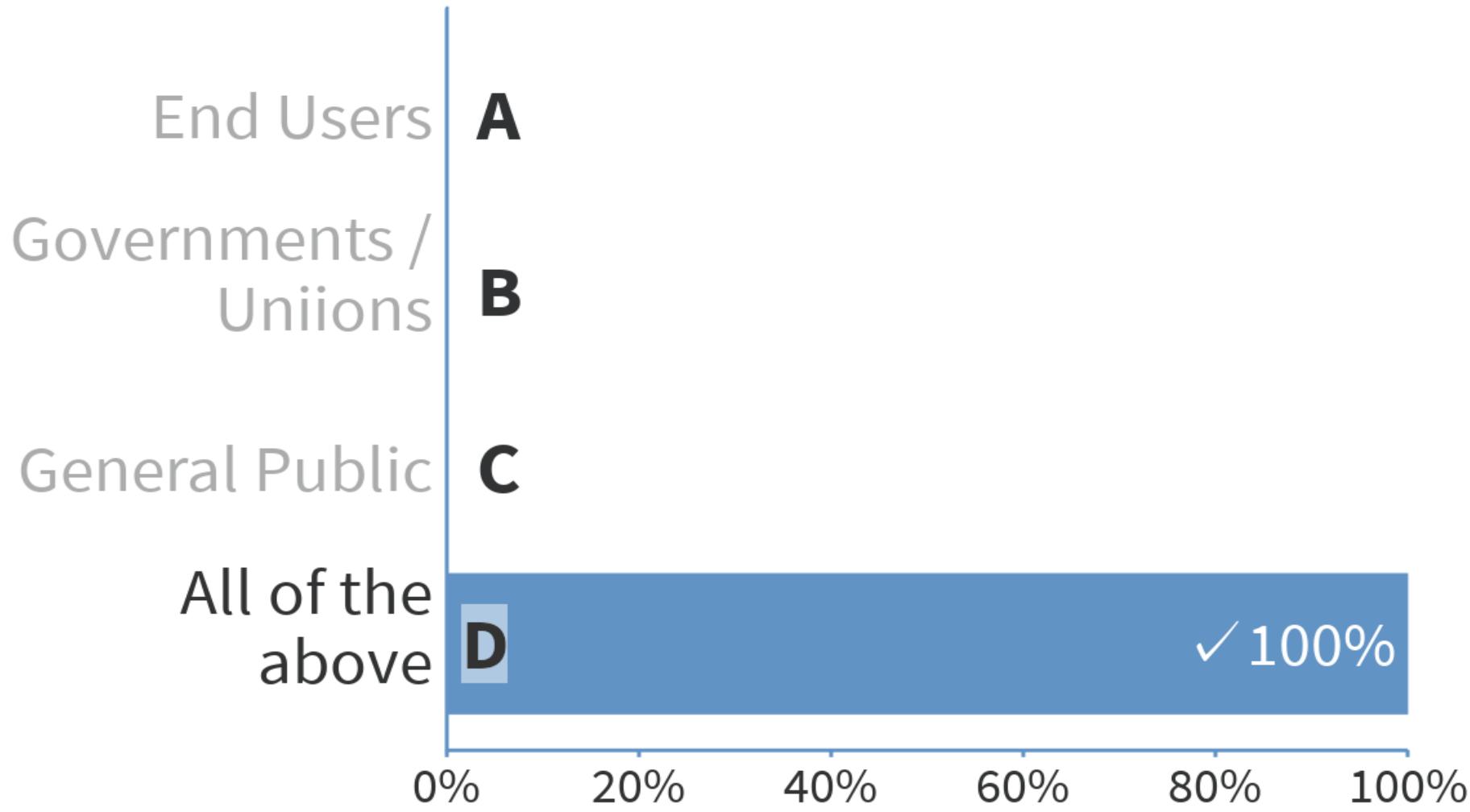
All of the above

Resolving conflict is best done through:

- Email
- Web site
- Hardcopy
- A face to face meeting
- Not at all - I don't like conflict

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

External stakeholders include:



Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app



2019 - Semester 2 Structure

Week #	Lecture Date	Old Arts Public Lecture Theatre Friday 3.15pm to 5.15pm	Assignment
1	29/07/19	Subject Introduction, Introduction to Projects and Project Management	
2	05/08/19	Project Management Plan & SDLC's	Assignment 1 Spec available on LMS Friday 09/08/19
3	12/08/19	Stakeholder Management Communication Management	
4	19/08/19	Individuals, Motivation and Teams Assignment 1 & 2 open forum / discussion	Assignment 2 available & Groups created during the workshops / tutorials – attendance mandatory
5	26/08/19	Project Planning and Scheduling	Assignment 1 (Individual) due Fri 30/08 @ 11.59 pm
6	02/09/19	Cost Estimation	
7	09/09/19	Risk Management	
8	16/09/19	Quality Management/Configuration Management	Assignment 2 (Part 1) due Wed 18/09 @ 11.59 pm
9	23/09/19	University Holiday	
	30/09/19	Non Teaching Week – Mid semester break	Assignment 2 (Part 2) due Sat 05/10 @ 11.59 pm
10	07/10/19	Ethics, Outsourcing & Procurement	Assignment 2 (Part 3) due Sat 12/10 @ 11.59 pm
11	14/10/19	Guest Lecture	Assignment 2 (Final) due Sat 19/10 @ 11.59 pm
12	21/10/19	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials