



THE UNIVERSITY OF
MELBOURNE

SWEN90016

Software Processes & Project Management

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The University of Melbourne

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2021 – Semester 2

Lecture 4

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Intended Learning Objectives

Module 8 – Project Management Plan.

Module 9 – Stakeholder Management.

Module 10 – Communication Management.

Project Management Plan (Formal)

Almost every organisations will have it's own “*version*” of a Project Management Plan (PMP), however the reasons they have and use them are the same.

A PMP is a formal approved document that defines how the project is executed, monitored and controlled. It may be a summary or a detailed document.

It is a document that is owned, controlled and populated by the Project Manager and is used throughout the project.

A good PMP provides the required level of detail across key project components and is the one source of truth for all parties involved across the project.



Project Charter V Project Management Plan

A Project Charter is a summary project proposal to secure approval for the project goals and terms (useful as part of Business Case).

A PMP is an approved document showing how to achieve the approved project goals / benefits and provides the details on how to execute and manage the project (used as part of mobilisation and on-going management of the project).

Simple Project Charter

Project Name [Text Box]

Target Date: [Date]

Project Description
Write out the project description here. Write out the project description here. Write out the project description here. Write out the project description here. Write out the project description here. Write out the project description here.

Item	Quantity	Rate	Total
Resources			
Equipment			
Budget			
Total			

Project Team

- Person 1 – Project Manager
- Person 2 – Team Lead
- Person 3 – Analyst
- Person 4 – Developer
- Person 5 – Quality
- Person 6 – Trainer
- Person 7 – Other
- Person 8 – Other
- Person 9 – Other
- Person 10 – Other

Milestone 1
[Description of what will be accomplished on this milestone]

Milestone 2
[Description of what will be accomplished on this milestone]

Milestone 3
[Description of what will be accomplished on this milestone]

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IT ALL STARTS HERE

Primary Use: Summary (few pages) of key information used to communicate, engage, gain buy-in and obtain approvals.

Project Management Plan - Template

Section 1 - Introduction

1.1 Purpose

The purpose of these guidelines is to assist the consultant design team in creating a project specific Design Quality Control Plan for the project. The Design Quality Control Plan is a document that provides the project team with the information required to ensure the project is delivered to the required quality standards. The project team is responsible for the overall quality of the final design product and is required to incorporate the review of all design team work into the project specific Design Quality Control Plan.

A well structured Design Quality Control Plan helps to ensure that designs are economical, constructible, maintainable and appropriate for their location and surroundings. The project team is responsible for the project specific Design Quality Control Plan to ensure the project is delivered to the required quality standards.

MSDC's Quality Assurance System requires the project specific Design Quality Control Plan to be the Consultant's primary design tool. Adherence to the project specific Design Quality Control Plan is a requirement regardless of schedule or deadline.

The project specific Design Quality Control Plan is a process tool and does not replace the sound judgment and experience of competent professionals. It is the project design team's responsibility to ensure the quality of project deliverables before they are submitted to MSDC.

MSDC reserves the right to audit the Design Consultant for compliance with Quality Assurance/Quality Control procedures as provided in the Design/Construction Agreement. If additional compensation is provided to the Design Consultant for time or materials associated with the audit.

ID	Task Name	Start	Finish	Duration	Start on Site	Complete On Site
1	Project Initiation Template Examples	2016	2016	1 day	NA	NA
2	Project Management Activities	2016	2016	1 day	NA	NA
3	Complete Project Charter	2016	2016	1 day	NA	NA
4	Complete Project Management Plan	2016	2016	1 day	NA	NA
5	Complete Working & Consulting Schedule	2016	2016	1 day	NA	NA
6	Design Quality Control Plan	2016	2016	1 day	NA	NA
7	Initiation	2016	2016	1 day	NA	NA
8	Complete Business Case	2016	2016	1 day	NA	NA
9	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
10	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
11	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
12	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
13	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
14	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
15	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
16	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
17	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
18	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
19	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
20	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
21	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
22	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
23	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
24	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
25	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
26	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
27	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
28	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
29	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
30	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
31	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
32	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
33	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
34	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
35	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
36	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
37	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
38	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
39	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA
40	Complete Design Quality Control Plan	2016	2016	1 day	NA	NA

Project Management Plan (Formal)

A typical PMP consists of all / or most of the following categories.

- *Project Information*
 - Executive Summary
 - Financial Authority to proceed
 - Key Stakeholders
 - Scope
 - Delivery approach / SDLC - Waterfall or Agile
 - Resources / People
 - Key Milestones
 - Project Budget
 - Lessons learned applied to this project
 - Constraints

Project Management Plan (Formal)

And.....

- *Project Governance*
 - Roles and Responsibilities
 - Mandatory Project Planning / Key Additional Activities
 - Schedule
 - Risk Management
 - Cost Estimation
 - Quality Assurance
 - Configuration Management (Change Management)

The PMP is a large multi-page document that takes time to prepare, review and complete. Multiple people (subject experts) are involved and prepare the specific details. The Project Manager coordinates all items and has ultimate accountability for the quality and final outcome.



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Intended Learning Objectives

Stakeholder Management.

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

Identifying Stakeholders & the Stakeholder Register

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

Identifying Stakeholders & the Stakeholder Register

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

Intended Learning Objectives

Stakeholder Management.

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2. Stakeholder Engagement and Planning.

Understanding Stakeholder Engagement and Planning

Levels of Stakeholder Engagement

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

Understanding Stakeholder Engagement and Planning

The stakeholder management plan can include:

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

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

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

Understanding Stakeholder Engagement and Planning

Stakeholder Analysis includes:

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

Understanding Stakeholder Engagement and Planning

Stakeholder Analysis example:

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



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Communication Management.

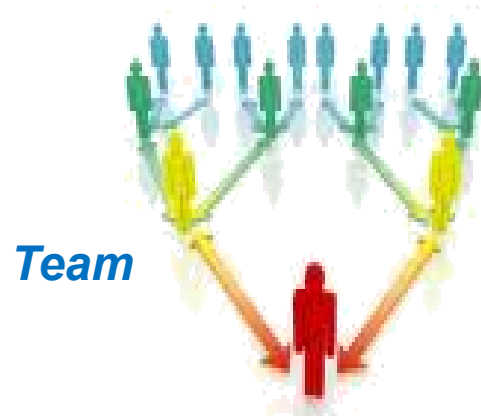
1. The communication challenge.
2. The importance of listening.
3. Communication key skills & importance.
4. Communication plans.
5. Virtual teams & communication.
6. Key communication considerations.

Communication Challenges



Individual

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



Team

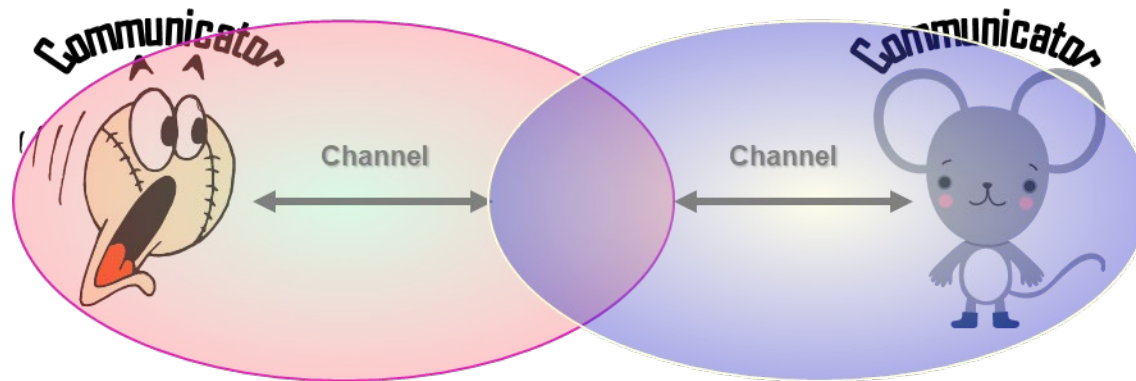
- Status
- Silos
- Information Overload
- Lack of Communication
- Protocol [rules]

Module 6. 1 – Communication Challenges



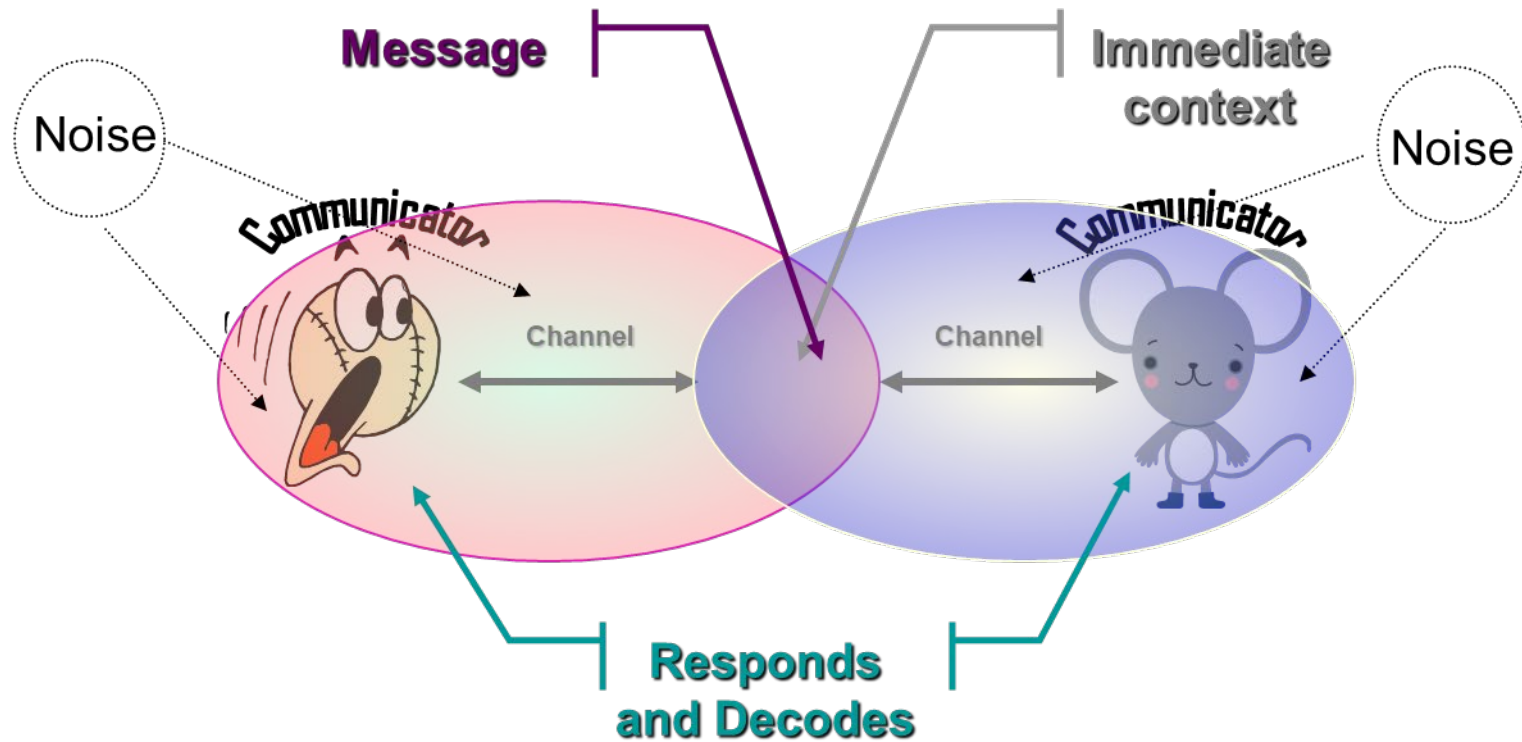
The Communication Model

Module 6.1 – Communication Challenges



The Communication Model

Communication Challenges



The Communication Model

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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**

The importance of Listening

Why Do We Listen?

- Promotes problem-solving abilities
- Demonstrates acceptance of others
- Builds and retains trust in relationships
- Increase 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

The importance of Listening

The Process of Listening

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

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

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

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

The importance of Listening

TED Talk: 5 ways to listen better

Julian Treasure

7 min video

Intended Learning Objectives

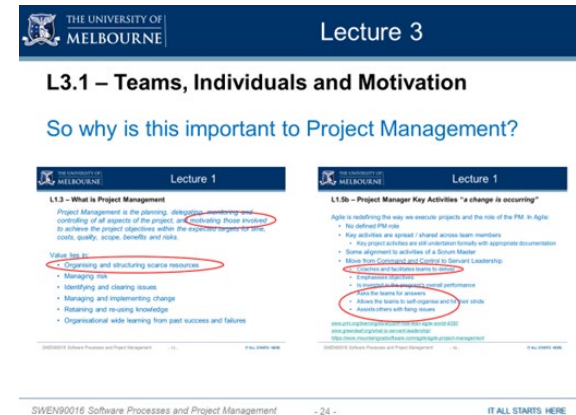
Communication Management.

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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



Lecture 3

L3.1 – Teams, Individuals and Motivation

So why is this important to Project Management?

L1.3 – What is Project Management

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and ensuring those involved to achieve the project objectives within the constraints of time, costs, quality, scope, benefits and risks.

What skills do you need?

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Repeating and re-using knowledge
- Organisational wide learning from past successes and failures

L1.5b – Project Manager Key Activities “a change is occurring”

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
- Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from Command and Control to Servant Leadership
- Empowering and encouraging team to self-organise
- Encouraging self-organising, self-managing, self-motivated
- Allow the team to choose
- Allow the team to self-organise and to self-manage
- Allow the team to self-organise and to self-manage

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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

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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>

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

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

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Virtual Teams & Communication

What is a virtual team?

- A virtual team (also known as a geographically dispersed team, distributed team, or remote team) usually refers to a group of individuals who work together from different geographic locations and rely on communication technology. (Wikipedia)

Virtual Teams & Communication

In 2014 survey 1,700 knowledge workers, 79% reported working always or frequently in dispersed teams. Armed with laptops, Wi-Fi, and mobile phones, i.e. technology most professionals can do their jobs from anywhere.

Why does it appeal to employees?

- Employees can be more flexible with work and home commitments

Why does it appeal to organisations?

- Organisations can access the best GLOBAL talent
- Save on real estate costs

Virtual Teams & Communication

What does this mean for communication

- Communication is less rich and less frequent than face-to-face interaction

Why?

- Less visual and behavioural cues
- Less or no informal interactions

BUT not all bad

- Those less inclined to speak in groups, may feel more comfortable
- Less importance on interpersonal skills and physical appearance may benefit certain members of the team
- Still need to be mindful of unconscious bias (virtual unconscious bias)

Virtual Teams & Communication

Create a Communication charter.

- Discipline about how the team should communicate
- Norms of behaviour when participating in virtual meetings (background noise, side conversations, talking clearly and at a reasonable pace, listening attentively, not dominating the conversation)
- Guidelines on communication modes - in which circumstances, which mode should be used e.g. email should be used for formal correspondence, a WhatsApp group for chatting informally, documents

Virtual Teams & Communication

Leverage communication technologies

- How can you use technology to function effectively as a team?
- Who has access to which technologies - bandwidth, free vs cost.

Team building

- Virtual water cooler
- Formal and informal team building activities
- For instance we have a random channel in our slack group where we post funny jokes, memes, celebrations e.g. birthdays, milestones. An intentional place to strengthen the group
- Think of how you can use social networking tools and features to create a connected team.

Virtual Teams & Communication

Factors that contribute to a good virtual team

- Good communication skills
- High emotional intelligence
- Ability to work independently
- Resilience
- Awareness and sensitivity to other cultures is important especially in global groups

Guess what – They are very similar to factors that contribute to any successful team!

References:

<https://hbr.org/2013/06/making-virtual-teams-work-ten>

<https://hbr.org/2014/12/getting-virtual-teams-right>

<https://hbr.org/2018/02/how-to-collaborate-effectively-if-your-team-is-remote>

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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

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

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

Key Communication Consideration

Conflict

Conflict is the single most undermanaged activity in projects and if left unresolved will destroy a project. Key causes include:

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

Key Communication Consideration Conflict

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

