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| **DUBLIN BUSINESS SCHOOL** |
| **PROJECT MANAGEMENT** |
| **MODULE TITLE B7BU104** |

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Project Management

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Background

Ireland is one of the growing market in IT industry in European region. Most of the big IT Companies are installing a set up in the Republic of Ireland. Ireland has emerged to be one of the biggest hub for IT companies in last 5 years and hence been a place for attraction for talented individuals with various number of opportunities lined up for them in many Big companies.

As we are planning to move to Ireland and acquiring the chain of the Mobile stores and merge with them and every company has certain working standards and procedure to work upon so there needs to be a lot of changes in the working style and changes as per the place and requirement of the countries business standards as certain countries follow different business standards.

A basic SWOT analysis would indicate that the country is an attractive place to do business in. The economy and the population are growing. The population is also well-educated and tech-savvy. This means that the UK business is entering a market which can offer it many opportunities.

Project Brief

The brief is concerned with how the UK company can successful establish itself in Ireland. It will focus on the need to integrate the Irish business into the UK business. In particular, it will focus on the need to establish a common platform that would allow all the customers to interact with the business in a very effective way.

Analysis of the Business Implications

While the UK company is taking over an Irish company that has immense potential, there are problems. The Irish company is not operating on the same platform as the UK business. In fact it is operating under a different business model. This is a major problem as they way that the Irish company serves the needs of the customer are very different. Then there is the very outdated technology that the Irish company is using. The UK company has a considerable challenge in integrating the Irish business into its organisation. Key to successfully integrating the Irish business is providing is with new technology and establishing a common platform.

Mission.

There is a need to establish a unified and common platform for both businesses. The Irish and the UK companies need to do business in the same way and provide the same type of customer service. A common platform needs to be established that uses a common technology such as CITRIX. The company needs to develop a project to create a common platform for the Irish and UK businesses.

Objectives

The aim of the project should be to fully integrate the Irish business into the UK business by establishing a common platform, where both units provide high quality and efficient customer service.

The objective of the project should be to provide the Irish company with the technology that it needed, in the form of servers and applications that allow it to become more integrated with the UK platform.

Scope

The scope of this project will focus on the technological needs of the Irish business. It will focus on the changes that are needed in order to help the Irish firm to become part of the UK platform. It will focus on issues such as the technological aspects of merging the two businesses.

Key Requirements

Project Management Team

A dedicated project management team needs to be assembled. A manager with extensive IT experience should be appointed head of the project. He or she should be able to draw on IT staff already employed by the company. The project may also need to draw on the ideas of local consultants as the Irish retail units do not have any real experience in the area. The project manager should have a brainstorming session to get ideas for the plan (Andrews & Harris, Then after consultation with senior mangers’ they can develop a project management plan. They can be guided in the drafting and operation of the plan by the BABOK methodology.

The Irish business is not using outdated and ineffective technology. The business model is still one where the staff interact with the customer in order to meet their business needs. This is very inefficient and does not provide the level of customer service that a business needs. This also means that the costs of running the business in Ireland is higher than its competitors. The service providers are also reliant on technologies that are outdated such as the phone and the fax. The Irish business has not invested in technology and this is a major disadvantage for the UK company as it attempts to move into Ireland.

The Irish retail units should be equipped with Citrix off the shelf systems. Future consideration will need to be given to the fact if bespoke web-applications are needed in the Irish operation. This is not recommended for now.

Another important development for the Irish company is the development of a bespoke web-site. This website will have particular applications for the retail sector.

It is essential that all Irish companies are connected to the broadband. They should all be connected to a reliable broadband. With regard to the need for a server. This is not necessary for the Irish retail units. The Irish units can use the UK servers. This is possible if they adopt cloud-based technologies. The cloud can help the Irish and the UK units to merge and operate off one platform.

For setting up business in Ireland we need to first have a different on site teams based in Ireland for quick action which is the front-end team based in across different stores and a backend team which will be handling the smooth movement of the software and business and providing the front-end team with all essential support around working hours. As we all know Ireland has a good talented individuals from across the globe in different areas of Information technology so acquiring talented and experienced individuals for the work will be beneficial for the team.

For back end team we need experienced IT professionals in different fields of IT as in Development, Database, Maintenance, networking. as these are the main key component and the main work of the Backend team in smooth running of the business. It is advised that they use ERP software in order to provide a better customer service. This software would allow the company to understand the needs of the customers and the data collected could be used to market the company more effectively.

Database teams keep up to date and track the record of the availability of stock details of the customer and details of the Employee and the business on daily basis and keeping them up to date. Good communications is essential in business.

Maintenance team manages the hardware of both the team the backend and front end team and keeps them up to date and rectifies the fault in time.

Networking team the last but not the least of the Backend team which is the backbone of the business one of the most important which checks for the smooth running of the Network with a good Network connection for both the teams and always ready with backup if one system fails same as that of Big data Centres as even if the system is down few minutes which means Business in full stop . So network teams need to be active always.

Now comes in the Front end team of trained personnel which are provided a regular training of the system which they are using and if there is any update then also they should be trained so as to keep them up to date with the system helping the customer and keeping a good business.

Also there are many other requirements beyond these two teams which are stores locality in the areas where there is great attraction of customer , Good Hardware components being used by both the teams so that they don’t face any downtime problem due to hardware failure and the last a very Good Internet network by trusted and reliable ISP(Internet service provider ) for a better and fast connection .

Technological Requirements

The Irish retail units will have the citrix hardware and they will be able to upload all their data on the cloud. The Irish units of the new business will also need an app that would allow the customer to shop online. Developing an in house software and making it user friendly for customers and our front end team. The company can develop its own POS software or even source some ope-source POS and adapt it to their needs. Point of sale software (Pos) can be used to enhance the customer service.

In order to ensure that the Irish businesses are able to work off the same platform as the UK company the need to have the same technologies. What is very important is that the Data that is held by the Irish companies are not lost. This is very important as it could lead to problems with the way that the Irish business operates and that it could even lose customers. The data from the Irish company needs to be secured and transferred to a common platform. At present the UK operates off different servers to the Irish company, which does not have any. The company wants to keep costs low and in particular the retain its servers. The most effective solution is to ensure that the Irish and the UK companies can exchange data on one platform. The cloud offers the best solution for this problem. The existing UK servers can be used as back-up and over time many of them can be decommissioned and this could save money.

The main concept behind Cloud computing is the ability to provide online services including software applications, system software, and hardware infrastructure. These are known as Software-as-a-Service (SaaS), Platform-as-a-Service (PaaS), and Infrastructure-as-a-Service (IaaS). PaaS may be most suitable for this project and is generally defined as the providing of a computing platform by the use of programmes and tools supported by a company, for example Google App Engine. The system offers infrastructure, database, information, and processes as a service to other organizations such as the new company formed by the merger. There are several PaaS packages and these include open source software (OSS) packages, such as Cloud Foundry. The project should use a recognized vendor in the cloud space such as Amazon and pay regular subscriptions to the company. The new company as a result of the merger should use Paas packages in order to establish a common platform. If the Irish and the UK companies use the same package this will mean that there are no issues over interoperability.

Data Migration

Before the platform can become operational the data from the two sections of the business needed to be located on one platform. The data form both the UK and the Irish companies needed to loaded onto the cloud, which will be the common platform. That is procedures and process whereby, data, is moved from one system to another. This can often mean that the data is restructured to suit the needs of another system. There needs be a great deal of planning for data migration and to ensure that data is not misplaced. There may also be a need for data archiving. There needs to be definite data migration strategy. In order to ensure that data is migrated successfully, the following three factors are important

* Sufficient bandwidth
* Use the correct tools to ensure that the data selected is copied and uploaded unto the cloud platform selected.
* Identify the best interfaces so that the company’s staff are able to monitor the migration of data and can monitor it, in case of difficulties.

One of the most important decisions is the selection of a cloud vendor. There are now many cloud vendors and the sector is now very competitive. The best cloud vendor for this prokect is Amazon AWS.

Once all the data is migrated to the cloud this will be the common platform where the Irish and UK companies can exchange data and information. Increasingly, there are now data analytics available in the cloud platform. This will allow the data from the common to be analyzed and strategies for better customer service developed for example. The data analytics that are available in the cloud will enable the two different branches to work together and to develop a common strategy.

Project Implementation Plan

Customer Service Plan

Marketing is needed to publicise the merger. It will take a lot of effort on various platforms to alert the public of the new merger and especially the changes that are taking place in the new firm. The Irish company needs to be marketed in a new way and this includes publicizing its new technological capabilities. At this stage the Custom relationship plan needs to be drafted and specific plan for Customer relationship management needs to be drafted. This will integrate all aspects of the business and ensure that they are delivering the customer a service that is of the highest quality (Daft et al, 2010: 67). An analytical approach to CRM will be employed and this will allow all the team to service the needs of the customers. The company does not have to pay for new CRM software but can subscribe to one of these packages through their cloud-service provider. This will ensure that the Irish retailers are able to provide superior customer service.

Schedule and Milestones

A Gnatt Chart will be employed by the project manager. This will set out the steps that need to be taken in order to achieve the goals of the project. The Gnatt Chart will display the activities that need to be carried out to achieve the project’s goals. The Gnatt chart will outline stages in the project such as research and the generating of ideas. The progress of these activities needs to be tracked. Evert stage needs to be completed by a stated date.

Gnatt Chart for the Merger

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  | Months |  |  |
|  |  |  |  |  | Duration | 1 | 2 | 3 | 4 |
|  |  |  |  |  |  |  |  |  |  |
| Task 1 |  | Final Plan | |  | 1 day |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 2 |  | Citrix system in Irish businesses | |  | 1 week |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 3 |  | Hiring workforce | |  | 3 weeks |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 4 |  | Data migration | |  | 4 months |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 5 |  | Selecting Cloud platform | |  | 1 week |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 6 |  | HR Strategy | |  | 1 week |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 7 |  | Risk management strategy | | | 2 days |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Task 8 |  | Promotional Campaign in Ireland | | | 2 months |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

Milestones need to be established and they need to be met. These milestones must be clearly defined and be related to some important aspect of the project, the should be realistic and ensure that enough time is provided to ensure that the project is a success. The organisational model for the merger will be the balanced triangle, that is balancing, money, quality and time, in order to achieve the aim of establishing a common platform. The selection of the cloud platform will be based on this triangle.

Links and Dependencies

The Gnatt Chart can be very helpful in identifying the links between the various aspects of the project. This will allow the relationships between the dependencies to be better understood and this will allow the team members to collaborate effectively.

|  |  |  |
| --- | --- | --- |
| **Activity** | **Depend on:** | Role |
| Cloud strategy | Head of IT | To establish a long term relationship with cloud vendors |
| Training | Human Resources | A suitably skilled workforce |
| Data Migration | IT specilaist | To ensure that all data is migrated to a cloud platform |
| Budgeting | Finance | Resource allocation |
| Coordination | Operations | Coordinating between all the workforce  To attain the goals |

Risk Assessment Plan

The Project manager needs to be aware of the risks associated with the development. There needs to be a SWOT analysis carried out to identify any risks. Among the areas that need to be assessed are (Clampit et al, 2010: 303).

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Risk |  | Magnitude | | Likelihood | | Forseability | | Total | Rank |
| Project delay | | 10 |  | 5 |  | 8 |  | 400 | 1 |
|  |  |  |  |  |  |  |  |  |  |
| Cost overruns | | 10 |  | 4 |  | 6 |  | 240 | 2 |
|  |  |  |  |  |  |  |  |  |  |
| Change in original | | 9 |  | 3 |  | 4 |  | 103 | 3 |
| plan |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Staff resistance | | 6 |  | 6 |  | 5 |  | 95 | 4 |
|  |  |  |  |  |  |  |  |  |  |
| Strike |  | 3 |  | 3 |  | 6 |  | 54 | 5 |
|  |  |  |  |  |  |  |  |  |  |
| Poor broadband connections | | 10 |  | 1 |  | 0 |  | 10 | 6 |

Once these risks to the project have been identified then risk management plan will be put in place to reduce their impact on the project.

Resource Planning

This will involve the resources needed for each part of the project. For example, it will involve allocating financial resources to element of the plan. It will also involve allocating members of the team in order to implement the project. A dedicated IT team will be stablished. They will be mainly from the UK. A new IT department needs to be set-up.

|  |  |
| --- | --- |
| **Job Activity** | **Title** |
| Marketing Function | Marketing Manager |
| Training | HR Department- Manager and one assistant |
| Technology Strategy | IT officer |
| Recruitment | Agency |
| Cloud strategy | IT Manager |

Budgeting

Once the resources needed for the project have been identified the finance manager will meet with the project manager. The project manager will draw up a budget. The budget will include spending on citrix hardware, broadband and cloud subscription. The budget will also provide for training. The expense of implementing the project will be calculated and this will include the cost of sending an IT team to Ireland and the recruitment of local consultants. It is crucial that all the resources allocated are within the budget and specifically within the budget given to a particular areas of the plan (Finlay, 2000: 56). There needs to be investment in the form of citrix hardware and a cloud subscription.

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