# COMP1611: Project Management Group Work

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April 2021

A report submitted in fulfilment of the requirements for the module, Project Management, Computing and Information Systems Department, University of Greenwich.

After reading the case study and discussing the situation with the group, a general consensus was reached to break down the project into the following 5 roles, as there were 5 people in the group: Project Manager, Business Analyst/Finance Manager, I.T. Member (Website Design etc.), Communications/HR Team Member and Systems Tester. The group was also careful to not over/under define the roles and responsibilities of each team member.

**Project Manager:**

Project managers are essential to the success of any modern project. They provide the "leadership and objectives" (Aston, 2021) needed to give the project the best chance of success, while also ensuring "clear lines of accountability" that would be more difficult to establish if there was not a single person leading the project. Shown below are some of the project management tasks for the scenario.

**Project Management Tasks: Developing a website**

- **Define Objectives and Deliverables:**

It is important for the project manager to be involved in the website development process, even though they are not the ones necessarily programming or funding the project. Defining objectives helps to "guide everyone on the team" (Buehring, 2021) to the final project goals. In order to do this, a few meetings with the board of directors should be had in order to gauge what they are looking for from the contractors. This is the first time that the project manager would confirm the scope, costs and time scale for the business case from the board of directors. Regarding the development of the website, conversations with stakeholders about deliverables such as "web page layouts" (Buehring, 2021) would be beneficial to make sure that stakeholder requirements are met, as they must review them to make sure they "accurately reflect what they expect to be delivered" (Buehring, 2021).

- **Stakeholder Analysis:**

A discussion of key stakeholders is also very important for modern I.T. projects, as this aspect of software development is often overlooked by developers that forget that software is made for one reason; to be used by the consumer. Assessing the type of working culture at the organization can help the project manager better understand how to utilize the team in the best way possible. A number of stakeholder identification and analysis tools such as CATWOE and the Stakeholder Assessment Matrix can also be used to identify the views

and best interests of the stakeholders, while also identifying which stakeholders, employees in particular, might reject the project.

- **Project Planning:**

Project planning is one of the most important parts of the project manager's responsibilities, as it defines how the team will "arrive at the objectives" (Buehring, 2021). Regarding this specific task, the project manager would have to plan the project timelines based on the scope, costs and time period given to the team, in order to successfully produce the website. Estimates of the "time and effort" (Buehring, 2021) needed for the project would also be made during this stage, to decide a realistic schedule and targets. This stage of the project process is also one in which the deliverables previously mentioned are finalized, and the development team can decide which development model best suits the project based on that. This information should be communicated to both the head office and 'subordinates' working on the project.

- **Project Tracking and Risk Management:**

Project tracking techniques regarding website development can include the "constant monitoring of variations between actual and planned cost, schedule and scope" (Buehring, 2021). If certain members of the team, such as the programmers, run into any issues while developing the website, then the project schedule can be amended to make up for the lost time, especially if there is a contingency plan.  This is, of course, a change in the project, and any deviation from the business case originally developed at the beginning of the project should then be addressed; it is common for the business case to change throughout the lifetime of the project. Risk management can help to alleviate some of these risks and issues, as project managers can use an array of risk identification, analysis and management matrices to aid with these key issues.

- **Change Management:**

In the event that the project tracking and risk management matrices do not work, a change management process should then be implemented. Changes can be required for a wide range of reasons; underfunded budget, change in scope, change in requirements or issues within the project. It is important for the project management team to go through the proper change management procedures to ensure the least impact on the project as possible. The longer that a risk/issue goes on without being changed, the more expensive it becomes to

resolve, and that can have serious implications on the scope and time constraints of the project.

**References:**

- Aston, B. (2021) Why Is Project Management So Important To An Organization? - The Digital Project Manager, *The Digital Project Manager*, [online] Available at: https://thedigitalprojectmanager.com/why-is-project-management-important/ (Accessed 4 April 2021).

- Buehring (2020) Eight Easy Steps to Managing Your Website Development, *Project Smart*, [online] Available at: https://www.projectsmart.co.uk/eight-easy-steps-to-managing-your-website-development.php (Accessed 4 April 2021).

# Appendix:

# Group F Potential Roles:

**Important Roles in the creation of a website:**

1) **Project managers:**
   - Essential for every project. Multiple responsibilities

2) **Business Analysts/Finance Member:**
   - Looks at the business case of the project. Determines scope etc.
   - Know the costs and values that the IT brings – you cannot create the systems described within the scenario unless you have a real understanding of the expected benefits and knowledge of what system development should cost

3) **Website Designer/I.T. Members and Programmer:**
   - Programs and creates the website
   - Makes sure that the website is compatible and can integrate the data that the Jewellery store already has
   - Risk Assessment maybe?

4) **Communications/HR:**
   - Ensures that all departments are collaborating with each other
   - Identifies the stakeholders that need to be communicated with and how you would communicate with them.

5) **Systems/User Acceptance Tester:**
   - Quality Assurance
   - Tests the website to see if everything is working
   - Makes sure the website meets the requirements