

<Project Title>

<Sub-title (if used)>

<Your Name>

<Your Banner no.>

Thesis for the partial fulfilment

of the requirements for the Masters Degree

in <…..supply your Programme Title….>

University of the West of Scotland

School of Computing, Engineering and Physical Sciences

<Date of submission>

A black and white logo

Description automatically generated

**School of Engineering and Computing**

**MSc Information Technology with Project Management**

**Interim Report**

**Comparative Analysis of Project Management Software Using Monday.com and Smartsheet for Team Collaboration**

    
**by**

***Oyewale Victor Oyedele***

***B01647927***

**Date of submission: *27/06/2024***

**Supervisor: *Dr. Rebecca Redden***

**Moderator: *Dr. Tony Gurney***



**DECLARATION OF ORIGINALITY**

I declare that this is an original study based on my own

work and that I have not submitted it for any other

course or degree.

A signature on a white surface

Description automatically generated

Signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Table of Contents**

[**CHAPTER ONE** 2](#_Toc170229277)

[**1.0 Introduction** 2](#_Toc170229278)

[**1.1 Background** 2](#_Toc170229279)

[**1.2 Problem Statement** 3](#_Toc170229280)

[**1.3 Objectives of the Study** 4](#_Toc170229281)

[**1.4 Research Questions** 5](#_Toc170229282)

[**1.5 Significance of the Study** 5](#_Toc170229283)

[**CHAPTER TWO** 6](#_Toc170229284)

[**2.0 Literature Review** 6](#_Toc170229285)

[**2.1 Definition of Project** 6](#_Toc170229286)

[**2.2 Project Management - Overview** 7](#_Toc170229287)

[**2.3 Project Management Software in Modern Organisations** 7](#_Toc170229288)

[**2.4 Importance of Project Management Software in Modern Organisation** 8](#_Toc170229289)

[**2.5 Team Collaboration** 9](#_Toc170229290)

[**2.6 Relationship Between Project Management and Team Collaboration** 9](#_Toc170229291)

[**CHAPTER THREE** 11](#_Toc170229292)

[**3.0 Methodology** 11](#_Toc170229293)

[**3.1 Introduction** 11](#_Toc170229294)

[**3.2 Case Study** 11](#_Toc170229295)

[**3.2.1 The Problem** 11](#_Toc170229296)

[**3.2.2 The Solution: Development of New Student Portal (Version 2.0)** 12](#_Toc170229297)

[**3.3 System Architecture Model** 12](#_Toc170229298)

[**3.4 System Prototype Design** 13](#_Toc170229299)

[**3.5 Testing** 13](#_Toc170229300)

[**3.6 Data Collection** 13](#_Toc170229301)

[**3.7 Feature Evaluation and Comparative Analysis** 14](#_Toc170229302)

[**4.0 Plan for Completion** 14](#_Toc170229303)

[**References** 18](#_Toc170229304)

[**Appendix** 25](#_Toc170229305)

[**Link To monday.com Dashboard** 25](#_Toc170229306)

[**Link To Google Sheet for Plan for Completion** 25](#_Toc170229307)

[**PROPOSED QUESTIONNAIRE** 25](#_Toc170229308)

**Table of Figures**

[Figure 3.1 Workboard on monday.com 12](#_Toc7418)

[Figure 3.2 Gantt Chart Displaying The Plan for Completion Of The Project 14](#_Toc17628)

# **CHAPTER ONE**

# **1.0 Introduction**

## **1.1 Background**

Effective project management involves coordinating various components to achieve specific objectives within defined constraints. Turner (1999, cited in Turner and Müller, 2005, p. 51) noted that project management is concerned with effectively overseeing individuals to deliver results, rather than simply focusing on managing the tasks involved. Although this observation was made some time ago, it remains relevant today as the core principles of project management continue to emphasize the importance of managing people effectively to achieve project goals.

An essential part of project management involves setting up and managing the project's scope. Hassan and Asghar (2021, p. 26840) express the importance of obtaining an exact description of the project scope in the planning phase, as it impacts the project outcome. Moreover, Althiyabi and Qureshi (2021, p. 45) noted that the project scope is fundamental for important project planning procedures, including cost estimation, scheduling, and the development of a work breakdown structure.

Managing a project well requires thinking about how to communicate with and involve team members. Zwikael et al. (2022, p. 3) highlight the importance of enhancing project team members' communication, especially when those involved do not have enough knowledge about project management. Getting people involved and ensuring there is clear communication can make a significant difference in the success of a project. Therefore, effective project management involves these two important components: team collaboration and team communication.

Team collaboration pertains to the coordinated and intentional efforts of individuals working collectively to attain a shared objective. Effective team collaboration needs direct and clear communication, well-defined role definitions, and a supportive environment. Mulvale et al. (2016, p. 2) highlighted the importance of formal and informal processes, team attitudes, and team structure in fostering collaboration. Similarly, Baetselier et al. (2021, p. 2563) highlight the critical role of efficient team communication and clear role definitions in achieving successful collaboration.

Project management has evolved significantly over time from traditional practices to technological approaches and has emerged as a crucial tool in the technology industry facilitating the planning, implementation, monitoring, and control of software projects (Dasig et al., 2014, p. 32). There is various project management software with unique features and functionalities, and some are better suited for one industry or use-cases than the other. Some project management tools are extremely popular in the software industry such as Monday.com, Wrike, Jira, Trello, Asana, Teamwork, Meister Task, Basecamp, Oracle Primavera, MS Project, MS SharePoint, and MS Visio.

Monday.com and Smartsheet are two widely used project management software that provide a comprehensive platform for teams to efficiently plan, organise, and track their work. Monday.com offers customers a graphical and user-friendly interface that streamlines the process of managing tasks, promoting teamwork, and facilitating communication among team members (Monday.com, 2023). The top features of Monday.com are building custom workflows across teams, and monitoring, managing, and tracking workloads (Trustradius, 2021). It allows accessible communication, collaboration, and data visualisation. Similarly, Smartsheet is a versatile project management tool that offers a flexible and collaborative platform for organising and tracking various projects efficiently. It enables users to create custom workflows, assign tasks, set deadlines, and monitor progress in real-time. Smartsheet's interface allows for easy visualisation of project timelines and dependencies, making it a valuable tool for teams working on complex projects. One of Smartsheet's standout features is the ability to export data from pre-built tables, allowing for easy data manipulation and analysis. Additionally, Smartsheet enables users to differentiate access rights and allocate resources efficiently, ensuring that sensitive information is protected, and resources are utilised optimally.

The objective of this study is to conduct a comparative analysis of Monday.com and Smartsheet to evaluate their effectiveness in improving collaboration among teams. This research aims to offer significant insights to organisations in selecting suitable software for their needs by analysing specific elements such as user interface, functionality, integration capabilities, and ease of use. This study's findings will contribute to the existing body of knowledge on project management software and provide practical recommendations for enhancing team collaboration.

## **1.2 Problem Statement**

Project management and team collaboration are key factors that help an organisation grow, especially modern-day organisations. Project management involves coordinating different components of a project and managing individuals to achieve set objectives and results. With the advent of technology, Project management has evolved from managing large defence and engineering projects to a wider application and there has been a growing need to use project management software within the information technology industry. Project management has also gained interest in the academic field, supported by different academic journals and review papers. The increasing complexity of modern projects necessitates the need for more study to be conducted to understand and build advanced project management software that will meet project needs.

Despite the increasing demand for project management software and with more software being developed and used by organisations, there is a need to evaluate their effectiveness in driving team collaboration and project success. The software market has a lot of project management software, and they all have unique functionalities and features. However, less research has focused on evaluating and comparing this existing software in the market and how they impact team collaboration and project efficiency.

Evaluating the strengths and weaknesses of different project management tools will be valuable and provide insight for organisations to choose the right software that will improve their team collaboration and ability to manage their project. With the wide range of software available in the market, this research aims to conduct a comparative analysis of Monday.com and Smartsheet as these are popular project management software and are often used by small and medium organisations. The outcome of this research will provide valuable insights into the strengths and weaknesses of these software, helping organisations make better decisions in choosing project management software for their next project.

## **1.3 Objectives of the Study**

The goal of this research is to evaluate and compare the functions of monday.com and Smartsheet as project management software in improving team collaboration and driving project success. This goal will be achieved through the following objectives:

1. Determine the specific features and functionalities (such as task management capabilities, integration testing, reporting and analytics, and interface navigation) of Monday.com and Smartsheet that enhance team collaboration.
2. To evaluate the key strengths and weaknesses of monday.com and Smartsheet as project management tools in terms of their collaboration features, task assignment features, and file-sharing capabilities.
3. To determine the impact of monday.com and Smartsheet on team collaboration and project success by assessing user feedback and case studies focusing on their collaborative capabilities.

## **1.4 Research Questions**

The following research questions in line with the objectives will be answered:

1. What specific features and functionalities of Monday.com and Smartsheet contribute to enhanced team collaboration, particularly in terms of task management capabilities, integration testing, reporting and analytics, and interface navigation?

2. How do the key strengths and weaknesses of Monday.com and Smartsheet, including collaboration features, task assignment features, file sharing capabilities, real-time updates, and automation and workflow compare in their effectiveness as project management tools?

3. What is the impact of Monday.com and Smartsheet on team collaboration and project success, as evidenced by user feedback and case studies focusing on their collaborative capabilities?

## **1.5 Significance of the Study**

This research contributes significantly to both academia and industry. In academia, the research will contribute to the existing body of knowledge by adding to the existing literature on project management software. It will also provide additional context on the effect of project management on team collaboration. In Industry, the findings from this research will help organisations make better decisions where there is a need for them to select project management software that aligns with their collaborative needs. The study seeks to compare the impact of project management software such as monday.com and Smartsheet in driving Team collaboration.

# 

# **CHAPTER TWO**

# **2.0 Literature Review**

## **2.1 Definition of Project**

A project is a task intended to create or enhance a brand-new or already-existing good, service or process (PMI, 2017). A project can also be defined as any short-term activity started with the intention of producing a particular product, service, or result (Nicholas and Steyn, 2020, p. 3). It involves a set of activities with defined start and end dates, specific objectives, and allocated resources to achieve a particular goal (Waheed, 2016 cited in Straw, 2015, p. 328). Projects are characterised by their temporary nature, as they have a defined beginning and end, and are distinct from ongoing operations (Jugdev and Müller, 2005, 21). The success of a project is often measured by its ability to achieve its intended outcomes within the constraints of time, cost, and quality (Talbot and Venkataraman, 2011, p. 33).

The existence of a project means it must be managed or controlled. In the context of project management, projects are viewed as strategic initiatives that require careful planning, execution, and control to deliver the desired results (Crawford and Pollack, 2007, p. 50). Project management involves the application of knowledge, skills, tools, and techniques to meet project requirements and ensure successful project completion (Patanakul and Shenhar, 2012, p. 45). Effective project management is essential for achieving project objectives, managing risks, and optimising resources (Marcelino-Sádaba *et al*., 2016, p. 38).

Furthermore, projects play a crucial role in driving innovation and change within organisations (Whitty and Maylor, 2009, p. 308). They provide a structured approach to implementing innovative ideas, products, or services, and are essential for organisational growth and competitiveness (Kasaroglu and Hunt, 2009, p. 309). Projects also serve to address specific challenges or opportunities, driving progress and improvement in various domains (Williams *et al*., 2019, p. 646).

Projects are vital components of organisational operation, functioning as drivers for achieving strategic objectives, promoting innovation, and providing value to stakeholders. Effective project management practices are crucial for guaranteeing project success and optimising the advantages obtained from project initiatives.

## **2.2 Project Management - Overview**

Project management is an essential field that has a crucial impact on the effective implementation of projects in various industries and organisational contexts.

The literature on project management has emphasised the various impacts it has on attaining project success. Cicmil *et al.* (2006, p. 676) pointed out the significance of studying and comprehending the complex nature of projects, which entail the coordination of individuals, technologies, and resources in pursuit of shared objectives. This highlights the complex nature of project management and the need for a deep comprehension of project circumstances. Trkman (2010, p. 2) asserts that the support and initiation of top management are crucial determinants in the success of Business Process Management (BPM) efforts. This underscoress the significance of leadership buy-in and commitment in driving effective project management projects. Turner *et al*. (2010, p. 745) stress the need to align project management methods with the nature of small to medium-sized firms, acknowledging the necessity for tailored approaches that correspond to the unique characteristics of these organisations. This underscores the need for project management methodologies to align with various organisational contexts. Eskerod and Huemann (2013, p. 40) also examine the importance of project stakeholder management in sustainable development, emphasising the ethical principles that project managers follow to efficiently manage stakeholders. This clarifies the ethical and strategic significance of involving stakeholders in project management practices.

## **2.3 Project Management Software in Modern Organisations**

Project management has become increasingly significant in the Information and Technology sector. Particularly, project management software has emerged as a crucial tool in software development, facilitating the planning, implementation, monitoring, and control of software projects (Dasig *et al.*, 2014, p. 34). It involves overseeing software projects to ensure a clear understanding of the objectives that software developers aim to achieve (Baruah and Das, 2018, p. 6). The utilisation of project management software depends on the extent to which professionals integrate these tools into their workflows (Ali *et al*., 2008, p. 7). These tools can be broadly classified into entry-level programs, which prioritise scheduling and user-friendliness, and professional systems that offer advanced functionalities and communication capabilities to manage complex projects effectively (Abasova, *et al.*, 2023, p. 79).

The importance of project management software has extended beyond IT companies and is now crucial for most modern organisations. By employing project management software, companies can streamline managers' efforts and reduce errors in handling multiple projects simultaneously (Nethravathi, *et al*., 2022, p. 452). Various project management models provide a structured framework with approaches, procedures, and philosophies tailored for software project management (Chomal *et al*., 2022, p. 291). The ongoing development of project management tools aims to automate project administration tasks throughout their life cycles (Mishra and Mishra, 2013, cited in Akbar et al, 2023, p. 2).

While project management information systems (PMIS) alone do not determine the success of a project, their integration with effective management practices ensures projects are run and tracked smoothly. Organizations adopt these project management information systems (PMIS) to support decision-making in planning, organizing, and controlling projects (Raymond and Bergeron, 2008, pp. 213-214). A project management system includes processes, procedures, methodologies, tools, and resources essential for effective management (Singh and Lano, 2014, p. 108). Project management software encompasses various methodologies and tools for planning, implementation, and control. Enhancing software project success involves integrating project management practices based on frameworks like PMBOK and CMMI-DEV (Barghoth et al., 2020, p. 88). Leveraging such software streamlines processes, reduces errors, and enhances project success rates.

## **2.4 Importance of Project Management Software in Modern Organisation**

Recent technological developments have heightened the need for project management software. With increasing project complexities, efficient tools for planning, tracking, and collaboration are essential. These software solutions help teams stay organized, meet deadlines, and ensure project success. Studies have shown the importance of project management software in enhancing outcomes by aiding in planning, organizing, and controlling projects, and providing decision-making support (Raymond and Bergeron, 2008, p. 214). Research indicates that project management software improves professionals’ perceived performance and positively impacts results (Ali et al., 2008, p.7). It also automates administrative tasks, reducing errors and enhancing efficiency (Nethravathi, et al., 2022, p. 453).

Project management software is vital in large organizations as it facilitates planning, monitoring, and controlling processes to ensure timely project completion (Thant, 2023, p. 29). Tools range from entry-level programs to professional systems with advanced functionalities for complex projects (Abasova, et al., 2023, p. 80). These tools assist in scheduling, tracking lifecycles, and providing insights for continuous assessment and decision-making.

Additionally, project management software systematically identifies and controls risks, crucial for success (Thom-Manuel, 2022, p 13). It improves speed, collaboration, and productivity among team members by implementing time-based practices (Blackburn et al., 1996, p 878). Overall, project management software enhances decision-making, task automation, risk management, productivity, and collaboration, making it fundamental for project success.

**2.5 Team Collaboration**Project management plays a crucial role in achieving project success, with excellent collaboration and communication being an essential factor in this. Team collaboration relates to the coordinated and deliberate effort of individuals working together to achieve a common goal. Efficient team collaboration necessitates direct and clear communication, well-defined role definitions, and an enabling environment. Mulvale *et al.* (2016, p. 3) stresses the significance of formal and social procedures, team attitudes, and team structure in promoting collaboration. Baetselier *et al*. (2021, p. 2) highlight the crucial importance of efficient team communication and a clear definition of roles to achieve successful collaboration.

Collaboration is important in various fields, including technology, medicine, and healthcare. Effective team collaboration is an essential component of project management that has a significant impact on the success of a project. Research demonstrates the significance of effective collaboration in innovative projects, emphasising that direct communication among team members is essential for effective collaboration (Hoegl and Gemuenden, 2001, p. 436). Research has demonstrated that effective training can enhance team behaviours and performance in various fields, including medicine, sports, and aviation (McEwan *et al*., 2017, p. 2). Leveraging collaboration tools, such as instant messaging and task management software, can improve collaborative decision-making in distributed groups (Dennis *et al*., 2010, p. 219). Teamwork, which is implemented through effective team communication, collaboration, and cohesiveness, has an important effect on the success of capital projects (Suprapto *et al*., 2015, p. 1349). Establishing an appropriate environment and providing effective tools for team members to efficiently work together is essential, particularly in project situations that are unpredictable and high-risk (Edmondson and Nembhard, 2009, p. 125).

## **2.6 Relationship Between Project Management and Team Collaboration**

Understanding the impact of project management on team collaboration is crucial. Studies have attempted to explain project management and its impact on team collaboration. For instance, Bond-Barnard et al. (2018, p. 1755) highlight the importance of trust and collaboration in project teams, linking these factors to project management success. They also address the significance of accurate project planning, essential skills, team interaction with stakeholders, and organizational context in project management.

Kapogiannis and Sherratt (2018, p. 26) emphasize the role of integrated collaborative technologies in promoting a collaborative culture in construction projects. These technologies help stakeholders manage processes, enhance engagement, and quickly address mistakes. Ong and Bahar (2019, p. 1149) stress the importance of departmental collaboration for efficient project management. Zhang et al. (2018, p. 1099) found that leveraging mobile social media in inter-organizational projects synchronizes tools, tasks, and teams, enhancing virtual collaboration and project outcomes.

Braun et al. (2012, p. 3) discuss how action-centered leadership fosters collaboration and creates an optimal team environment, improving learning, performance, and job satisfaction. Sudhakar (2012, p. 540) identifies key success factors in software projects, such as effective communication, cohesive cooperation, efficient coordination, and quality control, highlighting teamwork’s pivotal role. Koolwijk et al. (2018, p. 1950) link cooperation in project-based supply chains to team learning and performance, underscoring collaboration’s importance in project success. Therefore, team collaboration holds great significance in project management.

# **CHAPTER THREE**

# **3.0 Methodology**

## **3.1 Introduction**

This section will provide a detailed explanation of the methodology employed in this research. The objective of the study is to conduct a comparative analysis of Monday.com and Smartsheet to evaluate its effectiveness in improving team collaboration. This section will provide detailed steps on how to conduct the comparative analysis. The study will use a mixed-method approach to conduct this research. A case study will be defined to simulate real-life project management situations. The case study will involve the design and implementation of monday.com and Smartsheet for the management of identical project tasks. Data will be gathered via user surveys and direct observation to assess the performance, usability, and effect of the software on collaboration within teams. The findings will provide valuable insights into the applications and advantages of each software, assisting organisations in choosing the best project management software for their specific requirements. This case study focuses on the development of the New Student Portal (Version 2.0).

## **3.2 Case Study**

### **3.2.1 The Problem**

The current student portal at the university is outdated and lacking in several important aspects necessary for a modern, organised, and user-friendly digital experience. The portal's restricted functionality, difficult navigation, and absence of real-time updates have caused both students and staff members to express dissatisfaction. Consequently, the university encounters difficulties in efficiently managing course enrollments, providing personalised student services, and facilitating effective communication. These limitations hinder the entire educational experience and operational effectiveness, requiring an upgrade to resolve these problems. After careful consideration by the stakeholders, it is proposed that an upgrade should be made to the existing student portal.

### **3.2.2 The Solution: Development of New Student Portal (Version 2.0)**

The IT Project manager is tasked with the responsibility of overseeing the new student portal development project. The project seeks to resolve these issues by upgrading the current student portal to create an efficient and accessible platform.

This project involves adding the below new and advanced features:

* Real-Time Course Registration
* Personalised Student Dashboards
* Integrated Communication Channels

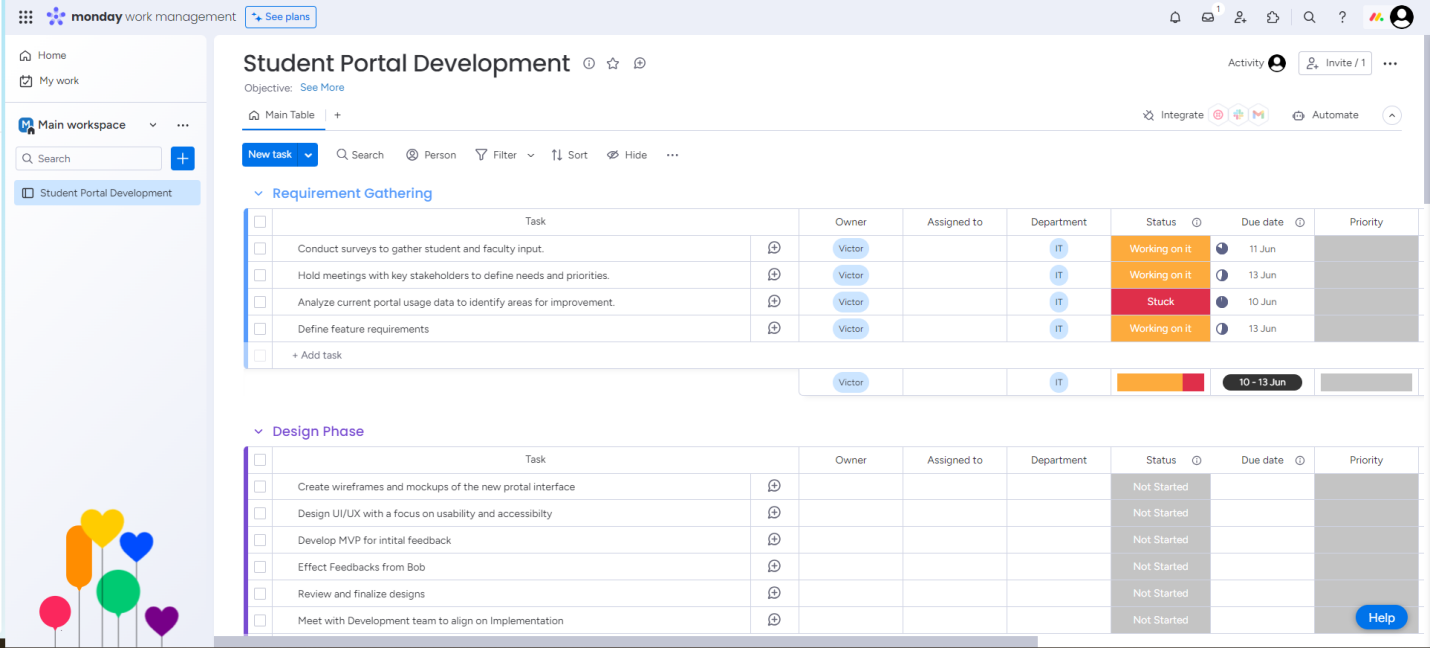
This project involves adding the below new and advanced features such as real-time course registration, personalised student dashboards, and integrated communication channels. The project is organized into various stages: requirement gathering, design, development, testing, deployment, and post-deployment support. Each stage requires collaboration among key players such as IT staff, faculty, and student representatives to ensure the portal meets the needs of its users. This research will make use of project management software called **monday.com** and **Smartsheet**, to plan, manage, and execute tasks across different teams, delivering an efficient and scalable portal that significantly enhances the user experience and operational efficiency of the university.

## **3.3 System Architecture Model**

A System Architecture Model is a formal representation that captures the structure, behaviour, and interactions of components within a system. It serves as a blueprint for designing, analysing, and understanding complex systems. System architecture models are important when evaluating a complex system, as they provide a visual and conceptual framework for engineers to develop and evaluate systems effectively. system architecture model will be designed with the use of a UML (Unified Modeling Language) class diagram showing the components of the project management software (monday.com and smartsheet) and their interactions, including the User interface (UI) layer, Application layer, Database layer and Integration Layer etc. The UML class diagram will represent the blueprint for understanding how the platform works and how each component interacts with one another. The model will detail how each software drives workflows, and collaboration, plans and manages tasks and facilitates communication. The goal is to understand the key components of each software and how one performs better than the other.

## **3.4 System Prototype Design**

The prototype will be designed following the case study above. The prototype will involve building a work environment (workboard) using both Monday.com and Smartsheet and exploring their features on functions in the process. The design will focus on building a workboard on both software to plan, manage, and assign tasks across the different teams involved in the project to deliver a new student portal that will enhance the user experience and operational efficiency of the university. The design will also incorporate the collaborative features available on each software. Below is a sample of the ongoing work board development on monday.com.



**Figure 3.1** **Workboard on monday.com**

## **3.5 Testing**

The testing stage will allow adequate data to be gathered post-testing and will focus on usability testing. The ease of use and the level of satisfaction/dissatisfaction will be measured using surveys (Appendix, p. 25). and feedback.

## **3.6 Data Collection**

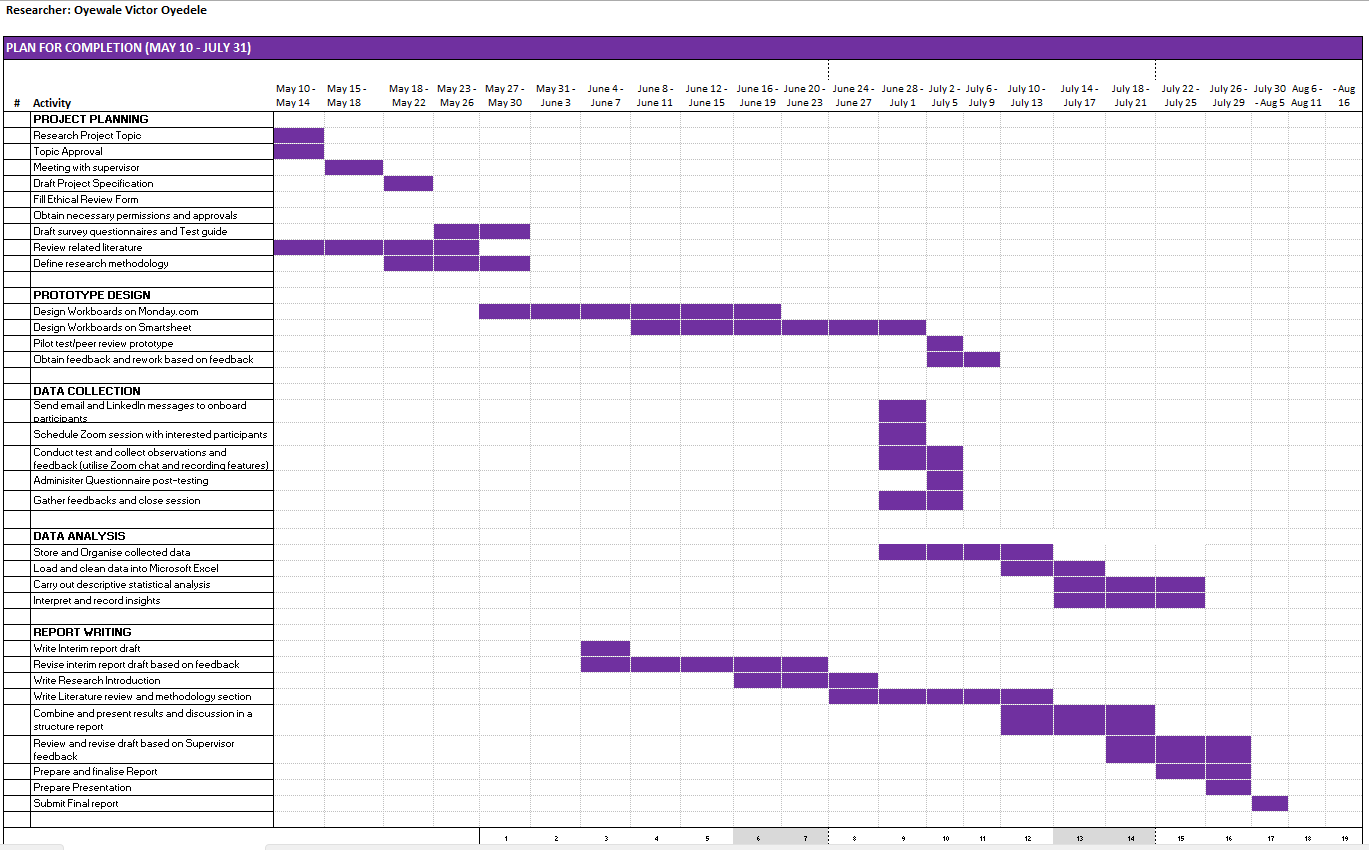
Data collection provides better comparative analysis of the two software and will involve the use of surveys and collecting observational data. The ease of use/usability data will be collected through detailed activity and survey/feedback forms. The survey will be administered to forty randomly selected respondents after the testing phase. These respondents include IT/Software Project Managers, IT Professionals, Managers and Project Coordinator. A testing guide along with the survey will be given to the respondents to allow them to interact with the prototype and record their feedback. In addition, observational data will be collected during this process by recording how the users interact with the prototypes. This will include monitoring how they navigate the interface, assign tasks, or create new tasks, delete, or edit tasks and utilise other collaborative features. The combination of both the survey data with the observational data will be sufficient for understanding how the software performs in a real-world project management scenario.

## **3.7 Feature Evaluation and Comparative Analysis**

In this section, the strengths, and drawbacks of monday.com and Smartsheet regarding team collaboration will be thoroughly evaluated. This analysis will include an assessment of each platform's responsiveness during concurrent usage, highlighting areas where one platform may outperform the other. The comparison will focus on the features and functionalities of both platforms, specifically the collaborative features. To analyse the collected data, Google Sheets will be used. Frequency count and percentage analysis of the demographic information of the respondents will be conducted to understand the sample characteristics. Descriptive statistics methods such as mean and standard deviation will be used to analyse the data collected from surveys and observational studies. This analysis will provide a clear understanding of the central tendencies and variability within the responses. The results of this analysis will be presented in tables, charts, or graphs, ensuring that the findings are displayed in a structured and clear manner. This detailed evaluation will provide insights into which platform better supports team collaboration and overall project management effectiveness.

# **4.0 Plan for Completion**

This section highlights the plan for completion of this project. From initial planning to the development of prototypes to data gathering and analysis. Each activity is broken down into manageable tasks to ensure timely completion of the project. Gantt Chart is a table-like visual which helps to present a clear visual timeline for projects highlighting all tasks and milestones involved in the project. Below is the Gantt chart highlighting the plan for completion of the project.



**Figure** **3.2 Gantt Chart Displaying The Plan For Completion Of The Project.**

**PROJECT PLANNING**

This is the first phase of the project that entails preparation and documentation phase of the research. This phase includes the selection of a research topic, topic approval, scheduling a meeting with the supervisor, defining project specification, seeking ethical review approval, other necessary permissions, and approvals, drafting surveys and test guides, review of related literature and definition of the research methodology.

**This phase includes:**

* **Selecting Research Topic**: Identifying and finalising the research topic. This includes brainstorming potential topics, conducting preliminary research to ensure the topic is relevant, and narrowing down the focus to specific objectives.
* **Topic Approval**: Presentation of a proposed research topic to the supervisor and moderator for recommendation or approval.
* **Meeting and Communication with Supervisor**: This involves regular and constant communication with the supervisor to discuss the research plans and get the necessary guidance from the supervisor.
* **Draft Project Specification**: In this phase, the researcher develops a detailed project specification document that outlines the research questions, objectives, methodology, timeline, and expected outcomes.
* **Complete the Ethical Review Application**: The ethical review form was completed to ensure the research complies with ethical standards.
* **Draft Survey Questionnaires and Test Guide**: The first draft of the survey questionnaires and test guide for data collection was developed.
* **Review Related Literature**: This phase involves conducting a previous literature review and identifying gaps and evidence to support the research.
* **Define Research Methodology**: This phase involves defining the research methodology highlighting the data collection and analysis methods.

**PROTOTYPE DESIGN**

This phase involves creating the prototype (workboards) using the software under study. It involves designing initial prototypes, reviewing the prototype, and using feedback to improve the design. This stage includes:

* **Design Workboards on Monday.com**: This step involves designing prototypes of workboards on Monday.com, ensuring they are detailed and highlight responsibilities and tasks.
* **Design Workboards on Smartsheet**: Like the previous step, this involves designing workboards on Smartsheet, and listing the tasks.
* **Pilot Test/Peer Review Prototype**: This step involves conducting a pilot test of the prototypes with a small group of users (that can be friends or colleagues) to gather feedback and improve the design.
* **Obtain Feedback and Rework Based on Feedback**: This involves collecting feedback from the pilot test, analysing it, and ensuring corrections are made to the prototypes.

**DATA COLLECTION**

This phase involves recruiting participants, onboarding participants, and gathering data from participants using the survey instruments and through observations. It includes recruiting participants, scheduling and conducting test sessions, and administering questionnaires.

* **Send Email and LinkedIn Messages to Onboard Participants**: I will reach out to randomly selected samples by sending out invites to participate in the study via email and LinkedIn, explaining the study’s purpose and procedures.
* **Schedule Zoom Sessions with Interested Participants**: Zoom sessions for participants who express interest will be scheduled, coordinating schedules, and sending out meeting invitations.
* **Conduct Test Sessions and Collect Observations (Using Zoom Chat and Recording Features):** Zoom sessions will be conducted where participants will interact with the prototype. Zoom recording features will be used to record observations.
* **Administer Questionnaire Post-Testing**: At this step, a link to the online survey will be distributed to participants after the testing sessions to gather feedback on their experience. The survey is hosted on Google Forms.

**DATA ANALYSIS**

This phase involves analysing the collected data. It includes organising the data, performing statistical analyses, and interpreting the results. This phase includes:

* **Store and Organise Collected Data**: Survey data will be downloaded as CSV on Google Forms and stored in a secure Google Drive folder.
* **Load and Clean Data into Microsoft Excel**: Data will be prepared for analysis by loading data into Microsoft Excel and cleaning it, removing any inconsistencies, errors, or incomplete entries.
* **Conduct Descriptive Statistical Analysis**: Descriptive statistics such as mean, frequency counts, and percentages will be used to analyse data to present the view of the respondents about their experience using the software and how the software impacts team collaboration.
* **Interpret and Record Insights**: Interpret the results of the analysis, identifying trends, patterns, and significant findings. Document these insights comprehensively for inclusion in the final report.

**REPORT WRITING**

This phase involves drafting the research report and presenting the results and findings in a structured report. It includes drafting, revising, and finalising the report. This includes:

* **Draft Interim Report**: The interim report which includes a concise introduction, literature review, methodology sections and plan for completion provides a basis for the final report.
* **Revise Interim Report Draft based on Feedback**: The interim report was revised based on feedback from the supervisor and reworked to meet the requirement.
* **Draft Research Introduction**: The introduction section of the research is developed highlighting the research problem, objectives, significance, and scope.
* **Write Literature Review and Methodology Section**: A thorough literature review was conducted evaluating relevant research, and defining the methodology section, detailing the research design, data collection, and analysis methods.
* **Present Results and Discussion in a Structured Report**: The results and discussion sections present the findings tying the findings to the research objectives and literature.
* **Prepare and Finalise Report**: At this stage, the report is finalised, including all the sections.
* **Submit Final Report:** The final report is submitted.

# **References**

Abasova, A., Mamedova, K. and Alekperova, L., 2023. Selection of software tools for automation of business planning processes. *Economics of the Transport Complex*, (41), p.78. Available at:<https://doi.org/10.30977/etk.2225-2304.2023.41.78>

Akbar, S., Ullah, R., Khan, R., Asghar, I., Zubair, M. and Zheng, Z., 2023. A multi-criteria decision-making framework for software project management tool selection. *Proceedings of the ACM.* <https://doi.org/10.1145/3605423.3605454>

Ali, A., Anbari, F. and Money, W., 2008. Impact of organizational and project factors on acceptance and usage of project management software and perceived project success. *Project Management Journal*, 39(2), pp.5-33. Available at:<https://doi.org/10.1002/pmj.20041>.

Barghoth, M.E., Salah, A. and Ismail, M.A., (2020). A comprehensive software project management framework. *Journal of Computer and Communications*, 8, pp.86-102. Available at: <<https://doi.org/10.4236/jcc.2020.83009>>.

Baruah, N. and Das, K., 2018. Software project management and SMEs of India. *International Journal of Advanced Research in Computer Science and Software Engineering*, 7(12), p.11. Available at:<https://doi.org/10.23956/ijarcsse.v7i12.492>.

Baetselier, E., Dilles, T., Feyen, H., Haegdorens, F., Mortelmans, L., & Rompaey, B. (2021). Nurses' responsibilities and tasks in pharmaceutical care: a scoping review. Nursing Open, 9(6), 2562-2571. [https://doi.org/10.1002/nop2.98](https://doi.org/10.1002/nop2.984)

Blackburn, J., Scudder, G. and Van Wassenhove, L., (1996). Improving speed and productivity of software development: A global survey of software developers. *IEEE Transactions on Software Engineering*, 22, pp.875-885. [(PDF) Improving Speed and Productivity of Software Development: A Global Survey of Software Developers. (researchgate.net)](https://www.researchgate.net/publication/220071504_Improving_Speed_and_Productivity_of_Software_Development_A_Global_Survey_of_Software_Developers)

Bond-Barnard, T., Fletcher, L. and Steyn, H., 2018. Linking trust and collaboration in project teams to project management success. *International Journal of Managing Projects in Business*, 11(2), pp 1753-8378. Available at:<https://doi.org/10.1108/IJMPB-06-2017-0068>

Braun, F., Avital, M. and Martz, B., 2012. Action-centered team leadership influences more than performance. \*Team Performance Management\*, 18(3-4). Available at: <https://doi.org/10.1108/13527591211241015>.

Cicmil, S., Williams, T., Thomas, J., & Hodgson, D. (2006). Rethinking project management: researching the actuality of projects. *International Journal of Project Management*, 24(8), 675-686. [(PDF) Rethinking Project Management: Researching the Actuality of Projects (researchgate.net)](https://www.researchgate.net/publication/223922921_Rethinking_Project_Management_Researching_the_Actuality_of_Projects)

Chomal, V., Saini, J., Gaikwad, H. and Kotecha, K., 2022. 4PCDT: A quantifiable parameter-based framework for academic software project management. *International Journal of Advanced Computer Science and Applications*, 13(1).pp. 290-297 Available at:<https://doi.org/10.14569/ijacsa.2022.0130136>.

Crawford, L. and Pollack, J. (2007) “How generic are project management knowledge and practice?,” *Project management journal*, 38(1), pp. 87–96. <https://doi.org/10.1177/875697280703800109>

Dasig, D., Valderama, A., Gatpandan, M., Taduyo, M., Traballo, R., Pangan, S. and Gatpandan, P., (2014). Fishbone analysis on wastes in software development using the lean I.T. principles. *Electrical & Computer Engineering: An International Journal*, 3(4), pp.31-44. Available at:<https://doi.org/10.14810/ecij.2014.3403>.

Darling, E. and Whitty, S. (2016). The project management office: it is just not what it used to be. International Journal of Managing Projects in Business, 9(2), 282-308. [(PDF) The Project Management Office: it is just not what it used to be (researchgate.net)](https://www.researchgate.net/publication/299355640_The_Project_Management_Office_it%27s_just_not_what_it_used_to_be)

Dennis, C.M., Lee, R., Woodard, E.K., Szalaj, J.J. and Walker, C.A., 2010. Benefits of quiet time for neuro-intensive care patients. *Journal of Neuroscience Nursing*, 42(4), pp.217-224. Available at: <https://doi.org/10.1097/jnn.0b013e3181e26c20>.

De Baetselier, E., Dilles, T., Batalha, L., Dijkstra, N., Fernandes, M., Filov, I., Friedrichs, J., Grøndahl, V., Heczkova, J., Helgesen, A., Jordan, S., Keeley, S., Klatt, T., Kolovos, P., Kulirova, V., Licen, S., Lillo Crespo, M., Malara, A., Padyšáková, H. and Van Rompaey, B., 2021. Perspectives of nurses’ role in interprofessional pharmaceutical care across 14 European countries: A qualitative study in pharmacists, physicians and nurses. *PLOS ONE*, 16, p.e0251982. Available at: https://doi.org/10.1371/journal.pone.0251982.

Edmondson, A. and Nembhard, I., 2009. Product development and learning in project teams: The challenges are the benefits. \*Journal of Product Innovation Management\*, 26, pp.123-138. Available at: <https://doi.org/10.1111/j.1540-5885.2009.00341.x>

Eskerod, P. and Huemann, M. (2013). Sustainable development and project stakeholder management: what standards say. *International Journal of Managing Projects in Business*, 6(1), 36-50. [(PDF) Sustainable development and project stakeholder management: What standards say (researchgate.net)](https://www.researchgate.net/publication/263571900_Sustainable_development_and_project_stakeholder_management_What_standards_say)

Gauthier, J. and Ika, L. (2012). Foundations of project management research: an explicit and six-facet ontological framework. Project Management Journal, 43(5), 5-23. <https://doi.org/10.1002/pmj.21288>

Hoegl, M., Hans, H. and Gemuenden, H., 2001. Teamwork quality and the success of innovative projects: A theoretical concept and empirical evidence. *INFORMS*, 12, pp.435-449. Available at: https://doi.org/10.1287/orsc.12.4.435.10635

Hassan, I.U. & Asghar, S. (2021) 'A framework of software project scope definition elements: An ISM-DEMATEL approach', *IEEE Access*, 9, pp. 26839-26870.

Jugdev, K., & Müller, R. (2005). A Retrospective look at our Evolving Understanding of Project Success. *Project Management Journal*, 36(4), 19-31. https://doi.org/10.1177/875697280503600403

Kapogiannis, G. and Sherratt, F., 2018. Impact of integrated collaborative technologies to form a collaborative culture in construction projects. \*Built Environment Project and Asset Management\*, 8(1), pp.24-38. Available at: <https://doi.org/10.1108/BEPAM-07-2017-0043>.

Kosaroglu, M. and Hunt, R. A. (2009) “New product development projects and project manager skill sets in the telecommunications industry,” *International Journal of Managing Projects in Business*, 2(2), pp. 308–317.<https://doi.org/10.1108/17538370910949329>

Koolwijk, J., Oel, C., Wamelink, H. and Vrijhoef, R., 2018. Collaboration and integration in project-based supply chains in the construction industry. *Journal of Management in Engineering*, 34(3), pp. 1943-5479. Available at:<https://doi.org/10.1061/(ASCE)ME.1943-5479.0000592>

Marcelino-Sádaba, S., Pérez-Ezcurdia, A., Echeverría, A., and Amurrio, M. (2016) “Definition of innovation projects in small firms: A Spanish study,” R and D Management, 46(1), pp. 36–48.<https://doi.org/10.1111/radm.12109>

Maylor, H., Meredith, J., Söderlund, J., & Browning, T. (2018). Old theories, new contexts: extending operations management theories to projects. International Journal of Operations & Production Management, 38(6), 1274-1288. <https://doi.org/10.1108/ijopm-06-2018-781>

McEwan, D., Ruissen, G.R., Eys, M.A., Zumbo, B.D. and Beauchamp, M.R., 2017. The effectiveness of teamwork training on teamwork behaviours and team performance: A systematic review and meta-analysis of controlled interventions. *PLOS ONE*, 12, p.e0169604. Available at: https://doi.org/10.1371/journal.pone.0169604

Mishra, A. and Mishra, D. (2013). Software project management tools. Acm Sigsoft Software Engineering Notes, 38(3), 1-4. <https://doi.org/10.1145/2464526.2464537>

Moehler, R., Hope, A., and Algeo, C. (2018). Sustainable project management: revolution or evolution?. *Academy of Management Proceedings*, 2018(1), 13583. [(PDF) Sustainable Project Management: Revolution or Evolution? (researchgate.net)](https://www.researchgate.net/publication/326096080_Sustainable_Project_Management_Revolution_or_Evolution)

Mulvale, G., Embrett, M., & Razavi, S. (2016). ‘gearing up’ to improve interprofessional collaboration in primary care: a systematic review and conceptual framework. BMC Family Practice, 17(1). <https://doi.org/10.1186/s12875-016-0492-1>

Nethravathi, P.S., Vaikunta, P.T., Bhat, S. and Aithal, P.S., 2022. A study on optimization and allocation of requirements during the software development life cycle in Digital Align Private Limited. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 6(1), pp.451-469. Available at:<https://ssrn.com/abstract=4137424> or<http://dx.doi.org/10.2139/ssrn.4137424>.

Nicholas, J. M. and Steyn, H. (2020) *Project management for engineering, business and technology*. Sixth edition. | Abingdon, Oxon ; New York, NY : Routledge, 2020.: Routledge.<https://doi.org/10.4324/9780429297588>

Ong, C.H. and Bahar, T., 2019. Factors influencing project management effectiveness in the Malaysian local councils. *International Journal of Managing Projects in Business*, 12(4), pp.1146-1164. Available at:<https://doi.org/10.1108/IJMPB-09-2018-0200>

Patanakul, P. and Shenhar, A. J. (2012) “What project strategy really is: The fundamental building block in strategic project management,” *Project management journal*, 43(1), pp. 4–20.<https://doi.org/10.1002/pmj.20282>.

Project Management Institute. (2017). A Guide to the PROJECT MANAGEMENT BODY

OF KNOWLEDGE (PMBOK ® GUIDE ) Sixth Edition. Retrieved from [http://faspa.ir/wpcontent/uploads/2017/09/PMBOK6-2017.pdf](http://faspa.ir/wp%EF%BF%BEcontent/uploads/2017/09/PMBOK6-2017.pdf)

Raymond, L. and Bergeron, F. (2008). Project management information systems: an empirical study of their impact on project managers and project success. *International Journal of Project Management*, 26(2), 213-220. [(PDF) Project management information systems: An empirical study of their impact on project managers and project success (researchgate.net](https://www.researchgate.net/publication/222572029_Project_management_information_systems_An_empirical_study_of_their_impact_on_project_managers_and_project_success)

Reddy, S., Kotla, S. and Prasad, P., (2020). Project management: opportunities and recent development. *Journal of Management and Science*, 10, pp.10-20. [(PDF) Project management: opportunities and recent development (researchgate.net)](https://www.researchgate.net/publication/343481372_Project_management_opportunities_and_recent_development)

Sankaran, S., Jacobsson, M., and Blomquist, T. (2021). The history and future of projects as a transition innovation: towards a sustainable project management framework. *Behavioral Science*, 38(5), 696-714. <https://doi.org/10.1002/sres.2814>

Singh, R. and Lano, K., 2014. Literature survey of previous research work in models and methodologies in project management. *International Journal of Advanced Computer Science and Applications*, 5 (9), pp.107-122. [[PDF] Literature Survey of Previous Research Work in Models and Methodologies in Project Management | Semantic Scholar](https://www.semanticscholar.org/paper/Literature-Survey-of-previous-research-work-in-and-Singh-Lano/244168802a45d0c4df224b4f19ea0beb5c10146a)

Straw, G. (2015). *Understanding project management skills and insights for successful project delivery*. Kogan Page Limited.

Sudhakar, G.P., 2012. A model of critical success factors for software projects. *Journal of Enterprise Information Management*, 25(6), pp.537-558. Available at:<https://doi.org/10.1108/17410391211272829>.

Suprapto, M., Bakker, H. and Mooi, H., 2015. Relational factors in owner-contractor collaboration: The mediating role of team working. *International Journal of Project Management*, 33, pp.1347-1363. Available at: <https://doi.org/10.1016/j.ijproman.2015.03.015>

Talbot, J. and Venkataraman, R. (2011) “Integration of sustainability principles into project baselines using A comprehensive indicator set,” *International Business & Economics Research Journal (IBER)*, 10(9), p. 29.<https://doi.org/10.19030/iber.v10i9.5624>

Thant, Z.M., 2023. Assessing the determinants of Myanmar government employees’ job satisfaction through Herzberg’s two-factor theory. *Chinese Public Administration Review*, 14(1), pp.27-38. Available at:<https://doi.org/10.1177/15396754221137193>.

Thom-Manuel, O. M. (2022) “Explicit Risk Management in Agile Software Projects: Its Relevance and Benefits”, *Asian Journal of Research in Computer Science*, 14(3), pp. 12–24. doi: 10.9734/ajrcos/2022/v14i330340.

Trkman, P. (2010). The critical success factors of business process management. International Journal of Information Management, 30(2), 125-134. <https://doi.org/10.1016/j.ijinfomgt.2009.07.003>

Trustradius (2021) (List of Top Project Management Software 2022. Retrieved September 14, 2021 from<https://www.trustradius.com/project-management>).

Turner, J., Ledwith, A., & Kelly, J. (2010). Project management in small to medium-sized enterprises: matching processes to the nature of the firm. International Journal of Project Management, 28(8), 744-755. [(PDF) Project Management in Small to Medium-Sized Enterprises: Matching Processes to the Nature of the Firm (researchgate.net)](https://www.researchgate.net/publication/248345440_Project_Management_in_Small_to_Medium-Sized_Enterprises_Matching_Processes_to_the_Nature_of_the_Firm)

Turner, J. R. (1999). The handbook of project-based management: Improving the processes for achieving strategic objectives. London: McGraw-Hill.

Turner, R. and Müller, R., 2005. The project manager’s leadership style as a success factor on projects: A literature review. *Project Management Journal*, 36(1), pp.49-61.

Waheed, Z. (2016) “Understanding project management: Skills and insights for successful project delivery,” *Facilities*, 34(7/8), pp. 493–494.<https://doi.org/10.1108/f-09-2015-0068>.

Walker, D. and Lloyd‐Walker, B. (2019). The future of the management of projects in the 2030s. *International Journal of Managing Projects in Business,* 12(2), 242-266. [(PDF) The future of the management of projects in the 2030s (researchgate.](https://www.researchgate.net/publication/328674505_The_future_of_the_management_of_projects_in_the_2030s)net)

Whitty, S. J. and Maylor, H. (2009) “And then came Complex Project Management (revised),” *International Journal of project management*, 27(3), pp. 304–310.<https://doi.org/10.1016/j.ijproman.2008.03.004>

Williams, T., Vo, H., Bourne, M., Bourne, P., Cooke‐Davies, T., Kirkham, R., and Valette, J. (2019). ‘A cross-national comparison of public project benefits management practices – the effectiveness of benefits management frameworks in application’, *Production Planning & Control*, 31(8), pp. 644–659. <https://doi.org/10.1080/09537287.2019.1668980>

Zwikael, O., Salmona, M., Meredith, J. and Zarghami, A., (2022). Enhancing project stakeholder communication under insufficient knowledge of project management concepts. *Engineering, Construction & Architectural Management*. [(PDF) Enhancing Project Stakeholder Communication under Insufficient Knowledge of Project Management Concepts (researchgate.net)](https://www.researchgate.net/publication/362229525_Enhancing_Project_Stakeholder_Communication_under_Insufficient_Knowledge_of_Project_Management_Concepts)

Zhang, Y., Sun, J., Yang, Z. and Wang, Y., 2018. Mobile social media in inter-organizational projects: Aligning tool, task and team for virtual collaboration effectiveness. \*International Journal of Project Management\*, 36(8), pp.1096-1108. Available at: <https://doi.org/10.1016/j.ijproman.2018.09.003>.

**Appendix**

**Link To monday.com Dashboard**monday.com prototype: <https://view.monday.com/1503912373-9c98e463d15f60f4d4586f3df2b29879?r=euc1>

**Link To Google Sheet for Plan for Completion**

[Plan for completion - Google Sheets](https://docs.google.com/spreadsheets/d/1KDW9T9ujEUAmbfe2c97UJ2u3nI_pII144j8JHkgQ03E/edit?gid=99973370#gid=99973370)

## **PROPOSED QUESTIONNAIRE**

PART ONE

PERSONAL DATA OF PARTICIPANTS

Kindly tick ( ) in the appropriate box as provided.

1. **Gender:** Male [ ] Female [ ]

Prefer Not to Say [ ] Non-binary [ ] Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_

1. **Age:** Below 21yrs [ ] 21 – 30yrs [ ]

31 - 40yrs [ ] 41 – 50yrs [ ]

51 -60yrs [ ] 61 and Above [ ]

1. **Job Title (Your job title with the firm you are currently engaged with):**

IT/Software Project Manager [ ]

IT Professional [ ]

Manager [ ]

CEO/Executive [ ]

IT Executive [ ]

Project Coordinator [ ]

Finance Manager [ ]

HR Manager [ ]

Data/Business Analyst [ ]

Health Specialist/Nurses [ ]

Others [ ]

1. **Years of Experience (How many years of experience do you have in project management or related field):**

Less than 1 year [ ]

1-3 years [ ]

4-6 years [ ]

7-10 years [ ]

More than 10 years [ ]

**5**. **Firm Size:** Small (Less than 50 employees but not less than 11 employees) [ ]

Medium (More than 50 employees but not more than 249 employees) [ ]

Large (more than 249 employees) [ ]

None [ ]

PART TWO

QUESTIONS BASED ON RESEARCH OBJECTIVES

**Evaluation of Features and Functionalities**

Please rate the following features and functionalities of monday.com and Smartsheet based on your experience and preferences. Use a scale of 1 to 5 (1 Being the lowest and 5 being the highest).

**1. Ease of Use**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**2. Task & Scheduling Management Capabilities**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**3. Task Details & Organization**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**4. Communication Features**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**5. File Sharing Capabilities**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**6. Real-Time Updates**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**7. Customization Features**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**8. Integrations**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**9. Dashboards**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**10. Security Features**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**11. Automation**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**12. Reporting And Analytics**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**B. Testing**

Please test each software platform and provide your feedback based on the following criteria:

**1. Navigation and User Interface**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**2. Task Creation and Management**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**3. Communication Tools**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**4. Share File in the platform**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**C. Impact on Team Collaboration**

Please indicate the extent to which you agree with the following statements about the impact of monday.com and Smartsheet on team collaboration.

**1. Software enhances overall team collaboration.**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**2. Software improve communication among team members**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**3. Software helps in keeping the team members updated in real-time**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

**4. Software facilitates effective collaboration on tasks and projects.**

Monday.com

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Smartsheet

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

PART THREE

FINAL RECCOMMENDATION

Based on your evaluation, which tool would you recommend for your organization?

Monday.com [ ]

Smartsheet [ ]