



ISYS90050 IT Project and Change Management

Tutorial 3



Task 1: Identify the stakeholders

Who is a stakeholder?

According to the Project Management Institute (PMI), the term project stakeholder refers to,

"an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project" (Project Management Institute, 2013).

Task 1: Identify the stakeholders

- You are **Charles**, and work for a company called “Dod-Gee International”, a well-respected **media content creation company** which specializes in sport and fashion. It makes its money by selling media content, mainly for Internet sites and magazines across the Asia Pacific as well as Europe. The company is **growing rapidly**, and the strategic plan just released indicates **a further 30% growth** this year. The company currently employs around 520 staff with over half of them located in Australia. Head office, all IT infrastructure and support services as well as corporate HR are in Melbourne.
- The company has had a tradition of doing its own recruitment and has recently come to the conclusion that **it can no longer recruit using ad hoc systems and processes**. The tracking and reporting tool currently used for recruitment is Excel. A separate system is used for Human Resource Management called “HRTrak”. **Applicant** CVs end up on file servers and Email folders of stream leaders and it is very difficult to find applicants when job opportunities come up. It is clearly unsustainable, the **HR manager (Shirley Knott)** has been lobbying the **CEO (Trent Cashin)** and board for over twelve months, and she has finally got approval to commence the project.

Task 1: Identify the stakeholders

- You work in the IT department as an Analyst/Programmer. The company has over twenty IT specialists including analysts, programmers, web developers, database experts and operations staff. The team also includes the Test Lead Patricia and her two test engineers, Thomas and Sarah. Christopher is the Technical Lead for the IT Team. It hosts content for many clients through the latest database driven content management systems. Media content is entered into the system globally and there is a central editorial team located in Sydney. The IT group has some time free occasionally and your boss (David Dread) has stated they can build the system, “no problem”. In your opinion they are all flat out, after all it took you two weeks to get a minor change done on an existing system you were responsible for recently.
- The project was recently approved at the last IT steering committee meeting and your name was suggested (by your boss) as an ideal Project Manager. He had seen the Project Management textbook on your desk and had remembered you raving about how good the Project Management subject was at Uni. You met with your boss and were delighted to accept the challenge, besides which you weren't really given a choice.

Task 2: Fill out a “Project Charter”

1. PURPOSE OF DOCUMENT
2. BACKGROUND
3. PROJECT GOVERNANCE
4. OBJECTIVES & BENEFITS
 - 4.1 Objectives
 - 4.2 Benefits
5. SCOPE
 - 5.1 Deliverables
 - 5.2 In scope
 - 5.3 Not in scope
6. DEPENDENT PROJECTS
7. KEY PROJECT MILESTONES
8. KEY PROJECT RESOURCES
9. INITIAL RISK ANALYSIS
10. ASSUMPTIONS and constraints

What is this document for?

Problem? Why important?
So what needs to be done?

Key stakeholders?

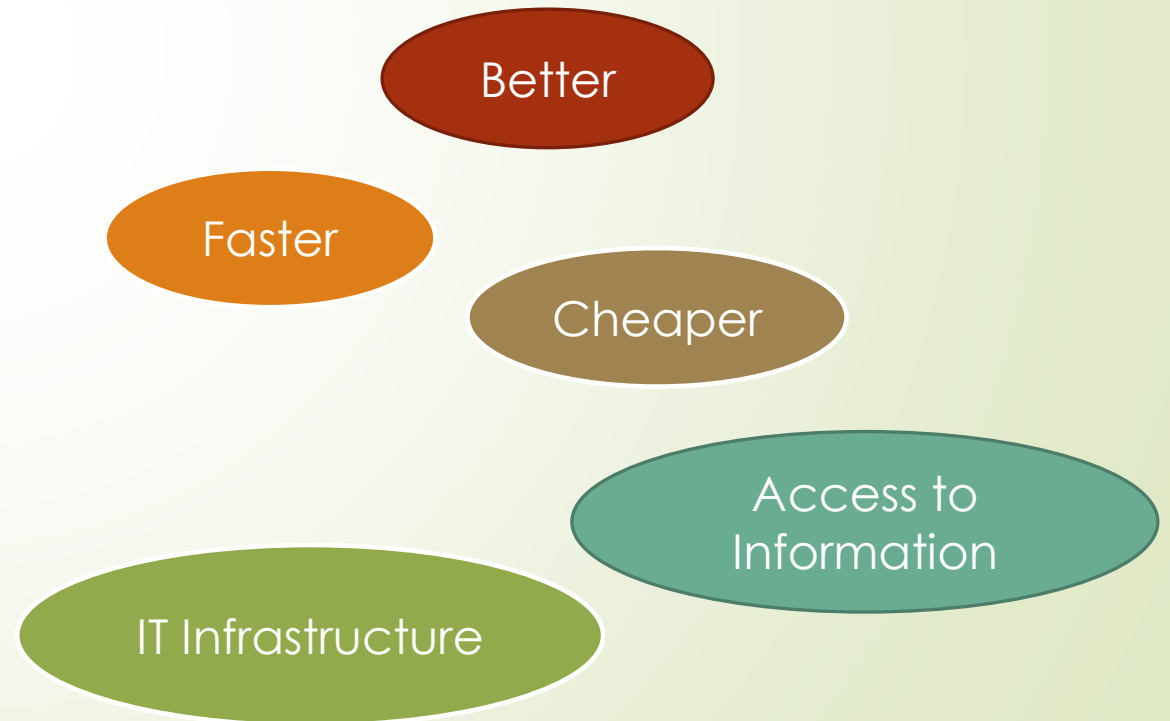
Project

Approval

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- **Primary objectives:** it is the big picture for the organization
- **Secondary objectives:** what should be done in ‘this’ project to achieve the organization’s primary objective



Task 2: Scope

Deliverables

Requirements

- You have so far found out the following details after initial discussions:
 - 1. A globally accessible system accessed “inside” the LAN/WAN
 - 2. Budget max \$100,000
 - 3. Must finish by the last day in May 2023, starting today (15th August 2022).
 - 4. Contractor programmers cost \$100 per hour
 - 5. Internal resources cost the project \$50 per hour
 - 6. Dod-Gee can host internally but would need a new server
 - 7. Must use corporate standard technology (Windows, .NET and SQL)
 - 8. Focus for recruitment is to find people quickly with certain skill sets, the project is focused on efficiency
 - 9. The system needs to help HR administrators manage the recruitment process. There are six admin people in four countries that will use the system plus the HR manager at head office.
 - 10. Will need to interface with the existing HRTrak system (pass through information once job offer is accepted)
 - 11. Will use Seek.com for advertising including 8 key questions/answers which will help screen out some applicants who don't meet base criteria
 - 12. The recruitment process is established and won't be changed. This process includes CV review by admin, interview by line manager with possibility of second interview if required by general manager. HR manager approves all new hires; this is currently a delay point in the process.
 - 13. HR must send letter responses to all unsuccessful applicants and job offers to successful applicants

Task 2: Key Project Milestones

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Task 2

Initial risk analysis

The key risks for the project identified so far are:

Ref	Date raised	Description	Likelihood	Impact
1				
2				
3				
4				
5				

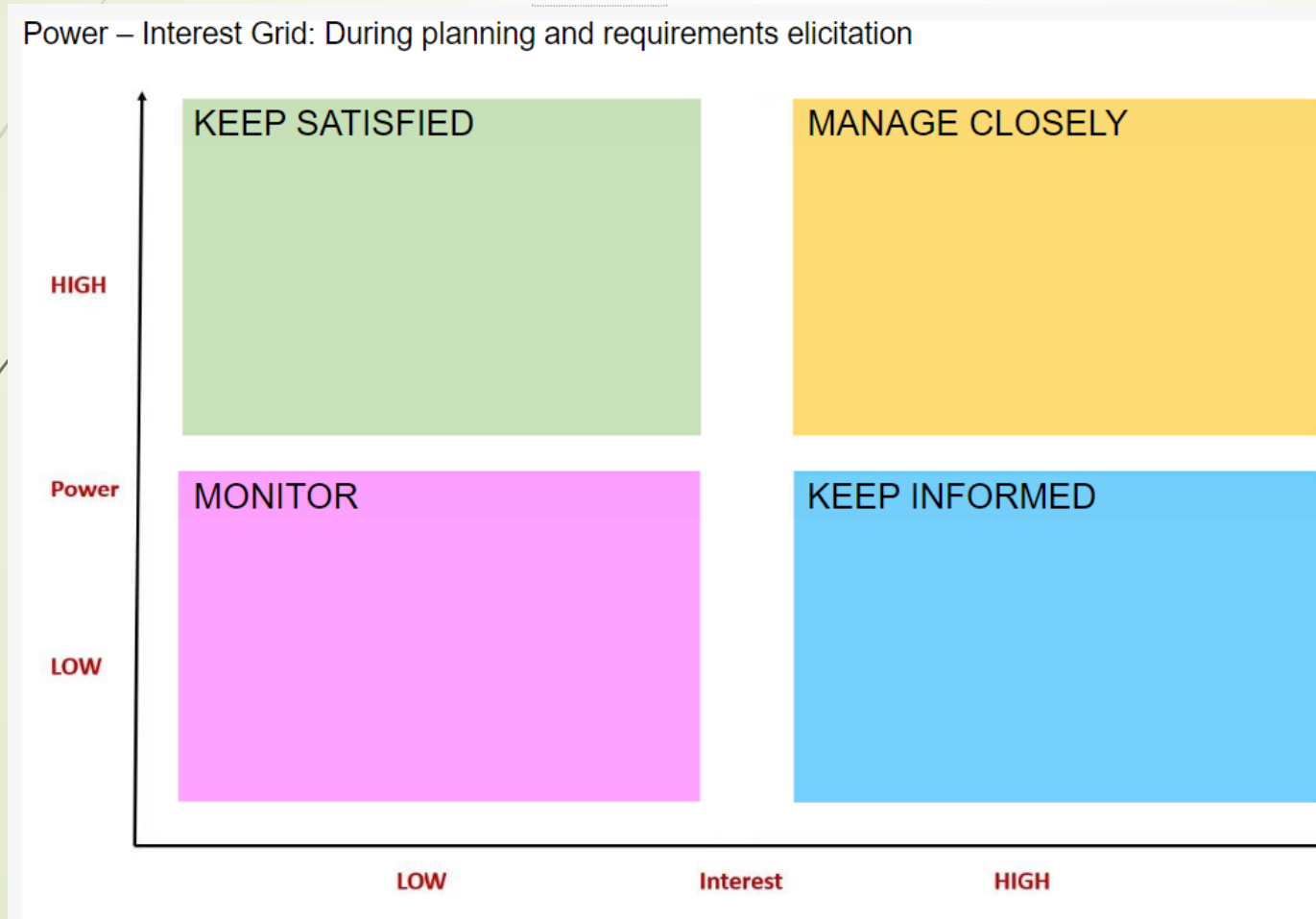
Assumptions and Constraints

Identifying processes and procedures that maintain status quo
Assumptions that are aligned to what is in scope – resources
available/budget/time/technical expertise/

Constraints – what is 'not in scope' is aligned here; budget/timeline/technical
expertise/technology

Task 3: Power vs Interest Grid

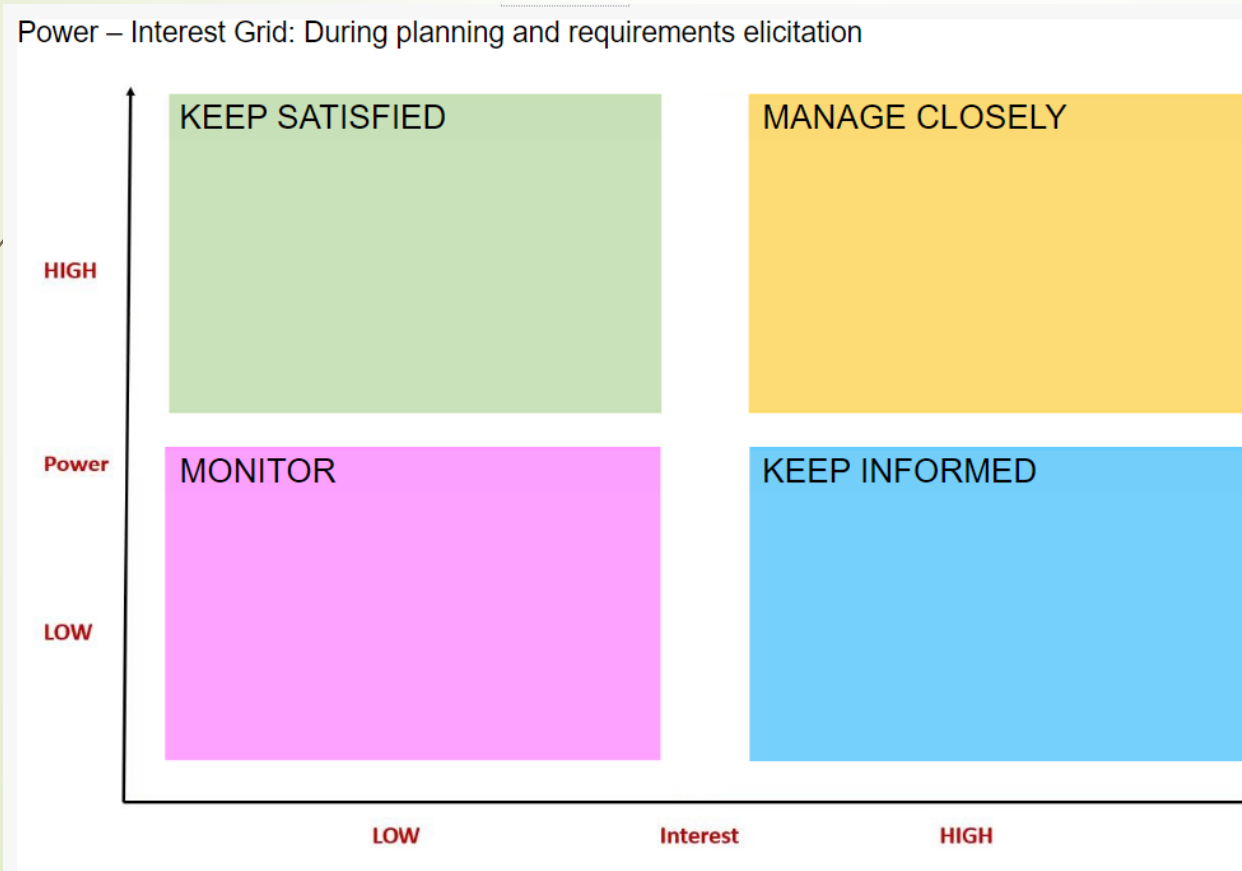
- At the planning and requirements elicitation phase



Why?

Task 4: Will your stakeholder analysis change?

➤ At coding and testing phase



Why?



Tutorial Quiz!

- ➡ You have 5 mins to complete the quiz