

PMR – Project Management Report



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1. Company

Connectify is a technology company aiming to improve internal communication within organizations. By creating a tight, efficient environment where all team members feel valued, supported, and included in the company's success.

1.1 Company description and organization

Connectify is a technology company that provides the best tools to ensure an easy and automated way to make internal communication and content creation. Connectify focuses on the company's needs to make their internal communication more time and resource-efficient, raising productivity.

Connectify organization has a team of 8 developers with specific roles assigned to each member of the team. Our company has broken the project into smaller iterations, each one lasting for 2 to 3 weeks. The team is always working together to achieve the named tasks within each of the sprints, giving regular feedback about it.

1.2 Communication and coordination mechanisms

Each team member has been assigned a role in the team to ensure efficient collaboration and progress toward the project goals. By clearly defining responsibilities and expectations, we aim to maximize the team's potential and leverage each member's strengths.

The communication of our company is made using a server on Discord where we organize our meetings as well as plan the weekly work. Apart from that, we use Google Drive and Microsoft Teams to keep all our files organized while using it to keep track of the work and guarantee that the work is up to date. Besides that we use GitHub project tables to sort user stories and pull requests ensuring their completion on time while monitoring their progress in real-time, enabling us to prioritize tasks and allocate resources more effectively.

Name	Role	
Afonso Duarte de Carvalho Monteiro	Test Manager	
Francisco Gonçalves Cerqueira	Process Manager	Implementation Manager
João André Vieira Freitas	Support Manager	
Luís Miguel Rodrigues Guimarães	Customer Interface Manager	
Marta Cristina dos Santos Mariz	Quality Manager	Customer Interface Manager
Pedro Miguel Sampaio Ferreira Machado	Team Leader	Planning Manager
Ricardo Filipe da Costa Cabral Ferreira	Implementation Manager	
Ricardo Gonçalves Pinto	Process Manager	Design Manager

Table 1 - Team roles

1.3 Team coordination and work planning

When starting a new project, we divide it in small working topics and create a development plan. Since our company uses the Scrum methodology, our development plan consists of several sprints before which we plan, during which we focus on developing, and after which we do a retrospective analysis which provides useful information we take into account on the next sprint.

When the sprint requires more than software development, for example, when work needs to be done in different areas, we subdivide in separate teams in a way that every member is most satisfied. This could be Marketing, Documentation, etc.

1.4 Major risks and lessons learned

1.4.1 Major Risks

- **Miscomprehension of project requirements:** There was a risk of misunderstanding the project description and goals, which could lead to incorrect or incomplete requirements. To mitigate this risk, the team planned several meetings with the client to discuss and get approval of the requirements.

- **Maintaining code quality:** As the project progresses, there is a risk of compromising the quality of code, documentation, and testing. If quality issues arise, it may require additional time and resources to fix, potentially impacting the overall project timeline.
- **Time management and workload:** The team faced difficulties with the amount of work and how to manage time effectively. Balancing project development with the course deliverables which required careful planning and prioritization to avoid delays.

1.4.2 Lessons learned

- **Improvement of the team division and focus:** To better manage our time and workload, the team started dividing responsibilities and tasks among team members. This approach allowed us to focus on different aspects of the project and avoid unnecessary duplication of effort.
- **Establishing regular communication with the client:** The team established regular communication channels with the client, including email exchanges and scheduled meetings. Which helped to clarify project requirements, seek approval, and address any doubts or concerns promptly.
- **Ensuring proper quality control:** The team recognized the need to prioritize quality control throughout the project. We planned the allocation of time for quality reviews of code, documentation, and testing to ensure adherence to best practices and avoid issues that could arise from compromised quality.
- **Managing the client expectations:** The team learned the importance of setting realistic expectations with the client. Explaining the time limitations and delays in the delivering of the proposed user stories.
- **Adapting the project planning:** We realized the need to adapt our project planning based on the actual progress and challenges faced.

2. Project

2.1 Project description and client

We were proposed by *INOVA+* to develop a platform to manage their internal communication. *INOVA+* is a consulting company that focuses on promoting innovation, promotion of *I&DT* projects, and access to funding to contribute to the development and success of organizations.

As we explained in the [Project vision and prototype](#) the goal of the project is to create a platform that provides *INOVA+* communication employees the opportunity to create, manage and send content to all the company members. The main features include:

- Create and schedule automatic messages with each employee's information;
- Create, manage, and send email campaigns that support multiple forms of media;
- Create, manage, and display web TV content in the main areas of the office.

Our solution is based on:

- Highly customizable templates;
- Intuitive UI;
- Constant preview of the state of the content in the creation phase;
- The chance to reuse previous work;
- Full control of the state of all content until the moment it is sent.

2.2 Project management practices

Among the theoretical concepts of project management taught in our classes, we decided to adopt those that we believe are the best project management practices. We strongly believe that the adoption of these practices plays a crucial role in what will be the survival and success of our project. Below is the list of practices that we already implemented.

- Definition of the Product Vision;
- Creation of a prototype of the product;
- Agile methodology approach;
- Requirements Specification Report;
- Weekly Briefs with current status, risks, and plan for the next weeks of the project;
- Happiness meters every week;
- An updated list of the risks to the project;

- Documentation of the software development plan;
- Definition of the scope;
- Updated the schedule and budget estimates;
- Definition of the Minimum Viable Product (*MVP*);
- Source code is placed under automated revision control;
- Interview of the end-users;
- Staged Delivery Plan for the software;
- Stakeholder engagement through the project;
- Documentation, materials, and status information available to every team member;
- Assignment of a person to identify emerging risks to the project.

Since all team members recognize the importance that project management practices have, we are perfectly aware that expanding the practices adopted would be something that could help towards the success of the project. This recognition was heavily based on what was the project vision that Project Survival Test gave us. For this reason, we have listed below which practices could still be implemented.

- Use project metrics: establishing metrics such as the number of bugs found or the number of features delivered can help you measure progress and make data-driven decisions;
- Perform quality assurance testing: conduct rigorous quality assurance testing throughout the project to identify and address defects and ensure that the software meets the requirements;
- Measure project success: measure project success against predetermined metrics to assess the effectiveness of the project management processes.

2.3 Progress

The software project progressed according to the planned schedule, with all objectives successfully achieved. The initial plan was strictly followed, resulting in timely completion of milestones and deliverables. A visual representation of the plan is provided as an image for reference.

The project's degree of completion is exemplary, with all objectives fulfilled as intended. This showcases the team's expertise and commitment to delivering a high-quality software solution.

Overall, the project demonstrated commendable progress, with the schedule respected and completed, and all objectives accomplished successfully.

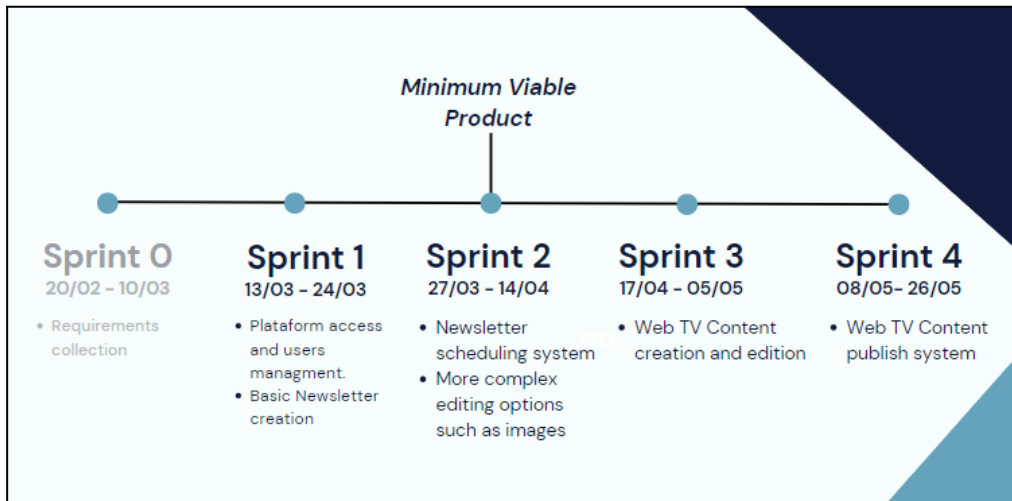


Figure 1 - Roadmap exhibiting our development plan

2.4 Scope

The scope of the software project has remained unchanged since its inception, with only minor adjustments made as necessary. The initial plan and project objectives have remained consistent throughout the development process.

While some small adjustments were required, these modifications did not significantly impact the overall scope of the project. The project team effectively managed any necessary changes, ensuring that the core objectives and requirements remained intact.

By maintaining a stable scope, the project was able to stay on track and successfully fulfill all planned deliverables. The absence of major scope changes reflects the initial thoroughness of the project planning, as well as the team's ability to anticipate and address potential challenges early on.

In summary, the scope of the software project has remained consistent since the beginning, with only minor adjustments made as needed. This stability in scope allowed for efficient execution and successful completion of all project objectives.

2.5 Resourcing

In terms of resourcing, the only resources allocated consist of developers allocated for tasks. Initially the plans were made considering only the work needed to develop the product as the client intended, not thinking about the deliveries scheduled

for each phase. This affected the plans made specially in the final sprint and LGP challenge because there needed to be people allocated to writing and presenting the final pitch and to create the company media press kit. Because of this there were less developers available and we were not able to deliver a product with the initially planned quality.

2.6 Findings and lessons learned

The build-measure-learn phase of the project has played a crucial role in gathering valuable insights and metrics for future development, where two cycles of the build-measure-learn cycle were conducted. An example end user was involved in interacting with the software and performing specific tasks designed to assess different aspects of its performance and usability. The user provided ratings indicating the perceived difficulty level of each task, and a customized form was used to gather overall opinions about the software's responsiveness, interface design, implemented features, performance, and any encountered issues. Additional feedback and suggestions for improvement were captured through a suggestion box. The collected metrics and feedback were carefully analyzed to identify areas for improvement and inform decision-making for future developments.

To provide a comprehensive overview of the findings and metrics, the tables with the analysis of both cycles have been presented in the [Annex](#) section of this document. Each table organizes the metrics collected for each task, including the user's difficulty ratings. It serves as a valuable resource for understanding the strengths and weaknesses of the software based on user experiences, aiding in prioritizing enhancements and making informed decisions for its improvement.

2.7 Plan for the hand-over

The hand-over process of the project to the client involves the delivery of the software along with all the necessary documentation. As the client has provided us, in the beginning, with an existing and well-documented codebase, our focus primarily lies in creating a comprehensive user manual to help the understanding and efficient usage of the software.

The manual will contain step-by-step guides, some relevant screenshots, and explanatory diagrams to help the client in navigating through the application easily. It

will cover various aspects such as system requirements, an overview of the user interface, and explanations of key features.

In addition to the user manual, we have a shared GitLab repository where the codebase is stored. This repository serves as a centralized location for code collaboration and version control. At the end of each sprint, we ensure the code changes we made are uploaded to the repository. This ensures the maintenance of a well-documented and up-to-date history of the project's development. The client has full access to this repository, which allows them to review the code and keep track of all changes we made.

By delivering a comprehensive user manual and granting access to the shared GitLab repository, we aim to provide the client with all the necessary resources to successfully adopt and maintain the software. Our commitment to effective hand-over ensures that the client can seamlessly integrate the system into their operations and leverage its functionalities to achieve their business objectives.

Annexes

Build Measure Learn - Results & Analysis Table #1:

Task 1	Timestamp	Time Taken	Mistakes	Difficulty Score (0-5)	Additional Notes	Actions Taken / Solutions
1 - Criar um novo utilizador com o email a quem pretende enviar o email.	3:14 - 3:54	40s	0	0	-	-
2 - Criar um template ("Add Template") a partir do email "Welcome to the Team".	5:27 - 6:39	13s	2	3	- Carregou no "lapis" para editar o nome - Depois abriu o editor do email - Tivemos de dizer a resposta.	- None. Mistakes likely due to first time using platform
3 - Criar um novo email com base no template criado.	7:30 - 8:26	56s	2	1	- Carregou em "New" em vez de "New from template" - depois n meteu Description antes de tentar criar	- None. Mistakes likely due to first time using platform
4 - Trocar a ordem do grupo "2) What's Next?" e do grupo "1) Our Values".	9:10 - 9:16	6s	0	0	-	-
5 - Esconder / desativar o grupo "3) Your Responsibilities".	9:32 - 9:35	3s	0	0	-	-
6 - Adicionar uma nova secção chamada "Signature" no final do e-mail, com o texto: "Best regards, Inês"	10:05 - 10:42	37s	0	0	-	-
7 - Nessa mesma secção "Signature", adicionar uma cor de fundo azul claro, e salvar as alterações.	10:57 - 11:12	15s	0	0	-	-
8 - Anexar o documento "Welcome Document.pdf" ao email.	12:25 - 12:45	20s	0	0	-	-
9 - Aceder às definições do email e colocar como destinatário o utilizador criado no passo 1.	12:57 - 13:54	57s	1	2	- Mudou o "Email to send from" se quiser. - Carregou no "Select all" recipients, mas acho que foi miss click, porque foi mesmo muito rápido n teve tempo para sequer ler.	- Join "Settings" and "Send" pop-ups / menus. - Colocar um Reset button nas settings para evitar ter de ser cancelar e voltar a abrir para repor.
10 - Agendar o envio do email para dia 07/05/2023.	14:05 - 14:31	26s	1	1	- Acedeu a "Settings" inicialmente - Recomendou meter mais explicito a diferença entre "Send Now" e "Schedule".	- Change "Send" to "Schedule Send" when "Send Now?" is not selected.
11 - Reverter o estado do e-mail de Scheduled para Draft.	15:50 - 15:57	7s	0	0	-	-
12 - Enviar um email de teste.	16:11 - 16:40	29s	1	0	- Começou a escrever o seu email logo a seguir ao email placeholder "admin@admin.pt".	- Change placeholder text to actual placeholder text (which disappears after text box is selected). Additional note: Maybe this could remain the same since default test email is probably email used to log in. - Create a Clear button

Build Measure Learn - Results & Analysis Table #2:

Task 1	Timestamp	Time Taken	Mistakes	Difficulty Score (0-5)	Additional Notes	Actions Taken / Solutions
1. Aceder ao email "Demo email"	1:56 - 1:59	3s	0	0	-	-
2. Colocar como destinatário "example@example.com"	2:09 - 3:42	1m 33s	5	2	Initially opened the correct tab (settings), but then closed it. Then opened "Test Email" which is not the correct action. Then selected the "section settings", which is not the correct action. Then re-opened the correct "Settings" tab, but changed the "Email to send from", incorrectly. Then changed "SMTP Server Name", incorrectly. Then changed recipient correctly. Significant aid was provided for this task.	All mistakes were ones where the UI was clear but the participant had forgotten how to use the platform correctly (since this task collection session was delayed). Splitting up technical settings tab with "regular user" settings tab would be appropriate here.
3. Agendar o envio do email para dia 03/06/2023.	3:43 - 3:53	10s	0	0	-	-
Task 2	Timestamp	Time Taken	Mistakes	Difficulty Score (0-5)	Additional Notes	Actions Taken / Solutions
1. Aceder ao WebTV content, do tipo "Informal", chamado "Demo WebTV".	6:54 - 7:01	7s	0	0	Relatively hard task, since demo was setup to "hide" target webTV content to force participant to select the correct content type (Informal). No issues here.	-
2. Tornar o group section num "Slideshow", e Salvar alterações.	7:50 - 9:22	1m 32s	3	2	Opened group section settings tab incorrectly, then deactivated / hid the group section preview, and then re-opened the group section settings and attempted to change it's name. After opening the group section itself, participant was able to make it slideshow and save with no problem.	Mistake was due to client not being informed about this specific feature implementation on previous demo. After requesting feedback for the UI, participant confirmed no necessary UI change was necessary.
3. Modificar as definições do conteúdo WebTV, e mudar a "content duration" de 5 minutos para 2 minutos.	10:10 - 10:58	48s	2	1	After opening settings tab, closed it since participant didn't realize that was the correct spot. Then opened a group section. Finally opened the settings tab again and changed the content duration correctly.	No changes are deemed necessary; Participant was very quick to take actions and seemed to not take time to read displayed settings. Confirmed with participant.
4. Ativar o WebTV content que acabamos de modificar.	11:17 - 11:26	9s	0	0	-	-

Task 2	Timestamp	Time Taken	Mistakes	Difficulty Score (0-5)	Additional Notes	Actions Taken / Solutions
1 - Aceder ao email "Basic Email"	17:45 - 17:46	1s	0	0	-	-
2 - Criar uma template section a partir do grupo "Footer".	17:52 - 18:54	2s	1	2	- Tentou criar um template numa secção dentro do footer, e não do group section toda	- None. Mistakes likely due to first time using platform
3 - Criar um novo email.	19:32 - 20:22	70s	1	1	- Tentou criar um novo email a partir do "New from Template" e não só um "New" email.	- Remove "New from Template" option from Email campaigns. - When clicking "New" email, adding a "From Template" checkbox, which reveals the template selection option.
4 - Adicionar uma group section através do template criado no passo 1.	20:22 - 20:44	22s	1	1	- Tentou seleccionar o group template sem antes ter seleccionado "Group Section". Mas chegou lá sozinha e perguntou porque é que era assim. Explicamos e ficou esclarecido.	-