

Project Management Assessment 1

Virtual Delivery System Project of The University of Wales
Trinity Saint David

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Table of Contents

Introduction	4
Initiation Phase	5
Project Initiation Document and Stakeholder Analysis using Stakeholder Matrix	5
Project Initiation Document	5
Stakeholder Analysis	6
Stakeholder Matrix	7
Planning Phase	9
Budget Proposal, Time Constraints, and Gantt Chart	9
Budget	9
Timeline and Gantt Chart	11
Execution and Controlling Phase	13
Risk Analysis of the Project and Risks Register	13
Quality Management	14
Communication Management, Human Resource Management and Work Breakdown Structure	15
Communication Management	15
Human Resource Management	16
Work Breakdown Structure	17
Closing Phase	18
Benefits Realisation Management	18
Conclusion	19
Reference	20

Table of Figures

<i>Figure 1 PID for the Project</i>	6
<i>Figure 2 Shareholder Matrix of the Project</i>	7
<i>Figure 3 Shareholder Analysis in the Tabular Format</i>	8
<i>Figure 4 Proposed Budget for The Project</i>	10
<i>Figure 5 Timing for the Project</i>	11
<i>Figure 6 Gantt Chart for the Project</i>	12
<i>Figure 7 Risk Register of the Project</i>	13
<i>Figure 8 Severity and Probability Measures</i>	14
<i>Figure 9 Communication Policy for the Project</i>	15
<i>Figure 10 Different Parties and Their Responsibilities</i>	16
<i>Figure 11 Work Breakdown Structure of the Project</i>	17
<i>Figure 12 BRM Plan for the Project</i>	18

Introduction

Project management is the application of tools, techniques, methods, processes, etc., to attain a specific project objective while keeping up with a given budget and time constraints (Levy, 2018). A project is any endeavour, either individually or in collaboration with others, that has been thoughtfully designed to accomplish a specific goal (Meredith et al., 2017). For example, the project can be the construction of a new building or a periodical update to a software program. The subject of this project management plan is the Virtual Delivery System Project of The University of Wales Trinity Saint David. Projects have five stages, namely, the initiation phase, planning phase, execution phase, monitoring and controlling phase, and closing phase (Richardson and Jackson, 2018). The paper starts with a brief about the project and an analysis of the project's stakeholders using the stakeholder matrix as well as a tabular format, and this constitutes the initiation phase. Then in the planning phase, a budget is proposed, and time constraint is discussed with an approximate timeline and a Gantt chart to visualise the approximate time distribution. Then follows a discussion on the associated risks and a risk register for the project, which is followed by a quality management policy. The following sections present communication and human resource management aspects, including a Work Breakdown Structure (WBS). These two sections roughly constitute the execution and the monitoring and control phases. And finally, the benefits realisation is discussed, and project closure is proposed before concluding.

Initiation Phase

Project Initiation Document and Stakeholder Analysis using Stakeholder Matrix

Since the breakdown of the coronavirus pandemic in the UK, the entire nation has entered into a remote work paradigm which proved to be very effective (Popovici and Popovici, 2020). The University of Wales Trinity Saint David has resumed in a virtual system moving all the classes and assessments into online media. However, as the situation starts to get normal, business organisations and educational institutions find themselves with the challenges of a paradigm shift (Kane, 2021). The university wants to make the transition smooth by offering a hybrid system consisting of virtual and face2face facilities. Here is the project initiation document for the project:

Project Initiation Document

Document Information

Project name:	Virtual Delivery System.
Date:	<i>To be added</i>
Author:	<i>To be added</i>
Owner:	The University of Wales Trinity Saint David.
Document code:	Configuration item record number for this document.
Version:	1.00.

The Context

Problem Definition	The Purpose
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The problematic transition from one teaching medium to a radically different one.	To smooth the transition from virtual media to physical f2f classroom.
Success Criteria	How to Measure Success
Frictionless and smooth transition within the next three months.	Students do not feel uncomfortable in the f2f classroom. Students do not face any learning barriers. Students' performance matches or improves in comparison to pre-pandemic performance.

Project Parameters

The Budget	Budget Breakdown
The current budget for the project is £100k. Assumptions: The budget is approved. The budget will not be extended any further.	See Figure 4.
Timeline	Risks and Threats
It is expected that the project will be completed within a three-month timeframe.	See Figure 7.

Figure 1 PID for the Project

Stakeholder Analysis

Stakeholders are all the parties who are interested in the project or can take part in decision-making, or are affected by the project (Eskerod et al., 2015). There are three types of project stakeholders ranked in the order of most affected to least affected (Huemann, 2016):

1. Primary: This group is most affected by a project. In this case, the faculty members, the students, and the project management team are the most affected groups.
2. Secondary: This group is moderately affected/interested. The administrative staff, software providers, and IT service providers of the university constitute this group.
3. Tertiary: This group of stakeholders is the least affected by the project. The university's partners and the governing body are the least affected groups.

Stakeholder Matrix

One of the most commonly used stakeholder analysis tools is the stakeholder matrix, also known as the power/interest matrix. Here, the matrix is presented for the project.

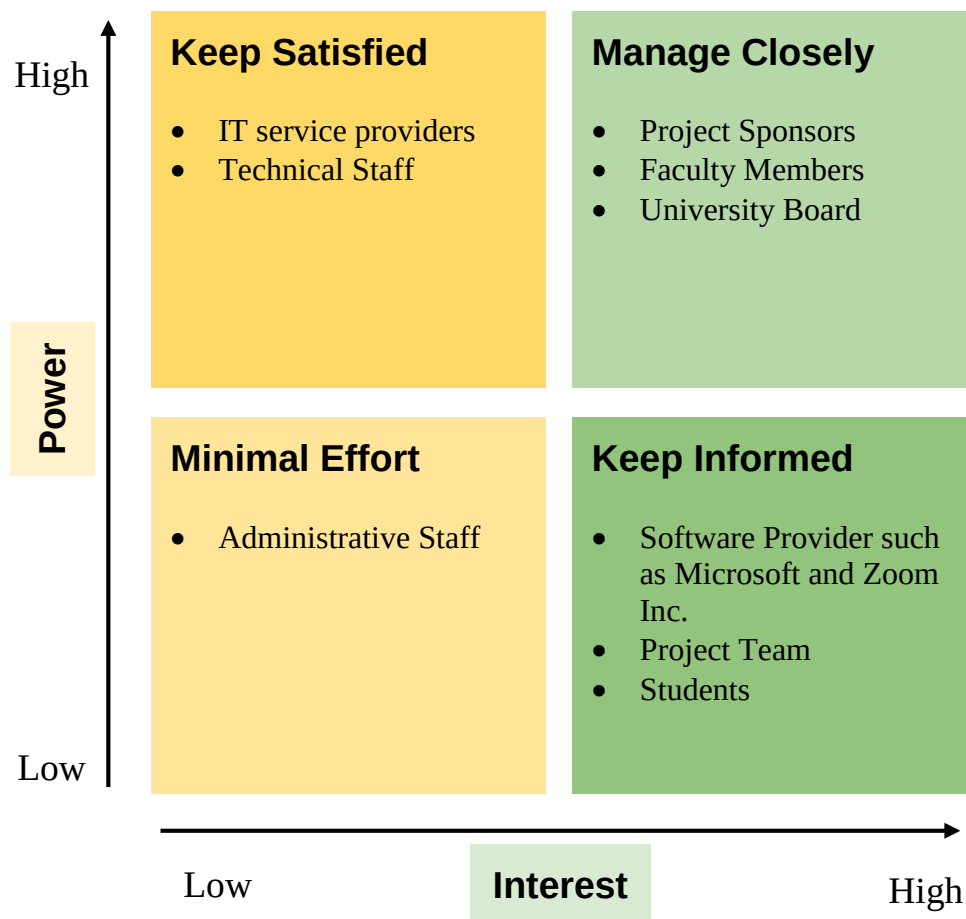


Figure 2 Shareholder Matrix of the Project

The stakeholder analysis can also be presented in a tabular format as follows:

Stakeholder	Type	Category	Power	Interest
Administrative Staff	Secondary	Internal	Low	Low
IT Service Providers	Secondary	External	High	Low
Technical Staff	Secondary	Internal	High	Low
Software Providers	Secondary	External	Low	High
Project Team	Primary	Internal	Low	High
Students	Primary	Internal	Low	High
Project Sponsors	Primary	Internal	High	High
Faculty Members	Primary	Internal	High	High
Board Members	Tertiary	Internal	High	High

Figure 3 Shareholder Analysis in the Tabular Format

Planning Phase

Budget Proposal, Time Constraints, and Gantt Chart

The project is expected to be finished within the next three months and with a budget constraint of £100k.

Budget

There is two alternative set of tools for the hybrid education program, which largely differs in terms of costs due to the use of different types of software (Dhir, 2017). The first option uses proprietary enterprise software, such as Microsoft Windows Education and Zoom. While in the second alternative, free and self-hosted open-source programs are used, such as Zorin OS Education and Jitsi, which are proven to be effective remote learning tools (Asfar, 2021). The proposed budgets for each of these alternatives are presented below according to the WBS presented in later sections (see [Figure 11](#)):

WBS ID	Task		Estimated Cost with Proprietary Enterprise Software		Estimated Cost with Free and Opensource Software
0.00	Hybrid Delivery System Project	£	98,055.00	£	82,905.00
1	Project Initiation Phase	£	10,375.00	£	10,375.00
1.1	Stakeholder Analysis and Opinion	£	700.00	£	700.00
1.2	Requirements	£	1,450.00	£	1,450.00
1.3	PID Creation	£	1,870.00	£	1,870.00
1.4	Feasibility Analysis	£	4,175.00	£	4,175.00
1.5	Project Charter	£	2,180.00	£	2,180.00
1.6	Approval of Project Charter	£	-	£	-
2	Planning Phase	£	5,130.00	£	5,130.00
2.1	Budget Proposal	£	1,150.00	£	1,150.00
2.2	Team Formation	£	950.00	£	950.00
2.3	Resource Allocation	£	1,170.00	£	1,170.00
2.4	Project Plan	£	1,860.00	£	1,860.00
2.5	Approval of Project Plan	£	-	£	-
3	Execution Phase	£	79,050.00	£	63,900.00

3.1	Analysis of Existing Infrastructure	£	2,150.00	£	2,150.00
3.2	Preparation of Infrastructure of Virtual Delivery System	£	25,500.00	£	25,500.00
3.3	Software Licensing	£	30,150.00	£	-
3.4	Software Installation	£	15,750.00	£	15,750.00
3.5	Testing and Bug Fixing	£	2,150.00	£	2,150.00
3.6	User Experience Testing	£	3,350.00	£	3,350.00
	Server Purchase for Self-Hosting	£	-	£	15,000.00
3.7	Launching the System	£	-	£	-
4	Closing Phase	£	3,500.00	£	3,500.00
4.1	Evaluation and Monitoring	£	1,980.00	£	1,980.00
4.2	Reporting and Documentation	£	750.00	£	750.00
4.3	Resource Release	£	770.00	£	770.00
4.4	Final Closure	£	-	£	-

Figure 4 Proposed Budget for The Project

Timeline and Gantt Chart

The following table shows an approximate timing for the project with each task's starting date, ending date, and duration.

WBS ID	Task	Start Date	End Date	Duration
0.00	Hybrid Delivery System Project			87 Days
1	Project Initiation Phase			16 Days
1.1	Stakeholder Analysis and Opinion	9/1/2022	9/1/2022	1
1.2	Requirements	9/2/2022	9/4/2022	3
1.3	PID Creation	9/5/2022	9/6/2022	2
1.4	Feasibility Analysis	9/7/2022	9/11/2022	5
1.5	Project Charter	9/12/2022	9/16/2022	5
1.6	Approval of Project Charter	9/17/2022	9/17/2022	0
2	Planning Phase			13 Days
2.1	Budget Proposal	9/17/2022	9/20/2022	4
2.2	Team Formation	9/21/2022	9/23/2022	3
2.3	Resource Allocation	9/24/2022	9/25/2022	2
2.4	Project Plan	9/26/2022	9/29/2022	4
2.5	Approval of Project Plan	9/30/2022	9/30/2022	0
3	Execution Phase			51 Days
3.1	Analysis of Existing Infrastructure	9/30/2022	10/4/2022	5
3.2	Preparation of Infrastructure of Virtual Delivery System	10/5/2022	10/14/2022	10
3.3	Software Licensing	10/15/2022	10/16/2022	2
3.4	Software Installation	10/17/2022	10/31/2022	15
3.5	Testing and Bug Fixing	11/1/2022	11/12/2022	12
3.6	User Experience Testing	11/13/2022	11/19/2022	7
3.7	Launching the System	11/20/2022	11/20/2022	0
4	Closing Phase			7 Days
4.1	Evaluation and Monitoring	11/20/2022	11/23/2022	4
4.2	Reporting and Documentation	11/24/2022	11/24/2022	1
4.3	Resource Release	11/25/2022	11/26/2022	2
4.4	Final Closure	11/27/2022	11/27/2022	0

Figure 5 Timing for the Project

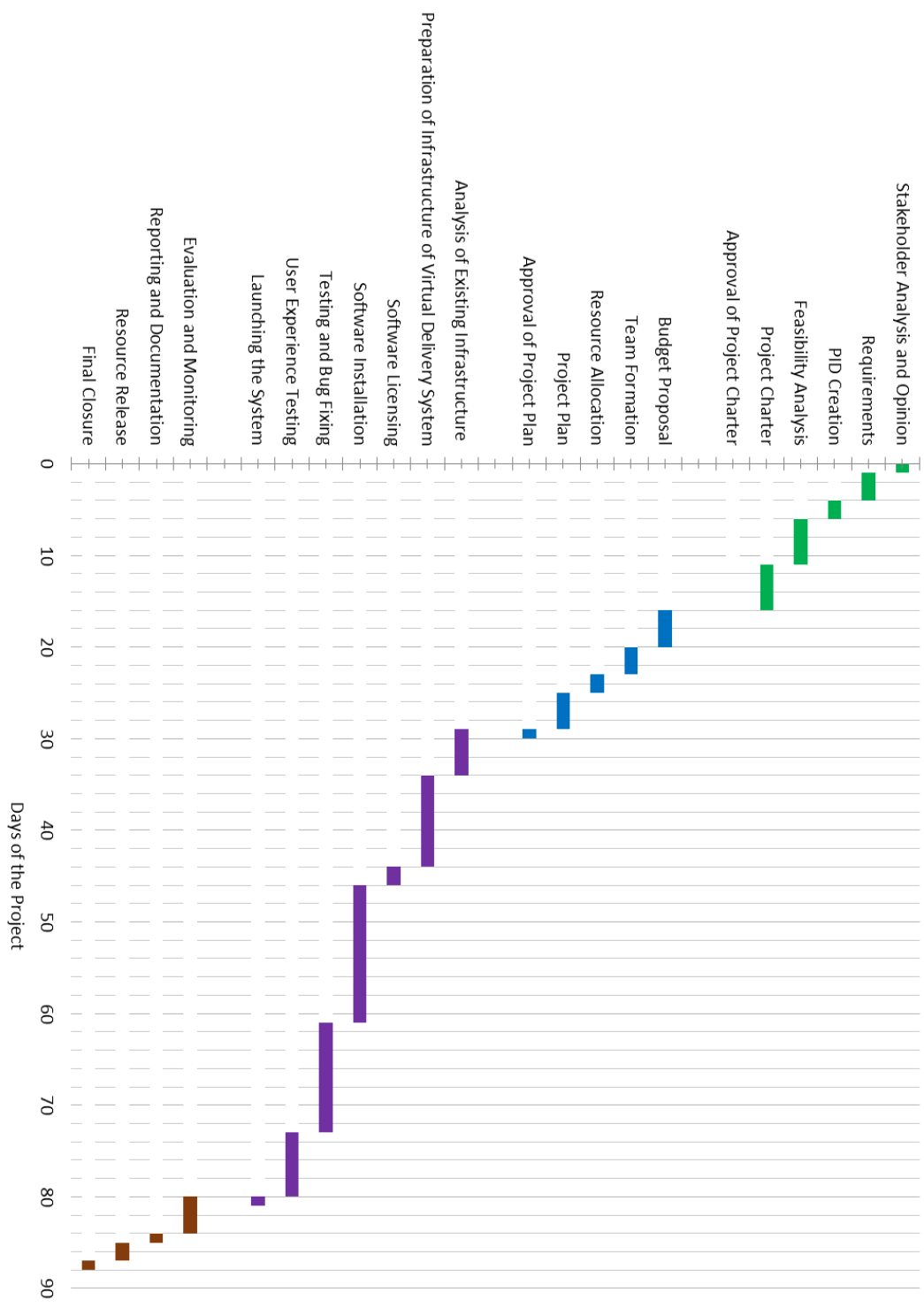


Figure 6 Gantt Chart for the Project

Execution and Controlling Phase

Risk Analysis of the Project and Risks Register

Project success depends largely on the timely identification and elimination of risks, and a proper risk management approach creates significant value for the project (Willumsen, 2019). If project risks are not identified at an appropriate time, and a strategic plan is not made, the risks present themselves as a surprise to the project managers, which can result in a significant financial loss (Khurramov and Ganiev, 2021). The hybrid delivery system project is constrained by time and budget. Therefore, one obvious risk involved in the project is the possible inability to maintain the constraints. Other risks include software failure, security risks, communication disruptions, moral hazards, catastrophic risks, worsening of the coronavirus pandemic etc. A project risk register is used in this section to analyse and evaluate the possible risks of the hybrid delivery system project.

Risk	Severity of Risk	Probability of Occurrence	Risk Score	Impact	Strategy
Data Security Risks	5	1	5	Financial loss, confidence issues, and resistance from the students, faculties, and staff.	Use safe and secure storage media.
Cyber Security Risks	5	2	10	Financial loss, confidence issues, and resistance from the students, faculties, and staff.	Use anti-virus software and test each software before installing
Software Failure and other IT Problems	2	2	4	Time delay and financial loss and discouragement to the involved parties.	Proper testing and bug fixes.
Unprecedented Delays	3	2	6	Inability to complete within the given time frame of three months.	Regular monitoring and control of the system.
Budget Shortage in Specific Areas	3	3	9	Inability to complete within the given budget constraints.	Regular monitoring and control of the system.
Resistance from the Students	4	2	8	Lower education quality and lower participation and waste of resources.	Engaging students in decision-making and making the process as easy as possible.
Resistance from the Administrative Staff	4	3	12	Inefficient allocation and utilisation of resources.	Engaging staff in relevant decision-making.

Figure 7 Risk Register of the Project

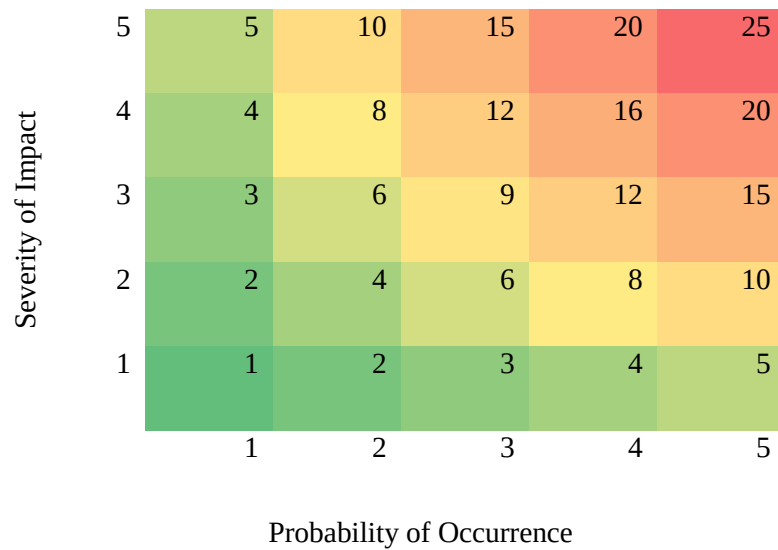


Figure 8 Severity and Probability Measures

Quality Management

Quality management ensures that the project is efficiently advancing toward its desired outcome (Baker, 2018). Quality management for the hybrid delivery system should confirm the following factors:

1. Students are finding the system convenient.
2. The tools and software are being used efficiently without causing any lagging, crash or error.
3. Frequent reports and analyses are provided to the appropriate stakeholder regarding the project's progress and risks.
4. Appropriate monitoring and controlling mechanisms are in place.
5. Resource management and employee management are adequately planned and practised.

Communication Management, Human Resource Management and Work Breakdown Structure

Communication Management

The project manager and various members of the project team need to frequently communicate with the different stakeholders of the project to inform them about the project's progress, mitigate any possible conflict, request any specific requirements, and so on (Ziek and Anderson, 2015). These communications are vital for the sound progress and success of the project (Simion, 2018). Therefore, it is necessary to have a clear-cut communication policy that specifies the type of communication, its frequency, and the type of medium to be used for each (Aartsengel and Kurtoglu, 2013). The communication policy for the hybrid delivery system is as follows:

Types of Communication	Prepared For	Prepared By	Frequency	Communication Channel
Progress Report	All stakeholders, especially the sponsors and the governing body	The project manager.	Weekly report.	Email or weekly meeting.
Documentation	Technical and administrative staff.	The project manager.	At the beginning of the project, once.	Appendix to the project plan.
Technical Instructions for Students	Students.	Technical staff.	When necessary.	Online open forum and the notice board.
Technical Instructions for Faculty Members	Faculty Members.	Technical staff.	When necessary.	Online open forum and the notice board.
Monitoring Report on Timing and Budget	Project sponsors.	Project analyst.	Monthly report.	Monthly meeting and email.
Risk Related Reports	The sponsors and the governing body	Project manager.	Monthly Report	Email or scheduled meeting.

Figure 9 Communication Policy for the Project

Human Resource Management

Any project involves a number of individuals who directly or indirectly affect the outcome of the project (Zavyalova et al., 2020). Proper management of human resources ensures that no workhour is going to waste and employee effort is at its optimal (Browne et al., 2016). The parties involved in the current project are the board of trustees, the project manager, analysts, project treasurers, IT team members, administrative staff, faculties, and students. Each of these groups has a distinct set of responsibilities which are briefly outlined in the following table:

Stakeholders	Responsibilities
Board of trustees.	The board is responsible for ensuring the availability of necessary resources and supervising the project from time to time, either by its own members or by experts.
Project manager	The project manager is responsible for planning, monitoring, controlling and timely reporting regarding the progress of the project.
Analysts	Analysts are responsible for the collection of necessary data and providing sufficient and accurate information necessary for decision-making.
Treasurers	Treasurers are responsible for fast and adequate disbursement of the fund.
IT team	IT team is responsible for promptly finding any bugs or issues in the system and fixing them before they cause major losses.
Administrative Staff	The administrative staff is responsible for the optimal use of all the resources.
Faculty members	Faculty members are responsible for preparing materials suitable for both online and offline media.
Students	Students are responsible for the ethical use of the tools and systems availed to them.

Figure 10 Different Parties and Their Responsibilities

Work Breakdown Structure

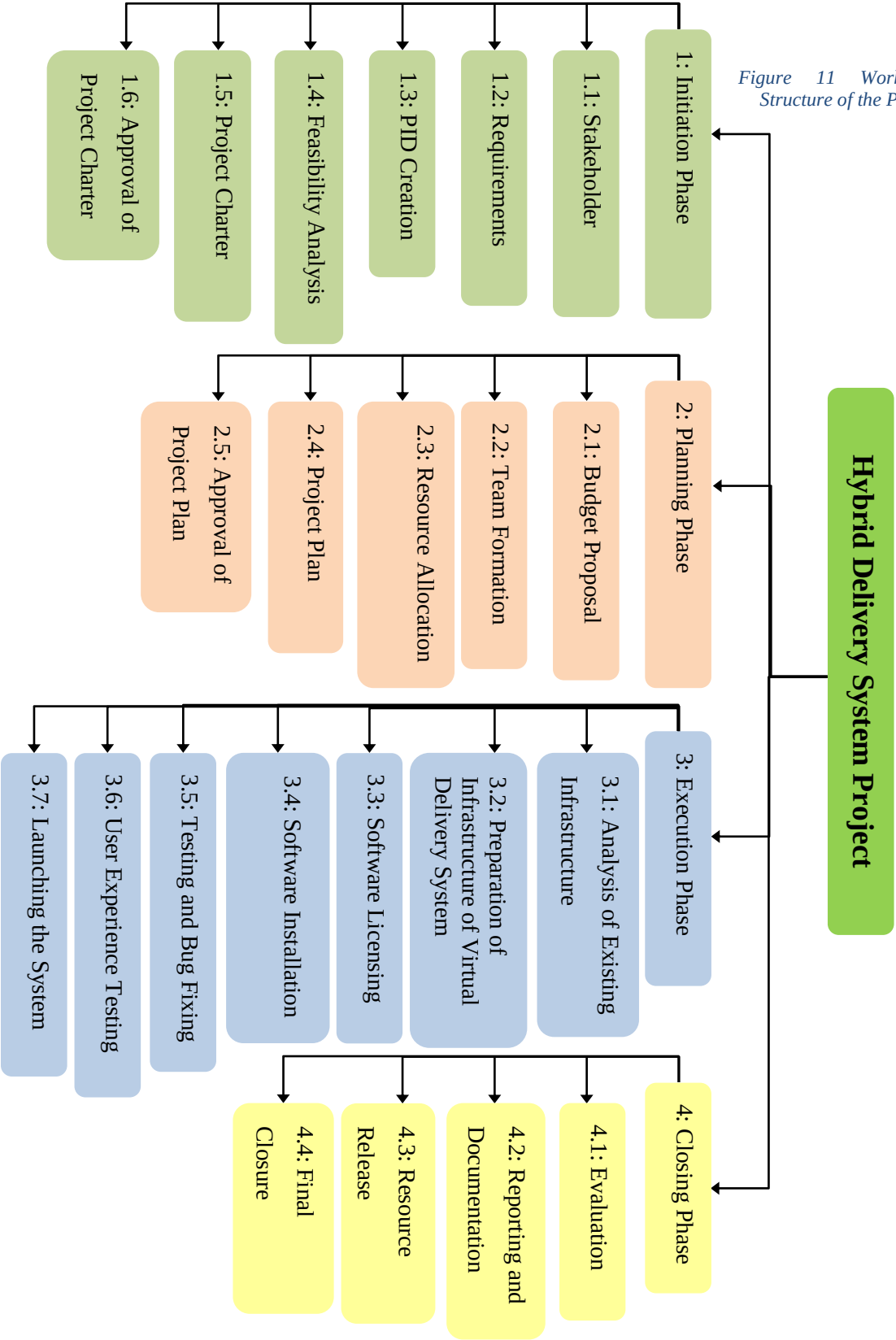


Figure 11 Work Breakdown Structure of the Project

Closing Phase

Benefits Realisation Management

Benefits realisation management ensures that the intended benefits of the projects are substantially realised (Serra and Kunc, 2015). The output of the current project is to get back to a fully f2f education system. And the project's objective is to have a smooth transition from the online system to the offline system through a hybrid system for the next three months. BRM has three steps: the first is to identify the benefits of the project, the second is to make BRP and execute it, and the final step is to sustain the benefits (Tillmann et al., 2010) (Pereira et al., 2021). The benefits realisation management plan for the hybrid delivery system is presented below:

Benefit Identification
1. Take the entire system to the pre-pandemic face-to-face paradigm. 2. Make the transition without causing any disturbance to the students. 3. Make the transition smooth and unburdening for the students and faculty members by giving them an adaptation period when they can either choose to take online classes or go to the physical classroom.
Benefits Realisation Plan and Execution
1. Students are given the opportunity to join either online classes or offline, face-to-face classes. 2. Infrastructure is developed to facilitate the entire project, which includes system software, video conferencing program, online assessment program, class schedule program, email server etc. 3. Data security and cyber security are ensured by using a secure storage medium, an anti-virus program and strict expert monitoring.
Benefit Sustaining
1. The end benefit of the project will be sustained if students can fully get adapted to the face-to-face system without requiring any further adaptation efforts.

Figure 12 BRM Plan for the Project

Conclusion

The plan has included and analysed in fair detail all the necessary aspects of the project. In the initiation phase, a PID is developed, and a detailed analysis of the stakeholders is presented. The stakeholder matrix and table are helpful in developing stakeholder management strategies. The proposed budget, timeline and Gantt chart will be highly useful in monitoring and controlling during the lifetime of the project to keep in check whether the constraints are kept in mind in the day-to-day operation. The risk analysis and risk register will be useful in the strategic management of the project and ensure success. Communication policy and human resource management policy are devised to enable clear and easy communication and efficient and optimal use of human resources during the project lifetime. Finally, the benefits realisation management section outlined a place to look for a benchmark to evaluate the project's success and sustain the benefits of the project.

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