

## **Project Management 2024/25 MOD004451 Tri 1 – 010 Assignment**

**We will be using the seminar sessions to support your understanding of the assignment, please bring your assignment questions to the seminar sessions**

**There are three parts to this assignment, you must complete both parts of the assignment and please ensure you fully understand the marking criteria.**

**All names, company details are fictional and are not real companies.**

### **Part A (This section is worth overall mark 45%)**

#### **Summary**

In light of a comprehensive global company restructuring initiative, the decision was made to dissolve the internal mobile application software development team. This strategic move is aimed at outsourcing future projects, which will now be governed by fixed-price contracts to ensure cost-effectiveness and efficiency.

In response to this significant organizational change, both the management and the entire development team have resolved to spin off the existing business unit into an independent start-up entity. This bold step is envisioned to preserve the team's cohesive dynamic and entrepreneurial spirit, while also capitalizing on the agility and innovative potential that a start-up environment can foster. It's a proactive approach to adapt to the evolving business landscape and to continue delivering cutting-edge mobile software solutions.

IQI (Infinite Quantum Innovations) team have always worked on internal projects and the team never needed to manage or control external customers. This is a large-scale risk to IQI future business success, with the ability to manage projects with the correct methodology and work with external customers.

You have been hired as an external consultant to review the current situation and define a suitable plan to support IQI become more competitive with implementing a project management methodology strategy.

#### **Current situation**

IQI team need to understand to establish and build their project management experience within the company to support current and future opportunities. Unfortunately, several recent projects, have already caused problems due to over running in terms of budget, timing, and poor-quality end customer management. One particular small project which was only supposed to run for six weeks, took double the amount of time, and had a negative financial impact. Plus, the embarrassment to a new company failed to deliver a simple project and the future damage to IQI reputation.

There are several major enquiries for potential projects and part of the RFQ pack is defining IQI project management methodology, a common requirement is the need for Prince 2, PMBOK etc. IQI team is mainly a software developers, who are not focused on managing a

project and tracking the key project milestones and deliverables. IQI have recently hired a graduate to support developing and managing projects, but this is quite overwhelming for a new graduate.

IQI head office is based in Amsterdam in Holland, but the team work in a hybrid environment and some team members travel, so never appear in the office. The managing director is very frustrated that the team do not support customer and team meetings, working out of sync with the core team based in the office. The main reason is the team members are working from different parts of the globe and no one realises the impact on time zones. One team member is working in Australian and another working in Canada, so team is split across the globe.

With multiple projects running, the teams are struggling to understand each projects status, future deliveries, and overall financial position. This is a major issue which has been raised several times with IQI management, and direct for more project transparency and regular reporting.

### **Customer management**

Due to the company having to maintain a level of financial stability, several people have gain projects from personal contacts. Which has caused a massive bottle neck with the engineering team and unable to successfully manage multiple projects. One recent project was started with verbal communication and a series of text messages, MS Teams meeting and e-mail messages. The end-product was miles away from the initial customer expectations.

As part of the customer RFQ are requesting the use of Prince 2, PMBOK to interface with the existing methodology and processes. Several of IQI competitors already have these standard certifications and the management questions the need for required certifications and the required change to the management strategy.

### **Sub-suppliers**

Due to the limit resource and at times special software content, IQI at times out source certain core aspects of the project. There is a preferred outsource suppliers, but due to confidence and confidently IQI normally use the suppliers based in Berlin (Germany), Sydney (Australia), Chennai (India).

### **Global opportunity**

An opportunity for IQI is the ability to provide a unique agile mobile app development framework for end customers. The unique application is the ability to work with customers onsite and work though their requirements and rapidly develop their ideas into an initial concept. This is a unique service and has massive potential, the challenge for the management is providing onsite support, with a limited team and it is going to be hard to support international travel and balance the current project work.

The risk is how to balance and manage these types of projects, management have considered local outsource partners in key geographic regions or hire permanent staff. This

strategy provides a number of risks, but high financial benefits if they can find a resourcing solution to this challenge.

### **Interview with the project management graduate.**

Mike joined the startup as a mobile application developer has been an exhilarating experience. The pace here is incredibly fast, and there's a constant buzz of activity that keeps you on your toes. Every project is a foray into exciting, uncharted territory, which is particularly thrilling for someone fresh out of university.

The innovation is palpable; we're not just coding—we're creating solutions that could disrupt the market. However, this excitement is tempered by significant challenges. We often embark on projects without clear timelines, key gateways, or even the basic requirements, which can make the delivery process quite daunting. It's akin to assembling a puzzle without having the picture on the box as a guide.

One project I am trying to implement is the use of agile development and JIRA, which I know could be really helpful to track our projects in the early stages, then move into a more formal software tracking tool such as MS Project.

There's a pressing need for a more defined project methodology. Implementing a standard project management framework would not only streamline our processes but also enhance collaboration and lead to more successful project deliveries. As the company evolves, I'm hopeful that we'll develop and adopt such a framework to optimize our workflow and project outcomes.

### **Team conflict**

The IQI team has a high international presence, which really helps to support their customers across the globe. The biggest advantage is able to talk to customers in their local language and culture for rapid product development, this is a massive advantage. Several times some details are missed with translation or really understanding the regional market.

Unfortunately, this does bring problems for the IQI management, with the following example of the current customer based project. The Japanese team, led by Takashi, focuses on creating a harmonious work environment. They meticulously review each feature, seeking consensus before proceeding. This process, while ensuring a well-considered product, is time-consuming and often lacks clear, decisive action, which frustrates the American team.

On the other side, the American team, headed by Emily, values quick decisions and flexibility. They often push for rapid development cycles and are eager to implement cutting-edge features without extensive deliberation. Emily's direct communication style and impatience with the Japanese team's slower pace led to tension.

Meanwhile, the German team, managed by Klaus, insists on a structured approach. They have developed a comprehensive plan that outlines every stage of the app's development with precision. Klaus expects adherence to this plan and is irritated by the American team's spontaneous changes, which he views as disruptive.

A critical meeting highlights these conflicts. Takashi presents a carefully crafted feature that took weeks to finalize, only for Emily to dismiss it as outdated, proposing a newer technology instead. Klaus interjects, emphasizing that any changes must be thoroughly vetted to fit into the existing plan. The meeting ends with no consensus, leaving team members feeling unheard and disrespected.

## Part B – Project content (This section is worth overall mark 45%)

As part of your consultancy report, you must develop a Gantt chart, budget and dashboard overview for your project to implement a project management methodology strategy. You must define the overall project duration, complete budgets and consider balancing the resources and tasks, as required.

The RFQ states the key project information and within the team to have started to define the suitable resource required to complete the project:

- Project must be completed by 20/Jan/2025
- The project duration cannot be more than 3 months
- Budget cannot be more than \$250,000
- There are key project milestones
  - Phase A – Concept phase
  - Phase B – Project planning stage
  - Phase C – Project budget and timing review
  - Phase D – Project risk overview and training
  - Phase E – Project completion and lesson learnt
- The project will contain the following tasks and you are free to add your own tasks and project milestones. These can be arranged in any order you feel necessary to complete the project within the defined budget and timing.

Project activity	Activity Duration	Resource
Project kick off	1 week	AS1, C1
Establish project lead within the Amsterdam office	3 weeks	AS1,C2
Interview the office manager	2 days	OM, AS1, AS2
Research health & safety requirements	3 days	C2
Engage design consultants and architects	5 weeks	EC1, AS1, C2
Interview the senior project manager	2 days	SPM, AS1, C1, C2
Interview the customer (onsite)	3 days	EC1, AS1, C2

Interview the IT Manager	2 days	ITM1, C1, C2
Review and revise design plans as needed	1 Mon	PMO, C1, C2
Interview suppliers	4 days	AS1, C1, C2
Establish PMO	2 weeks	PMO, C1, C2
Establish change control board	1 week	PMO, C1, C2
Develop internal Prince 2 process	4 weeks	SPM, C1
Define team R&R	2 weeks	SPM, PMO, C2
Team training phase 1	1 week	C1, EXT1
Team training phase 2	1 week	C2, EXT1
Project summary KPI plan	2 weeks	C1, AS1
Report write up	1 week	C1, C2, AS1
Meeting with legal team to review contract	1 week	C1, C2, L1
Management board meeting	2 days	C1, AS2
Project write up and filing	4 days	C1, C2

- Resource will be the following and costs
  - Consultant 1 (C1) ~ \$1000 per day
  - Consultant 2 (C2) ~ \$800 per day
  - Office manager (OM) ~ \$34,000 per year
  - Senior project manager (SPM) ~ \$4,000 per month
  - Administrators x2 (AS1 & AS2) ~ \$40 per hour
  - External Prince 2 advisor (EP2) ~ \$2000 per day
  - External customer (EC1) ~ \$500 per hour
  - External Supplier (ES1) ~ \$300 per hour
  - IT Manager (ITM1) ~ \$65,000 per year
  - Project office controller (PMO) ~ \$120 per hour
  - External trainer (EXT1) ~ \$800 per day
  - Legal team (L1) - \$2000 per day

## **Fixed costs**

To support the project you will need to consider the following items

1. Each team member will need a laptop (\$500 per laptop)
2. Each team member will need a mobile phone (\$20 per month for the complete duration of the project)
3. Travel to the customer site (\$1000 per person for each trip)
4. Miscellaneous budgets \$2000 for the complete project
5. This equipment will need to be purchased in the first phase of the project

## **Part C - Academic Rigour (This section is worth overall mark 10%)**

- Your overall assignment will be based on highest quality of formatting, grammar, punctuation
- Your assignment should clearly include the academic insight, i.e. the concepts and the supporting references involved, indicated in the report and listed in the references and bibliography.

## **References:**

- Maylor, H. *Project Management*. 4<sup>th</sup> (or later) edition. Pearson Education : Harlow, Essex/UK.
- MS project training material

## Consultant Report

- **Please note this is not a question and answer assignment, you must define a suitable report for this case study, as you have been provided during the course.**

- **It's very important you review and understand the marking criteria for the assignment to ensure you gain the highest marks.**

### **Part A consultancy report (approx. 3000 words) and is a total of 45% of the overall marks**

Provide a written consultancy report based on the content from the above case study.

Your consultancy report can contain the following, but you can use your own knowledge to develop a suitable project management strategy for this company [Learning outcome L1, L2, L4]

- Brief summary of the IQI Construction current business structure?.
- Recommend a suitable project management methodology which can be used across the complete organization and justification.
- Provide an overview of the potential different organization structures, with the advantages and disadvantages of each structure.
- Consider how the organization can become more agile and the benefits and risks this would bring to the organization.
- How will customers benefit from the new approach?
- Explain the benefits of project management software tools.
- What are the key steps to ensure full quality aspects within Project Management?
- Develop an example of a project plan (Part B) to support your consultancy report.

### **Part B**

- This section must be completed in **MS Project** [Learning outcome L3]
- You must provide the following
  - Timing plan
  - Budget plan
  - Resource plan
  - Milestones
  - Critical path

### **Part C**

- Assignment must be completed to the highest quality (see examples in Canvas)
- Suitable references must be provided and formatting used