UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PLANNING OF A CUSTOMER MANAGEMENT SOFTWARE (CMS) FOR JAMES DUBLIN AND ASSOCIATES

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FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

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This Final Graduation Project was approved by the University as partial fulfilment of the requirements to opt for the Master in Project Management (MPM) Degree

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To Micaiah and Azariah

"If any of you lack wisdom, let him ask of God, that giveth to all men liberally, and upbraideth not; and it shall be given him" Holy Bible, James 1:5

ACKNOWLEDGMENTS

I would like to acknowledge my father God for giving me the health, the ability to learn, finances, family and friends. I also acknowledge the Lecturers of UCI for imparting knowledge to me, especially to my tutor Sarah Fonesca. My colleagues of MPM-06 whom I worked along with, especially Najar Andall were very helpful. I especially thank the James Dublin and Associates Law firm for allowing me to use their firm as the focus of this final graduation project. My appreciation goes out to my little sisters Kyrah Carr and Nickishia Ramkellawan; my mother and father Anthony and Ruth Carr; my son and daughter Micaiah and Azariah and my husband Travis Casey for all the love and support given to me which allowed me to complete this milestone. Thank you.

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ABBREVIATIONS AND ACRONYMS

AC - Actual Cost

ADR - Alternative Dispute Resolution

B.Ed.- Bachelors of Education Degree

CCB - Configuration Control Board

CMDB - Configuration Management Database

CMS- Customer Management Software

CPI – Cost Performance Index

EV – Earned Value

FGP – Final Graduation Project

L.E.C - Certificate of Legal Education

L.L.B - Bachelors of Laws

PMBOK® *Guide*- The Guide to the Project Management Body of Knowledge

PV – Present Value

SME - Subject Matter Experts.

SPI – Schedule Performance Index

WBS – Work Breakdown Structure

UAT – User Acceptance Testing

EXECUTIVE SUMMARY (ABSTRACT)

James Dublin and Associates, a small Law firm located in the heart of St. John's in the twin Island state of Antigua and Barbuda, has being in operation for over ten (10) years. The firm comprises a mother, daughter Attorneys at Law partnership with varied specializations. This legal team has experience in practicing law in the Civil Supreme Court, Family Court, Industrial Court, Court of Appeal, Magistrate's and High Courts. Their aim is to be the ultimate law firm providing efficient and effective services to their clients, by offering legal services to private companies, financial institutions and individuals. They are supported by a professional integrated team with experience in litigations and security.

The firm's primary focus is that of fulfilling their clients' legal needs, and it is their view that clients are entitled to be treated with the greatest of respect. The firm's understanding of the local culture allows them to offer services in but not limited to personal injuries, real estate/conveyancing, family law and debt collection/litigation. In addition, they also provide services in notarizing documents and alternative dispute resolution (ADR) also known as mediation and arbitration. They are committed to working with low income earners, thus they are confidently recommended by the Legal Aid Department of the Ministry of Legal Affairs.

James Dublin and Associates continues to receive and work with new and existing clients. This has created the need to be able to retrieve clients' information in an expedient and timely manner. Clients' information was collected in the past during consultation while a physical file was being created. However, this process has proven to be ineffective where the retrieval of client information is concerned. Often it is laborious and time consuming to go through the filing cabinets to locate a client's file just to retrieve a telephone number or court appointed date. Therefore, a Customer Management Software is needed to not only keep track of clients, but also to allow for time optimization in terms of retrieving the relevant client's information.

The general object of this project was to create a project management plan for the implementation of a Customer Management Software (CMS) that will improve the management of client information according to the recommendations offered in the *PMBOK® Guide.* The specific objectives were: to perform a current state analysis of the present process to better understand the needs that a CMS should address; to propose a new improved business process to allow for time-optimization and efficiency; to develop a Scope Management Plan which will have the collected requirements, defined scope and WBS to allow for scope validation and control; to develop a Schedule Management Plan which will have defined activities and their sequence, estimates of activity resources, durations, and schedule to allow for schedule control; to develop a Cost Management Plan to estimate costs and determine the project budget to control costs; to develop a Risk Management Plan, which identifies risk, reports on Qualitative and Quantitative analysis and planned risk respones to allow for control of risks; to develop a Stakeholder Management Plan in order to manage and control stakeholder engagement.

The research project invovled the use of descriptive and analytical research methodologies. In order to conduct a current state analysis to better understand what the needs of a CMS would adress, interviews were conducted and documentation of the process made. A descriptive research method was employed to describe the previous workflow, when a client needed to be registered. Analytical research was employed to analyze information which was gathered to create an improved workflow and subsidiary plans, which are included in the Project Managaement Plan for a CMS for James Dublin and Associates. The fifth edition of the Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) was used as the main guide to develop the subsidiary plans and supporting documentation.

In conclusion of the research project, the methodologies employed allowed the planning of the project to be detailed and organized. Two flowcharts were developed, to show the graphical interpretation of the present and time optimized business processes. Seven subsidiary plans were developed using templates, which assisted in the organization of the data gathered. This allowed for a higher standard and professionalism in planning and presentation.

The Project team of the James Dublin and Associates Customer Management Software Project should utilize the methods outline in the subsidiary plans presented by the FGP. The Project's management should ensure that a Project Charter is developed to give guidance to the Project Manager. In addition, the new business process should be made available to all staff of the law firm as a guide to ensure an effective and efficient process as it pertain the CMS. It is recommended that documentation be stored in an organized manner, as a reference for future projects at the law firm. Therefore, becoming the law firm's first Organizational Process Assets.

1. INTRODUCTION

1.1 Background

James Dublin and Associates is a small civil practice law firm which has been in existence for over a decade. It is presently located in Alpha Josiah Building, Redcliffe Street, St. John's, Antigua of twin Island state of Antigua and Barbuda. The firm's aim is “to be the ultimate law firm which provides efficient and effective services to their clients.” (James Dublin and Associates, 2017) The Law firm provides legal services to private companies, financial institutions and to individuals.

James Dublin and Associates takes pride in being a civil practice Law Firm, which offers professional services in matters pertaining to Personal Injuries, Family Law, Real Estate/ Conveyancing and Debt Collection/Litigation.

The Legal team comprises a mother-daughter partnership, Miss Judith A. Dublin, senior Attorney-at-Law, and Miss Joy D. Dublin, junior Attorney-at-Law. Judith Dublin B.Ed., L.L.B, L.E.C., the founding member of the Firm and head of Chambers, is the holder of a Bachelors of Education Degree from The University of Technology, formerly College of Arts Science and Technology (C.A.S.T), Jamaica. She is a qualified Attorney and holds a Bachelors of Laws from the University of Wolverhampton, England and the Certificate of Legal Education from the Council Legal Education of the West Indies (Hugh Wooding Law School). Documentation on the company also notes that she was called to the Eastern Caribbean Supreme Court Bar in October 2000, and since then, has been in private practice. (James, Dublin and Associates,2017) Joy Dublin, LLB. L.E.C. is a member of The Honourable Society of the Middle Temple. In 2009, she was admitted to practice at the Bar of England and Wales. In 2010, she was called to the Bar of the Eastern Caribbean Supreme Court in Antigua and Barbuda, and since then, has been in private practice with the Law Firm of James Dublin and Associates. She has represented litigants in the Civil Supreme Court, Family

Court, Magistrates Courts, the Industrial Court and the Court of Appeal. Ms. Dublin is also a certified mediator and a member of the internationally recognised, Alternative Dispute Resolution Group, which is based in the United Kingdom." (James, Dublin and Associates,2017).

The Attorneys are supported by another team which consists of a litigation clerk and a securities clerk.

1.2 Statement of the problem

James Dublin and Associates should aim to have clients' information collected and stored efficiently so that information can be quickly retrieved whenever the need arises. The process of collecting and storing client's information should be straight forward and simple enough so that the attending clerk or Attorney can register a client. Hence, the firm can optimize the time of processing. However, the firm's present process involves a client entering the office, whether by appointment or as a walk-in, presenting their request to the clerk at the front desk, or requesting to meet with an Attorney to be advised accordingly. If the client is to be represented, a physical file is created which captures the client's personal information. Captured on file is the client's name, address, telephone number and a general description of what is to be executed on the clients' behalf. As time progresses, additional information may be recorded, such as schedule of court dates and appointments.

This method has proven to be cumbersome and time consuming, as the physical file must first be located. Retrieval of basic information such as the client's telephone number, or court date, may take anywhere from five to fifteen minutes to be located. Using a Customer Management Software for managing and retrieving basic customer information, rather than searching through filing cabinets, James Dublin and Associates can eliminate the wasted minutes and reduce file size.

1.3 Purpose

The Office of James Dublin and Associates has been in operation for over ten years, and as the business grows in age, it is also growing in terms of their clients. Such clients seek advice pertaining to personal injuries, family law, real estate/conveyancing and debt collection/litigation. A section of the clientele is comprised of low income earners who are referred by the Legal Aid Department of the Ministry of Legal Affairs (James Dublin and Associates, 2017).

Currently the firm does not have a proper system in place to register clients' data and to keep track of their information such as name, mailing address, contact numbers and other relevant information. Given the growth that the law firm has been experiencing, it has been decided that the best option is for a Customer Management Software (CMS) to be implemented to keep track of customers and their relevant information.

This project management plan, which documents the processes to be followed in the implementation of a CMS, is developed to be a guiding document to ensure that the project is monitored and controlled effectively.

1.4 General objective

To create a project management plan for the implementation of a Customer Management Software (CMS) that will improve the management of clients's information according to the recommendations offered in the *PMBOK® Guide*.

1.5 Specific objectives

- To perform a current state analysis of how clients' information is collected stored and retrieved in order to better understand the needs that a CMS should address
- To develop a new improved business process to allow for time-optimization and efficiency with a CMS.

- To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for scope validation and control.
- To develop a Schedule Managment Plan which will have defined activities and their sequence, estimates of activity resources , durations, and schedule to allow for schedule control.
- To develop a Cost Management Plan to estimate costs and determine the project budget to control costs
- To develop a Risk Managment Plan, which identifies risk, reports on qualitative and quantitative analysis and planned risk respones to allow for control of risks.
- To develop a Stakeholder Managment Plan in order to manage and control stakeholder engagement.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

The James Dublin and Associates Law firm is one of its kind in Antigua and Barbuda. The firm is captained by Miss Judith Dublin who was previously employed as a secondary school teacher, who specialized in Office Procedure, Accounts and Typing. She envisioned being self-employed and not only for her own benefit, but also to serve others. She took on the challenge of educating herself, and can recall many struggles and sacrifices, of not only herself, but also of her family members, which resulted with her fulfilling her dream. Encouraged by her mother's determination, Miss Joy Dublin followed in her mother's footsteps in also pursuing a niche in the profession of law. Her route was different from her mother's, as she could benefit from her mother's lessons and experience.

Today so not to forget their past, James Dublin and Associates see it as a rewarding experience to assist each client whom they encounter in fulfilling their own specific expectations on legal matters.

2.1.2 Mission and vision statements

James Dublin and Associates has focused the mission and vision of the firm on clients and their needs. Their mission involves providing efficient and effective services to their clients. This may involve helping the client to understand their legal rights, as well as to solve the legal issues on which they seek advice. They communicate the message that their clients can be confident that their issues will be resolved. It is envisioned that each client would receive what they are entitled to, which will not only involve resolving legal issues but also being "treated with the greatest of respect." (James Dublin and Associates, 2017)

2.1.3 Organizational structure

The organizational structure of the James Dublin and Associates law firm is simple in its layout. Headed by the senior attorney who has as an assistant junior attorney, the small team is supported by a litigation clerk and a securities clerk who work well as a team to accomplish the firm's mission and goals. See Figure 2.1 for a visual representation of the firm's organizational structure.

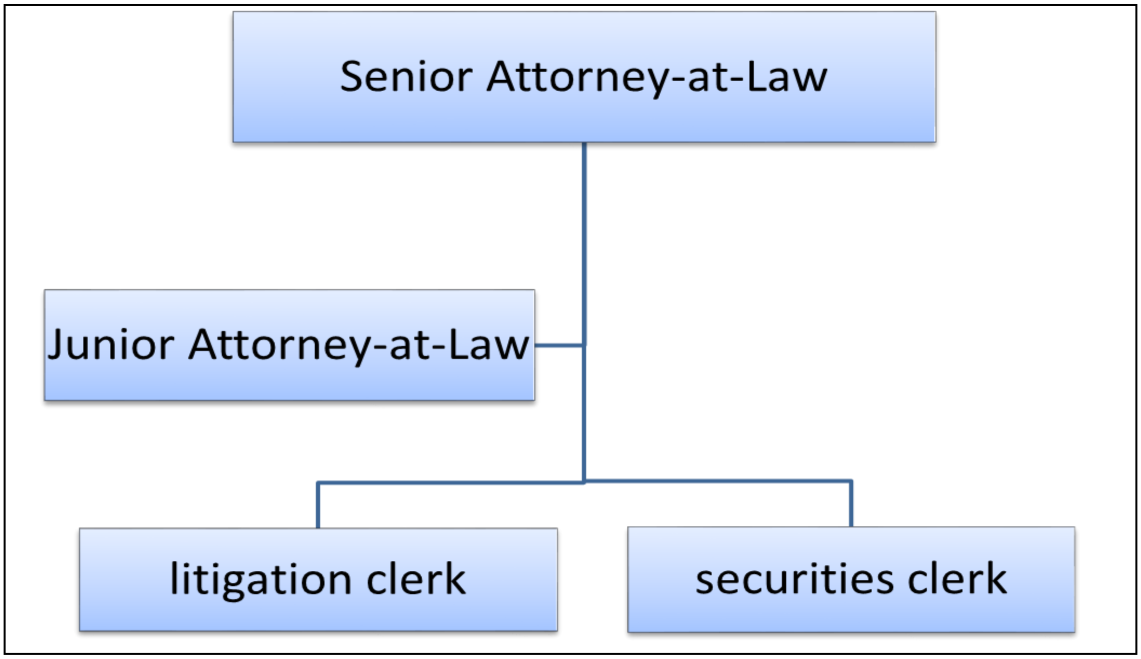

Figure 2.1Organizational Structure of James Dublin and Associates Law firm (source: compiled by Author)

2.1.4 Products offered

James Dublin and Associates offer a variety of services which may or may not require representation in the Magistrates Court or High Court in Antigua and Barbuda. They are specialized in but not limited to the following services;

- Personal injuries – James Dublin and Associates offer a variety of services as it relates to personal injury. Personal injury may be where a person was harmed by the wrongful conduct of others and may be compensated. For example, such matters may pertain to physical injury to an individual as well as injury caused by defamation of a person’s character. Here physical injury may include harm to a person whether by negligence, trespass to the person or employer’s liability. In addition, injury may be from defamation of character, being a statement that is a permanent form of slander, a statement that is on transient form. (Commonwealth Caribbean Tort Law, pp 96,33,72, 2009)

- Real estate/conveyancing – the law firm represents clients in what is otherwise known as land law or real property which is concerned with “the rights and liabilities that arise in respect of immovable property.” This may include but is not limited to acquisition, disposal, financing and development of property, in addition to purchase and sale. It may also involve mortgage-backed financing which may include preparing loan and security documentation, and facilitating landlord and tenant with restrictive covenants and easements.

- Family law - this aspect of the firm’s services is focussed on laws governing the relationship between child/children and parent, and between adults of close emotional relationship. There are various aspects of law that impact the family such as immigration, taxation, social security and insurance. (Herring, 2009). James Dublin and Associates understands the sensitive nature of the various legal issues which a family may encounter. Advice offered mainly in this area to clients pertains but is not limited to “property settlement, divorce, child custody, preparation of wills, probates, administration of estates and other succession issues”. (James Dublin and Associates, 2017)

- Debt collection/litigation – this is the situation where a client requires the assistance of a lawyer in order to recover debt. Often times it is initiated with a formal lettter, on behalf of the debt collector. If this means fail to produce positive results a legal process would immediately begin. This process is referred to as ligitation. James Dublin and Associates offers representation both in contentious and non-contentious matters. The former being when the debtor refuses to repay the debt and the latter when the debtor acknowledges his debt.

2.2 Project Management Concepts

2.2.1 Project

“A temporary endeavour undertaken to create a unique product, service, or result” is the definition of a project which can be found in the *PMBOK® Guide pp 3.* In simpler terms, another definition states, “A Project is usually a onetime activity with a well-defined set of desired end results.” (Taylor, 2004) From these two definitions, it is evident that a project consists of a start and end date, delivers something such as a set of results, a product or services, and that it is unique or is one of its kind. The latter means that although many projects may seem identical, they are not the same. What makes a project unique can range from the nature of the project team, the location, customer requirements, to the time involved.

The outcome of a project whether it is a product, service or result is based on the requirements of the customers. The project manager would obtain these requirements and validate his/her interpretations with the customer to ensure that the requirements are clearly defined. Therefore, a certain level of success can be measured on delivering the requirements set out by the customer.

Projects are defined as temporary, which may also depend on the industry or environment in which it takes place. For example, a project to build a house, may take six months; however, a project to build a software package may take 2-3 months. The time line of a project may not mean that it is completed within a short space of time, rather, that is has a definite start and end date.

2.2.2 Project management

The *PMBOK® Guide* page 5, defines project management as “the application of knowledge, skill, tools, and techniques to project activities to meet the project requirements.” There are five process groups into which forty-seven (47) project management processes are categorised. It is the “appropriate application and integration” of these management processes in which project management resides. Taylor (2004) further defines project management as the art and science of managing projects to a specific schedule, at or below a predetermined budget, to the customer's performance requirements and within the resources available.

2.2.3 Project life cycle

Project life cycle is defined as “a systematic way to get from the beginning to the end of the project.” (Boyde, 2015) A project must past through a certain set of phases from start to finish. The *PMBOK® Guide* identifies five phases of a project: Initiating, Planning, Executing, Monitoring and Controling and Closing. Figure 2.1 below shows the execution process of a project and the various processes/phases through which a project will pass.

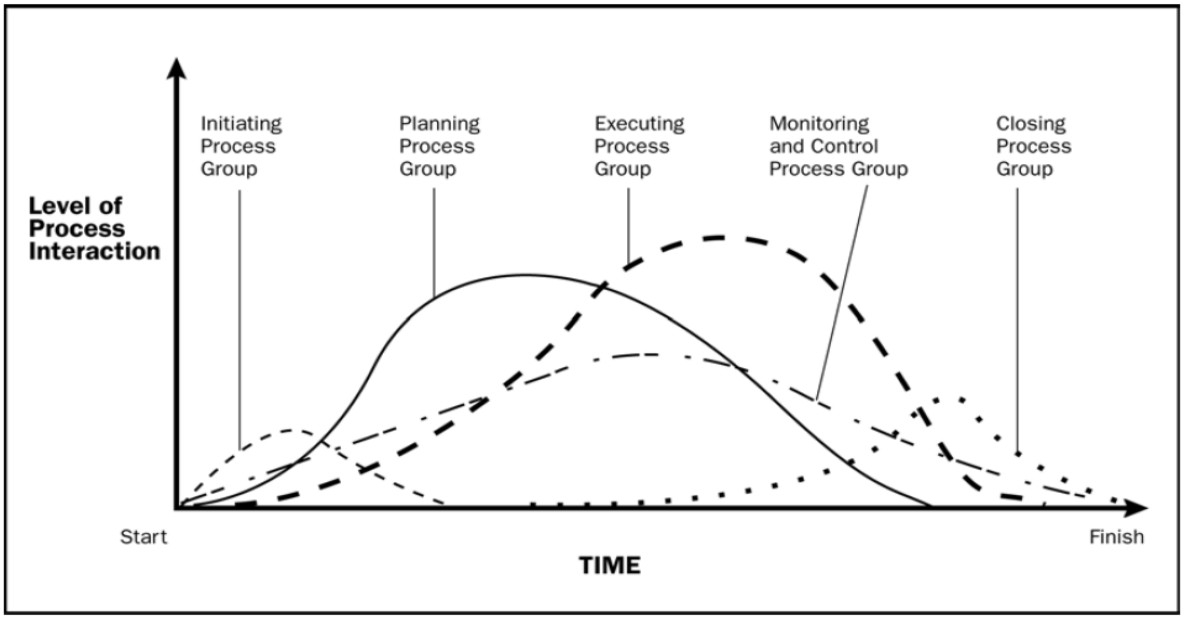

Figure 2.1 Process Group Interact in a Project (source: PMI, 2013)

The Initiating Process Group involves the activities that should be completed to outline what are the requirements, objectives and elements of a new phase or project, as well as receipt of authorization to begin. Here the questions of the following nature apply: What do they want? What will we give them? What will it cost us to give them? What will we get in return from them? And What is at stake? Are answered. (Boyde, 2015).

In the Planning Process Group the questions which may be asked are: We need what, when and how much? How will we know we got it right? What do we think can go wrong? (Boyde, 2015) Answering these questions will assist in the planning process where the scope of a project is established as well as the project’s objectives. In addition, they help to specify what actions need to be done to achieve the defined objectives.

The Executing Process Group entails those activites which are carried out or acted upon to complete the various conditions which were established in the project management plan. Questions which could be asked in this process include: How exactly will the team do it? And, Is the team done yet? (Boyde, 2015)

Monitoring and Controling Process Group requires that “those processes required to track, review, and orchestrate the progress and performance of a project identify any areas in which changes to the plan are required and initiate the corresponding changes.” (PMI, 2013)

The Closing Process Group involves finalizing activities that need to be completed throughout all the process groups in addition to formally closing the project or the project phase. Questions which may be asked are: Did we get it right? Does everyone agree that its all done? What have we learned? (Boyde, 2015) Figure 2.2 gives a more visual representation of the Project Life Cycle and the interaction of groups with each other.

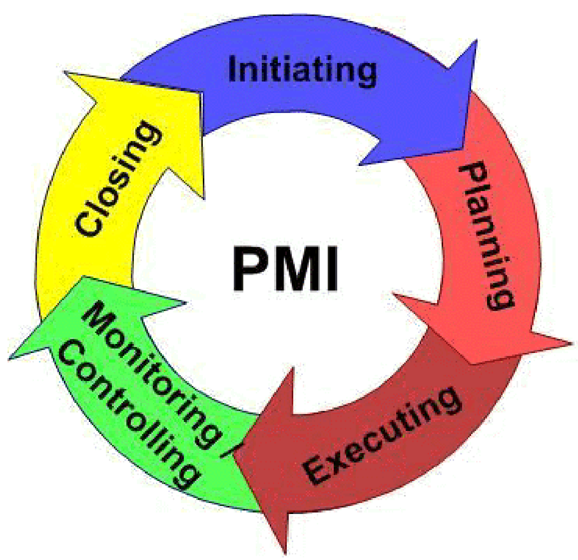

Figure 2.2 Project Life Cycle (Roseke,2016)

2.2.4 Project management processes

The processes which are involved in the Planning of a Customer Management Software (CMS) for the James Dublin and Associates Law firm, are Initiating and Planning. The Project Management plan will include documents which support it such as the Scope Management Plan, Schedule Management Plan, Cost Management Plan, Risk Management Plan, Stakeholder Management Plan.

2.2.5 Project management knowledge areas

Knowledge Areas breaks down into specialized subjects the various topics of project management. The *PMBOK® Guide* states that Knowledge Areas "represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization." There are ten Knowledge areas according to the *PMBOK® Guide* to which the forty-seven (47) identified processes are allotted. These Knowledge Areas are Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management. These are incorporated into the Final Graduation Project (FGP). Figure 2.3 below shows a visual representation of the ten Knowledge Areas.

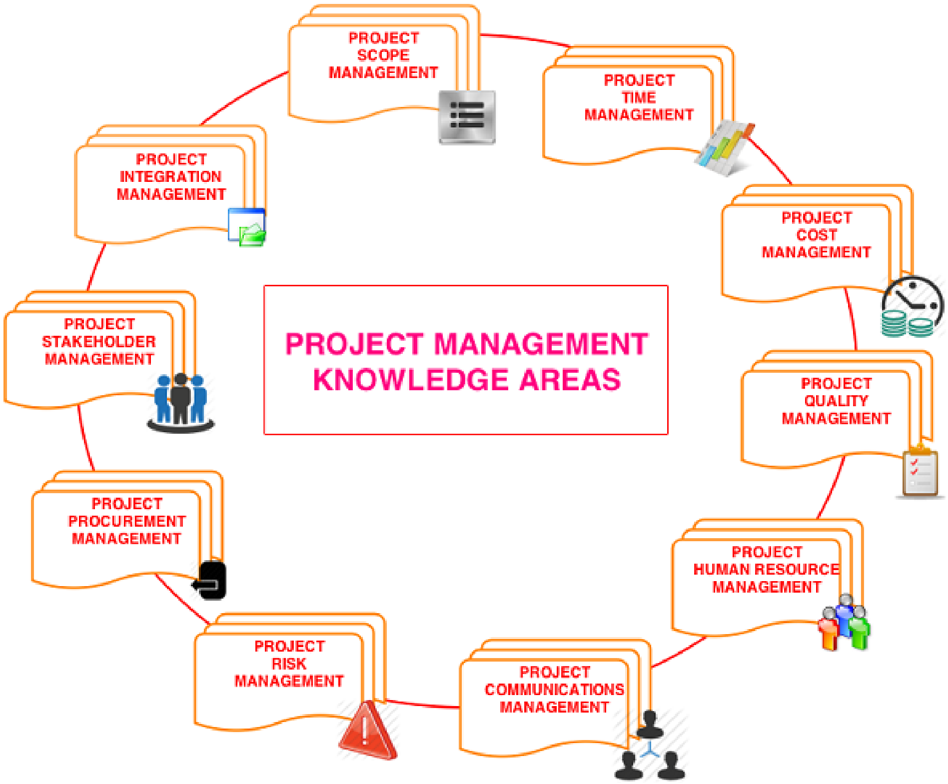

Figure 2.3 (Project Management Knowledge Areas by PMI, n.d.)

2.2.5.1.1 Project Integration Management

Integration is defined as "the act of bringing together smaller components into a single system that functions as one. (Rouse, 2015) This helps to understand what Project Integration Management is about. Project Integration Management is "the processes and activities used to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Group". Figure 2.4 shows visual representation of all that is involved in Project Integration. Here we see a Project Manager who must be able to balance each one of these process to have a successful project.

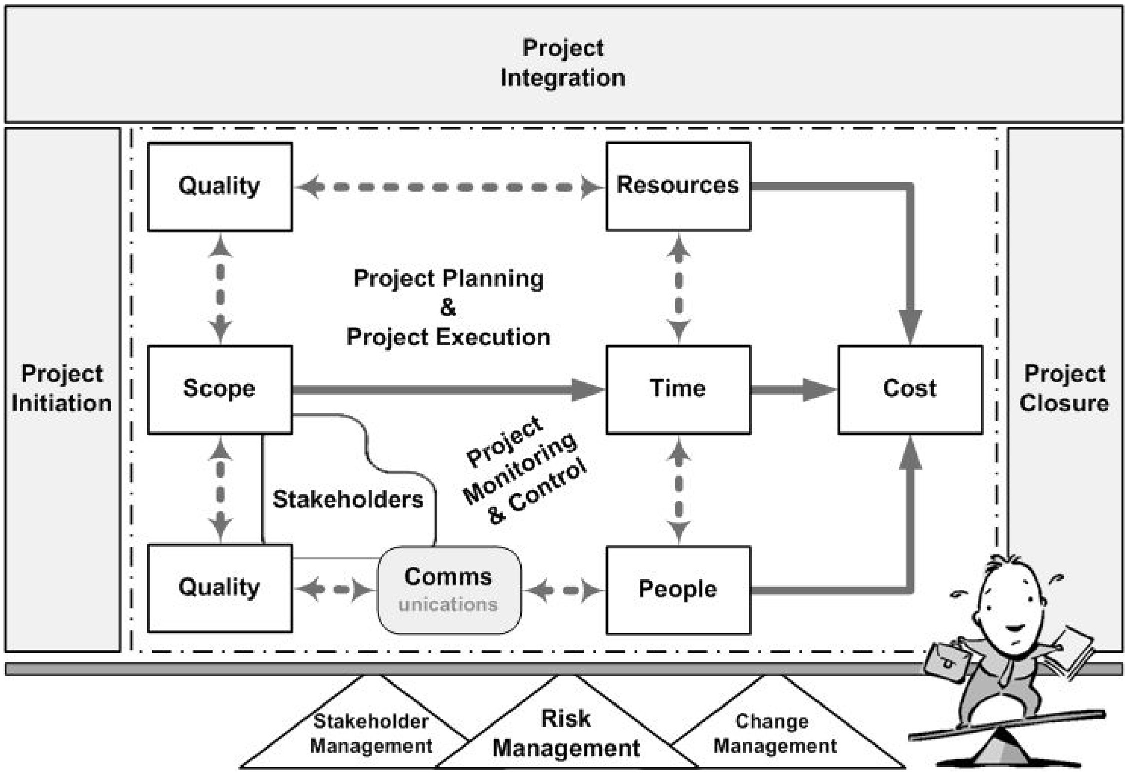

Figure 2.4 Project Management Integration (Source: (Boyde, 2015))

At a glance Project Integration Management would include the following processes: Developing the Project Charter, Developing the Project Management Plan, Directing and Managing Project Work, Monitoring and Controlling Project Work, Performing Integration Change Control, and Closing the Project. Figure 2.5 Below show the *PMBOK® Guide'*s Breakdown as to the processes such as the inputs, tools and techniques and outputs which make up Project Integration Management.

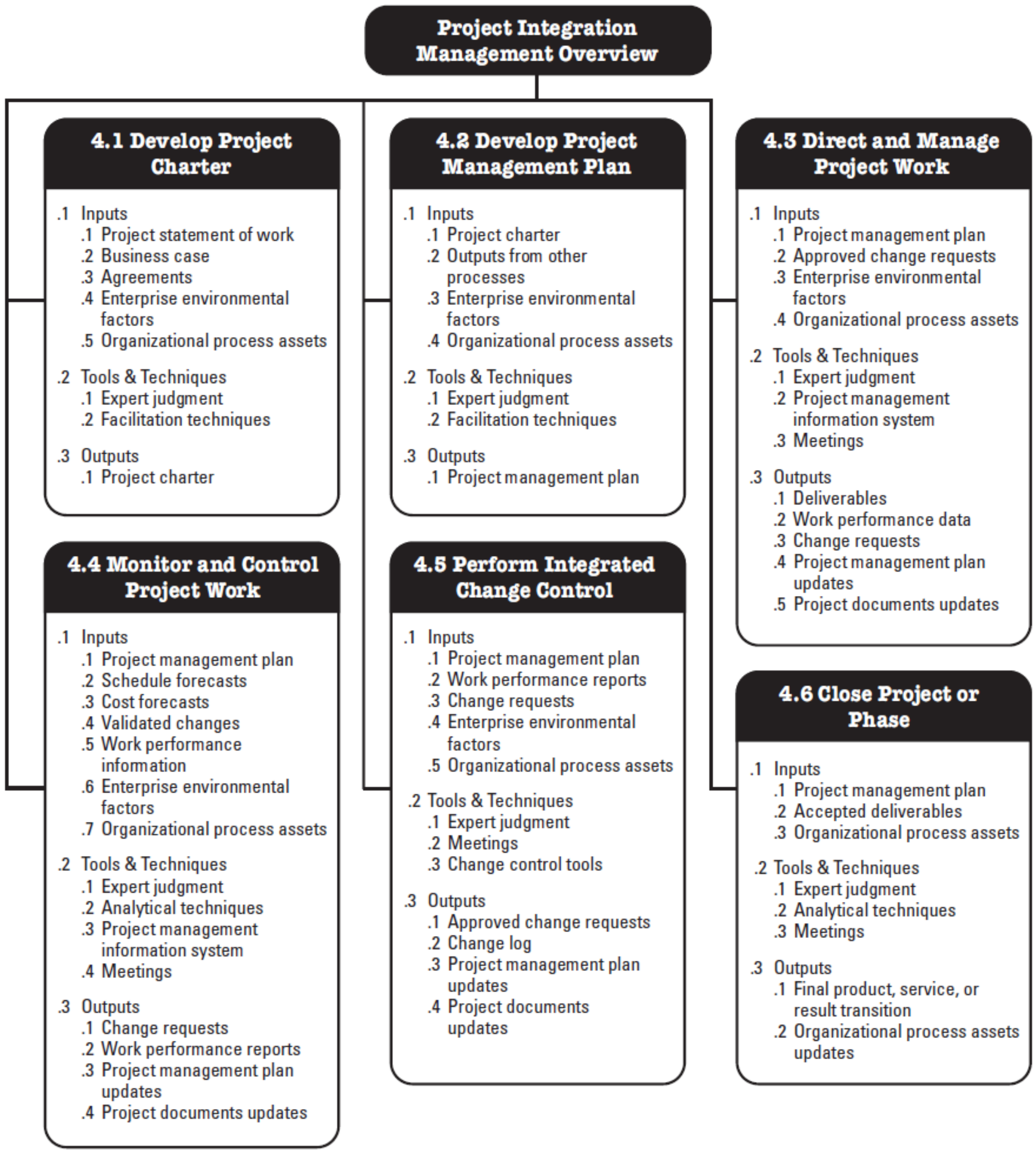

Figure 2.5 Project Integration Management Overview (Source: (PMI, 2013)

2.2.5.1.2 Project Scope Management

Project Scope Management involves making sure that activities pertaining to work that is to be done are agreed upon. It also involves gaining signoff by both the customer and the project manager on the agreed upon deliverables. Scope, as it pertains to a project, is "the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks, costs and deadlines." (Rouse, 2015) As defined by the *PMBOK® Guide*, Scope "includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.” The processes which make up Scope Management are: Plan Scope Management, Collect Requirements, Define Scope, Create WBS, Validate Scope and Control Scope. Figure 2.6 below shows in detail the inputs, tools and techniques as well as the outputs of these activities.

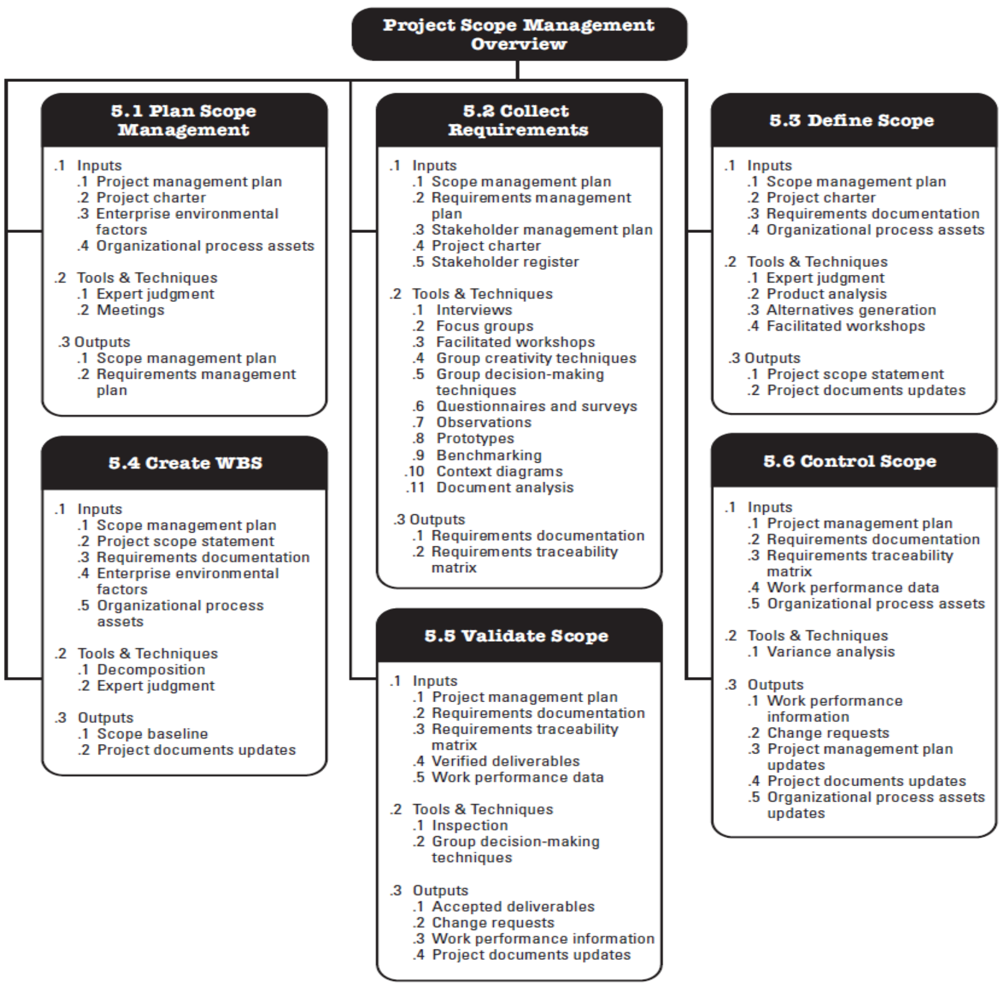

Figure 2.6 Project Scope Management Overview (source: (PMI, 2013)

2.2.5.1.3 Project Time Management

The purpose of Project Time Management is to ensure that the project is completed within the agreed timeframe, and that each of the agreed milestone dates are achieved. (Boyde, 2015) It is important to pay attention to time as it can impact the project in a major way.

Time is considered to be a constraint in all projects as, if not managed efficiently, it can lead to project failure. Project Time Management is defined as “the processes required to manage the timely completion of a project.” (PMI, 2013) Figure 2.7 below shows visually all the processes invovled in Project Time Management as well as their inputs, tools and techniques and outputs.

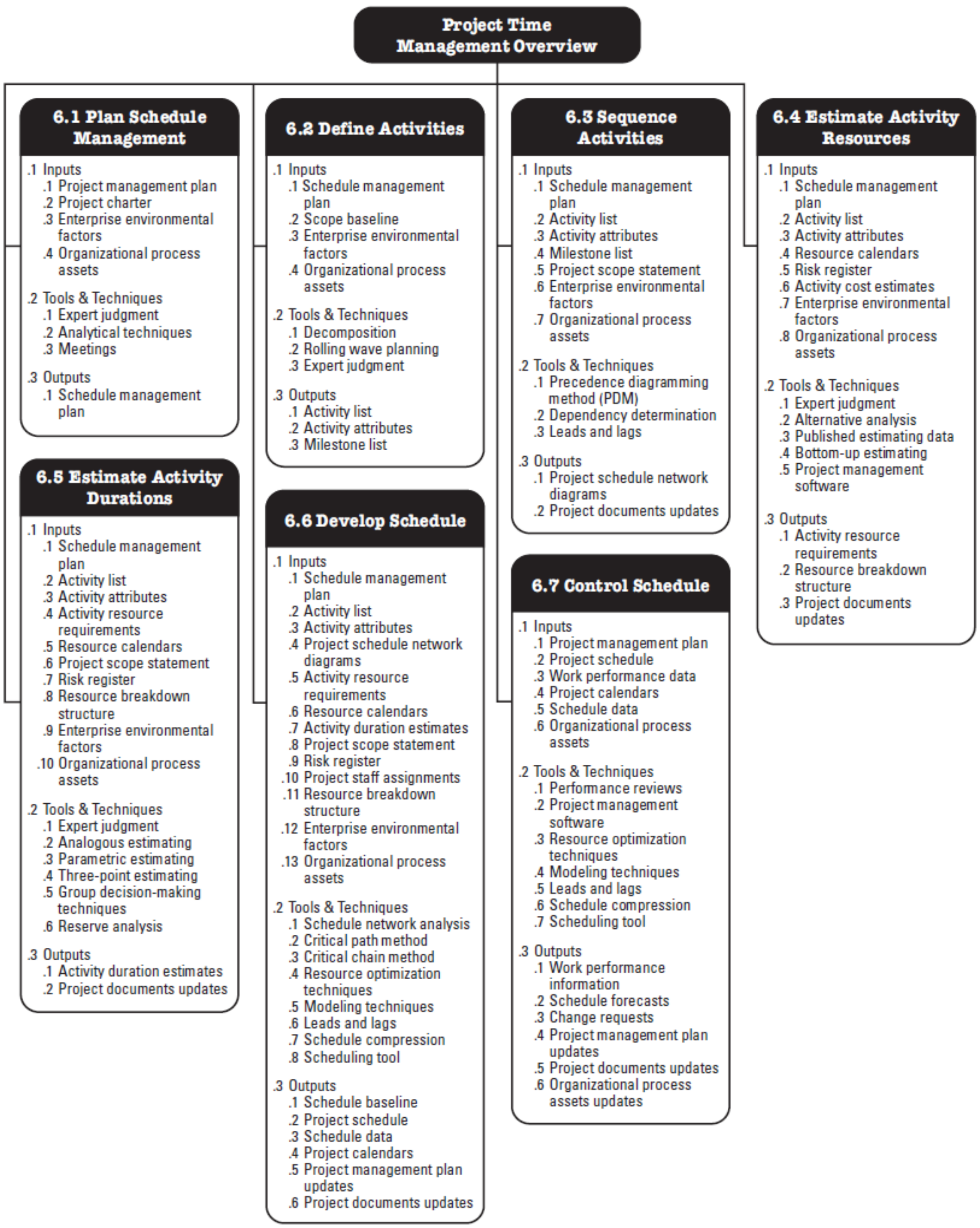

Figure 2.7 Project Time Management Overview (source: (PMI , 2013)

2.2.5.1.4 Project Cost Management

Project Cost Management includes the following processes: Planning Cost Management, Estimate Costs, Determine Budget, and Control Costs. The purpose of Project Cost Management is to ensure that the project is completed within the agreed and approved budget. (Boyde, 2015) The *PMBOK® Guide* illustrates the processes of Project Cost Management as seen below in Figure 2.8.

Plan Cost Management – invovles establishing "policies, procedures, and documentation for planning, managing, expending, and controlling project costs." Therefore, one can be guided as to what is exepcted in terms of spending during the project.

Estimate Costs- here an estimation is made as to as to the amount of money that would be needed to complete the project.

Determine Budget – the cost of individual activities is established in this respect as well as a cost baseline. A budget allows for cost performance to be meaured up against it when it comes to monitoring and controlling cost.

Control Costs – this is where the knowledge area of monitoring and controlling is applied. Therefore, in this respect, "monitoring the status of the project to update project costs and managing changes to the cost basline" takes place. (PMI, 2013)

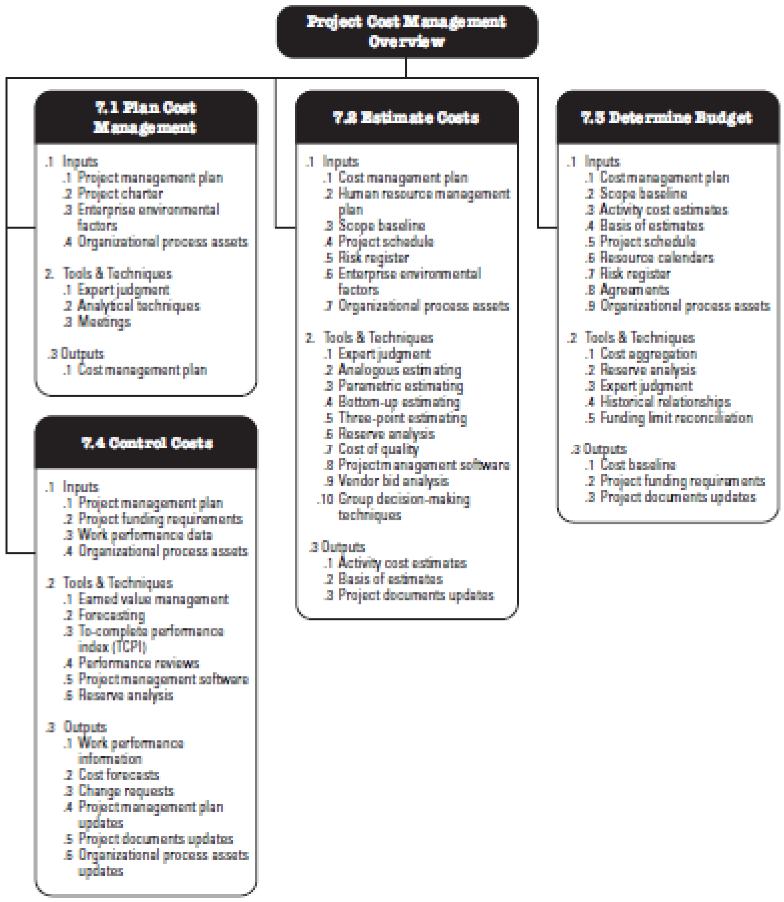

Figure 2.8 Project Cost Management Overview (source: (PMI, 2013)

2.2.5.1.5 Project Quality Management

Plan Quality Management, Perform Quality Assurance and Control Quality are processes which are a part of Project Quality Management. These activities are what “determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.” (PMI, 2013) In other words, the purpose of Project Quality Management is to ensure that the project’s deliverables conform to the agreed Acceptance Criteria, and to ensure that the project team members are following the relevant quality processes and procedures. (Boyde, 2015)

Plan Quality Management – invovles “the identifying of quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with relevant quality requirements.” (PMI, 2013)

Perform Quality Assurance - this process falls into the execution process group. It involves auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

Control Quality - this “is the process or monitoring and recording results of execting the quality activities to assess performance and recommend necessary changes.” (PMI, 2013) Below is a visual representation of Project Quality Managemet and its processes.

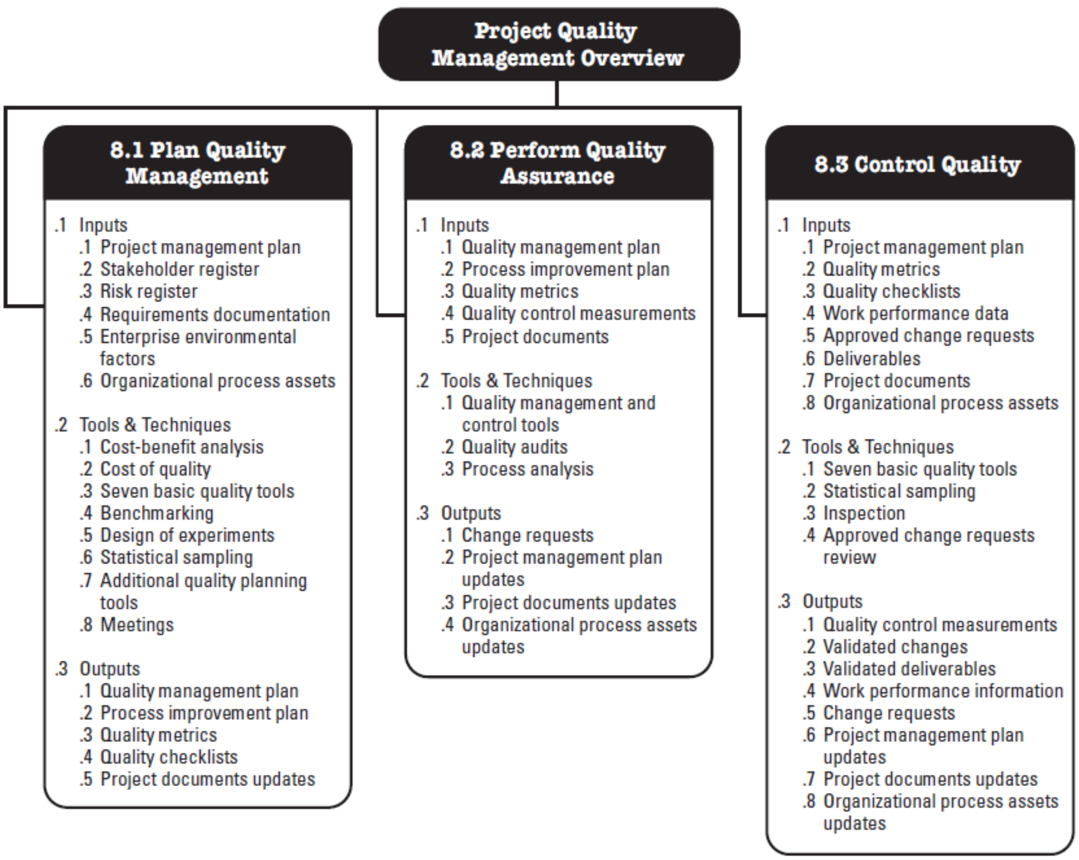

Figure 2.9 Project Quality Management Overview (source: (PMI, 2013)

2.2.5.1.6 Project Human Resource Management

All that is involved in organizing, managing and leading the project team is what Project Human Resource Management is about. The purpose of Project Human Resource

Management is to ensure that the people aspects of the project are handled in a humane manner, to ensure that the project team members are utilized effectively and efficiently. (Boyde, 2015) The processes invovled are: Plan Human Resource Management, Acquire Project Team, Develop Project Team and Manage Project Team. Figure 2.10 shows visual representation of Project Human Resource Management.

Plan Human Resource Management – involves identifying and documenting all the responsibilities, roles etc. as welll as creating a staffing management plan
Acquire Project Team – is the process of recruiting the members with in or without the organization who may have the skills necessary to acommplish the project goals.

Develop Project Team – may involve training and improving team members in terms of hard and soft skills.

Manage Project Team – is the "process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance." (PMI, 2013)

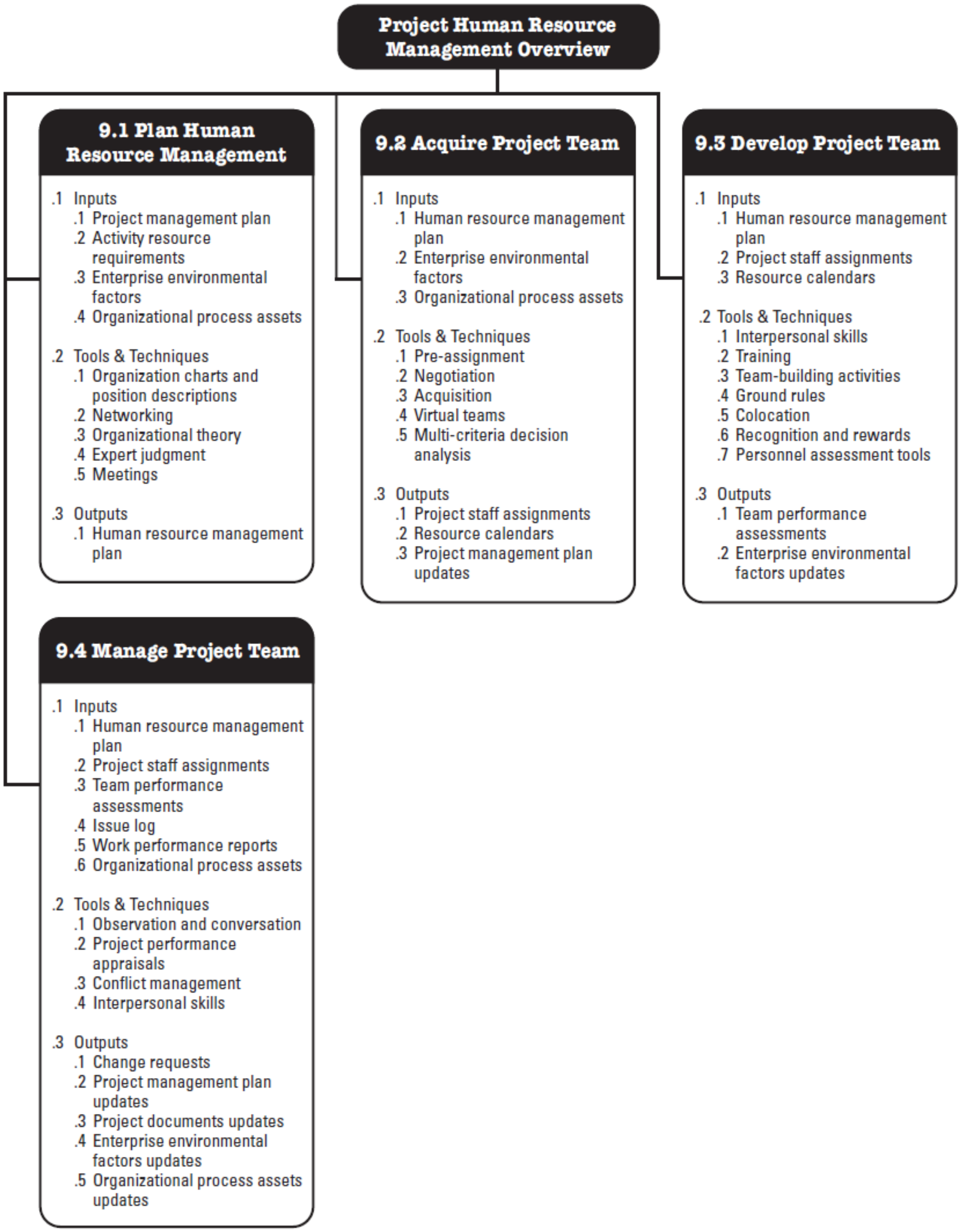

Figure 2.10 Project Human Resource Management Overview (source: (PMI, 2013)

2.2.5.1.7 Project Communications Management

Over 85% of Project management involves communication; therefore, it is also important to implement Project Communications Management. Involved in this process is the following: Plan Communication Management, Manage Communications and Control Communications. Project Communications Management involves the processes that require timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. (PMI, 2013)

The purpose of Project Communications Management is to ensure the timely and relevant bi-directional exchange of project information, and to ensure that records of such stakeholders' interactions are kept for future reference. (Boyde, 2015) The Processes include:

Plan Communications Management – a process of planning things such as policies, and guidelines, as well as all communications requirements for stakeholders.

Manage Communications – thisrefers to the sharing of information, whether it has to do with creating, collecting, distributing, storing or retrieving.

Control Communications – refers to the monitoring and controling of communication during the entire project. Figure 2.11 shows a visual representation of Project Communications Management.

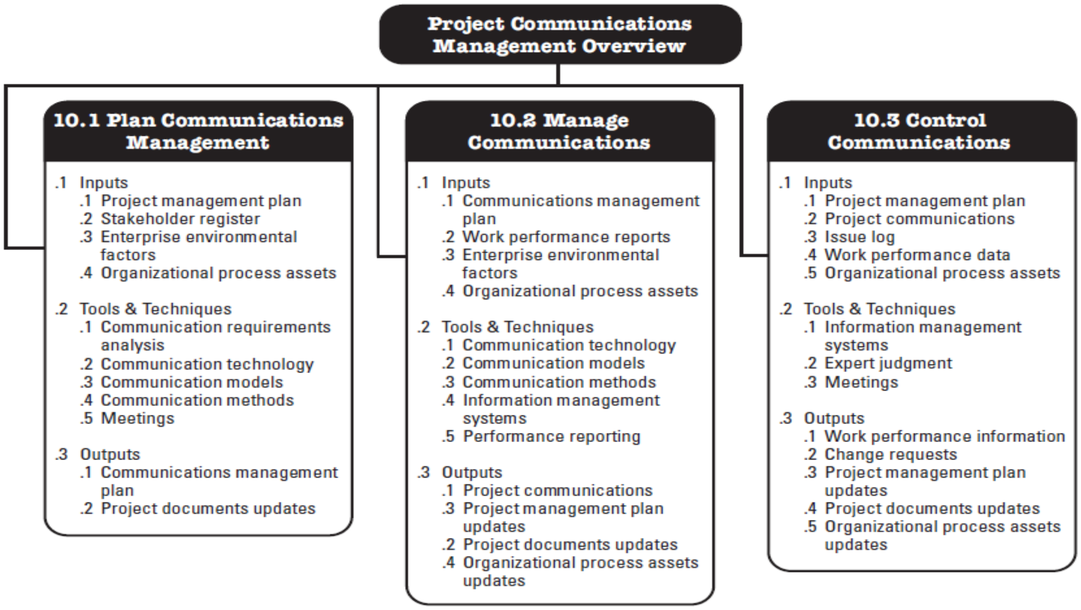

Figure 2.11Project Communications Management Overview (source: (PMI, 2013)

2.2.5.1.8 Project Risk Management

Risk in terms of Project Management is defined as "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives." (PMI, 2013) Managing Project Risk is an integeral part of Project Management. Therefore Project Risk Management invovles processes where risk management planning, identification, analysis, response planning and controlling the risks are important.

The purpose of Project Risk Management is to ensure that the project is not derailed by risks and issues that confront it. (Boyde, 2015) Figure 2.12 shows visual represenation of Project Risk Management and its processes.
Plan Risk Management invloves identifying risk management activities to know how to deals with all risks.

Identify Risks –is specifying risks and documenting how they can or will affect the project.
Perform Qualitative Risk Analysis – invovles indepth analysis of all identified risks, including prioritizing them in terms of their impact and how they can be dealt with.

Perform Quantitative Risk Analysis – refers to analyzing risks from a mathematical prospective in respect of how they can affect the project, whether by cost or time overruns or other challenges.

Plan Risk Responses – involves specifying all options regarding how to deal with risks when they occur.

Control Risks – invovles putting into action risk response plans, tracking identified risk and monitoring residual risks, identifying new risks and evaluating risk control processes for effectiveness throughout the project. (PMI, 2013)

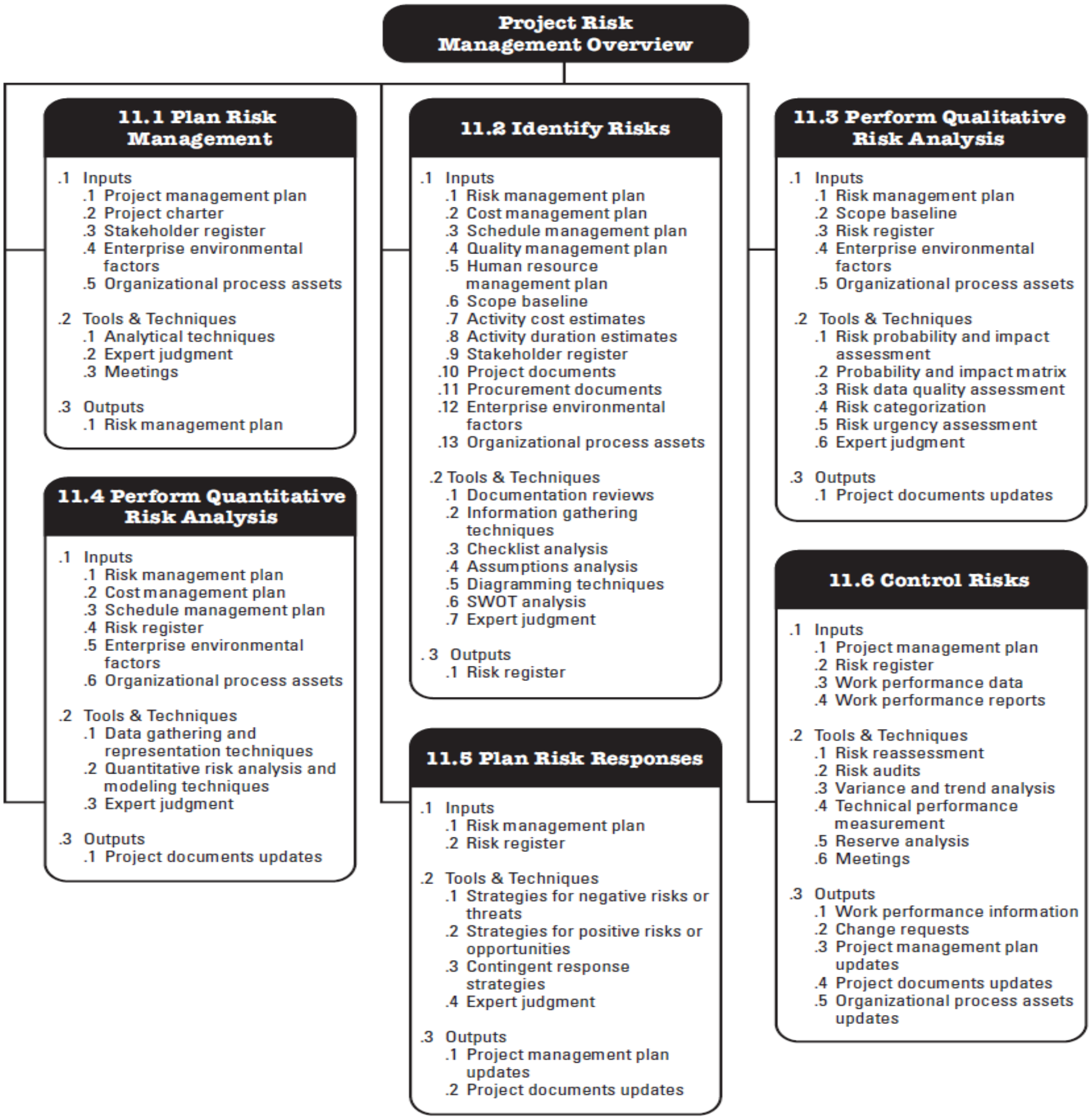

Figure 2.12 Project Risk Management Overview (source: (PMI, 2013)

2.2.5.1.9 Project Procurement Management

The *PMBOK® Guide* defines Project Procurement Management as “the processes necessary to purchase or acquire products, services, or results needed from outside the project team.” There are four activities involved in this process. They are: Plan Procurement Management, Conduct Procurements, Control Procurements and Close Procurements. Refer to Figure 2.13 which shows the processes involved with Project Procurement Management.

The purpose of Project Procurement Management is to ensure that the inanimate resources of the project are handled appropriately, and to ensure that these resources are utilized effectively and efficiently. (Boyde, 2015)

Plan Procure Management – refers to the identification and documentation of decisions, specifications, and potential sellers.

Conduct Procurements- means collecting the identified sellers' responses and completing the process of selecting a seller and awarding contracts.

Control Procurements – involves the process of monitoring contract performance and procurement interactions, as well as making changes and connections as appropriate.

Close Procurements – refers to compleing each project procurement. (PMI, 2013)

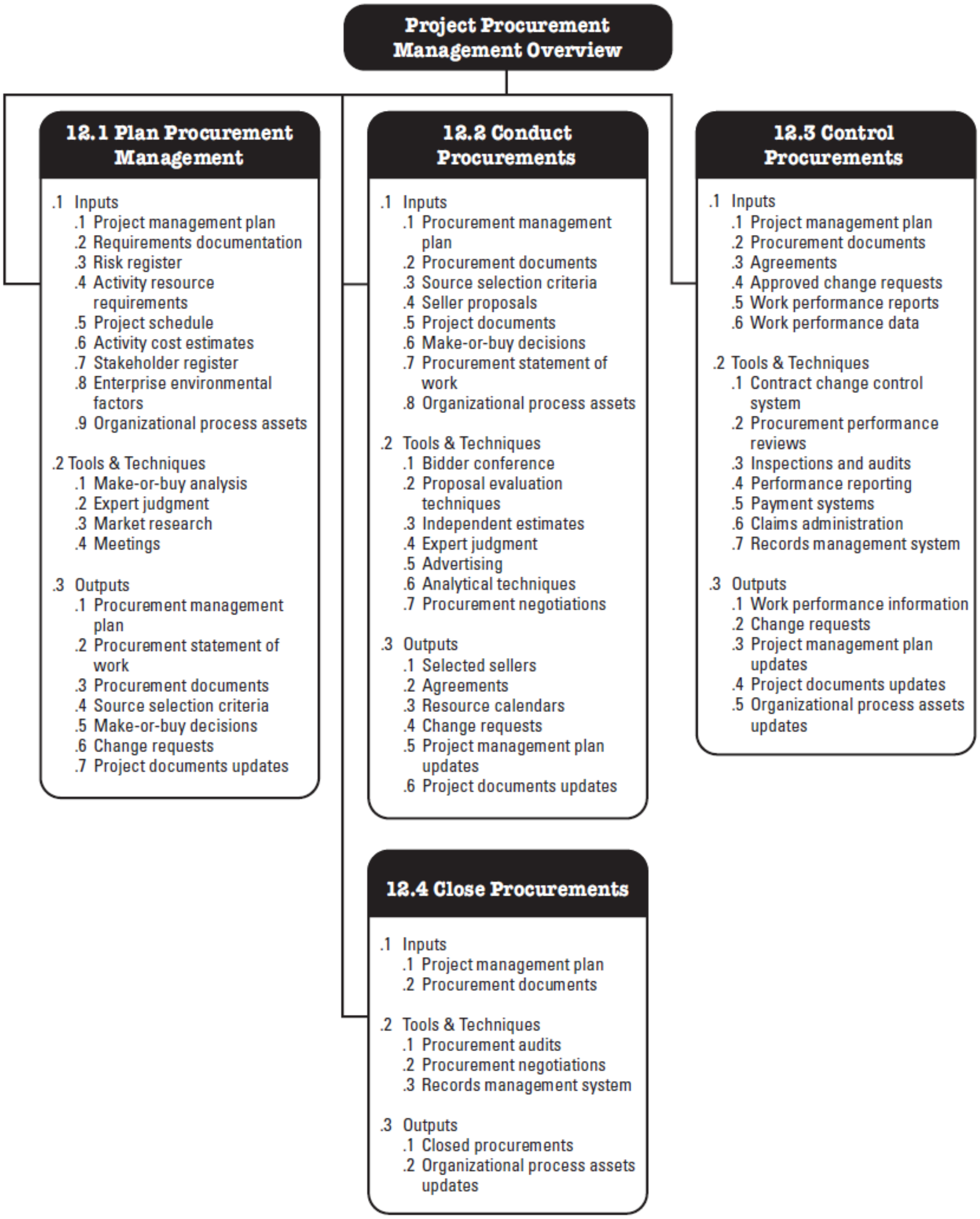

Figure 2.13 Project Procurement Management (source: (PMI, 2013)

2.2.5.1.10 Project Stakeholder Management

The purpose of Project Stakeholder Management is to ensure that the project stakeholder's needs, wants expectations, perceptions and concerns are handled appropriately. (Boyde, 2015) The processes involved in Project Stakeholder Management are as follows:

Identify Stakeholders – this is undertaking a process of identifying Stakeholders, where each stakeholder is analyzed based on the impact or influence they can have on the project. It also means documenting this information.

Plan Stakeholder Management – based on the anlaysis which was conducted in the Identify Stakeholder process, strategies are developed in this activity in order to effectively engage Stakeholders during the project. This may involve addressing their needs, or interests.

Manage Stakeholder Engagement – is where the strategies developed in the previous processare acted upon. The project manager would keep in constant contact with all stakeholders, keeping them up-to-date according to his or her interests or needs.

Control Stakeholder Engagement – according to the *PMBOK® Guide* this is "the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders." (PMI, 2013) Figure 2.16 is a visual represenation of Project Stakeholder Management and its processes.

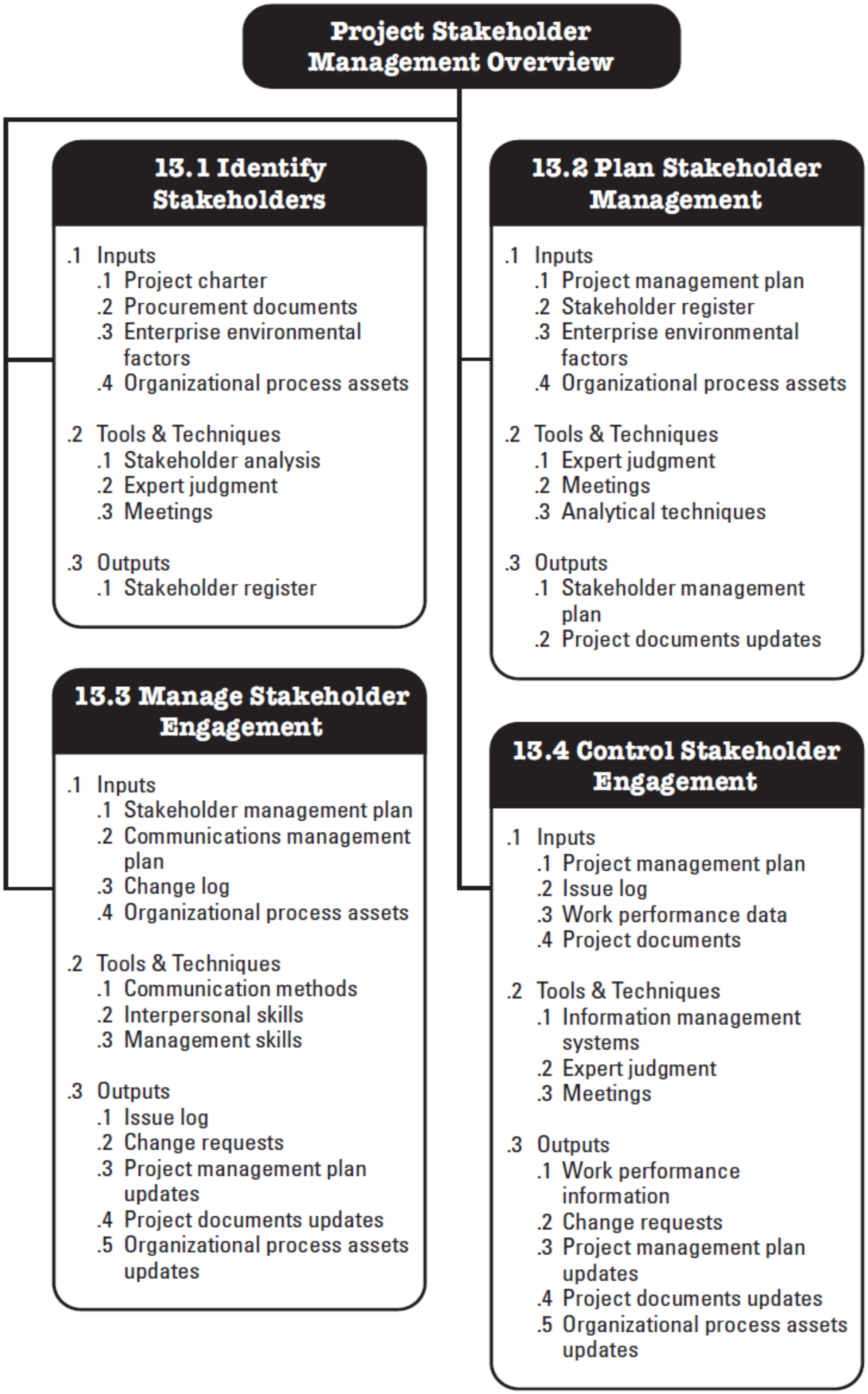

Figure 2.14 Project Stakeholder Management Overview (source: (PMI, 2013)

3.METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is defined as "any system producing information or containing information intended for transmission…" (Information Source, n.d.) This article continues the discussion by stating that information sources can be presented in various forms. These can be textual, meaning books, journals, manuscripts and the like, graphic which represents information by graphs, diagrams, plans and charts, or audiovisual, such as sound recordings, motion pictures and slides. The latter especially may change over the process of time and the invention of new technology, as in the case, for example, of the evolution of vinyl records to cassette tapes and now to cd/dvd cartridges for audio recordings.

Although information sources may be sub-divided as previously mentioned, whether one uses published or unpublished information is of major importance. Published information may be referenced for scholarly purposes, since such information would have been authenticated and officially registered. Such sources are considered part of information science, which is the "conventional designation for scholarly documents or publications, which serve not only as important sources but also as the means of transmission of information in space and time." (Information Source, n.d.) Information sources can also be divided into primary sources and secondary sources.

1.5.1 Primary sources

Primary sources are defined as sources which "chiefly contain new scholarly information or a new comprehension of known ideas and facts, such as books (excluding handbooks), periodicals and serials, special kinds of technical publications, scientific-technical reports, dissertations, and information charts." (Information Source, n.d.) In other words, the information is original and may come directly from an organisation or person.

1.5.2 Secondary sources

Secondary sources are defined as sources which have "information from primary documents or about them, such as reference literature, surveys, journals of abstracts" which can be sourced through "library catalogues, bibliographical indexes and card catalogs." (Information Source, n.d.) Therefore, the information may be an interpretation or comment on the original/ primary information.

Chart 1 Information sources lists the Primary and Secondary sources as it pertains to the FGP.

Chart 1 Information sources (Source: compiled by Author)

Objectives	Information sources	
	Primary	Secondary
1. To perform a current state analysis of how clients' information is collected, stored and retrieved in order to better understand the needs that a CMS should address.	Interviews with James Dublin and associates	*PMBOK® Guide*, PMI database, Data management and CMS best practices textual and internet
2. To develop a new improved business process to allow for time-optimization and efficiency with a CMS.	Interviews with James Dublin, associates and project team	*PMBOK® Guide* and PMI database and Internet
3. To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for Scope Validation and Control.	Interviews with James Dublin, associates and project team.	*PMBOK® Guide*, PMI database and Internet

4. To develop a Schedule Management Plan which will have defined activities and their sequence, estimates of activity resources, durations, and schedule to allow for schedule control.	Interviews with the project team.	*PMBOK® Guide*, PMI database and Internet
5. To develop a Cost Management Plan to estimate costs and determine the project budget to control costs.	Interviews with the project team and James Dublin and associates.	*PMBOK® Guide*, PMI database and Internet
6. To develop a Risk Management Plan, which identifies risk, reports on Qualitative and Quantitative analysis and planned risk response to allow for control of risks.	Interviews with Project Manager and project team	*PMBOK® Guide*, PMI database and Internet
7. To develop a Stakeholder Management Plan to manage and control stakeholder engagement.	Interviews with Project Manager	*PMBOK® Guide*, and any other textual sources

3.2 Research methods

The term 'research' refers to a "systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analysing the facts and reaching certain conclusions either in the form of solution(s) towards the concerned problem or in certain generalisations for some theoretical formation." (Kothari, 2004) There are several methods for research which include descriptive, analytical, applied, fundamental, quantitative, qualitative, conceptual and empirical. Methods used for this study will place focus on those mentioned in the following sections.

3.2.1 Descriptive Method

Descriptive research method "includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present." (Kothari, 2004) Here only what is happening can be reported. For this method, the researcher must analyse available facts and information. The information or the material on hand is then critically evaluated to solve an identified problem.

Chart 2 Research methods (Source: compiled by Author)

Objectives	**Research methods**	
	Analytical Research Method	Descriptive Research Method
1. To perform a current state analysis of how clients' information is collected stored and retrieved in order to better understand the needs that a CMS should address.	The analytical research method will be used to analyse the facts as it pertains to this objective, thus helping to evaluate the situation and solve the problem previously mentioned in section 1.2 Statement of the problem	This method will provide a thorough explanation of the process as to how clients' information is currently retrieved and stored.
2. To develop a new improved business process to allow for time-optimization and efficiency with a CMS.	Analytical research will be put into action, thus helping to make the decision as to solving the problem.	
3. To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for Scope Validation and Control.	Decision need to be made in terms of how the project will define, validate and control scope. Analytical research will assist in doing so using the *PMBOK® Guide* and previously mention resources.	
4. To develop a Schedule Management Plan which will have defined activities and their sequence,	Analytical research will be employed to assist in defining activities and making judgements, following the	

estimates of activity resources, durations, and schedule to allow for schedule control.	guide line mentioned in the *PMBOK® Guide* and other resources.	
5. To develop a Cost Management Plan to estimate costs and determine the project budget to control costs.	Analytical research will assist in making choices as it pertains to this objective. The *PMBOK® Guide* will be used as well as other references as it pertains to cost.	
6. To develop a Risk Management Plan which identifies risks, reports on Qualitative and Quantitative analysis and planned risk responses to allow for control of risks.	Analytical research will assist in to develop the Risk Management Plan from information obtain from interviews with the stakeholders as well as information which can be obtained	
7. To develop a Stakeholder Management Plan to manage and control stakeholder engagement.	Analytical Research will be used to develop a stakeholder management plan, using the information obtained from the sources mentioned in Chart 1 objective 7.	

3.3 Tools

Tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.” (PMI, 2013) Tools which are used to compile the Final Graduation Project (FGP), and their defintions as given by the PMBOK Guide are as follows:

Project Charter template –“It is a tool to formalize the project initiative, defining clearly what is expected from it. Part of its purpose is to complete ideas; clarify terms; communicate properly ; keep record; define stakeholders. It represents a good start for the project and is a “good PM practice”.” (PMI, 2013).

The following tools will be used as a guide to the FGP:

- Expert Judgement – “Judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training.” (PMI, 2013)
- Interviews– “A formal or informal approach to elicit information from stakeholders by talking to them directly.” (PMI, 2013)
- Requirement Traceability Matrix – “A grid that links product requirements from their origin to the deliverables that satisfy them.” (PMI, 2013)
- Cost Management Plan Template – used as a guide to create the scope in order to formulate a Cost Management Plan.
- Scope Management Plan Template – Used as guide to create the Scope Management Plan.
- Schedule Management Plan Template – Used as a guide to create the Schedule Management Plan.
- Risk Management Plan Template – Used as a guide to create the Risk Management Plan.
- Stakeholder Management Plan Template – used as a guided to create the Stakeholder Management Plan.
- Microsoft Word 2016 - word processing program which offers many functionalities
- WBS Schedule Pro – “is Windows-based Project Management Software that combines a Work Breakdown Structure (WBS) Chart, a Network Chart, a Gantt Chart, a Task Sheet plus numerous additional features to produce a feature-rich yet easy to use tool to plan and manage projects.” (WBS Schedule Pro, n.d.)
- Probability and impact matrix – “A grid for mapping the probability of each risk occurrence and its impact on project objectives if that risk occurs.” (PMI, 2013)

Chart 3 lists the identified tools which will be employed to deliver each listed object as it pertains to the FGP.

Chart 3Tools (Source: compiled by Author and (PMI, 2013)

Objectives	Tools
1. To perform a current state analysis of how clients' information is collected stored and retrieved in order to better understand the needs that a CMS should address.	In gathering information, interviews with stakeholders and expert judgement
2. To develop a new improved business process to allow for time-optimization and efficiency with a CMS.	Interview with the stakeholders, expert judgement and Microsoft Word 2016.
3. To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for Scope Validation and Control.	Project Charter Template, expert judgement and meetings, Project Traceability Matrix template, Microsoft Word 2016, Scope Management Plan Template, Microsoft Project 2016, WBS Schedule Pro.
4. To develop a Schedule Management Plan which will have defined activities and their sequence, estimates of activity resources, durations, and schedule to allow for schedule control.	Expert judgement, meetings, Microsoft Project 2016, Schedule Management Plan Template, WBS Schedule Pro, Project Milestone List template, Project Activity List Template
5. To develop a Cost Management Plan to estimate costs and determine the project budget to control costs.	Expert judgement, analytical techniques, meetings, Project Cost Management Template.
6. To develop a Risk Management Plan which identifies risks, reports on	Analytical technique, expert judgement and meetings, Probability and Impact

qualitative and quantitative analysis and planned risk responses to allow for control of risks.	Matrix, Risk Management Plan Template.
7. To develop a Stakeholder Management Plan to manage and control stakeholder engagement.	Meetings, expert judgement and analytical techniques, Stakeholder Management Plan template, Stakeholder Risk Register Template, Stakeholder Engagement Assessment Matrix, Stakeholder Analysis Chart.

3.4 Assumptions and constraints

The PMBOK Guide defines an assumption as “a factor in planning process that is considered to be true, real, or certain, without proof or demonstration.” In addition, it defines a constraint as “a limiting factor that affects the execution of a project, program, portfolio, or process.” Listed below in Chart 4 are assumptions and constraints as it pertains to the specific objectives of the FGP.

Chart 4Assumptions and constraints (Source: compiled by Author)

Objectives	Assumptions	Constraints
1. To perform a current state analysis of how clients’ information is collected stored and retrieved in order to better understand the needs that a CMS should address.	It is assumed that the stakeholders in this matter will provide accurate information so that the present workflow can be documented	Stakeholder may not be willing to give an accurate account as to the present business process as it pertains to storing client’s information or lack of information.

Objectives	Assumptions	Constraints
		Since it is a law firm, some information may be withheld due to confidentiality issues.
2. To develop a new improved business process to allow for time-optimization and efficiency with a CMS.	It is assumed that by creating a new workflow, the Law firm will be willing to contribute and adapt to these changes.	Project time delay may occur because stakeholders are not available to accept the proposed business process.
3. To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for Scope Validation and Control.	It is assumed that the Scope Management Plan will capture all the needs of the law firm which can be met by implementing a CMS	Scope may be a constraint.
4. To develop a Schedule Management Plan which will have defined activities and their sequence, estimates of activity resources, durations, and schedule to allow for schedule control.	It is assumed that that the time covered in the Schedule Management Plan will be enough to cover the project	The amount of time allotted to get the project should fall between 6 months to a year.
5. To develop a Cost Management Plan to estimate costs and	It is assumed that the amount budgeted in the	The funds may not be readily available.

Objectives	Assumptions	Constraints
determine the project budget to control costs.	Cost Management Plan is sufficient for the project.	Over the period the cost estimates may be insufficient.
6. To develop a Risk Management Plan which identifies risks, reports on qualitative and quantitative analysis and planned risk responses to allow for control of risks.	It is assumed that the risk management plan will be effective in identifying, and monitoring and controlling risks	Time due to project scheduling and costs due to limited budget may be constraints
7. To develop a Stakeholder Management Plan to manage and control stakeholder engagement.	By developing the Stakeholder Management Plan, it is assumed that stakeholders would be engaged an interested in the Project.	Time and scope would be a constraint

3.5 Deliverables

The PMBOK Guide defines a deliverable as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.” Listed below in Chart 5 are the Deliverables which correspond to the specific objects of the FGP.

Chart 5 Deliverables (Source: compiled by Author)

Objectives	Deliverables
1. To perform a current state analysis of how clients’ information is collected	Work flow of present Process

stored and retrieved in order to better understand the needs that a CMS should address.	
2. To develop a new improved business process to allow for time-optimization and efficiency with a CMS.	Business Process/ Workflow
3. To develop a Scope Management Plan which will have the collected requirements, defined scope and Work Breakdown Structure (WBS) to allow for Scope Validation and Control.	Scope Management Plan, Requirements Management Plan
4. To develop a Schedule Management Plan which will have defined activities and their sequence, estimates of activity resources, durations, and schedule to allow for schedule control.	Schedule Management Plan
5. To develop a Cost Management Plan to estimate costs and determine the project budget to control costs.	Cost Management Plan
6. To develop a Risk Management Plan which identifies risks, reports on qualitative and quantitative analysis and planned risk responses to allow for control of risks.	Risk Management Plan
7. To develop a Stakeholder Management Plan to manage and control stakeholder engagement.	Stakeholder Management Plan, Stakeholder Register.

4. RESULTS

This section presents the deliverables which were listed in Chart 5 Deliverables in the previous section. This includes the present workflow process of James Dublin and Associates, improved and time optimized workflow process, Scope Management Plan, Requirements Management Plan, Schedule Management Plan, Cost Management Plan, Risk Management Plan, Stakeholder Management Plan and Stakeholder Register.

4.1 Present Workflow Process

The following work flow process shows the process which takes place before information is captured for clients in the James Dublin and Associates Law office.

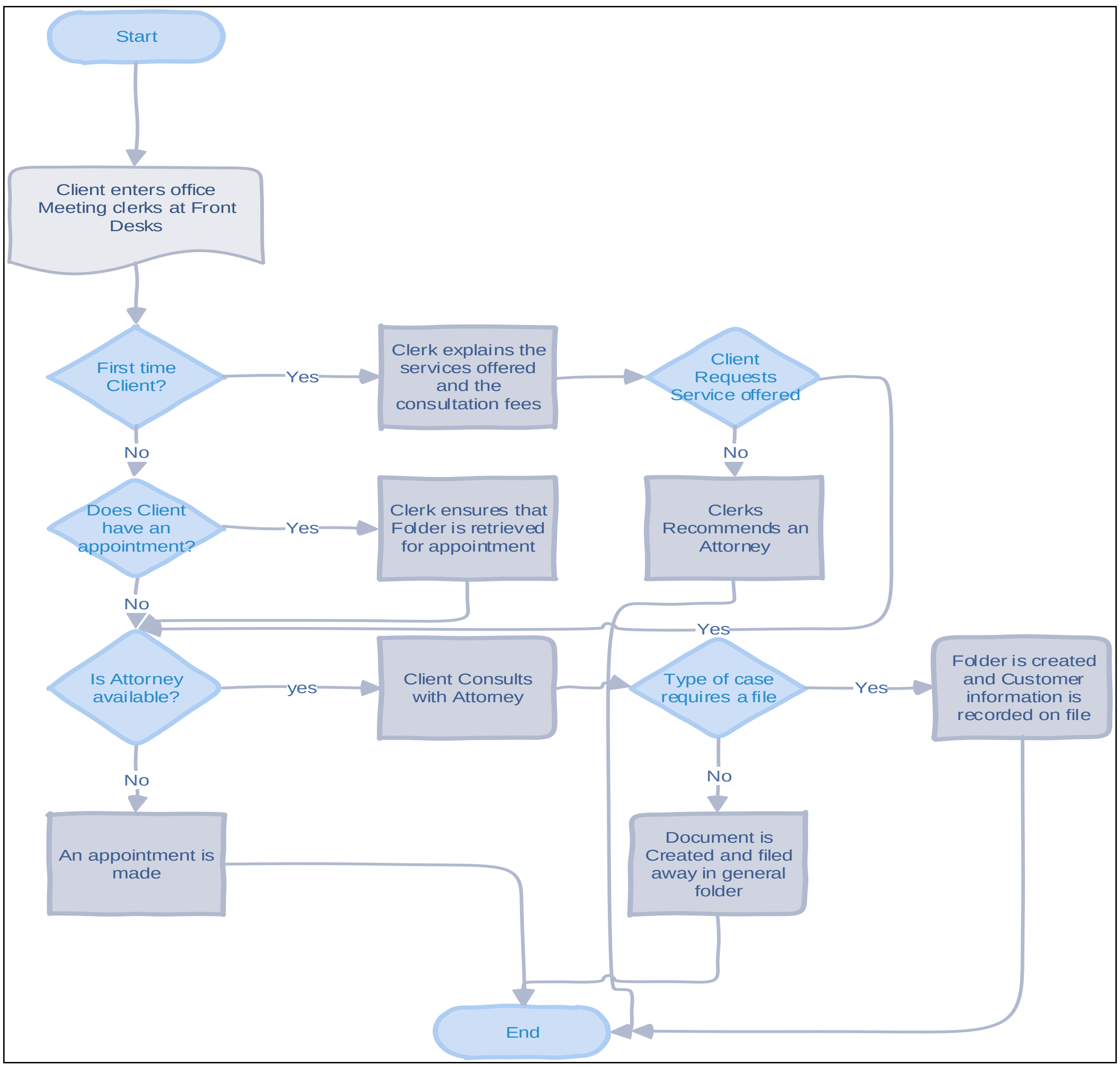

Figure 4.1 Present Workflow of James Dublin and Associates

Chart 6 Present Workflow James Dublin and Associates

Step	Description
1.	Process Starts
2.	A client enters the office and is greeted at the front desk.
3.	Is client a first-time client (If yes go to step 5.)
4.	He/ She would be asked if they have an appointment (if yes go to step.8)
5.	Clerk enquires the reason and states the fees which may apply to the consultation.
6.	The client would then request service offered.
7	If requested service is not offered, then the Clerk recommends another Attorney who offers the requested services. (go to step 14)
8.	If the Attorney is available returning client's file is retrieved from filing cabinet. (If no go Step 12).
9.	Client consults with Attorney
10.	Type of case requires a file (if no go to 12)
11.	Folder is created with client information which is physically recorded on file.
12.	An appointment is scheduled
13.	Document created is placed on general file and Folder is retrieved from filing cabinet and updated as needs be. (e.g. warning letters, affidavits etc.)
14.	End of Process

4.2 Optimized Workflow Proposed

The following flowchart show the new optimized process capturing and retrieving clients' information. Although the process may seem as lengthy as the previous workflow chart, the time in which information is captured and retrieved is improved via the use of a computerized system.

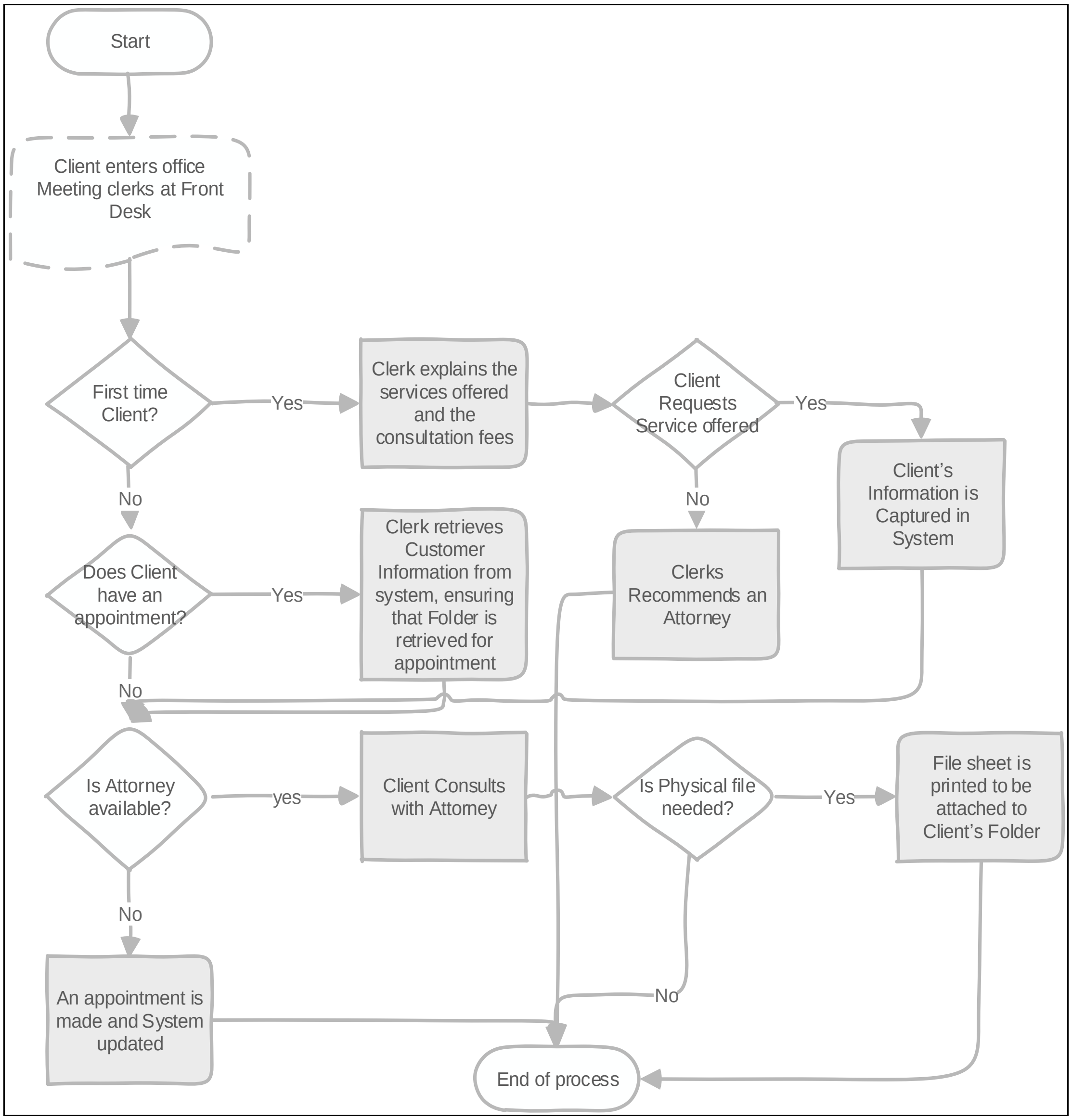

Figure 4.2 Time optimized workflow for James Dublin and Associates

Chart 7 Time optimized Workflow James Dublin and Associates

Step	**Description**
1.	Process Starts
2.	A client enters the office and is greeted at the front desk.
3.	Is client a first-time client (If yes go to step 4.)
4.	He/ She would be asked if they have an appointment (if yes go to step.8)
5.	Clerk enquires the reason and states the fees which may apply to the consultation.
6.	The client would then request service offered.

7	If requested service is not offered then the Clerk recommends another Attorney who offers the requested services. (go to step 15)
8.	Client's Information is Capture in System.
9.	If the Attorney is available (if no go Step 13).
10.	Client consults with Attorney.
11.	Type of case requires a physical file (if no go to 15)
12.	File sheet is printed to be attached to client's folder.
13.	An appointment is scheduled
14.	Document created is placed on general file and folder is retrieved from filing cabinet and updated as needs be. (e.g. warning letters, affidavits etc.)
15.	End of Process

4.3 Scope Management Plan

This Scope Management Plan presents the processes which are involved to make sure that the necessary work required to complete this project is documented, and the process of how the work is to be defined, validated, and controlled. The persons responsible for managing the scope can be guided by this document. This will assist in monitoring and controlling aspects of this project.

This project is for the Implementation of a Customer Management Software for the James Dublin and Associates Law Firm. An increase in the client base, has created the need to find a better solution for the management of client's information. A decision has been made to acquire a Customer Management Software to store customer's information for optimal retrieval.

This project is for the implementation of said Customer Management Software. This includes the following phases: initiation, planning, execution and close out; and are further broken down into work packages.

4.3.1 Scope Management Approach

For this project, scope management will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager, Project Sponsor and stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. Proposed scope changes may be initiated by the Project Manager, stakeholders or any member of the project team. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request the Project Manager will submit the scope change request to the Project Sponsor for acceptance. Upon approval of scope changes by Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all stakeholders. Based on feedback and input from the Project Manager and stakeholders, the Project Sponsor is responsible for the acceptance of the final project deliverables and project scope.

4.3.2 Roles and Responsibilities

The Project Manager, Sponsor and team will all play key roles in managing the scope of this project. As such, the Project Sponsor, Manager, and team members must be aware of their responsibilities to ensure that work performed on the project is within the established scope throughout the entire duration of the project. The table below defines the roles and responsibilities for the scope management of this project.

Chart 8 Scope Management Roles and Responsibilities

Name	Role	Responsibilities
Judith Dublin	Sponsor	- Approve or deny scope change requests as appropriate - Evaluate need for scope change requests - Accept project deliverables
Amiah Casey	Project Manager/ Team Leader	- Measure and verify project scope - Facilitate scope change requests - Facilitate impact assessments of scope change requests - Organize and facilitate scheduled change control meetings - Communicate outcomes of scope change requests - Update project documents upon approval of all scope changes
Kyrah Carr	Team Member	- Participate in defining change resolutions - Evaluate the need for scope changes and communicate them to the Project Manager as necessary
Charity Dublin	Team Member	- Participate in defining change resolutions - Evaluate the need for scope changes and communicate them to the Project Manager as necessary

4.3.3 Scope Definition

The scope for this project was defined through a comprehensive requirements collection process. First, a thorough analysis was performed on the firm's present workflow process. From this information, the project team developed a new workflow, and the project requirements management plan for what the new software application must accomplish.

The project description and deliverables were developed based on the requirements collection process and input from subject matter experts in software design, technical support, programming and business applications. This process of expert judgment provided feedback on the most effective ways to meet the original requirements of providing a software platform from which the company can improve its customer information management processes.

4.3.4 Project Scope Statement

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes identification of the work which should not be performed to eliminate any implied but unnecessary work which falls outside the of the project's scope.

This project includes the selection, customization and testing of a new software application for tracking client's information. The deliverables for this project are a software application for customer information with the flexibility to modify and expand the application as necessary in the future. This project will be accepted once the new software has been successfully tested by the firm and has been shown to be compatible with the company's current information technology (IT) infrastructure. This project does not include ongoing operations and maintenance of the software. Additionally, the project is not to exceed 180 days in duration or $30,000 in spending. Assumptions for this project are that support will be provided by the project sponsor and the firm's staff for the successful completion of this project.

4.3.5 Work Breakdown Structure

To effectively manage the work required to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work and no less than 4 hours of work. This will allow the Project Manager to more effectively manage the project's scope as the project team works on the tasks necessary for project completion. The project is broken down into five phases: initiation phase, planning phase, execution phase, control phase and closeout phase. (see WBS structure below).

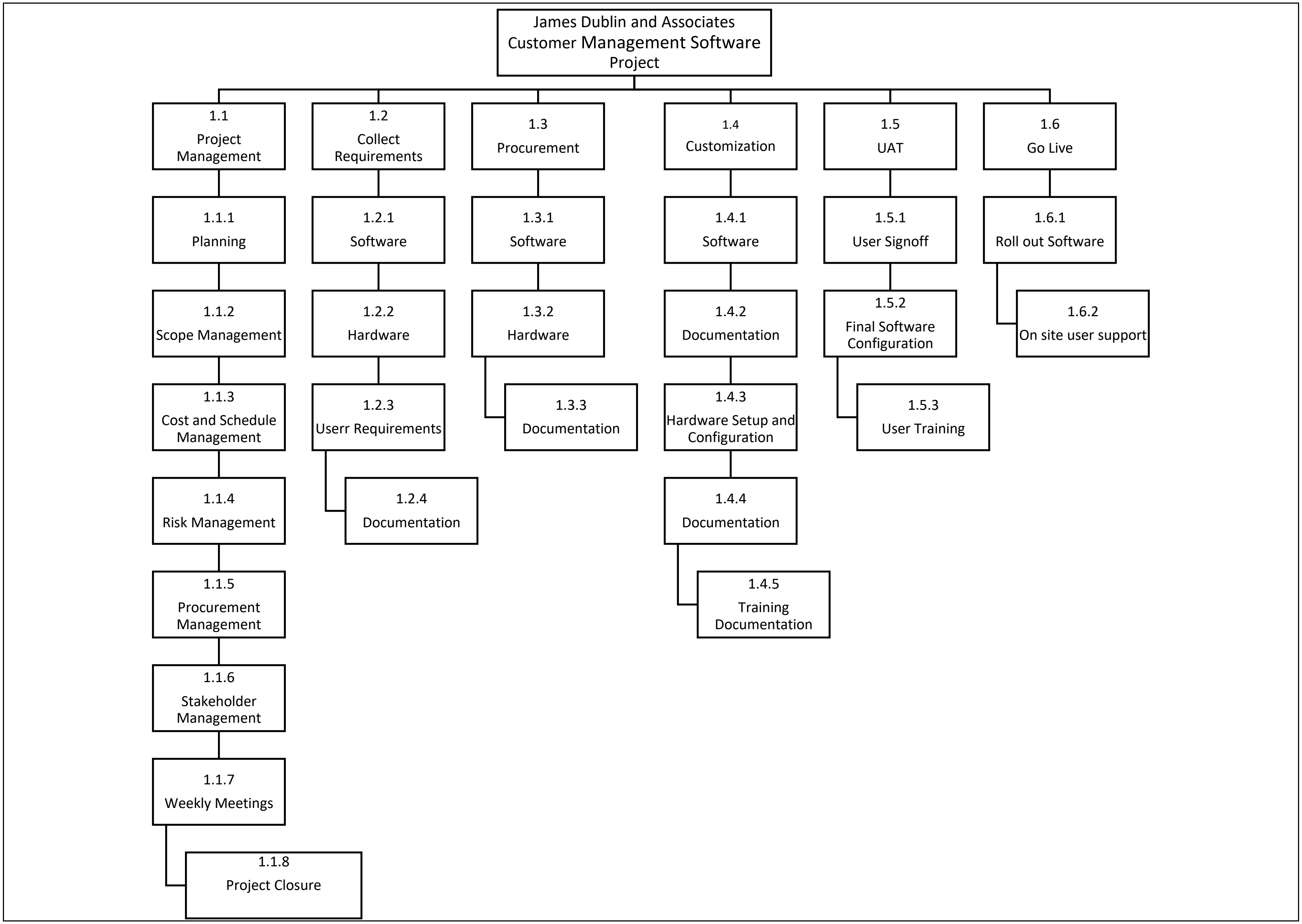

Figure 4.3.1 Work Breakdown Structure (WBS)

To more clearly define the work necessary for project completion the WBS Dictionary is used. The WBS Dictionary includes an entry for each WBS element. It also includes a detailed description of work for each element and the deliverables, budget and resource needs for that element. The project team will use the WBS Dictionary as a statement of work for each WBS element.

Chart 9 WBS Dictionary

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
1	**1**	**James Dublin and Associates Customer Management Software Project**	**All work to Implement a Customer Management Software System for James Dublin and Associates**	**Customer Management Software**	**$24,000.00**	
2	**1.1**	**Project Management**	**The work to initiate the project.**		**$3,400.00**	
3	1.1.1	Planning	The planning of the Project	Project Management Plan		Laptop Computer Internet Relevant Literature
3	1.1.2	Scope Management	Design Scope Management Plan and monitor and control Scope	Scope Management Plan, Project WBS		Laptop Computer Relevant Literature
3	1.1.3	Cost & Schedule Management	Design Cost and Schedule Management plans and monitor and control costs and Schedule	Cost Management Plan and Schedule Management Plan		Laptop Computer Relevant Literature
3	1.1.4	Risk Management	Devise Risk Management Plan and monitor and control project risks and costs	Risk Management Plan		Laptop Computer Relevant Literature
3	1.1.5	Procurement Management	Devise Procurement Management Plan and monitor and	Procurement Management Plan		Laptop Computer Relevant Literature

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
			control procurement			
3	1.1.6	Stakeholder Management	Design, monitor and control Stakeholder Management Plan and design Stakeholder Register	Stakeholder Management Plan and Stakeholder Register		Laptop Computer Relevant Literature
3	1.1.7	Meeting	Weekly Project Meetings where tasks are assigned and reports are given	Meeting Minutes, Progress Reports		Laptop Computer Relevant Literature, Project Team
3	1.1.8	Project Closure	Activities which are required to close the project is executed	Up dated Project Documents, Lessons Learned		Laptop Computer Relevant Literature, Project Team
2	**1.2**	**Collect Requirements**	**Project Requirements are gathered, clarified and documented**	**Requirements Documentation**	**$3,400.00**	
3	1.2.1	Software Requirements	Requirements for Software are collected, finalized and approved	Software Requirements Document		Laptop Computer, Requirements Document, Project Team
3	1.2.2	Hardware Requirements	Requirements for Hardware are collected, finalized and approved	Hardware Specifications Document		Laptop Computer, Requirements Document, Project Team

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
3	1.2.3	User Requirements	Requirements for users are collected, finalized and approved	User Requirements Document		Laptop Computer, Requirements Document, Project Team
3	1.2.4	Documentation	All documentation is completed and collected	Updated Requirements Documentation		Laptop Computer, Requirements Document, Project Team
2	**1.3**	**Procurement**	**All tasks pertaining to procurement is executed and documented**	**Procurement Documentation**	**$9,700.00**	
3	1.3.1	Software Procurement	Procure Software and licensing	Software Procurement Documentation		Requirements Document, Project Team
3	1.3.2	Hardware Procurement	Procure hardware	Hardware Procurement Documentation	$2,900.00	Requirements Document, Project Team
3	1.3.3	Procurement Documentation	Complete all documentation as it pertains to Procurement	Updated procurement documentation		Requirements Document, Project Team
2	**1. 4**	**Customization**	**All tasks pertaining to customizing software and hardware executed**	**Prototype Software to be tested**	**$3,400.00**	
3	1.4.1	Software Customization	The technical resources identified and secured to	Prototype of Software		Computers, Project Team

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
			customize the acquired software to the verified user requirements.			
3	1.4.2	Software Documentation	All documentation pertaining to customization of software compiled and updated	Updated Software Documentation		Laptop Computer, Project Team
3	1.4.3	Hardware Setup and configuration	Technical resources to setup, install and upgrade all hardware identified and engaged	Hardware Setup and Configured		Project Team
3	1.4.4	Hardware Documentation	All documentation as it pertains to hardware compiled and finalized	Hardware Documentation		Laptop Computer, Project Team
3	1.4.5	Training Documentation	All documentation pertaining to user training compiled and finalized	Training Materials/ Documentation		Laptop Computer, Project Team
2	**1.5**	**User Acceptance Testing**	**The Introduction of the Software Environment to Users**	**Trained End User**	**$3,400.00**	
3	1.5.1	User Signoff	Based on the presented software the User accepts all software features	Software acceptance documentation signed		User Acceptance Document
3	1.5.2	Final Software Configuration	All software features finalized	Completed software		Laptop Computer, Project Team
3	1.5.3	User Training	Training Sessions for all users implemented	Trained users		Computer Systems, Project Team

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
2	**1.6**	**Go Live**	**Official Launching of Software**	**Completed functioning Software**	**$3,400.00**	
3	1.6.1	Roll out of Software	Software installed on all systems and launched	Launched Software		Project Team
3	1.6.2	On site User Support	Onsite technical resources are made available for any issues which may arise	All issues resolved		Project Team, Documentation

4.3.6 Scope Verification

As this project progresses the Project Manager will verify interim project deliverables against the original scope as defined in the scope statement, WBS and WBS Dictionary. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager and Sponsor will meet for formal acceptance of the deliverable. During this meeting, the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Project Sponsor will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

4.3.7 Scope Control

The Project Manager and the project team will work together to control the scope of the project. The project team will leverage the WBS Dictionary by using it as a statement of work for each WBS element. The project team will ensure that they perform only the work described in the WBS dictionary and generate the defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that this scope control process is followed.

If a change to the project scope is needed, the process for recommending changes to the scope of the project must be carried out. Any project team member or the Sponsor can request changes to the project scope. All change requests must be submitted to the

Project Manager in the form of a project change request document. The Project Manager will then review the suggested change to the scope of the project. The Project Manager will then either deny the change request, if it does not apply to the intent of the project, or convene a change control meeting between the project team and Sponsor to review the change request further and perform an impact assessment of the change. If the change request receives initial approval by the Project Manager and Sponsor, the Project Manager will then formally submit the change request to the Change Control Board. If the Change Control Board approves the scope change, the Project Sponsor will then formally accept the change by signing the project change control document. Upon acceptance of the scope change by the Change Control Board and Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all project team members and stakeholders.

Sponsor Acceptance

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.3 James Dublin and Associates Scope Management Plan. Adapted from (n. d.). Scope Management Plan. Retrieved September 20, 2017, from http://www.projectmanagementdocs.com/project-planning-templates/scope-management-plan.html

4.4 Requirement Management Plan

The purpose of the James Dublin and Associates Requirements Management Plan is to establish a common understanding of how requirements will be identified, analysed, documented, and managed for the Customer Management Software project. Project requirements are the requirements identified to meet the needs of the project and ensure its completion and readiness to hand over to operations. These consist mostly of non-technical requirements. The inputs for the requirements management plan include the Customer Management Software Project Charter and Stakeholder Register.

4.4.1 Requirements Management Approach

The approach that will be used for requirements management for the Customer Management Software project will be broken down into four areas: requirements identification, requirements analysis, requirements documentation, and ongoing requirements management.

- **Requirements Identification:** The Customer Management Software project team will facilitate various methods to collect requirements which may include interviews, or product prototypes. These will be conducted among the project stakeholders to ensure all requirements are captured.
- **Requirements Analysis:** The Customer Management Software project team will analyse requirements to determine if they fall into project categories. Additionally, this analysis will determine where in the WBS the requirements will fall or what work activities correspond to requirements. Accountability and priority for each requirement will also be determined as part of the analysis. Finally, metrics and acceptance criteria must be determined for all requirements to provide a baseline for understanding when a requirement has been fulfilled to an acceptable level.
- **Requirements Documentation:** Once requirements have been identified and analysed, they will be documented and assigned to accountable personnel. These requirements will be added to the CMS project plan and the project team will determine what methodology the accountable personnel will use to track and report on the status of each requirement. All requirements will also be added to the project requirements checklist which must be completed before formal project closure is accepted by the project sponsor.
- **Ongoing Requirements Management:** Throughout the project lifecycle, the project manager will ensure all team members are reporting requirement status and raising any issues or concerns with regards their assigned requirements as appropriate. As the project matures there may be situations in which requirements must change or be altered in some way. The project team must follow the

established change control process to propose any changes to requirements and receive approval from the change control board. Ongoing requirements management also includes receiving approval of all requirements by all vested parties as part of project closure.

4.4.2 Configuration Management

For the CMS project, the Requirements Management Plan will utilize the configuration management activities outlined in the Configuration Management Plan. Key items include documentation/version control and change control:

- **Documentation and Version Control**: All project documentation will be loaded into the Configuration Management Database (CMDB) as the central repository for the CMS project. Appropriate permissions will be granted to the project team for editing and revising documentation. **Any proposed changes to project requirements must be reviewed by the Configuration Control Board (CCB) and have written approval by the project sponsor before any documentation changes are made.** Once these proposed changes are approved and the documentation is edited, the project manager will be responsible for communicating the change to all project stakeholders.
- **Change Control**: Any proposed changes in project requirements must be carefully considered before approval and implementation. Such changes are likely to impact project scope, time, and cost significantly. Any proposed changes to project requirements will be reviewed by the CCB. The role of the CCB is to determine the impact of the proposed change on the project, seek clarification on proposed change, and ensure any approved changes are added to the CMDB. The Project Sponsor, who also sits on the CCB, is responsible for approving any changes in project scope, time, or cost and is an integral part of the change review and approval process.

4.4.3 Requirements Prioritization Process

The project manager will facilitate stakeholder meetings to establish priorities for all project requirements. This project will use a three-level scale to prioritize requirements. The chart below illustrates these levels and defines how requirements will be grouped:

Chart 10 Priority Levels

Priority Level	Definition
High	These requirements are mission critical. They are required for project success or for progression to the next project phase
Medium	These requirements support process operations but can be completed under the present phase
Low	These requirements are functional enhancements and are not desirable if time and resources do not permit

As the project moves forward and additional constraints are identified or there are issues with resources, it may be necessary for the project team and stakeholders to meet to determine what requirements must be achieved, which can be re-baselined, or which can be omitted. These determinations will be made in a collaborative effort based on the priorities of the requirements and which level they are assigned in accordance with the chart above. As any changes in requirements are made, all project documentation must be updated in the CMDB and communicated to all project stakeholders.

4.4.4 Requirements Traceability Matrix

Below is the Requirements Traceability Matrix for the CMS project. The purpose of this matrix is to ensure all product requirements are completed in accordance with the project charter. This matrix provides a thread from all product requirements through customization, testing, and user acceptance. Any approved changes in project scope or requirements will result in changes to the traceability matrix below. Based on impacts of the approved changes, the Project Manager will make the necessary changes to the matrix and communicate those changes to all project stakeholders.

Chart 11 James Dublin and Associates Requirements Traceability Matrix

REQUIREMENTS TRACEABILITY MATRIX						
Project Name: James Dublin and Associates Customer Management Software						
ID#	**WBS ID#**	**Functional Requirement / Use Case**	**Priority**	**Test Case ID#**	**Execution Status**	**Comments**
001	1.2.1	Platform Compatibility	High	TC#001 TC#002		
002	1.2.1	User Password protection, Login, Logout		TC#003 TC#004		
003	1.2.1	Track client's information and keeps history	High	TC#005 TC#006		
004	1.2.1	Audits trail of users	High	TC#007 TC#008		
005	1.2.2	Compatible with Software and other office peripherals	High	TC#009		
006	1.2.2	Under maintenance/ replacement Warranty	High	TC#010		
007	1.2.1	User can enter new client and save	High	TC#011		
008	1.2.1	User can retrieve client's information and electronic files	High	TC#011 TC#012		
009	1.2.3	Documentation is simple and easy to follow	Medium	TC#013		

Sponsor Acceptance

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.4 James Dublin and Associates Requirements Management Plan. Adapted from (n. d.). Requirements Management Plan. Retrieved September 29, 2017, from http://www.projectmanagementdocs.com/project-planning-templates/requirements-management-plan.html

4.5 Schedule Management Plan

The purpose of this Schedule Management Plan is to establish a formal process by which the project schedule will be created and state how schedule management will be executed. This process includes identifying the tools necessary for schedule creation and management, the roles and responsibilities of the project participants in creating and managing the schedule, and the monitoring and control of any proposed schedule changes. To successfully complete this project, it is imperative that formal schedule management guidelines are created, implemented, and followed.

4.5.1 Roles and Responsibilities

All Customer Management Software Project participants will play a role in schedule management. To ensure that every possible consideration is made regarding schedule creation and management, the following roles and responsibilities have been identified:

- **Project Sponsor:** The Project Sponsor is the approval authority for the Customer Management Software Project. The Project Sponsor is responsible for approving any requested schedule changes.
- **Project Manager/ Team Lead**: The Project Manager has overall responsibility for schedule management on the Customer Management Software Project. The Project Manager is required to submit a weekly schedule status update to the Project Sponsor by close of business every Friday. The Project Manager is responsible for chairing the weekly project team schedule meeting. The Project Manager is responsible for leading the project team in identifying and quantifying any schedule impact event which may result in schedule variance. The Project Manager is responsible for reviewing all schedule change requests prior to submitting them to the Project Sponsor for approval.
- **Project Stakeholders**: Stakeholders identifying potential schedule impact events will work with the Project Manager and team to determine if a schedule change request is necessary. Schedule status will be communicated to Stakeholders at the monthly project status meeting.

4.5.2 Schedule Management Strategy

The schedule for the Customer Management Software Project will be based on the Requirements Management Plan, WBS and WBS Dictionary for the project as outlined in the Scope Management Plan. The WBS breaks the project work down into manageable work packages with all the necessary scheduling detail contained in the WBS Dictionary. This includes WBS level, WBS code, element name, description of work, deliverable, budget and required resources. The project team will work together to determine the correct task definition, sequencing, and estimating for all work detailed in the WBS. The project schedule will detail all required project work in the correct sequence while accounting for all task dependencies and required resources as defined in the WBS Dictionary. Once it is developed, the Project Sponsor will review the schedule, communicate any necessary modifications to the Project Manager, and approve the schedule once any required changes are made.

The Customer Management Software Project Schedule will be created as a Gantt Chart in Microsoft Project. As tasks are completed, the Project Manager will update the schedule accordingly to provide awareness of the project schedule to all team members. The creation of the Customer Management Software schedule will identify many scheduled tasks and milestones. However, the following milestones must be included in the schedule as a minimum and require acceptance by the Project Sponsor:

- Plan Project Management
- Collect Requirements
- Project Procurement
- Project Customization
- Project UAT
- Project Go Live

4.5.3 Schedule Monitoring and Control

The Customer Management Software Project will be monitored and controlled aggressively by the Project Manager and team. To provide constant schedule awareness, the Project Manager will chair weekly project schedule meetings. At these meetings, all project team members will be required to report the status of their assigned work as it relates to the schedule. This will allow the Project Manager to fully understand the status of the project schedule and provide him with the opportunity to shift or re-allocate resources and funding, or submit schedule change requests as necessary.

As each schedule task is completed, the team member responsible for the work will provide an update to the Project Manager notifying her of such. These notifications must be immediate and not wait until the next weekly project schedule meeting. This will allow the Project Manager to track schedule status in real time, to provide status updates to the Project Sponsor or stakeholders as necessary with current information. Additionally, as interim project deliverables are completed, they will be presented to the Project Sponsor for deliverable acceptance.

4.5.4 Schedule Change Process

For the Customer Management Software Project, proposed schedule changes will follow a formal process which is agreed to by senior management. Schedule change requests may be submitted by any member of the project team once it has been determined that a boundary condition may be exceeded. The change request will be submitted to the Project Manager. The Project Manager will review the change request with the project team. This review will include an evaluation of the impact of the change request regarding schedule, cost, resources, or project scope. If it is determined that the impact falls within the boundary conditions established below, the change request may be approved or denied by the Project Manager and any changes needed may then be implemented in accordance with the Change Management Plan. If it is determined that the impact exceeds the boundary conditions below, then the change request will be forwarded to the Project Sponsor for review and approval.

Boundary conditions for the Customer Management Software Project are as follows:

CPI less than 0.8 or greater than 1.2
SPI less than 0.8 or greater than 1.2

Once a change request has been approved, the changes will be implemented and the Project Manager is responsible for updating the project schedule and all project plans/documentation, and communicating the change(s) to all project participants. If the impact of the change request requires any changes in the project's scope then it will follow the process defined in the Scope Management Plan.

4.5.5 Activity List

An Activity List as described by the *PMBOK® Guide* is as follows: "The activity list is a comprehensive list that includes all schedule activities required on the project. The activity list also includes the activity identifier and a scope of work description for each activity in sufficient detail to ensure that project team members understand what work is required to be completed. Each activity should have a unique title that describes its place in the schedule, even if that activity title is displayed outside the context of the project schedule." On the following pages is Chart 12 the Activity List for the James Dublin and Associates Customer Management Software Project. Here the Activity ID corresponds to the WBS ID which allows for easy Identification and cross referencing.

4.5.6 Project Schedule Network Diagram

Following the Activity List on the following pages is the James Dublin and Associates Project Network Diagram, Figure 4.5.1, which "is a graphical representation of the logical relationships, also referred to as dependencies, among the project schedule activities (source: PMI, 2013). The James Dublin and Associates project network diagram was compiled on the WBS ID level because of the numerous amount of activities. The network diagram was developed in Microsoft Visio 2016, where each node is identified by the WBS ID and is one Level, two (2), of the WBS. Only packages in level three (3), as it pertains to 1.1 Project Management work package were included. This was done to illustrate how they are related to the other work packages. The nodes display the duration of days, the percentage completed, along with the start and end date of the WBS package. The legend shows the WBS ID as it relates to the WBS work package name.

Chart 12 James Dublin and Associates Activity List

Activity ID	WBS	Activity Name	Predecessors	Successors	Duration/ days	Resources
1	1.1.1	Create Project Management Plan		2	1	Project Manager
2	1.1.1	Create Project Charter	1	3	1	Project Manager
3	1.1.1	Submit Project Charter to be Approved	1	4	0	Project Manager
4	1.1.1	Charter is Approved	3	5	2	Project Sponsor
5	1.1.2	Create Scope Management Plan	4	8	1	Project Manager
6	1.1.2	Submit Scope Management Plan for Approval	4	6	0	Project Manager
7	1.1.2	Scope Management Plan is Approved	6	8	2	Project Sponsor
8	1.1.3	Create Cost Management Plan	4	9	1	Project Manager
9	1.1.3	Submit Cost Management Plan for Approval	8	10	0	Project Manager
10	1.1.3	Cost Manager Management Plan Approved			2	Project Sponsor
11	1.1.3	Create Schedule Management Plan	4	9	1	Project Manager
12	1.1.3	Submit Schedule Management Plan for Approval	8	10	0	Project Manager
13	1.1.3	Schedule Management Plan Approved	12	14	2	Project Sponsor
14	1.1.4	Create Risk Management Plan	4	15	1	Project Manager
15	1.1.4	Submit Risk Management Plan for Approval	14	16	0	Project Manager
16	1.1.4	Risk Management Plan Approved	15	17	2	Project Sponsor
17	1.1.5	Create Procurement Management Plan	41,15	13	1	Project Manager

Activity ID	WBS	Activity Name	Predecessors	Successors	Duration/ days	Resources
18	1.1.5	Submit Procurement Management for Approval	17	19	0	Project Manager
19	1.1.5	Procurement Management Plan Approved	18	20	2	Project Sponsor
20	1.1.6	Create Stakeholder Management Plan	2,13	15	1	Project Manager
21	1.1.6	Submit Stakeholder Management Plan for Approval	14	18	0	Project Manager
22	1.1.6	Stakeholder Management Plan Approved	21	25	2	Project Sponsor
23	1.1.7	Have Weekly Meetings with Project Team	1	24	1	Project Manager, Project team
24	1.1.7	Compile Minutes from Meetings	23	25	1	Project Manager
25	1.1.8	Update Project Management Plan	22,19,16, 13,10,7,4, 1	26	1	Project Manager
26	1.1.8	Update Lessons Learned	25	27	2	Project Manager, Project team
27	1.1.8	Finalize all unfinished activities	70	73	7	Project Manager, Project team
28	1.2.1	Interview Stakeholders for Software Requirements	22	29	1	Project Manager, Project team
29	1.2.1	Compile Software Requirements	28	36	1	Project Manager, Project team
30	1.2.1	Interview Stakeholders for Present Workflow Process	28	31	1	Project Manager, Project team
31	1.2.1	Present Workflow to Stakeholders for Approval	30	32	1	Project Manager, Project team
32	1.2.1	Present New workflow to Stakeholders for Approval	30	33	1	Project Manager, Project team

Activi ty ID	WBS	Activity Name	Predeces sors	Succes sors	Durati on/ days	Resources
33	1.2.1	Workflow and New workflow approved	31,32	34	1	Project team
34	1.2.2	Analyse Company's Hardware Systems	22	35	1	Project team
35	1.2.2	Compile Hardware Requirements	34	36	1	Project Manager, Project team
36	1.2.2	Present Hardware and Software Requirements for Approval	35	37	0	Project Manager
37	1.2.2	Hardware and Software Requirements Approved	36	41	2	Project Sponsor
38	1.2.3	Interview Stakeholders for User Requirements	15	30	1	Project Manager, Project team
39	1.2.3	Submit Documentation for User Requirement for Approval	29	31	0	Project Manager
40	1.2.3	User Requirements Approved	39	41	2	Project Sponsor
41	1.2.4	Update Requirement Documentation	33,37, 40	25	1	Project Manager
42	1.3.1	Software Vendors Compared and Selected	41	43	7	Project Manager, Project team
43	1.3.1	Evaluation of Suitable Software is conducted based on Software Requirements	42	44	7	Project Manager, Project Sponsor, Project team
44	1.3.1	Software Option is Presented for Approval	43	45	1	Project Manager
45	1.3.1	Software Option is Approved	44	46	1	Project Sponsor
46	1.3.1	Approved Software is Procured	44	50	1	Financial Officer
47	1.3.2	Hardware Vendors are Compared and Selected	41	48	1	Project Manager, Project team
48	1.3.2	Suitable Vendors are contacted and quotations requested	36	38	7	Project Manager, Project team

Activity ID	WBS	Activity Name	Predecessors	Successors	Duration/ days	Resources
49	1.3.2	Hardware is procured from vendor with approved quotation	48	50	1	Financial Officer
50	1.3.3	Procurement documentation is compiled	46,49	25	1	Project Manager
51	1.3.3	Acquired Software is Set up in development environment	46	52	2	Project team
52	1.4.1	Customization of Software to Software requirements	51	53	7	Project team
53	1.4.2	Documentation of customized requirements is compiled and or updated	52	25	1	Project team
54	1.4.1	Customized Software is tested	52	57	7	Project team
55	1.4.3	Hardware is setup and configured	46	56	7	Project team
56	1.4.4	Documentation of acquired hardware is compiled and or updated	55	57	1	Project team
57	1.4.5	Documentation of Training Material is compiled	54,56	58	7	Project Manager, Project team
58	1.5.1	Customized Software is presented and tested by an end user following thorough the training documentation	43,44,47	48	2	Project team
59	1.5.2	Debugging and adjustments are made for final presentation	47	49	7	Project team
60	1.5.1	End user tests the software once more and signs off approval	48	50	1	Office staff
61	1.5.1	Approved Sign off on Software	60	62	0	Office staff
62	1.6.1	Final Software is installed and distributed on all needed systems	61	63	7	Project team
63	1.6.1	User Accounts are set up and made available	62	64	1	Project team

Activity ID	WBS	Activity Name	Predecessors	Successors	Duration/ days	Resources
64	1.6.1	Hard copy information is compiled from files and converted to software format	63	65	6	Office Staff, Project team
65	1.6.1	Initial data is imported into the System	64	66	1	Office staff, Project team
66	1.5.3	Official user training is conducted	65,61,55, 62,63	67	4	Project team
67	1.5.1	Training is signed off	66	68	2	Office staff
68	1.6.1	Software is launched/rolled out and used in Live environment	68,67	69	2	Project team
69	1.6.2	Project team stays on site to offer technical assistance	68	70	2	Project team
70	1.1.8	Project closure is started	69	71,72,73,25,26,27	0	Project Manager
71	1.1.8	All documentation is compiled and finalized	58	72,73,25,26,27	5	Project Manager
72	1.1.8	Lessons learnt is a documented	58	73,25,26,27	1	Project Manager
73	1.1.8	official handover of project is conducted	58	25,26,27	1	Project Manager

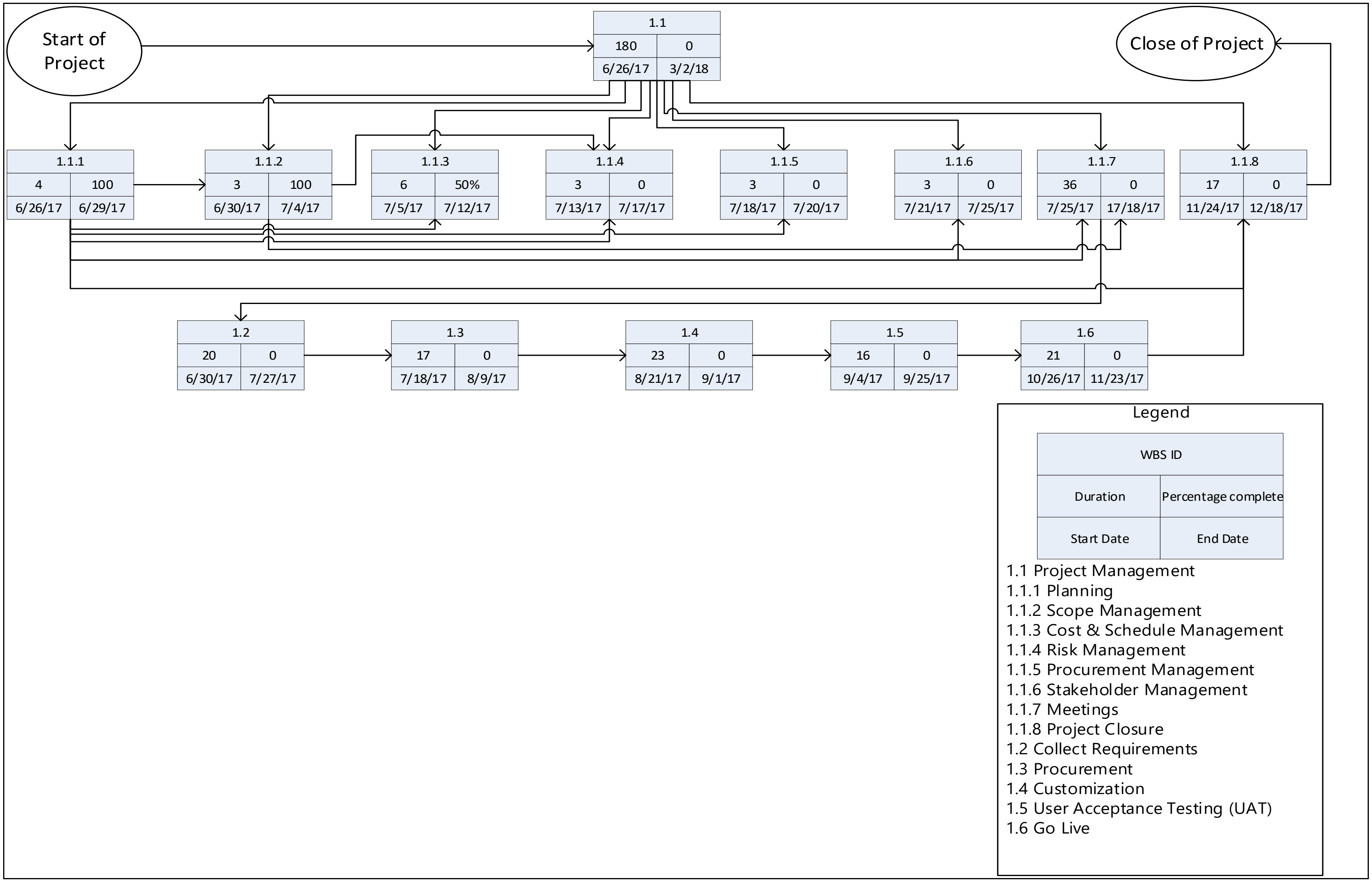

Figure 4.5 James Dublin and Associates Network Diagram

4.5.7 Project Schedule

The Project Schedule is defined as "an output of a schedule model that presents linked activities with planned dates, durations, milestones, and resources." (source: PMI, 2013) The table below shows the developed project schedule for the James Dublin and Associates Customer Management Software project. Included is the Name of the activity, duration and resources.

Chart 13 James Dublin and Associates Project Schedule

Task Name	Duration	Resource Names
James Dublin and Associates Customer Management Software Project	**180 days**	
1.1 Project Management	**180 days**	
1.1.1 Planning	4 days	Project Manager, Project Sponsor
1.1.2 Scope Management	3 days	Project Sponsor, Project Manager
1.1.3 Cost & Schedule Management	6 days	Project Sponsor, Project Manager, Project team
1.1.4 Risk Management	3 days	Project Manager, Project team
1.1.5 Procurement Management	3 days	Project Manager, Project team, Financial Officer
1.1.6 Stakeholder Management	3 days	Project Manager, Project Sponsor
1.1.7 Meetings	36days	Weekly Project Meetings
1.1.8 Project Closure	17 days	Project Manager
1.2 Collect Requirements	**11 days**	
1.2.1 Software Requirements	6 days	Project Manager, Project team
1.2.2 Hardware Requirements	3 days	Project Manager, Project team
1.2.3 User Requirements	3 days	Project Manager, Project team
1.2.4 Requirements Documentation	2 days	Project Manager, Project team
1.3 Procurement	**28 days**	
1.3.1 Software Procurement	17 days	Financial Officer, Project Manager, Project team
1.3.2 Hardware Procurement	10 days	Financial Officer, Project Manager, Project team
1.3.3 Procurement Documentation	3 days	Financial Officer, Project Manager, Project team
1.4 Customization	**25 days**	
1.4.1 Software Customization	9 days	Project team
1.4.2 Software Documentation	1days	Project Manager, Project team

Task Name	Duration	Resource Names
1.4.3 Hardware Setup and Configuration	7 days	Project team
1.4.4 Hardware Documentation	1 days	Project Manager, Project team
1.4.5 Training Documentation	7 days	Project Manager, Project team
1.5 User Acceptance Testing (UAT)	**13 days**	
1.5.1 User Signoff	5 days	Project Manager, Project Sponsor, Project team, office staff
1.5.2 Final Software Configuration	7 days	Project team
1.5.3 User Training	4 days	Project Manager, Project team, office staff
1.6 Go Live	**21 days**	
1.6.1 Roll out of Software	9 days	Project Manager, Project team
1.6.2 On site User Support	2 days	Project team

4.5.7 Approvals

The signatures of the people below indicate an understanding in the purpose and content of this document by those signing it. By signing this document, individuals agree to this as the formal Schedule Management Plan for the Server Upgrade Project.

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.5.1 James Dublin and Associates Schedule Management Plan. Adapted from Schedule Management Plan Template from FAST Project Plans. (n. d.). Retrieved September 20, 2017, from http://www.fastprojectplans.com/schedule-management-plan-template.html

4.6 Cost Management Plan

This plan is to estimate costs and determine the project budget to control project costs. This is necessary to ensure the successful completion of the project within the allotted budget constraints. There are several cost components associated with this project as well as many metrics, cost variance considerations, and reporting which this plan will outline. To complete this project successfully, all key project members and stakeholders must adhere to and work within this cost management plan and the overall project plan it supports.

The cost management plan for the Customer Management Software project includes many internal and external cost components. All metrics and variance analysis must be applied to these cost components throughout the project lifecycle. These components include:

Internal

- Project Management/project team resources
- Recruiting and hiring for additional staffing
- Capital equipment
- Software and licensing
- Insurance

This cost management plan does not include any monthly recurring costs (MRC) which will be required upon the completion of the project.

4.1.1 Cost Management Roles and Responsibilities

- **Project Sponsor:** The Project Sponsor for the project is responsible for the approval of the project's cost management plan. Additionally, the project sponsor is responsible for approving the project's budget and is the approving authority for any additional funding that may be needed.
- **Project Manager:** The Project Manager is responsible for the day to day management of project funds. The Project Manager is responsible for the development of an internal Work Breakdown Structure (WBS) which covers all work to be performed by the operations group. The Project Manager is authorized to execute the expenditure of project funds as necessary in accordance with the cost management plan and allocated project budget. The Project Manager may not authorize the use of any additional funding without

prior approval from the Project Sponsor. The Project Manager is also required to establish metrics and variance analysis tools to provide status updates once a month to the Project Sponsor.

- **Project Team:** The project team is responsible for executing assigned work in accordance with the cost management plan. They are also required to assist the Project Manager in the implementation of metrics and variance analysis tools to ensure all project deliverables are performed within the allocated budget constraints.

4.6.2 Cost Management Approach

4.6.2.1 Cost Planning and Estimating

Once the needs of the Customer Management Software Project have been determined, the project team will finalize the resource and staffing requirements necessary for the successful completion of the project. The Project Manager and project team lead will complete the internal and external WBS respectively. Control accounts and staff labour categories will be created in each WBS element. Based on the labour costs and planned duration of each WBS element, an estimate will be determined. WBS element costs will then be totalled and used to request funding for the project. Once the project budget is approved, the Project Manager will compare the allocation for each WBS element against the overall budget and adjust allocations as necessary to comply with the project budget. Once all allocations have been reviewed and approved by the project manager, the project cost will be baselined. The project cost baseline may only be changed with authorization by the Project Sponsor.

4.6.2.2 Cost Tracking

All project team members will record their work associated with the Customer Management Software Project on the appropriate timesheets using the appropriate labour categories and WBS cost accounts. Before close of business on the final business day of each month, the Project Manager will collect all the timesheets and calculate the labour costs associated with each cost account. Additionally, any invoices associated with project capital equipment or other materials or licensing will be copied each month and a copy will be provided to the Project Manager. The Project Manager will calculate actual costs for all cost categories and WBS elements and compare these actual costs to the projected baseline costs monthly. These comparisons will be used to generate the data for all metrics and status reports as well as variance analysis.

4.6.2.3 Cost Metrics and Reporting

To measure project performance, several metrics will be used to capture cost and schedule performance for Customer Management Project. The following metrics will be compiled and reported by the Project Manager:

- Cost Performance Index (CPI) will be reported monthly and is the project's EV/AC
- Schedule Performance Index (SPI) will be reported monthly and is the project's EV/PV
- Control thresholds for CPI and SPI are:
  - Yellow: within +/- 20% must be reported to the Project Sponsor. If it is determined that there is no effect on the project's cost baseline then there may be no further action required.
  - Red: greater than +/- 20% must be reported to the Project Sponsor. Corrective measures must be taken to move the project back to an acceptable performance level.

Chart 14 Cost Metrics and Reporting

Earned Value Metric	Frequency of Reporting	Yellow	Red
CPI	Monthly	0.8≤CPI≤1.2	CPI<0.8 or CPI>1.2
SPI	Monthly	0.8≤SPI≤1.2	SPI<0.8 or SPI>1.2

- Cost Variance (CV) will be reported monthly and is the project's AC subtracted from EV

- Schedule Variance (SV) will be reported monthly and is the project's PV subtracted from EV

One chart will be created for each of the above metrics. The Project Manager will present these charts to the Project Sponsor at the Monthly Project Status Meeting on the first Monday of each month.

4.6.2.4 Cost Control Measures

If the Customer Management Software Project exceeds its thresholds at any time for its CPI or SPI, corrective measures will be considered and implemented to bring the project back into an acceptable range of performance. The Project Manager and team will consider all control measures which will result in correcting the project performance. A detailed analysis of all control measures will be presented to the Project Sponsor. The analyses will consist of:

- General description of the control measure
- Personnel involved
- Timeline to implement
- Issues or concerns regarding implementation
- Expected effect on project performance

All control measures will be reviewed by the Project Sponsor. Upon approval from the Project Sponsor, the Project Manager will lead the implementation of the authorized control measure. The Project Manager must also complete any change requests required in accordance with the project's change control process.

In some isolated circumstances, it may be necessary to re-baseline a project's costs. Every effort should be taken to avoid this. However, if necessary, only the Project Sponsor may authorize this action.

Chart 15 Estimated Budget

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
									$ 28,920	
1	1.1.1	Create Project Management Plan	1	100	1	$ 100				Project Manager
2	1.1.1	Create Project Charter	1	100	1	$ 100				Project Manager
3	1.1.1	Submit Project Charter to be approved	0		0	$ -				Project Manager
4	1.1.1	Charter is approved	2		2	$ -	$ 200			Project Sponsor
5	1.1.2	Create Scope Management Plan	1	100	1	$ 100				Project Manager
6	1.1.2	Submit Scope Management Plan for approval	0		0	$ -				Project Manager
7	1.1.2	Scope Management Plan approved	2		2	$ -	$ 100			Project Sponsor
8	1.1.3	Create Cost Management Plan	1	100	1	$ 100				Project Manager
9	1.1.3	Submit Cost Management Plan for approval	0		0	$ -				Project Manager
10	1.1.3	Cost Manager Management Plan approved	2		2	$ -				Project Sponsor
11	1.1.3	Create Schedule Management Plan	1	100	1	$ 100				Project Manager

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
12	1.1.3	Submit Schedule Management Plan for approval	0		0	$ -				Project Manager
13	1.1.3	Schedule Management Plan approved	2		2	$ -	$ 200			Project Sponsor
14	1.1.4	Create Risk Management Plan	1	100	1	$ 100				Project Manager
15	1.1.4	Submit Risk Management Plan for approval	0		0	$ -				Project Manager
16	1.1.4	Risk Management Plan approved	2		2	$ -	$ 100			Project Sponsor
17	1.1.5	Create Procurement Management Plan	1	100	1	$ 100				Project Manager
18	1.1.5	Submit Procurement Management for approval	0		0	$ -				Project Manager
19	1.1.5	Procurement Management Plan approved	2		2	$ -	$ 100			Project Sponsor
20	1.1.6	Create Stakeholder Management Plan	1	100	1	$ 100				Project Manager
21	1.1.6	Submit Stakeholder Management Plan for approval	0		0	$ -				Project Manager

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
22	1.1.6	Stakeholder Management Plan approved	2		2	$ -	$ 100			Project Sponsor
23	1.1.7	Have Weekly Meetings with Project team	1	250	1	$ 250				Project Manager, Project team
24	1.1.7	Compile Minutes from Meetings	1	100	1	$ 100	$ 350			Project Manager
25	1.1.8	Update Project Management Plan	1	100	1	$ 100				Project Manager
26	1.1.8	Update lessons learned	2	250	2	$ 500				Project Manager, Project team
27	1.1.8	Finalize all unfinished activities	7	250	7	$1,750	$3,050	**$4,200**		Project Manager, Project team
28	1.2.1	Interview stakeholders for Software requirements	1	250	1	$ 250				Project Manager, Project team
29	1.2.1	Compile Software requirements	1	250	1	$ 250				Project Manager, Project team
30	1.2.1	Interview stakeholders for Present Workflow Process	1	250	1	$ 250				Project Manager, Project team
31	1.2.1	Present Workflow submitted to Stakeholders for approval	1	250	1	$ 250				Project Manager, Project team
32	1.2.1	Present New workflow to	1	250	1	$ 250				Project Manager, Project team

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
		Stakeholders for approval								
33	1.2.1	Workflow and New workflow approved	1	150	1	$ 150	$1,400			Project team
34	1.2.2	Analyse Company's hardware systems	1	150	1	$ 150				Project team
35	1.2.2	Compile hardware requirements	1	250	1	$ 250				Project Manager, Project team
36	1.2.2	Present hardware and software requirements for approval	0	100	0	$ -				Project Manager
37	1.2.2	Hardware and software requirements approved	2		2	$ -	$ 400			Project Sponsor
38	1.2.3	Interview stakeholders for user requirements	1	250	1	$ 250				Project Manager, Project team
39	1.2.3	Submit documentation for user requirements for approval	0		0	$ -				Project Manager
40	1.2.3	User requirements approved	2		2	$ -	$ 250			Project Sponsor
41	1.2.4	Update requirement documentation	1	100	1	$ 100	$ 100	**$2,150**		Project Manager
42	1.3.1	Software vendors compared and selection completed	7	250	7	$1,750				Project Manager, Project team

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
43	1.3.1	Evaluation of suitable software conducted based on software requirements	7	250	7	$1,750				Project Manager, Project Sponsor, Project team
44	1.3.1	Software option presented for approval	1	100	1	$ 100				Project Manager
45	1.3.1	Software Option approved	1		1	$ -				Project Sponsor
46	1.3.1	Approved Software procured	1	150	1	$ 150	$3,750			Financial Officer
47	1.3.2	Hardware vendors compared and selection made	1	250	1	$ 250				Project Manager, Project team
48	1.3.2	Suitable vendors contacted and quotations requested	7	250	7	$1,750				Project Manager, Project team
49	1.3.2	Hardware procured from vendor with approved quotation	1	150	1	$ 150	$2,150			Financial Officer
50	1.3.3	Procurement documentation is compiled	1	100	1	$ 100				Project Manager
51	1.3.3	Acquired software is Set up in development environment	2	150	2	$ 300	$ 400	**$6,300**		Project team

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
52	1.4.1	Customization of software according to software requirements	7	150	7	$1,050	$2,100			Project team
53	1.4.2	Documentation of customized requirements compiled and or updated	1	150	1	$ 150	$ 150			Project team
54	1.4.1	Customized software is tested	7	150	7	$1,050				Project team
55	1.4.3	Hardware is setup and configured	7	150	7	$ 1,050	$1,050			Project team
56	1.4.4	Documentation of acquired hardware compiled and or updated	1	150	1	$ 150	$150			Project team
57	1.4.5	Documentation of training material compiled	7	250	7	$1,750	$1,750	**$5,200**		Project Manager, Project team
58	1.5.1	Customized software presented and tested by an end user following thorough the Training Documentation	1	150	1	$ 150	$1,750			Project team
59	1.5.2	Debugging and adjustments are	7	150	7	$1,050	$1,050			Project team

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
		made for final presentation								
60	1.5.1	End user tests the software once more and signs off approval	1		1	$ -				Office staff
61	1.5.1	Approved sign off on software	0		0	$ -		**$3,400**		Office staff
62	1.6.1	Final software installed and distributed on all needed systems	7	150	7	$1,050				Project team
63	1.6.1	User accounts set up and made available	1	150	1	$ 150				Project team
64	1.6.1	Hard copy information compiled from files and converted to software format	6	150	6	$ 900				Office staff, Project team
65	1.6.1	Initial data imported into the system	1	150	1	$ 150	$2,550			Office staff, Project team
66	1.5.3	Official user training conducted	4	150	4	$ 600	$ 600			Project team
67	1.5.1	Training signed off	2		2	$ -				Office staff
68	1.6.1	Software launched/rolled out and used in live environment	2	150	2	$ 300				Project team

Activity ID	WBS	Activity Name	Duration / days	Unit Cost/ Day	Duration/ days	Cost /Unit /Day	Subtotal	WBS Level 2 Totals	Estimated Budget	Activity Owner
69	1.6.2	Project team stays on site to offer technical assistance	2	150	2	$ 300	$ 300	**$2,850**		Project team
70	1.1.8	Project closure started	0		0	$ -				Project Manager
71	1.1.8	All documentation compiled and finalized	5	100	5	$ 500				Project Manager
72	1.1.8	Lessons learnt documented	1	100	1	$ 100				Project Manager
73	1.1.8	Official hand over of project conducted	1	100	1	$ 100				Project Manager
		Contingency Reserve (20% of total)						**$4,820**		

4.6.3 S-Curve

The S-curve is a Project Management tool, which received its name from the near S-like shape it depicts. This tool provides a graphical depiction of Project Performance in terms of Cost against Time. Figure 4.6 depicts the disbursement of funds over the period of the James Dublin and Associates CMS project. The horizontal axis of the chart depicts time both weekly and quarterly. The project begins in the 26th week of the year 2017 and ends in the 9th week of 2018. The vertical axis depicts cost in intervals of $5,000.00.

The S-curve shows that as the project begins cost/disbursement rapidly increases, until the week 38 to just below $25,000. Here the cost stays constant until week 43. Then the cost begins to increase until week 50, to a little over $30,000.00 where it flat lines until the end of the project. This projects the James Dublin and Associate's CMS project's cost baseline, which according to the *PMBOK® Guide* is a "time-phased budget that is used as a basis against which to measure, monitor, and control overall cost performance on the project."

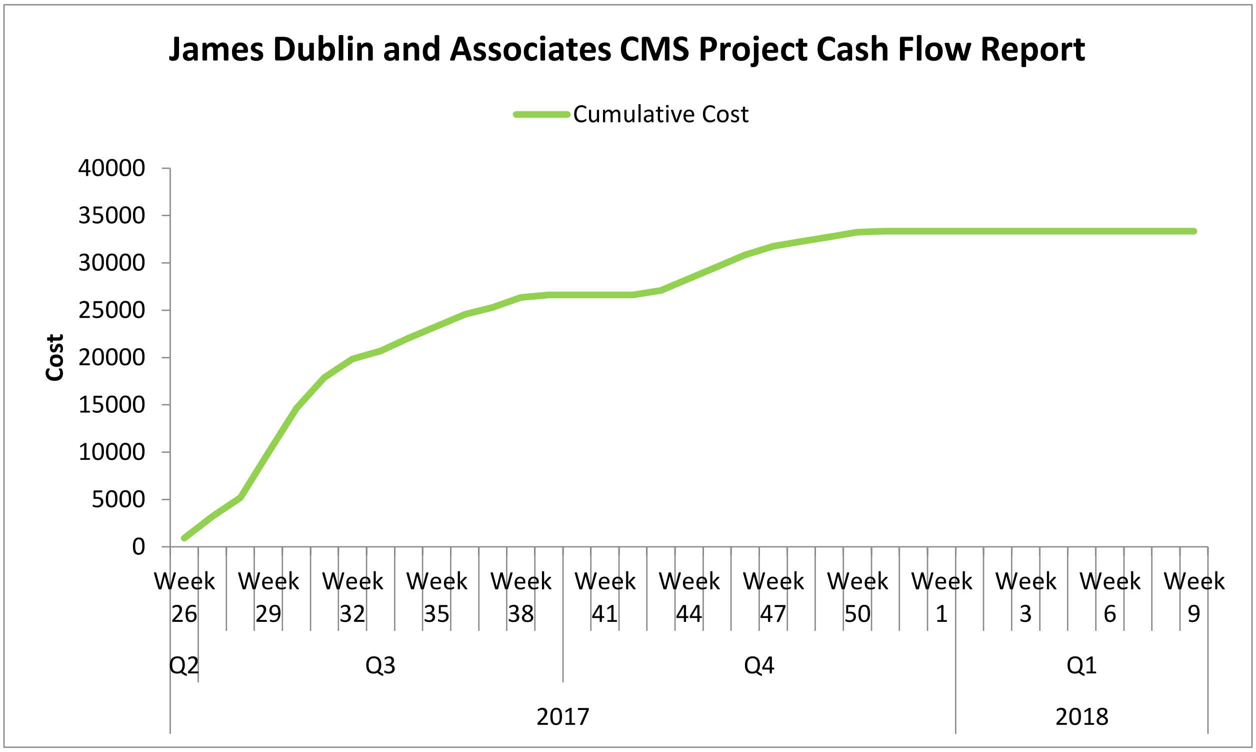

Figure 4.6 James Dublin and Associates CMS Project Cash Flow Report / S-Curve

4.6.4 Approvals

The signatures of the people below indicate an understanding in the purpose and content of this document by those signing it. By signing this document, individuals agree to this as the formal Cost Management Plan for the James Dublin and Associates Customer Management Software Project.

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.6.1 James Dublin and Associates Cost Management Plan. Adapted from Free Project Cost Management Plan Template from FAST Project Plans. (n. d.). Retrieved September 25, 2017, from http://www.fastprojectplans.com/cost-management-plan-template.html

4.7 Risk Management Plan

The purpose of this Risk Management Plan is to identify risks, report on qualitative and quantitative analysis and plan risk respones to allow for monitoring of risks, for the Customer Management Software Project. Effective risk management is a proactive and ongoing process in which we will seek to identify risks as early in the project as possible and implement controls to mitigate or avoid those risks. If possible, risks will be identified before they occur so that avoidance and mitigation efforts can be implemented to avoid any adverse impacts associated with those risks. The Risk Management Plan will define the processes by which risks and risk owners will be identified, risks will be evaluated, mitigation and avoidance measures will be evaluated, and risks will be tracked.

4.7.1 Roles and Responsibilities

To ensure the successful completion of the Customer Management Software, the roles and responsibilities of all key project personnel must be clearly defined with regards to project communication. To prevent overlap or gaps in project communication, the following roles and responsibilities have been identified:

- **Project Sponsor:** The Project Sponsor is the approval authority for the Customer Management Software. The Project Sponsor is responsible for the approval of the Risk Management Plan as well as communicating all high-priority risks and mitigation and avoidance strategies to the Executive Committee.
- **Project Manager**: The Project Manager has overall responsibility for risk management on the Customer Management Software Project. The Project Manager is responsible for developing and maintaining the Risk Management Plan. She is also responsible for ensuring the project has adequate resources for implementing the Risk Management Plan. The Project Manager will review risks, act as necessary and communicate all risk-related activities to the project team. She is responsible for the implementation of risk mitigation and avoidance strategies for all high-level risks.
- **Project Team member(s):** The project team members are responsible for risk identification, maintaining the Customer Management Software Project risk register, and assisting the Project Manager in evaluating risk control actions and their impact on cost, schedule, and quality. Additionally, the project team members are also responsible for assisting the Project Manager is developing risk mitigation and avoidance strategies.

4.7.2Project Stakeholders

The Customer Management Software Project stakeholders are responsible for the identification of risks and providing to the management team timely and accurate status on all risks related to their areas of responsibility. They may also be required to assist the Project Manager and team in the development of risk mitigation and avoidance strategies as necessary.

4.7.3 Risk Management Strategy

The strategy that will be employed on the Customer Management Software Project is a proactive approach to risk management. The goal of this strategy is to identify risks as early as possible to avoid or minimize any adverse impact the risks may have on the project. Project personnel will accomplish this by continuously evaluating critical project areas to identify risks, work as a cohesive team to determine the potential impact of each risk identified, develop and implement mitigation and avoidance strategies, and monitor the risks. This strategy will be conducted on the following tenets:

- Honest Assessment – It is imperative that all risks are identified and assessed in an honest manner. Risks cannot be managed adequately if the full extent of the risk is not known.
- Full Participation – Everyone must participate in the identification of risks. And will not assume that others will identify all possible risks. Success depends on identifying all possible risks and to accomplish this, everyone must participate actively.
- Balanced Risk Monitoring – It is key that risks are monitored often enough to adequately control them but not so often that progress is hindered.
- Simplicity – Complex and cumbersome risk tracking and measuring techniques are not necessarily effective risk management. This will measure risks with low, medium, and high designations and spend more time managing risks rather than categorizing them.

4.7.4. Risk Management Process

The Customer Management Software Project will follow a phased risk management process: risk identification, risk assessment, risk control, and risk monitoring. These phases and activities do not occur one time, rather, they are ongoing throughout the project's lifecycle. Once new risks are identified and assessed, they are controlled and monitored repeatedly until they are resolved and these actions are no longer required.

- **Risk Identification**: Risk assessment is the process of evaluating critical project areas and processes to determine potential risks which may appear at any point during the project. A risk is any event or threat which may result in some type of adverse impact on the cost, schedule, or quality/performance of the project. The methods that will be used to identify risks are:

- Analyse the WBS to determine areas where risk is most likely
- Interview subject matter experts (SME) to determine where, in each area, risks may be most likely
- Review project archives and lessons learned to determine where risks have occurred in similar projects in the past
- Review project risk database to determine most likely causes of risk

All project participants will play a key role and be relied upon heavily in identifying risks in their given areas of expertise and knowledge.

- **Risk Assessment:** Once the Customer Management Software Project's risks have been identified, they will be assessed to determine the priority in which they should be controlled and monitored. Additionally, the cause of the identified risks must be determined as well as their potential impact on the project. Each risk will be assessed by the project team to determine its probability of occurring and the impact it may have on the project. To quantify these risks, each will be assigned a score based on the probability and impact scales which are determined based on the Risk Impact Scale and Probability Impact Scale tables below. Risks will be assessed to determine which portion of the probability-impact matrix below they fall into, whether very high and high risks (red), moderate risk (orange), low risk (yellow), or very low risk (green).

Chart 16 Risk Impact Scale. Adapted from MPM – 06 Project Risk Management (February 2017) Team7 Integration Assignment Part 2

Impact	**Category and Description**				
Project Objective	**Negligible (1)**	**Acceptable (3)**	**Marginal (5)**	**Critical (7)**	**Catastrophic (9)**
Cost	Less than $100 over budget	$100 - $1,000 over budget	$1001 - $1,500 over budget	$1,501 - $2,500 over budget	>$2,500 over budget

Time	1-day delay	2- 7 days delay	8 - 14 days delay	15 - 30 days delay	>30 days delay
Scope	Scope decrease barely noticeable	Minor areas of scope affected	Major areas of scope affected	Scope reduction unacceptable to sponsor	Project end item is effectively useless
Performance	Slight effect on performance	Minor effect on performance	Moderate effect on performance	Severe effect on performance	Deliverables cannot be accomplished

Chart 17 Risk Probability Scale. Adapted from MPM – 06 Project Risk Management (February 2017) Team7 Integration Assignment Part 2

Category	**Very Low (1)**	**Low (3)**	**Moderate (5)**	**High (7)**	**Very high (9)**
Description	Once every 13 weeks- 2 years	Once every seven months to 12 months	once every 4 weeks to six months	Once every 1 to 3 weeks	More than once per week

Chart 18 P x I Scale. Adapted from MPM – 06 Project Risk Management (February 2017) Team7 Integration Assignment Part 2

Risk Level	**Range**	**Colour Code**
Low	1 -10	Green
Moderate	11 - 40	Yellow
High	41- 60	Orange
Very High/ Extreme	61-81	Red

Chart 19 Probability / Impact Matrix. Adapted from MPM – 06 Project Risk Management (February 2017) Team7 Integration Assignment Part 2

Severity	**Probability of Impact**				
	Very Low (1)	**Low (3)**	**Moderate (5)**	**High (7)**	**Very high (9)**
Catastrophic (9)	**9**	**27**	**45**	**63**	**81**
Critical (7)	**7**	**21**	**35**	**49**	**63**
Marginal (5)	**5**	**15**	**25**	**35**	**45**
Acceptable (3)	**3**	**9**	**15**	**21**	**27**
Negligible (1)	**1**	**3**	**5**	**7**	**9**

- **Risk Control:** Risk control is the process in which the team will identify, evaluate, and implement measures to bring risks down to acceptable levels or avoid them altogether. Risks that require a mitigation or avoidance strategy will be assigned to a risk owner. The risk owner is responsible for providing risk status and all documentation associated with such in a manner consistent with the control strategy guideline below.

Chart 20 Control Strategy Guideline

Probability Impact Score	**Control Strategy**
Very High	Risk will be ranked daily. The risk owner will document all avoidance and mitigation efforts. As mitigation and avoidance actions occur the risk will be assessed daily until the risk level is acceptable or has been avoided altogether.
High	

Probability Impact Score	Control Strategy
Moderate	Risk will be ranked on a weekly basis. The risk owner will document all avoidance and mitigation efforts. As mitigation and avoidance actions occur the risk will be assessed weekly until the risk level is acceptable or has been avoided altogether
Low	
Very Low	Risk will be ranked weekly. No mitigation or avoidance efforts are necessary unless risk becomes elevated

The risk owners for all high and medium risks must consider each of the following options for controlling risk:

- Alternative courses of action or workarounds
- Mitigation steps to reduce the probability or impact of the risk
- Changing project requirements to eliminate or reduce the probability or impact of the risk
- Risk acknowledgement which accepts the risks without taking any action

- **Risk Monitoring:** Risk monitoring allows us to actively measure the performance of the risk control activities implemented to mitigate or avoid risks. Risk owners will develop risk control schedules for each of their assigned high and medium-level risks. Risk owners will provide the status of their risks and the progress of risk control measures in a frequency as noted in the control strategy chart above. This status will include anticipated risk control completion date, assigned resources for risk control activities, and changes in the probability or impact of the risk occurring.

4.7.5 Risk Documentation

Documentation is an integral part of risk management as it not only allows us to effectively control and monitor risks associated with our project; however, it also provides a reference for future projects to research common causes of risks as well as mitigation and avoidance strategies. For the Customer Management Software Project, a risk register will be created and maintained by the Project Risk Manager. The risk register will contain the identified risks, their probability-impact score, when the risk is due to occur, mitigation or avoidance control strategies, and the effectiveness of the risk control. The risk register will be maintained as an appendix to the Customer Management Software Project Risk Management Plan.

4.7.6 Approvals

The signatures of the people below indicate an understanding in the purpose and content of this document by those signing it. By signing this document, the individual agrees to this as the formal Risk Management Plan for the Customer Management Software Project.

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.7 James Dublin and Associates Risk Management Plan. Adapted from Risk Management Plan Template from FAST Project Plans. (n. d.). Retrieved September 25, 2017, from http://www.fastprojectplans.com/risk-management-plan-template.html

Chart 21 Risk Register

Risk Code	Cause	Risk	Consequences	Probability	Impact	PxI	Trigger	Owner	Strategy	Cost of Strategy
002	The Project Started During the Hurricane Season	A hurricane causing a natural disaster- outages of water, electricity and loss of internet, etc.	15 to 30 days in delay on the project and an additional $1,501 to $ 2,500 over budget.	Once everyone to two weeks (High)	Catastrophic	High (63)	Active Hurricane Season	Project Manager	Mitigate – have a disaster response plan in place that is shared with all stakeholders of the project.	$2,000
001	Project requirements and stakeholder interests have high expectations	A continuous flow of change requests might be present, throwing the project off course	40 days delays on project, additional cost of $5000	Once every three months (Moderate)	Catastrophic	Moderate (45)	poor or limited stakeholder engagement and communication in planning phase	Project Manager	Mitigate- have a communication plan that ensures information is clearly shared with all stakeholders on scope and resources for project	$2,000

Risk Code	Cause	Risk	Consequences	Probability	Impact	PxI	Trigger	Owner	Strategy	Cost of Strategy
006	A down turn in economic activity	Over the period the cost estimates may be insufficient	>$2,500 over budget and >30 days delay	Once every seven months to 12 months	Moderate	Moderate (27)	Inflation of dominant foreign currency	Project Sponsor	Put in place reserves (contingency reserve and management reserve)	$5,000
004	Scheduled and unscheduled court proceeding	Stakeholders may not have enough time during the project for discussions.	2 to 7 days delay, $100 - $1,000 over budget	Once every 4 weeks to six months (moderate)	Marginal	Moderate (25)	poor or limited stakeholder engagement and communication in planning phase	Project Manager	Mitigate- have a communication plan that ensures information is clearly shared with all stakeholders on schedule resources for project	$1,000
003	No baseline data due to the project being the first of its kind for	Change of scope after project commences	9 days delay on project, additional cost of $1,050	Once every 5 weeks (Moderate)	Marginal	Moderate (25)	Stakeholders add additional requirements that are not in the original scope	Project Manager	Put in place reserves (contingency reserve and management reserve)	$5000

Risk Code	Cause	Risk	Consequences	Probability	Impact	PxI	Trigger	Owner	Strategy	Cost of Strategy
	the company									
005	The project being considered as a small project	An important stakeholder may not be identified	Moderate effect on performance	Once every seven months to 12 months	Marginal	Moderate (15)	poor or limited stakeholder engagement and communication in planning phase	Project Manager	Mitigate- have a communication plan that ensures information is clearly shared with all stakeholders	$1,000

James Dublin and Associates Risk Register. Format Adapted from MPM – 06 Project Risk Management (February 2017) Team7 Integration Assignment Part 2

4.8 Stakeholder Management Plan

The Stakeholder Management Plan for James Dublin and Associates Customer Management Software Project will be used to identify and classify project stakeholders; determine stakeholder power, interest, and influence; and analyse the management approach and communication methodology for project stakeholders. This will allow us to identify key influential stakeholders to solicit input for project planning and gain support as the project progresses. This will benefit the project by minimizing the likelihood of encountering competing objectives and maximizing the resources required to complete the project.

Early identification and communication with stakeholders is imperative to ensure the success of the Customer Management Software Project by gaining support and input for the project. Some stakeholders may have interests which may be positively or negatively affected by the project. By initiating early and frequent communication and stakeholder management, we can more effectively manage and balance these interests while accomplishing all project tasks.

4.1.2 Identify Stakeholders

The Customer Management Software Project Team will conduct a brainstorming session to identify stakeholders for the project. The brainstorming session will include the primary project team and project sponsor. The session will focus on internal and external stakeholders. Internal stakeholders are those within James Dublin and Associates Law Firm, while external stakeholders may include suppliers, trial customers, partner organizations, or any other individuals who reside outside of James Dublin and Associates Law firm. The following criteria will be used to determine if an individual will be included as a stakeholder:

1) Will the person or their organization be directly or indirectly affected by this project?

2) Does the person or their organization hold a position from which they can influence the project?

3) Does the person have an impact on the project's resources (material, personnel, funding)?

4) Does the person or their organization have any special skills or capabilities the project will require?

5) Does the person potentially benefit from the project or are they in a position to resist this change?

Any individual who meets one or more of the above criteria will be identified as a stakeholder. Stakeholders from the same organization will be grouped to simplify communication and stakeholder management.

4.1.3 Key Stakeholders

As a follow on to identifying stakeholders, the project team will identify key stakeholders who have the most influence on the project or who may be impacted the most by it. These key stakeholders are those who also require the most communication and management which will be determined as stakeholders are analysed. Once identified, the Project Manager will develop a plan to obtain their feedback on the level of participation they desire, frequency and type of communication, and any concerns or conflicting interests they have.

Based on the feedback gathered by the project manager, the determination may be made to involve key stakeholders on steering committees, focus groups, gate reviews, or other project meetings or milestones. Thorough communication with key stakeholders is necessary to ensure all concerns are identified and addressed and that resources for the project remain available.

4.1.4 Stakeholder Analysis

Once all Customer Management Software Project stakeholders have been identified, the project team will categorize and analyse each stakeholder. The purpose of this analysis is to determine the stakeholders' level of power or influence, plan the management approach for each stakeholder, and to determine the appropriate levels of communication and participation each stakeholder will have on the project.

The project team will categorize stakeholders based on their organization or department. Once all stakeholders have been categorized, the project team will utilize a power/interest matrix to illustrate the potential impact each stakeholder may have on the project. Based on this analysis the project team will also complete a stakeholder analysis matrix which illustrates the concerns, level of involvement, and management strategy for each stakeholder.

The chart below will be used to establish stakeholders and their levels of power and interest for use on the power/interest chart as part of the stakeholder analysis.

Chart 22 Power / Interest chart

Key	Organization	Name	Power (1-5)	Interest (1-5)
A	Operations	S. Bobb	3	5
B	Operations	S. Dublin	2	3
C	Supplier	A. Peters	1	1
D	Supplier	K. Meade	1	2
E	Sponsor	J. Dublin	5	5
F	Management	J. Dublin	4	5
G	Project Team	K. Carr	4	4
H	Project Team	C. Dublin	4	4

Below is the power/interest matrix for the Customer Management Software Project stakeholders. Each letter represents a stakeholder in accordance with the key in the chart above.

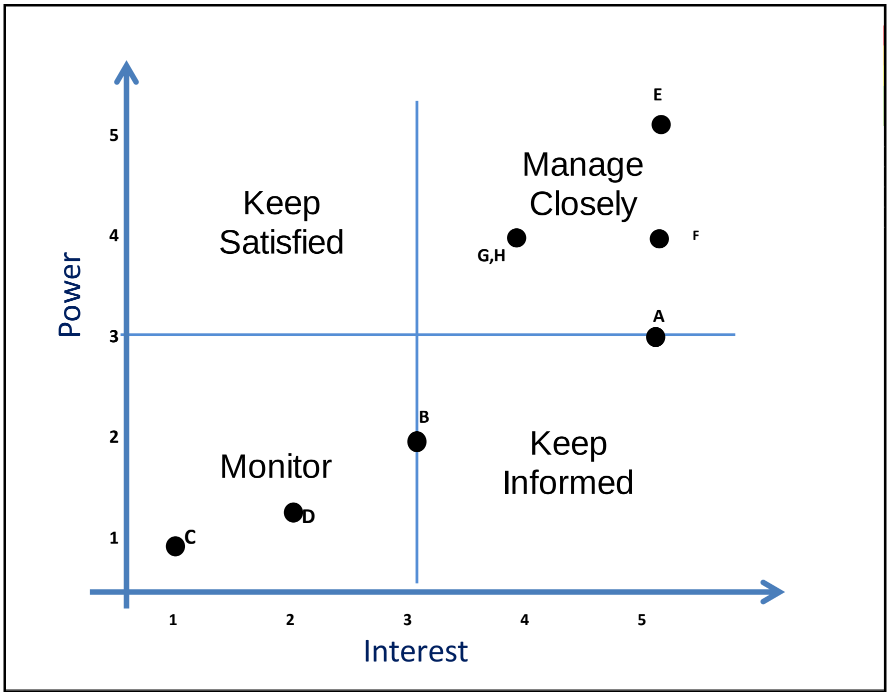

Figure 4.8 Power/ Interest Matrix

Based on the power and interest analysis and chart above, stakeholder(s) C and D will require minimal management effort as they reside in the lower left quadrant of the matrix. Stakeholder A and B, who fall on the border of the lower right quadrant, must be kept informed through frequent communication on project status and progress. Stakeholders E, F, G and H in the upper right quadrant, are key players and must be involved in all levels of project planning and change management. Additionally, stakeholder E should be participatory members in all project status meetings, gate reviews, and ad hoc meetings as required.

The stakeholder analysis matrix will be used to capture stakeholder concerns, level of involvement, and management strategy based on the stakeholder analysis and power/interest matrix above. The stakeholder analysis matrix will be reviewed and updated throughout the project's duration to capture any new concerns or stakeholder management strategy efforts.

Chart 23 Stakeholder Analysis

Stakeholder	Concerns	Quadrant	Strategy
A	Ensuring that software fulfils the day to day needs	Keep Informed	Communicate project specifications as required
B	Questions regarding design software	Keep Informed	Communicate project specifications as required
C	Ensuring on time delivery of equipment	Monitor	Communicate project schedule and material requirements ahead of time to ensure delivery
D	Possible Hurricanes may impact material delivery	Monitor	Solicit frequent updates and develop plan for alternative supply source
E	Project staying within time, budget and scope parameters	Manage Closely	Communicate performance specifications in respect of project time, budget and scope. Provide frequent status reports and updates.
F	Product performance must meet or exceed current situation	Manage Closely	Communicate test results and performance specifications and obtain feedback on customer requirements or any changes. Provide frequent status reports and updates.
G	All requirements must be accurate so that	Manage Closely	Communicate Requirements Management Plan and Project requirements

Stakeholder	Concerns	Quadrant	Strategy
	project work can be completed		
H	Achieving Project objects	Manage Closely	Review reports and communicate meeting minutes for all requirements and changings

Sponsor Approval

Approver Name	Title	Signature	Date
Judith Dublin	Project Sponsor		
Amiah Casey	Project Manager		

Figure 4.8.1 James Dublin and Associates Stakeholder Management Plan. Adapted from (n. d.). Stakeholder Management Strategy. Retrieved October 03, 2017, from http://www.projectmanagementdocs.com/project-initiation-templates/stakeholder-management-strategy.html#axzz4uRsOb9Vg

4.9 Stakeholder Register

Stakeholder is defined as "An individual, group, or organization who may affect, be affected by, or perceived itself to be affected by a decision, activity, or outcome of a project." (source: PMI, 2013) The success of the project also relies on how well stakeholders are managed. Therefore, it is important to identify each stakeholder, and gather other relevant information about them. Hence, a Stakeholder Register, which is "a project document including the identification, assessment, and classification of project stakeholders" must be created. (source: PMI, 2013) The Register can be seen below.

Chart 24 Stakeholder Register

Name	Title	Project Role	Contact Information	email address	Importance	Influence	Score	Major Concerns	Relationship Owner
Judith Dublin	Senior Attorney-at-Law	Project Sponsor	562-5256	j.dublin@hotmail.com	5	5	25	Project costs remaining in budget. Completing the project within schedule	Project Manager
Joy Dublin	Junior Attorney-at-Law	Member of Management Team	462-1459	joydublin@hotmail.com	5	5	25	Product quality and maintenance	Project Manager
Shaundell Bobb	litigation Clerk	Member of Staff	462-1459	S.Bobb@gmail.com	4	4	16	Ensuring that software fulfils the day to day needs	Project Manager
Salome Dublin	Securities Clerk	Member of Staff	462-1459	salome.dublin@gmail.com	3	3	9	Software design/layout and its ease of use.	Project Manager
Anthony Peters	Supplier	Resource	720-9999	aepeters@gmail.com	3	2	6	Delivering the supplies in times	Project Manager
Kemmoy Meade	Supplier	Resource	464-9999	Kemmoy.Meade@gmail.com	3	2	6	Specifications of needed supplies	Project Manager
Kyrah Carr	IT specialist	Team member	461-8954	kyrahcarr@gmail.com	4	3	12	Having accurate information of the Requirements	Project Manager
Charity Dublin	IT specialist	Team member	785-5408	charitymdublin@gmail.com	4	3	12	achieving the project's objectives	Project Manager

5. CONCLUSIONS

The development of this FGP resulted in the following deliverables: Present Workflow Chart, Optimized Workflow Chart, Scope Management Plan, Requirements Management Plan, Schedule Management Plan, Cost Management Plan, Risk Management Plan, Stakeholder Management Plan and the Stakeholder Risk Register for the James Dublin and Associates Customer Management Software Project. Based on the activities and analyses utilized in the FGP, the following conclusions emerged.

1. Interviews and meetings were conducted to achieve the deliverables for objective one and two were developed; the Present Workflow Chart and the Optimized Workflow Chart. The business process flow that takes place before clients' information can be recorded was first documented. This was followed by the business process flow chart configuration and verification by the relevant Stakeholders. In addition, the new optimized business process flow chart was developed and approved by the Stakeholders. It was found that optimization did not mean fewer steps in the process. The process confirmed that though greater efficiencies can be realized, there are several important steps which allowed the staff to be efficient in serving the client and these were included in the flow chart.

2. The Scope Management Plan which is a subsidiary plan of the Project Management Plan and the deliverable of specific objective number three was developed. The Scope Management Plan template was employed. Documentation of the work required to complete the project, as well as the process by which the scope will be defined, validated and controlled was made. Included in the Scope Management Plan are the WBS and the WBS dictionary. These break down the activities and deliverables into work packages. This detailing can make it more effective to trace and complete project activities.

3. The Requirements Management Plan which is also a deliverable of specific objective number three established how requirements are identified, analysed, documented and managed. This Management plan was created using a template,

and includes a Requirements Traceability Matrix. The latter will be used for testing the software to ensure that it meets all outlined requirements.

4. Specific objective number five is the Schedule Management Plan. In the development of this plan a template was employed. The project's activity list and schedule were also created as a part of the Schedule Management Plan. Therefore, roles and responsibilities of the project team and tools necessary for creating and monitoring schedules were outlined.

5. Coinciding with the Schedule Management Plan, the Cost Management Plan was also developed as the deliverable of specific objective number six. The Cost Management Plan estimated costs and determined budget. The Estimate Budget table was compiled to estimate the proposed budget costs daily. An S-curve was developed using the Estimated Budget and Project Schedule in Microsoft Project, and the project's Cost Baseline was formulated and graphically presented.

6. The Risk Management Plan, which includes the methodology for managing risks, also identified persons who have the responsibility and fill the roles for dealing with risks, as well as identifying and planning risk responses. A Risk Impact Scale, Risk Probability Scale, PxI Scale and Probability X Impact Matrix were adapted in the process of planning risk management. As a result, identified risks were placed into categories and based on these categories, can enable monitoring using the Control Strategy Guideline and Risk Register which were developed.

7. A Stakeholder Management Plan was developed for the James Dublin Associates project for which a template was employed. This Stakeholder Management Plan addresses methodology in which stakeholders are identified, analysed and categorized. After stakeholders were identified, a Power/Interest chart and Stakeholder Analysis Matrix were developed.

8. Coinciding with the Stakeholder Management Plan, the Stakeholder Register was also developed. The latter identified stakeholders and documented their roles,

contact information, measurement of their influence, Major Concerns and Person responsible for each of these stakeholders.

6. RECOMMENDATIONS

The James Dublin and Associates Law firm, can be considered as a small business entity. Growing within its niche of serving its clients, it is looking for ways in which the firm can improve their services. The following are recommended as a follow up of the FGP.

1. The Project Team of the James Dublin and Associates Customer Management Software Project should ensure that they keep on top of schedule, and within budget and scope. This will involve using methods which are outlined by the Project Management Institute, utilizing the Schedule Management Plan and the Cost Management Plan and the Scope Management Plan.

2. The Project Team should work with James Dublin and Associates to ensure that they follow the new optimized workflow. To ensure that the office staff become acquainted with the revised workflow, this documentation should be made available to each member of staff.

3. The Project's management team should develop the Project Charter to ensure that the Project Manager is knowledgeable of roles, responsibilities and authority during the Project.

4. All stakeholders should monitor and identify possible risks which could occur. This is crucial in monitoring identified risks and identifying new risk. It also allows for their planned risk responses to be put into action before or while the risks are evident or experienced.

5. The Project Team should manage stakeholders who were identified in the Stakeholder Register and the Power Interest Chart in the Stakeholder Management Plan. This is because Stakeholders play an intimate role in the success or failure of the Project.

6. Finally, it is recommended that the Project Team utilize the information formulated in all the subsidiary management plans of the FGP to ensure the success of the project.

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9. APPENDICES

Appendix1: FGP Charter

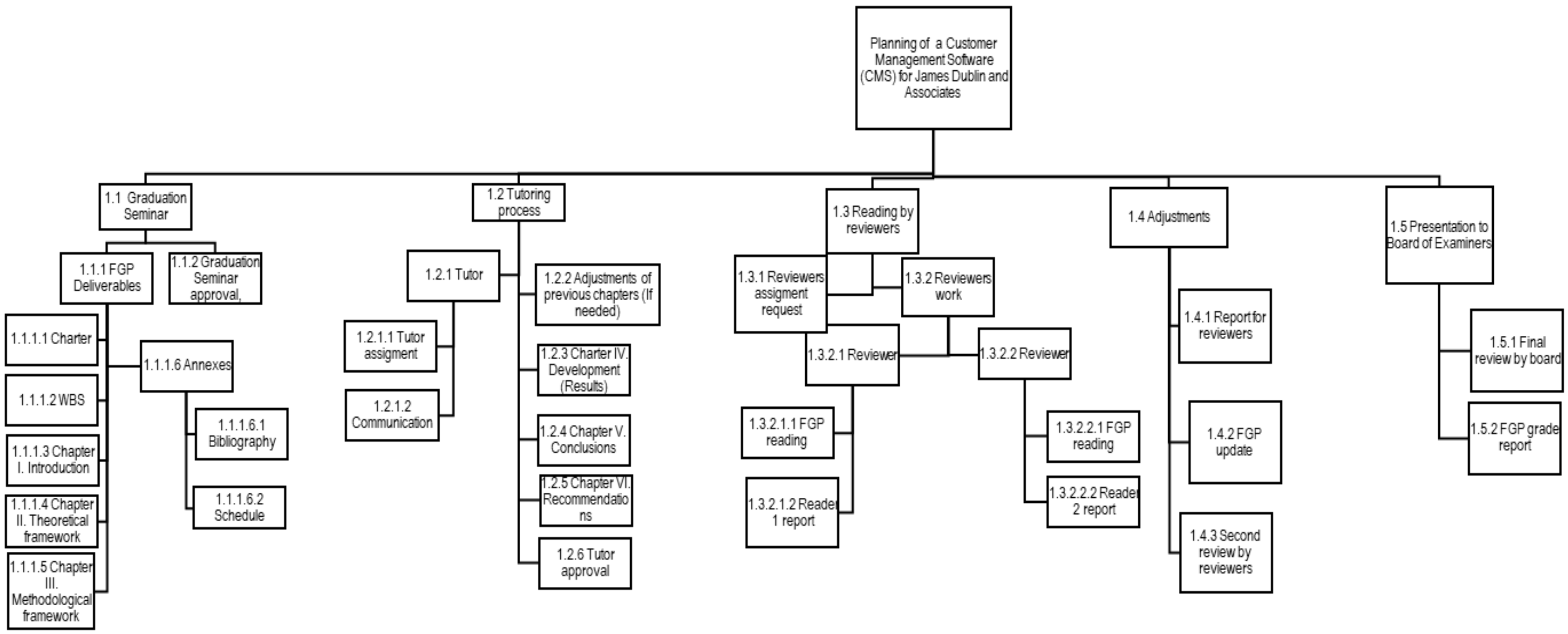
PROJECT CHARTER	
Date	**Project Name:**
June 26th 2017	Planning of a Customer Management Software (CMS) for James Dublin and Associates
Knowledge Areas/ Processes	**Application Area (Sector / Activity)**
Knowledge areas: Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement, Stakeholders Process groups: Initiating, Planning	Information Technology
Start date	**Finish date**
June 26th 2017	December 22nd 2017
Project Objectives (general and specific)	
General objective To create a project management plan for the implementation of a Customer Management Software (CMS) that will improve the management of clients's information according to the recommendations offered in the *PMBOK® Guide*. Specific objectives 1. To perform a current state analysis of the present process to better understand the needs that a CMS should address. 2. To propose a new improved business process to allow for time-optimization and efficiency. 3. To develop a Scope Management Plan which will have the collected requirements, defined scope and WBS to allow for Scope Validation and Control. 4. To develop a Schedule Managment Plan which will have defined activities and their sequence, estimates of activity resources , durations, and schedule to allow for schedule control. 5. To develop a Cost Management Plan to estimate costs and determine the project budget to control costs. 6. To develop a Risk Managment Plan, which identifies risk, reports on qualitative and quantitative analysis and planned risk respones to allow for control of risks. 7. To develop a Stakeholder Managment Plan in order to manage and control stakeholder engagement.	
Project purpose or justification (merit and expected results)	
The Office of James Dublin and Associates has being in operation for over ten years, and as the business grows in age, it is also growing in terms of clients. Said clients seek advice pertaining to personal injuries, family law, real estate/conveyancing and debt collection/litigation. Low income earners who are	

referred by the Legal Aid Department of the Ministry of Legal Affairs constitute a special group of clients. However there is not a proper system in place to register customers' data and to keep track of their information such as name, mailing address, contact numbers etc. Therefore a Customer Management Software (CMS) is needed in order to keep track of customers and thier relevant information. A project managment plan with which the implementation of a CMS will be developed in order to be a guiding document to ensure that the project is monitored and controlled effectively
Description of Product or Service to be generated by the Project – Project final deliverables
Project Management Plan. Findings as to why the present process is not working and what was understood as the problem Recommendations as to the new business process Scope Management Plan Schedule Management Plan Cost Management Plan Risk Management Plan Stakeholder Management Plan
Assumptions
It is assumed that the James Dublin and Associates lawfirm will allow for an analysis to be done to facilitate the development of a Project Managment Plan, and hence the Final Graduation Project It is assumed that the James Dublin and Associates Law firm will provide all the required information to perform the analysis as it is to allow for the completion of the Final Graduation Project. It is assumed that the James Dublin and Associates law firm will assign dedicated, or part-time resources to faciliate the Final Graduatin Project.
Constraints
Time: The process of developing the Project Management Plan will have to fall with in the time contraints of the Final Graduation Project. Confidentiality: Because of the nature of the Company, being a law firm, there will be information that will have to be kept confidential.
Preliminary risks
If a major court case occurs, it might require the majority of the firm's time. This will impact time scheduling in terms of meeting with stakeholders. As a consequence, the possiblity of time delays might occur. The period under consideration is hurricane season, and if real disasterous hurricane hits the islands (Antigua and Barbuda) there might be poweroutages

and other unavoidable effects which can impact the scheduling of the project and cause delays.		
Budget		
Estimated Budget - $3,000.00 , Breakdown per Milestone $500.00. Transportation/Gasoline $552.00, Internet 1194.00,Ms. Software Sub. %59.94, Material $300.00, Miscellaneous – 894.06.		
Milestones and dates		
Milestone	Start date	End date
Graduation Seminar	June 26th 2017	July 28th 2017
Tutoring processs	July 31st 2017	October 27th 2017
Reading by Reviewers	October 30th 2017	November 17th 2017
Adjustments	November 20th 2017	December 15th 2017
Presentation to Board of Examiners	December 18th 2017	December 22nd 2017
Revelant historical information		
James Dublin and Associates is a boutique law firm with offices located at Alpha Josiah Building, Redcliffe Street, St.John's, Antigua. The firm's aim is to be the ultimate law firm providing efficient and effective services to their clients. The Law firm has provided legal services to private companies, financial institutions as well as individuals. The firm recognises that clients are entitled to be treated with the greatest respect and that as Attorneys-at-Law, their focus is to assist clients in solving their legal problms. The firm also accommodates low income earners who are referred by the Legal Aid Department of the Ministry of Legal Affairs, in Antigua and Barbuda. In an attempt to keep track of their clients, names are entered into a diary with customer information and a physical file is created right away. One atempt was made to enter the client's information into an excel database. These methods have proven to be insufficient and time consuming when a client's details are not readily available.		
Stakeholders		
Direct stakeholders: Amiah Carr-Casey, Carlos Brenes, Assigned Tutor, Reviewers, James Dublin and Associates . Indirect stakeholders: Clients of James Dublin and Associates , Immediate friends and family.		
Project Manager: Amiah Carr-Casey	**Signature:** A. Casey	
Authorized by:	**Signature:**	

Appendix 2: FGP WBS

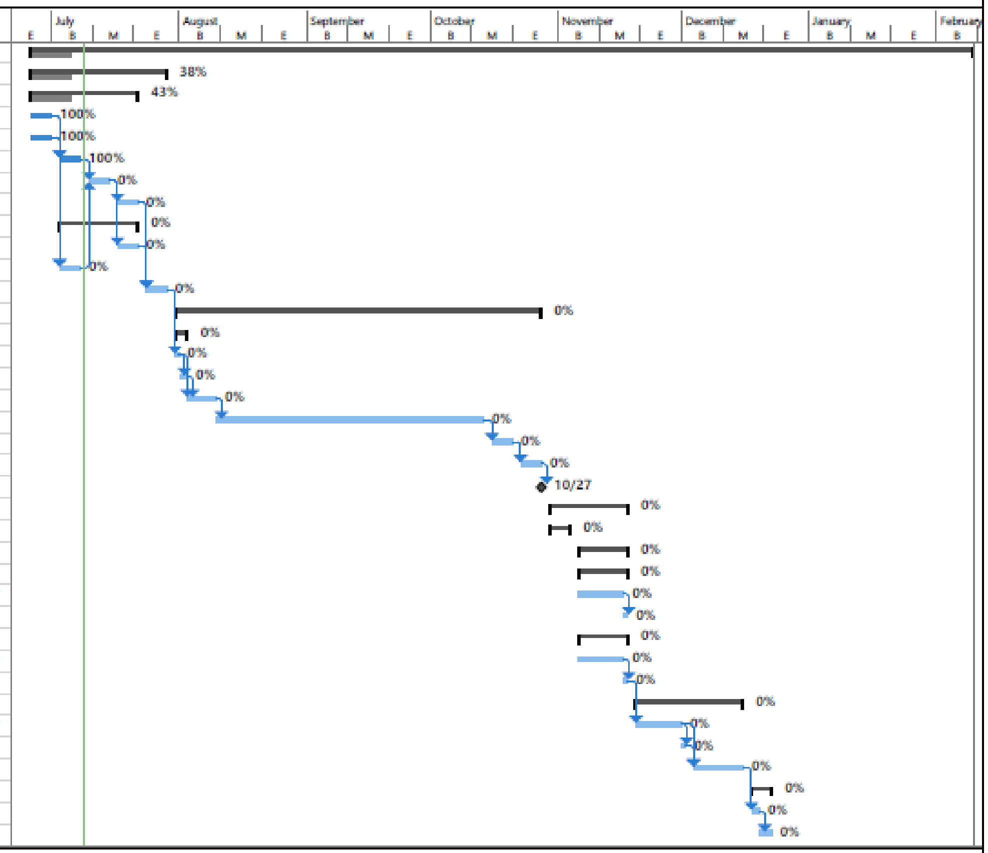
Work Breakdown Structure (WBS)- Final Graduation Project (FGP)



Appendix 3: FGP Schedule

FINAL GRADUATION PROJECT SCHEDULE

ID	Task Mode	Task Name	Duration	Start	Finish
1		**The creation of a Project Managment P**	**165 days**	**Mon 6/26/17**	**Fri 2/9/18**
2		**1.1 Graduation Seminar**	**25 days**	**Mon 6/26/17**	**Fri 7/28/17**
3		**1.1.1 FGP Deliverables**	**20 days**	**Mon 6/26/17**	**Fri 7/21/17**
4		1.1.1.1 Charter	5 days	Mon 6/26/17	Fri 6/30/17
5		1.1.1.2 WBS	5 days	Mon 6/26/17	Fri 6/30/17
6		1.1.1.3 Chapter I. Introduction	5 days	Mon 7/3/17	Fri 7/7/17
7		1.1.1.4 Chapter II. Theoretical fra	5 days	Mon 7/10/17	Fri 7/14/17
8		1.1.1.5 Chapter III. Methodologi	5 days	Mon 7/17/17	Fri 7/21/17
9		**1.1.1.6 Annexes**	**15 days**	**Mon 7/3/17**	**Fri 7/21/17**
10		1.1.1.6.1 Bibliography	5 days	Mon 7/17/17	Fri 7/21/17
11		1.1.1.6.2 Schedule	5 days	Mon 7/3/17	Fri 7/7/17
12		1.1.2 Graduation Seminar approval	5 days	Mon 7/24/17	Fri 7/28/17
13		**1.2 Tutoring process**	**65 days**	**Mon 7/31/17**	**Fri 10/27/17**
14		**1.2.1 Tutor**	**3 days**	**Mon 7/31/17**	**Wed 8/2/17**
15		1.2.1.1 Tutor assigment	1 day	Mon 7/31/17	Mon 7/31/17
16		1.2.1.2 Communication	2 days	Tue 8/1/17	Wed 8/2/17
17		1.2.2 Adjustments of previous chap	5 days	Thu 8/3/17	Wed 8/9/17
18		1.2.3 Charter IV. Development (Res	47 days	Thu 8/10/17	Fri 10/13/17
19		1.2.4 Chapter V. Conclusions	5 days	Mon 10/16/17	Fri 10/20/17
20		1.2.5 Chapter VI. Recommendation	5 days	Mon 10/23/17	Fri 10/27/17
21		1.2.6 Tutor approval	0 days	Fri 10/27/17	Fri 10/27/17
22		**1.3 Reading by reviewers**	**15 days**	**Mon 10/30/17**	**Fri 11/17/17**
23		**1.3.1 Reviewers assigment reques**	5 days	**Mon 10/30/17**	**Fri 11/3/17**
27		**1.3.2 Reviewers work**	**10 days**	**Mon 11/6/17**	**Fri 11/17/17**
28		**1.3.2.1 Reviewer**	**10 days**	**Mon 11/6/17**	**Fri 11/17/17**
29		1.3.2.1.1 FGP reading	9 days	Mon 11/6/17	Thu 11/16/17
30		1.3.2.1.2 Reader 1 report	1 day	Fri 11/17/17	Fri 11/17/17
31		**1.3.2.2 Reviewer**	**10 days**	**Mon 11/6/17**	**Fri 11/17/17**
32		1.3.2.2.1 FGP reading	9 days	Mon 11/6/17	Thu 11/16/17
33		1.3.2.2.2 Reader 2 report	1 day	Fri 11/17/17	Fri 11/17/17
34		**1.4 Adjustments**	**20 days**	**Mon 11/20/17**	**Fri 12/15/17**
35		1.4.1 Report for reviewers	9 days	Mon 11/20/17	Thu 11/30/17
36		1.4.2 FGP update	1 day	Fri 12/1/17	Fri 12/1/17
37		1.4.3 Second review by reviewers	10 days	Mon 12/4/17	Fri 12/15/17
38		**1.5 Presentation to Board of Examin**	**5 days**	**Mon 12/18/17**	**Fri 12/22/17**
39		1.5.1 Final review by board	2 days	Mon 12/18/17	Tue 12/19/17
40		1.5.2 FGP grade report	3 days	Wed 12/20/17	Fri 12/22/17



Page 1

Appendix 4: Revision Dictum

THE UNIVERSITY OF THE WEST INDIES

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DEPARTMENT OF LANGUAGE, LINGUISTICS AND LITERATURE

FACULTY OF HUMANITIES AND EDUCATION

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10 November 2017

To Whom It May Concern

This certifies that I, Margaret D. Gill, proof-read the study, PLANNING OF A CUSTOMER MANAGEMENT SOFTWARE (CMS) FOR JAMES DUBLIN AND ASSOCIATES, which was produced by Amiah Carr-Casey for the FGP process of UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL (UCI).

Guidance,

Margaret D. Gill, Bsc. (Hons), MA, Mphil
Tutor in Fundamentals of Written English

CURRICULUM VITAE

NAME: Margaret D. Gill

POST: Tutor

QUALIFICATIONS:

Degree	University	Date
Mphil Literature	U.W.I. Cave Hill	2008
MA Literature	U.W.I. Cave Hill	1997
Bsc. Public Administration (Upper Second Hons.)	U.W.I. Cave Hill	1978

NON-UWI EXPERIENCE

Post	Where Held	Dates	Duties
Visiting Writer	Hong Kong Baptist Univ.	2007 (Nov.)	readings, panels, teaching
Asst. General Sec., Research and Educ.	Nat. Union Public Workers	1992-1995	incl. course design Pub. Workers Academy
Research Officer	Nat. Union Public Workers	1990-1992	incl. support UWI
For. Service Officer	Min. Foreign Affairs Barbados	1989-1990	
Economist	Central Bank Barbados	1989-1989	
Regional Proj. Adviser	UN Fund for Women (UNIFEM)	1987-1988	policy, projects, trng.
Associate Expert Emp., Manpower planning	Intnl. Labour Org. Carib. Office	1984-1987	res., training, policy
Management Analyst	Organisation and Management Division Govt. Barbados.	1978-1979	policy, tech assist.

UWI EXPERIENCE

Lecturer	IGDS- Nita Barrow Unit	2006/2007	Women's Leadership
Tutor	Faculty Humanities, Education	2005-Present	Fund. Written English
Asst. Lect. Coord.	History Dept.	2000-2004	Carib. Civilization
Coord.	Fac. Humanities, Education	1999-2006	Fund. Written English
Tutor	Lang. Ling. Lit.	1996-1999	Lit., Lang Arg., Writing For Academic Purposes
Junior Research Fellow	ISER, UWI Cave Hill	1980-1981	res., publication
Research Officer	Inst. Soc. Econ. Res., UWI Cave Hill	1979-1980	survey design, res

PUBLICATIONS

Refereed Scholarly Output

A. *Women, Work and Development*. Monograph with Joycelin Massiah, Barbados: ISER, U.W.I., 1983.

B. "Women, writing and feminist literary theories in two George Lamming texts". Chapter in *Confronting Power, Theorizing Gender: Interdisciplinary Perspectives in the Caribbean*. Ed. Eudine Barriteau. Jamaica, Barbados, Trinidad and Tobago: University of the West Indies Press, 2003. (This Book won the UWI Press Best Seller Award 2004.)

C. "Calypso Aesthetic in George Lamming's Novel, In the Castle of My Skin". Chapter in *Caribbean Music and Caribbean Literature*. Ed. Timothy Reiss. New Jersey and Eritrea : Africa World Press, 2004.

D. "Nursing Politics and Social Change in the Caribbean: The Nita Barrow Years". Chapter in *Stronger, Surer, Bolder: Ruth Nita Barrow: Social Change and International Development*. Eds. Eudine Barriteau and Alan Cobley. Jamaica: UWI Press, 2001.

E. "Times Literary Supplement Reviews of George Lamming's Novels: Reactions to a Movement". Article accepted January 2016 for publication by *76 King Street: The Journal of Liberty Hall*. Marcus Garvey Museum.

F. "Stigmatisation, Employment and Mental Illness: Notes and Poetry". Article accepted June 2016 for publication by *The Caribbean Journal of Social Work*.

C. "Frail Marriages: Everything but the Kitchen Sink". Book of poetry, 2013.
D. "All this talk of culture driving me mad: a different take on "Low" and "high" Culture". Paper.
E. "A seed has been planted: Boabab theatre festival 2016." Review.
F. "Paling: Culture at the boundary". Paper
G. "Tendernesse of Kadooment". Short story
H. "When the Planet Structurally Adjusted". Short story
I. "Bipolar Silence". Short story
J.

RESEARCH ACTIVITIES

PhD study on "Leadership in the Novels of George Lamming"

"Activism Through Literature and the Arts in Social Trauma: Case of Montserrat"

PUBLIC PROFESSIONAL AND EXTRA-DEPARTMENTAL SERVICE

2016 Supported students of Central Bank of Barbados July Steel Pan Camp in creating narratives for projects on music and mas of the Caribbean

2016 Chaired meetings National Mental Health Commission Barbados for one-day seminar, June 29, on mental health encounter between institutional representatives and users of mental health services, family members and friends

2016 Writer of the Month, public reading, March. Sydney Martin Library Barbados 50th Anniversary celebrations

2016 Poem, "Love Song of a Canecutter" performed for Government of Barbados Tribute to the Prime Ministers, 50th Anniversary celebrations of Barbados

2016 Oshe Emeka (Great Deeds) Award, Government of Barbados for contribution to development of culture in Barbados

2015 Chaired meetings sub-committee National Mental Health Commission Barbados and designed course for users of mental health services, family members and friends to be conducted by National Mental Health Commission Barbados

2015 Featured speaker, Democratic Labour Party Lunch Time Lecture series:

"Borders, Leadership, Violence, Identity Sharing"

L. "Revolution, socio-economic change and freedom: Alternative leadership paradigms in George Lamming's texts". Paper delivered at the Sir Arthur Lewis Institute for Social and Economic Studies,

M. "For the Perpetrator" poem created and performed for the UNIFEM/Government of Barbados Bureau of Gender Affairs, 25-08-2009.

N. -"Remembrance Monument: Quaw's Quest". Poem created and performed with Michelle Barrow for the erection of an official monument by The U. W. I. Cave Hill Campus in honour of the 295 enslaved individuals held at the Mount Plantation, site of the Cave Hill Campus at the time of emancipation. The U. W. I.: inscription ceremony, March 15, 2013.

O. Readings of my poetry at the Women Writers and Scholars Conference, 2008, Grenada.

P. "A Response to Yvonne Weekes' Play, '*Broken Dolls*': Don't Laugh." Directed by Yvonne Weekes. *Nation Newspaper*, 30-04-2009.

Q. Review of the Play *"Pizza Man." Nation Newspaper*, 1994

R. Review of the Play *"II Monologues" and "Fallen Angle and The Devil's Concubine"*- 1995 Season of Plays, WWB Production. *Nation Newspaper*, 1995.

S. Review of the Play *"When Hope Smiles"*. Jointly sponsored by The Ministry of Health And the Pan American Health Organisation In association with KICKDUST PRODUCTIONS. Directed by Winston Farrell. *Nation Newspaper* 16/08/2006.

T. "If you are confused: Review of *'Praise Song for Irving'*. Barbados production for CARIFESTA 2006. Directed by Harclyde Walcott". *Nation Newspaper*, 22-09-2006.

U. "Review of First Night Performance of *Unfinished Women Cry in a No-man's Land While a Bird Dies in a Gilded Cage*. Directed by Yvonne Weekes. Weekend Nation, May 10, 2013.

V. "Some Thoughts on the Status of the Women's movement in the Caribbean." Posted at Norman Girvan website, 2009.

W. "Review of the book, *Genderstanding Jesus* by Meryl James-Sebro. Posted at, Norman Girvan website, 2009.

X. "Review of the Book, *Blood, Bullets and Bodies: Sexual Politics Below Jamaica's Poverty Line*, by Imani Tafari-Ama. Np: Multi Media Communications, 2006". Posted at, Norman Girvan website, 2009.

Y. Combined Barbados Report, 2003-2012, to UN Convention for the Elimination of all forms of Violence Against Women (CEDAW). Bureau of Gender Affairs, Barbados Government, 2013.

Z. Technical review Barbados Gender Policy Draft (2014).

AA. Coordinated Kamau Shadda, multidisciplinary national celebration of Kamau Brathwaite including book launches, panels with visiting lecturers, visiting writers school workshops, drama and dance productions with extensive media coverage, 2002.

MANUSCRIPTSIN PREPARATION

A. "Alternative Songs From the Kingdom of the Lilies". Book of poetry which won the inaugural Barbados Frank Collymore Literary Endowment Award of $10,000 BDS, 1998.

B. "Machinations of a Feminist". Book of poetry which won second prize in the Barbados Frank Collymore Literary Endowment Award of $6, 000, 2006.

C. "Frail Marriages: Everything but the Kitchen Sink". Book of poetry, 2013.
D. "All this talk of culture driving me mad: a different take on "Low" and "high" Culture". Paper.
E. "A seed has been planted: Boabab theatre festival 2016." Review.
F. "Paling: Culture at the boundary". Paper
G. "Tendernesse of Kadooment". Short story

H. "When the Planet Structurally Adjusted". Short story

I. "Bipolar Silence". Short story

J.

RESEARCH ACTIVITIES

PhD study on "Leadership in the Novels of George Lamming"

"Activism Through Literature and the Arts in Social Trauma: Case of Montserrat"

PUBLIC PROFESSIONAL AND EXTRA-DEPARTMENTAL SERVICE

2016 Supported students of Central Bank of Barbados July Steel Pan Camp in creating narratives for projects on music and mas of the Caribbean

2016 Chaired meetings National Mental Health Commission Barbados for one-day seminar, June 29, on mental health encounter between institutional representatives and users of mental health services, family members and friends

2016 Writer of the Month, public reading, March. Sydney Martin Library Barbados 50th Anniversary celebrations

2016 Poem, "Love Song of a Canecutter" performed for Government of Barbados Tribute to the Prime Ministers, 50th Anniversary celebrations of Barbados

2016 Oshe Emeka (Great Deeds) Award, Government of Barbados for contribution to development of culture in Barbados

2015 Chaired meetings sub-committee National Mental Health Commission Barbados and designed course for users of mental health services, family members and friends to be conducted by National Mental Health Commission Barbados

2015 Featured speaker, Democratic Labour Party Lunch Time Lecture series:

"Borders, Leadership, Violence, Identity Sharing"

2015 Feature Speaker and Honoree, Institute for Gender and Development Studies- Nita Barrow Unit, The Univ. of the West Indies, cave Hill Campus: "Theory is Action Walking Bout: Replacing 'Woman"

2015 Inaugural Poet Laureates Poetry Reading, EBCCI, Cave Hill Campus

2013 Consultancy, Government of Barbados to produce Barbados Combined CEDAW Report, 2003-2012, including coordinating three public Town Hall Meetings (Alexandra School, Speightstown; Steel Shed, Bridgetown; virtual Town Hall, CBC television), and training of 12 gender focal points from 12 public sector agencies

2013-14 Poet Laureate, Institute of Gender and Development Studies- Nita Barrow Unit, The UWI

2010 "Commentary on *'Puzzlement'*", Exhibition by Artist, Gail Pounder Speede, 14-10-2010

2010 Poet residency award, Banff Arts Centre, Alberta Canada

2009 Featured author, The Author's Chair, Barbados Association of Reading, Erdiston Teachers College, November 06, 2009

2009 Community tutor, creative writing, Black Rock Artist Movement

2009-P Director, Khary Training- business delivering language development training, development and promotion of artists, cultural research for policy development, editing services, poetry performances

2008-P Member National Mental Health Commission Barbados, Government

2007 International Visiting Writer, Hong Kong Baptist University, Hong Kong and Shandong University, China

2006 Barbados Frank Collymore Literary Endowment Award (second prize to Kamau Brathwaite)

2004-8 Member Task Force on upgrading mental health services in Barbados, Government Barbados

2002-7 Regional Chairwoman, Caribbean Association Feminist Research and Action

1998 Barbados Frank Collymore literary Endowment Award First Prize

1997-00 Barbados National Representative, Caribbean Association Feminist Research and Action

1995 United States Information Service (USIS), 6 week International Visitor fellowship labor

1995 Consultant to produce Charter of Caribbean, NGO Caribbean Policy Development Centre (CPDC)

1994 Research Associate and Examiner, Certificate Course, UWI Institute for Gender and Development Studies, Nita Barrow Unit, Cave Hill

1993-5 Member executive Central Bank of Barbados Information Society of Barbados

1993-P Member, Board of Management, Danse Nacional Afrique (dance company)

1993-P Cultural activist, organiser of cultural programmes and art exhibitions in support of gender and development and other socio-political campaigns

1992 Co-ordinator, inaugural Certificate, Gender and Development Studies, UWI, Cave Hill

1992-4 Free-lance contributor to Caribbean Contact, news magazine of the Caribbean Conference of Churches

1992-4 Member, Board of Directors, Asian Ventures Ltd., computer sales, service and training company

1992 Consultant, Pat Ellis Associates

1991 Consultant Rapporteur, Planning and Strategy Meeting, NGO Caribbean Policy Development Centre (CPDC)

1989 Consultant Rapporteur, UWI Women and Development Studies Social Science Disciplinary Seminar

1985-99 Founding member Women's Forum of Barbados

1972- Member Barbados Writers Workshop, Poet's Circle, Voices Writers Collective, Barbados Association of Literary artists

Academic Honours

2015 The University of the West Indies Post-graduate Fellowship, literature

2007 Honorary Fellow in Writing, Hong Kong Baptist Univerrsity

1997 University of the West Indies Post-graduate Fellowship, literature

1982-84 Tinker Foundation Fellowship (pre-doctoral studies in political economy)

1982-83 Inter-American Foundation Fellowship (Master Arts Latin American Studies) political economy

1981-82 Assistanceship, University of Florida (Master Arts Latin American Studies) political economy

1996 University of Miami scholarship, Caribbean Summer Institute Poetry Writing

1977-78 Barbados Employers Confederation Fellowship (Bachelor Science) Public Administration

Contributions Skills

Service in Barbados has included many years of writing and speaking using the public media on economic, political and cultural issues. This includes being a panelist for extended radio and television series on Barbadian writers on both radio and television. Programmes and panel discussions in which I have participated on television over more than 30 years continue to air regularly on Caribbean Broadcasting Corporation television service. Apart from what can be inferred from all the above, my skills also include conference organizing, newsletter production and project monitoring.