

Ed-Tech Summit for Educators of North-West district – project baseline

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GPRM 521: PROJECT MANAGEMENT

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Lecturer: Prof Y du Plessis

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I, Ronel Fourie, hereby declare that the assignment for Project management was conducted on my own.

A handwritten signature in black ink, appearing to read 'Ronel Fourie', with a stylized, cursive script.

Ronel Fourie

2020/11/20

Date

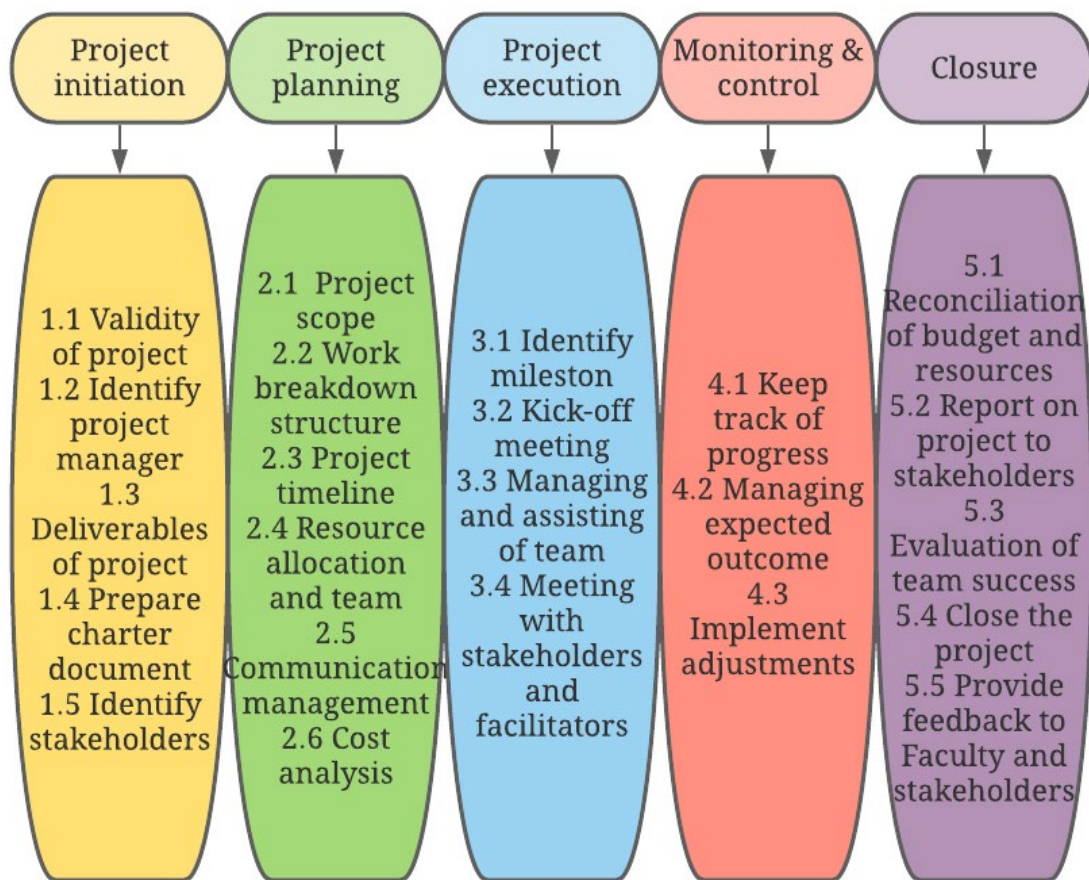
1 Introduction

A project is an instance where planning is done for a task which has a defined beginning and end time for which there are a scope and resources defined. Projects, as defined in Project Management Body of Knowledge (PMBOK, 2017), is a temporary commitment to commence the creation of a unique product, service or result. Projects have a specific set of processes combined to achieve a specific goal. A project team consists of individuals who usually do not work together, for example, from other organisations or even other countries. Project management is the solicitation of knowledge, skills, tools and techniques which incorporate the activities to meet the requirement of the project. Project management is categorised in five groups, initiating, planning, executing, monitoring and evaluation and the ending of the project. IPMA (2017) guide projects to achieve excellent outcomes through a framework for Project assessment.

The knowledge areas consist of the integration, scope, time, budget/cost, quality, procurement, communications (regular meetings), risk management, stakeholders and human resourcing. An international company contacted the unit within a Tertiary organisation to assist with the arrangement for the presentation of various technological option which could be used by Educators in their classroom. The unit will conduct all arrangements as prescribed in the project outline.

2 Project life cycle

The project life cycle (PMBOK, 2017) reflects the guide for detailed task description, which needs to be completed to ensure the effective delivery of the project. Project phases are the compilation of project-related activities that concludes in the completion of the deliverables. The project life cycle consists of five stages, namely Project initiation, Project planning, Project execution, Project monitoring and evaluation, and Project closure. In this assignment, the baseline for the project Ed-Tech summit will be discussed in detail.



2.1 Project initiation

The project initiation is the start of the project; for the initiation, there should be a strategic need for the project. The need that arises to consider the project, Ed-tech Summit was due to the constant changes in technology affecting the working environment of in specific educators. The introduction of technology to assist the educator in the classroom activities is viable, and the project was approved for completion.

2.1.1 Objectives and deliverables

The project aims to present a technologically based summit to educators within the North-West district.

- Timely arrangements and within budget
- Recruitment of educators and guests
- Opening of the summit (First in NW)
- Technological exposure for educators to use within their classrooms

2.2 Project planning

Project planning is set out in phases to ensure that all deliverables are met within a specific timeline.

- Arrangements for the summit will begin on the 26th of October, and the project will be closed on the 26th of November
- Determine and outline the responsibilities of team members assigned to the project
- Proper resource management due to constricted timeline
- Deliver summit with all deliverables met within the budget approved

2.3 Project execution

Project execution is defined as the documents that define the details of how the project will be conducted to complete

- Identify the milestones
- Keep stakeholders informed at all times
- Timelessly meetings to counterfeit any challenges

2.4 Monitoring and controlling

Monitoring and controlling is a measure applied to ensure that proactive actions are taken in the case of deviations of the project plan.

- Keep track of the project progress regularly
- Manage and ensure that the outcomes are reached as prescribed by the expectations of the stakeholders
- Implement adjustments were needed

2.5 Closure of project

Project closure is the last phase of the project life cycle wherein the accomplishment is established, all documents are completed, and lessons learned documented for future projects.

- Reconcile budget with expenses, ensure that all expenses have been paid
- Evaluate the project and document all mistakes and or lessons learned
- Evaluate team members performance
- Report back to stakeholders

3 Theoretical overview: PMBOK Ten Knowledge Areas

The PMBOK 6th-edition (2017) describes the ten knowledge areas that need to be applied within projects which includes project integration management, project scope management, project schedule management, project cost management, project quality management, project resource management, project communication management, project risk management, project procurement management, project stakeholder management. All of these knowledge areas will be indicated in and implemented in the Project: Ed-Tech summit.

4 Project management process

The project management process, according to the PMBOK (2017:431), is the process to manage the project in order to meet the objectives. Project management derives of five different groups, initiation, planning executing, monitoring and controlling and closing of the project.

4.1 Project integration management theory

According to the PMBOK (2017:80), integration management entails the identification, definition, combination, unification and coordination of the processes and define the project management actions for the Project management team. Project integration consists of seven processes which should be included as a whole within the project. Integration management has seven phases for implementation throughout the project.

Phase 1: Project charter, the charter is a formally approved document which authorises the project manager to apply resources to activities.

Phase 2: Project management plan requires the development of a project management plan which will include defining the project, preparing for implementation and coordination of all the components within the project plan.

Phase 3: Direct and Manage project work is the effective leading and planning of the duties acquired for the project, and as defined in the project management plan for implementation and deliverables.

Phase 4: Manage project knowledge includes the utilisation of current knowledge, the ability to create new knowledge to achieve the objectives of the project

Phase 5: Monitor and control project work is the pursuing, evaluating and reporting the progress of the project to meet the objectives defined in the management plan.

Phase 6: Perform integrated change control is the effective management of all change requests within the project to ensure the proper approval and managing of changes, changes to documents, changes to deliverables and the management plan and to communicate any deviation effectively.

Phase 7: Close project is the finalisation of the project and that the activities have been completed.

4.1.1 Project management plan: Ed-Tech summit

The objective of this project is the arrangement of an Ed-Tech summit for educators. The summit is presented for the first time in Potchefstroom. The summit will have a start and end date and requires specific deliverables before the summit can commence. The project charter document has been approved, which provides the authority of the project manager to utilise resources. The project manager approved the budget for a formal opening function and two consecutive days with simultaneous presentations presented by the international company and lecturers from the University.

The summit will be presented as a once-off, and the successful delivery and execution of the project could result in yearly presentations. The target market is the educators, but throughout the summit, subject coordinators will be invited to attend the summit. The summit is free of cost, and all expenses will be covered by donations. The purpose of this summit is to enhance educators' personal skills to assist them with using technology in their classrooms. The unit has agreed to host the summit at the University for which the project team will be responsible for the arrangements. It is expected that the venues must be equipped with computers and have stable access to WIFI. As the sessions will be presented concurrently, a clearly defined programme must be available before commencing to provide the opportunity for the educators to decide which sessions they would like to attend.

4.2 Project cost management

Cost management defined in PMBOK (2017:200) is the compilation of the budget for the project concerning the planning and controlling of costs, and is entailed in the IPMA ICB4 domain, Practice; competence element no 7 (Finance).

The purpose of the budget is to ensure that the project expenses refrain from a deviation of the project budget. The cost management process is planning, estimation, determine and control of costs.

4.2.1 Project cost management: Ed-Tech Summit

According to Othman (2016), cost estimation requires knowledge of the cost of expenses and additional skills, experience, foresight and good judgement. Cost estimation forecasts the financial requirements to complete a project. The breakdown in the cost estimation must include direct and indirect costs.

4.2.1.1 Cost estimation for Ed-Tech summit

Rev 01.1 Budget: Ed-Tech Summit (November 2020)							
Budget Item	Initial forecast	Budget approved	New Adjusted budget	Cost to date	Costs to be incurred till the end of the project	Current Forecast to completion	Saving / (Overexpenditure)
Sponsors received	R -	R 251 501	R 251 501			R -	R 251 501
Vodacom	R -	R 31 000	R 31 000			R -	R 31 000
Internal	R -	R 220 501	R 220 501			R -	R 220 501
Grand Total	R 296 500	R 251 502	R 251 502	R -	R -	R -	R 251 502
Personnel			R -			R -	R -
Admin and support staff	R 30 000	R 35 000	R 35 000	R -	R -	R -	R 35 000
Outsourced staff	R 19 700	R 19 700	R 19 700	R -	R -	R -	R 19 700
Consumables						R -	R -
Bags	R 1 500	R 739	R 739	R -		R -	R 739
Stationery	R 10 000	R 7 800	R 7 800	R -		R -	R 7 800
Printing	R 3 000	R 2 294	R 2 294	R -		R -	R 2 294
Lanyards & Pockets	R 1 000	R 1 000	R 1 000	R -		R -	R 1 000
Corporate gifts	R 6 000	R 5 250	R 5 250	R -		R -	R 5 250
Advertising			R -	R -		R -	R -
Marketing	R 5 000	R 5 000	R 5 000	R -		R -	R 5 000
Entertainment			R -			R -	R -
Black note	R 7 800	R 7 800	R 7 800	R -		R -	R 7 800
Segomotso Shupinyaneng	R 9 200	R 9 200	R 9 200	R -		R -	R 9 200
Rochelle Langford	R 2 800	R 2 800	R 2 800	R -		R -	R 2 800
Bandura band	R 5 000	R 5 000	R 5 000	R -		R -	R 5 000
			R -			R -	R -
			R -			R -	R -
Catering			R -			R -	R -
Catering	R 90 000	R 75 570	R 75 570	R -		R -	R 75 570
Refreshments	R 3 000	R 2 372	R 2 372	R -		R -	R 2 372
Communication			R -			R -	R -
Telephone	R 1 500	R 1 250	R 1 250	R -		R -	R 1 250
			R -			R -	R -
			R -			R -	R -
Venues and facilities			R -			R -	R -
Venue / Facility rental	R 100 000	R 70 000	R 70 000	R -		R -	R 70 000
Travelling and subsistence			R -			R -	R -
Travelling	R 1 000	R 727	R 727	R -		R -	R 727

4.3 The project scope management theory

The project scope provides a precise detail of all tasks for the project and is linked to the schedule and the budget. The project scope provides details for the work that needs to be completed to execute the project successfully for which the competence baseline prescribe in IMPA ICB4 domain are practice, element no. 3 (Scope), (IPMA ICB4). The scope of the project consists of the deliverables, the technical outline and functionality. The process for scope management is planning, collecting requirements, defining scope, WBS, validation of scope and control of scope (PMBOK, 2017:124).

4.3.1 Project scope management: Ed-Tech Summit

PROJECT DETAIL	
Project name:	Ed-Tech summit 2020
Description:	Technology-based summit for educators in NW
Project manager:	Mrs R Fourie
Reporting manager:	Mrs A Fourie
Start date:	01-11-2020
Completion date:	30-11-2020
Scope of work	
Formal function scope of work: Invite guests as indicated by the Department of Education Arrange entertainment (formal) – 3 performers (singing), bandura band for background music (outside) Make provision for: • Master of ceremony • Keynote speaker • Opening and welcoming: • Vice-chancellor • Dean of Faculty of Education • Guest speaker (Mayor of Potchefstroom) • Laser show • 5-course meals with pairing The requirement for presentation: Computer equipped venues with access to WIFI (6 venues). Sessions will be conducted simultaneously. Support from University staff for access, assistance and technological support The venues must include: • Computer station for each delegate • Table and chair • Aircon • Whiteboards • Data projectors	

- Flipcharts & markers
- Registration of guest for accessing the network and internet.
- Notepads and stationery for all delegates (250 delegates)

Training sessions requirements:

- Internet access for access to google forms, google calendar

Internet access for cloud spaces to partake in the following sessions:

Provision for technical support from University staff

- Smart classroom training
- A practical reality with a theoretical base: Inspiring growth mindset in educators
- Vision and planning the role of computer sciences both within and beyond ICT classes
- The place for virtual reality
- Digital and media literacy in Education
- Google as an education partner
- The library of today and tomorrow: Reimagining learning spaces in classrooms
- Project-based learning: Creating the space and the Structure for experiential learning
- Formative assessment: creating ways to see, hear and touch student thinking and understanding

Informal training on (contact) (venues with projectors and whiteboards, flipcharts and markers):

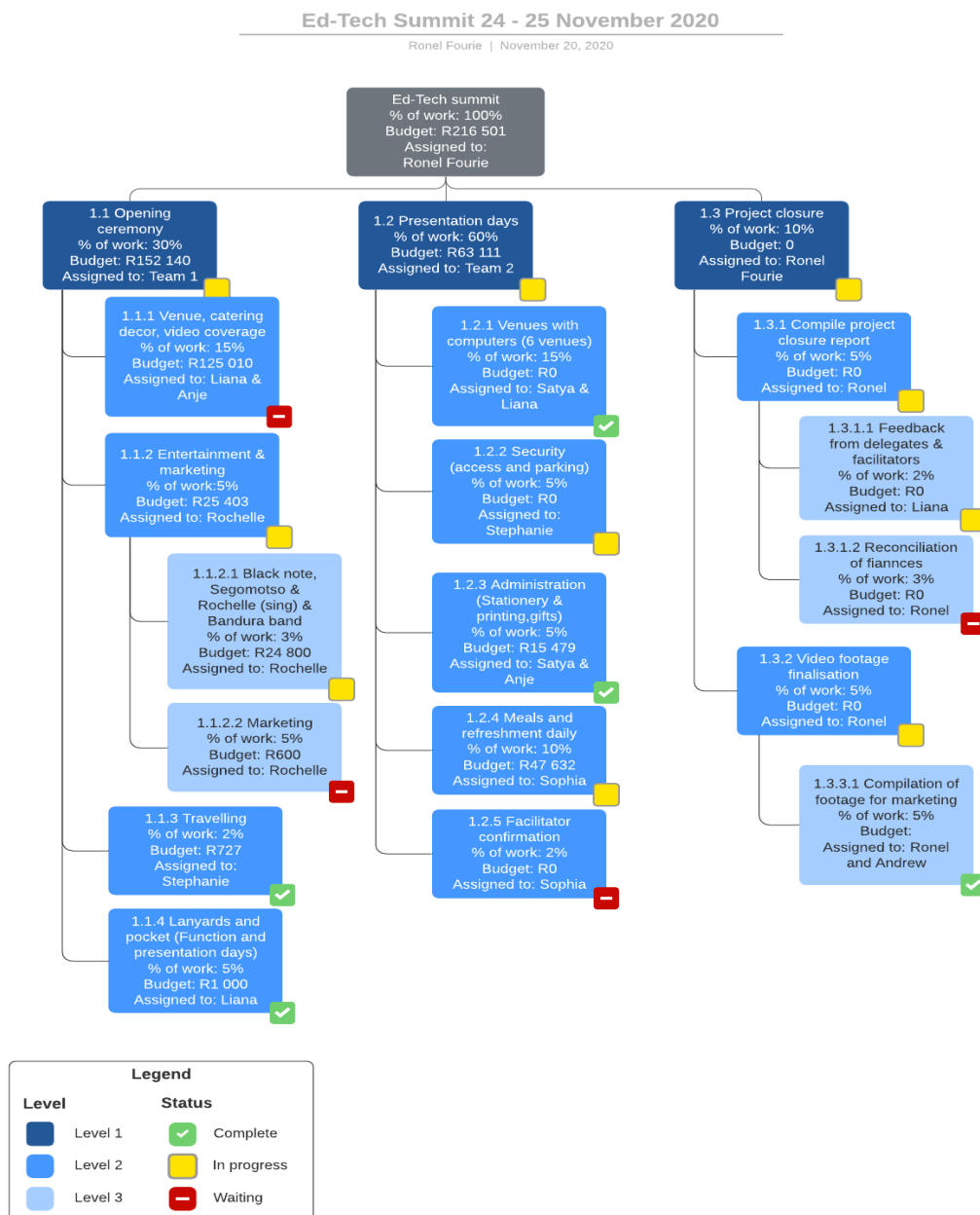
Provision for support from University staff at each venue

- Mentorship on and off-campus
- Curriculum design for differentiation and inclusion
- Learner support in the inclusive education classroom
- Supporting meaningful use of technology in learning environments
- HIV & AIDS education
- Strengthening and Learning Discipline in secondary schools
- The affordance of Indigenous Knowledge in the mathematics classroom
- The affordance of Indigenous Knowledge in the science classroom
- Learner discipline
- Google tools for leading, communicating, organising and assessing learning
- Strategies to inspire and sustain a growth mindset for teachers and lifelong learners

Visitor cards to monitor access to venues and to report on participation Catering arrangements for delegates for two days which should include (mid-morning tea and lunch)
Detail
The value of the summit will enable teachers to work smarter, not harder. It will benefit both educators and learners within the school. The advantage of the summit will enhance the skills, productivity, effective time management and efficiency within the classroom
Constraints
Budget: R200 000 Time: November 2020
Special conditions
Venues must be equipped with computers and able to run simultaneously with WIFI to access the internet
Assumptions and/or special conditions
• Provide support for delegates who are not computer literate • Make provision for generators in case of load shedding • Arrange for spare keys and additional guest cards for access to venues

4.3.2 Work breakdown structure: Ed-Tech Summit

The work breakdown structure is the building blocks which is used to manage projects (Ahlemann, 2009:19). Within the WBS, all tasks are assigned to a team member with the specific timeline and delivery date, and the budget approved for which they have to complete these tasks to meet the objectives.

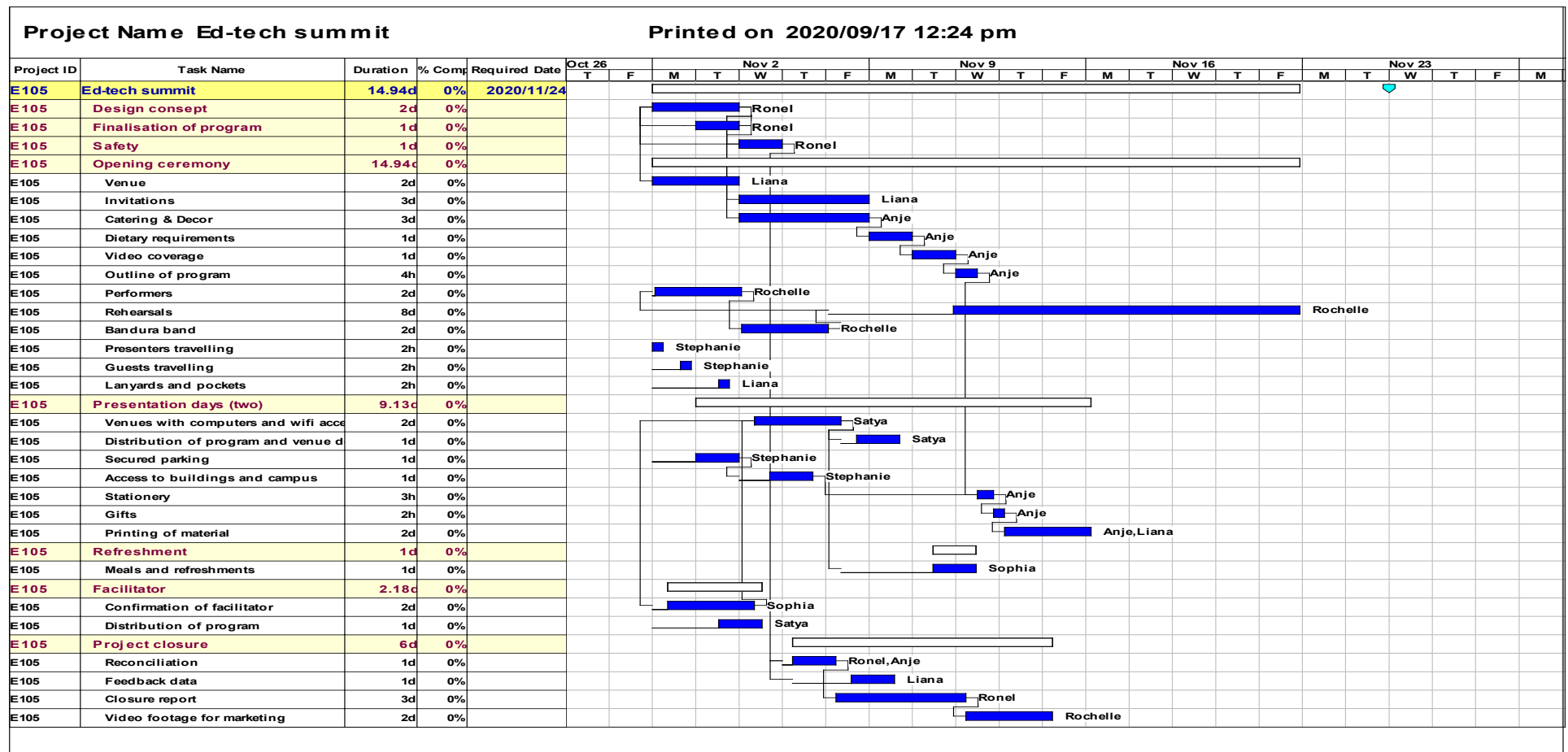


4.4 Project schedule management theory

According to PMBOK (2017:444), the project schedule provides for the controlling, executing and managing of the project through the process of obtaining the policies, planning and development of the project. IPMA ICB 4 defines the domain of Practice with 14 elements, project schedule management competence are based on elements no. 4 (time), 10 (plan and control), 13 (change and transformation).

4.4.1 Schedule of work: Ed-Tech Summit

The project schedule includes the start and end date of the planned project, the exact duration and how the resources for each activity has been assigned. The schedule clearly defines the activities, deliverables and the stages of development within the project. From the Gantt chart, a job-card are issued for each team member which indicates the timeframe in which each task must be completed (example enclosed).



4.4.1.1 Example of a job card

Project Name: Ed-tech summit		Printed on: 2020/09/17 11:29 am	
Ed-Tech summit			
Job caard for current resource		Run Date & Time: 2020/09/17 11:29 am	
For Resource:	Anje	E-mail:	Manager:
		2020/09/17 11:29 am	
Project Name	Task Name	Schedule Start	Duration
% compl	Predecessor status	Delkdate	
Uncompleted Task(s) Scheduled before: 2020/09/17			
Task(s) Scheduled to Start in Between 2020/09/17 and 2020/12/09 Double click the report then the red date loop to edit the date range			
E105	Ed-tech summit	Catering & Decor	2020/09/23 3d 0% waiting Design concept 2020/11/24
E105	Ed-tech summit	Reconciliation	2020/09/24 1d 0% waiting Safety 2020/11/24
E105	Ed-tech summit	Dietary requirements	2020/09/28 1d 0% waiting Catering & Decor 2020/11/24
E105	Ed-tech summit	Video coverage	2020/09/29 1d 0% waiting Dietary requirements 2020/11/24
E105	Ed-tech summit	Outline of program	2020/09/30 4h 0% waiting Video coverage 2020/11/24
E105	Ed-tech summit	Stationery	2020/09/30 3h 0% waiting Access to buildings and campus .Ok 2020/11/24
E105	Ed-tech summit	Gifts	2020/09/30 2h 0% waiting Stationery 2020/11/24
Director: WL Fourie			

The WBS makes provision for the work breakdown (duties) for which each team member are responsible (PMBOK, 2017:144). The example of the job card, is a clear indication of how the duties are distributed with delivery dates according to the objectives of the project.

4.4.1.2 Milestones of the project: Ed-tech Summit

MILESTONE	DESCRIPTION	DATE
Initiation Phase	The project team was consulted and constructed. First meeting was done.	26 October 2020
Planning Phase	WBS, RAM. Work distributed.	26 October 2020
	Stakeholder analysis	26 October 2020
	Work distribution	26 October 2020
Executing Phase	Team members to execute their duties.	26 October – 23 November 2020
Monitor & Control	Monitor and evaluation of team members, objectives and quality	16-22 November 2020
Project closure		26 November 2020

4.4.2 Project risk management: Ed-Tech Summit

The Responsibility Assignment Matrix consists of four categories, responsibility, accountability, consulted and informed (PMBOK:2017). The matrix (RAM) is a tool which is used to define the powers of the team members assigned as assigned in the work breakdown structure. This provides clarity on the role of which the team member partakes in.

Responsibility Assignment Matrix - RACI Chart

	<i>Anje</i>	<i>Dehlia</i>	<i>Liana</i>	<i>Melissa</i>	<i>Rochelle</i>	<i>Ronel</i>	<i>Satya</i>	<i>Sophia</i>	<i>Stephanie</i>
Planning/Schedule	R	I	R		R	C	R		
Risk management		I		I					
Quality management		A		R		C			
Procurement	I	C	R			A	I	I	I
Bookings		A	R		R	I	R		
Catering	R	I	R			C		R	
Security						C			R
Facilitator confirmation						I		R	
Budget	R					A			
Marketing		C			R				
Reporting		A				R			

* R - Responsible, A - Accountable, C - Consulted, I - Informed

The four categories can be defined as:

Responsible - The team member who is responsible for the performance of the activity. The obligation does not necessarily only reside with one team member.

Accountable - Accountability resides with one team member who is authorised to approve activities relating to the project.

Consulted - These are members who are experienced in the field but not necessarily responsible for performing the task.

Informed – These members are concerned with the outcome of the project and should be informed about the progress.

4.5 Project quality management

Project Quality Management defined in PMBOK (2017:227) is the accomplishment of meeting the stakeholder's standards to ensure the significance of the project. Withing the three domains describe by IMPA ICB4, the elements of competence within project quality management can be noted as People, element no. 4 (relations and engagement), Practice domain, element no. 6 (quality) Project quality derives of three processes, planning, managing and control of quality.

4.5.1 Quality management: Ed-tech Summit

To ensure quality of the project, the requirements of stakeholders was considered during the planning phase. The first meetings conducted with the stakeholders provided for expectations during the planning and execution of the project.

- Department of Education was concerned with the security of high-level guests, such as the Minister of Education. The recruitment of participants to attend the Ed-tech summit and the safety of educators during the summit.
- International guests were requesting venues with computers and wifi, transportation to and from campus, dietary requirements.
- The University's primary focus was on the quality of presentations done by facilitators and the monitoring of intellectual ownership.

The requirements of the stakeholders were stipulated in the baseline plan. Where applicable, the team members were informed by the project manager to ensure that quality management, as planned, is followed. The project manager monitored the progress of the requests and ensured that the requirements where met at all times.

The project completion confirmed that there was no deviation from the requirements and that the control of the quality was of a high standard.

4.6 Project resource management

Resource management is the capabilities of project management to understand the resources necessary for the project completion, and the ability to distribute the work between the team members (PMBOK, 2017: 253). IPMA ICB 4 domain people and practice elements no. 5 (leadership), 6 (teamwork), 8 (resourcefulness), under people domain and practice elements are no. 8 (resources), 10 (plan and control).

4.6.1 Resource management: Ed-Tech summit

PROJECT NAME:					Ed-tech summit 2020
PROJECT DESCRIPTION:					Summit for Educators at NWU
PROJECT MANAGER:					Mrs R Fourie
REPORTING MANAGER:					Mrs A Fourie
PROJECT START DATE:					01-10-2020
PROJECT COMPLETION DATE:					30-11-2020
Resource management: Ed-Tech summit					Notes
Opening Ceremony 23 November 2020					
	Dedicated Person	Follow-up date	Confirmed	Qty	
Venue - Roots	Ronel	Done	Done	1	Finalised and booked
Entertainment: Artists & Fire entertainers	Rochelle	Done	Done	4	Finalised and booked
Invitations, programme	Rochelle	Done	Done	250	Finalised and booked
Theme: Décor	Ronel	Done	Done		Finalised and booked
Menu	Ronel	Done	Done	250	Finalised and booked
Guestlist	Anje	Done	Done	250	Finalised and booked
Marketing material for arrival CHAPEL	Rochelle	Done	Done	100	
Table Seating DESIGN	Rochelle	Done	Done		Anje assist with table placing, Satya responsible for table layout
Table seating LAYOUT	Ronel	Done	Done	250	Waiting for final rsvp (15 November)
MC - Christo	Ronel	Done	Done	1	Meeting scheduled for the 2nd of November 2018 at 11:00 (Dehlia's office), Final meeting on 16th of November
Media - Andrew	Ronel	Done	Done	2	Meeting Scheduled for the 29th of October at 11:00 (Building B5 -seminar room), Final confirmation email send on 11 November
Technical - Roots (Gerrie)	Roots	Done	Done		Soundchecks scheduled for the 16th of July 2018
Transport for artists to the Roots	Sophia	Done	Done	2	Transport Performers to the Roots
Soundcheck- Black note and Rochelle 12 November	Rochelle	Done	Done		Completed

Opening Ceremony 23 November 2020					Notes
	Dedicated Person	Follow-up date	Confirmed	Qty	
Drivers	Sophia	Done	Done	1	Transport performers to the Roots (21 and 22 November)
Speakers	Prof Lloyd				Welcoming
Prof D Kwgadi		Confirmed	Confirmed		
Min N Pandor	Prof Kwgadi	Not attending	Not attending		Replacement confirmed
Mr Mvhula		Confirmed	Confirmed		
Mrs K Page: Keynote		Confirmed	Confirmed		Must send program
Presentation 24-25 November 2020	Dedicated Person	Follow-up date	Confirmed		
Venue	Satya	Done	Done	6	Confirmed and documents send for confirmation
Tables for caterers	Anje	Done	Done	12	Confirmed and documents send for confirmation
Bags & stationery	Liana	Done	Done	250	Confirmed, delivery date 14 November
Computer Rooms	Stephanie	Done	Done	6	Confirmed and documents send for confirmation
Bottled Water	Anje	Done	Done	500	Delivery, 16 November (Oasis water)
Mints	Anje	Done	Done	4	
Food / Quotations / Tea breaks/	Liana	In process	Done	250	Must just call closer to time
Presenters	Anje	Done	Done	8	
Folders & pens/ Name Tags	Anje	In process	Done	250	Delivery 14 November

4.7 Project communication management

Communication is a fundamental part of the success of a project. PMBOK (2017: 292) is described as a necessity for the exchange of information between the project team, manager and stakeholders. Communication management includes planning, managing and monitoring of communication. There should be proper planning prior to the implementation of the project to determine the information acquired by stakeholders. Information for stakeholders should be readily available within the projected timeline. Concurrent feedback, by means of reporting, on the status of project to ensure that all requirements are met, and any challenges dealt with promptly.

4.7.1 Project communication management: Ed-Tech Summit

PROJECT NAME:	Ed-tech summit 2020
PROJECT DESCRIPTION:	Summit for Educators at NWU
PROJECT MANAGER:	Mrs R Fourie
REPORTING MANAGER:	Mrs A Fourie
PROJECT START DATE:	01-10-2020
PROJECT COMPLETION DATE:	30-11-2020

Description	Frequency	Method of communication	Who will receive communication	Who is responsible
Project team				
Kick-off meeting	Once	Meeting	Team	Project manager
Task assignment	Once	Email	Team	Project manager
Project status report	Weekly	Meeting	Team	Project manager
Team discussion	Daily	Meeting (30 min)	Team	Project manager
Progress update	Daily	Meeting (10 min)	Team	Project manager
Review	Milestones reached	Weekly	Team	Project manager
Board meeting	Once-off	Meeting	Project management	Project manager
Post-meeting	End of project	Email report	Stakeholders	Project manager
Stakeholder	Once-off	Email	Stakeholders & project management	Project manager
Facilitators				
Project plan	Twice a week	Email and meeting	Facilitators	Team

4.8 Project procurement management

Procurement management process (PMBOK, 2017: 363) is the purchasing of products, services or results outside the project team. Procurement entails agreements such as contracts, purchase orders, MOA and SLA's. This project knowledge area keeps track of all the project procurement and supplier work starting from planning on what needs to be bought, to get involved in the surrendering and acquiring process to executing the task of the supplier and closing the contract when the project is finished.

4.8.1 Project procurement management: Ed-Tech Summit

Description					Due date	Order date	Payment method	Purchase order	Payment	Issues	Resolved
Object description	Qty	Supplier	Price	Y/N							
Bags	250	Gowear	R 739	Y	2020/11/11	2020/10/26	Transfer	n/a	Y	Logo incorrect, re-order printing	15-Nov-20
Stationery	250	Internal store	R7800	Y	2020/11/24	2020/01/11	Transfer	n/a	Y	No issues	
Printing	1500	Nashua	R2294	Y	2020/11/24	2020/01/11	Transfer	n/a	Y	No issues	
Lanyards & Pockets	250	Gowear	R1000	Y	2020/11/25	2020/01/11	Transfer	n/a	Y	No issues	
Corporate gifts	10	Cape M	R5250	Y	2020/11/25	2020/10/11	Transfer	n/a	Y	No issues	
Marketing	1	Nashua	R5000	Y	2020/10/26	2020/10/26	Transfer	n/a	Y	No issues	
Entertainment	4	Various performers	R24800	Y	2020/11/24	2020/10/26	Transfer	n/a	Y	No issues	
Catering	250	The roots	R75570	Y	2020/11/24	2020/10/26	Transfer	n/a	Y	2 x vegetarian	16-Nov-20
Refreshments	250	The roots	R2372	Y	2020/11/25	2020/10/26	Transfer	n/a	Y	No issues	
Telephone	10	Staff	R1250	Y			Transfer	n/a	Y	No issues	
Venue	7	The roots & NWU	R70000	Y	2020/11/24	2020/11/24	Transfer	n/a	Y	No issues	
Travelling	2	Vehicle park NWU	R727	Y	2020/11/24	2020/11/15	Transfer	n/a	Y	Struggled with driver with PPT	23-Nov-20

4.9 Project stakeholder management

PMBOK (2017:394) describes project stakeholder management as the provision for the involvement of stakeholders from the beginning of the project to engage with possible changes to be meet their requirements. Excluding stakeholders from the start will hamper the quality and value of the project. The four processes involved during stakeholder management are the identification of stakeholders, the planning, management and monitoring of stakeholder engagement. Stakeholders can be classified into four categories, namely Governance, Users, Influencers and Providers. The category is determined by the responsibility of each stakeholder, as indicated below.

4.9.1 Project stakeholder management: Ed-Tech Summit

STAKEHOLDERS		
Project name:	Ed-Tech summit 2020	
Description:	Technology-based summit for educators in NW	
Project manager:	Mrs R Fourie	
Reporting manager:	Mrs A Fourie	
Start date:	01-11-2020	
Completion date:	30-11-2020	
Stakeholder name	Category (G/U/I/P)	Responsibility
Department of Education	U	Identifying participants for function and sessions Notifying participants
Employees of the Unit	I	Project logistic arrangements and support
ETDP-SETA	U	No responsibilities
University	G	Management of project
Educators North-West region	U	No responsibilities
International company	I	Direct influence on how sessions will be conducted and roll-out plan
Vendors and suppliers: • The Roots • Rent a chef • @ office • IT • Gifts for Africa • Oudrift guesthouse • Lavida photography	P	All relevant business who will supply goods or services for the summit including catering, accommodation, gifts, stationery, IT support and facilities

5 Project Execution: Ed-Tech summit

5.1 Kick-off meeting

The project manager scheduled a kick-off meeting on the 23th of October 2020. All members of the team were requested to provide their cell numbers to create a WhatsApp group for effective communication.

The project manager introduced herself and explained what is expected from the team—the success of this project comprised of good teamwork in a minimal time frame. The project manager provided for the opportunity to opt-out if the pressure pertaining to the project was too much from the members. All members agreed to commit for the arrangements of the Ed-Tech summit opening function and two-day presentation.

The project manager arranged for the task assignment meeting scheduled for the 26th of October 2020. The project manager requested the project leader to schedule weekly project status report meetings, daily morning discussion of 30 min and daily progress feedback of 10 min from the 26th of October until the 23th of November 2020.

All other meetings will be scheduled by the project manager.

5.2 Project updates and progress

Kick-off meeting conducted on 26 October 2020 for distribution of tasks.

5.2.1 Opening function: Ed-tech summit

The opening functions' arrangements involved all team members; the task was assigned accordingly. All team members were informed via email regarding the task assigned and due dates.

All logistical arrangements were completed without any problems. Feedback was done every morning, and other matters regarding the function were communicated on WhatsApp.

Team members informed the project manager during daily meetings of the project progress, and during these meetings, approval required from the project manager was discussed and authorised.

5.2.2 Two-day presentation: Ed-tech summit

The tasks assigned for the presentation days was assigned, taking into consideration the team member knowledgeable areas. The project manager assisted team members with less experience by providing guidance and support.

Tasks, as prescribed in the WBS, was completed with immense detail and daily feedback. Any challenges or changes were immediately addressed by the project manager, and changes were made within the documents of the project. Challenges such as the incorrect logo on our gift bags and the driver with PPT should have had an impact on the project delivery date. However, effective management and initiative thinking awarded the successful delivery of all tasks.

The final meeting was held on the morning of the 23 of November 2020. All tasks were completed, and the team members were complimented on successful arrangements. The final discussion concluded the dress-code for team members during the days of the summit presentations and especially for the opening function.

6 Project monitoring and control

Project monitoring and control is the comparison of the planned process against the actual measured results. Deviations cause for immediate action to ensure that the project remains on schedule and within the project budget.

6.1 Project monitoring: Ed-Tech summit

The scheduled communication plan ensured that the team members and the progress of the project were monitored on a daily basis. Proper monitoring was performed to ensure that the deadlines are adhered to. The project manager effective leadership and management of the project ensured effective management of the scope of work and the resources acquired. Requirements, as stipulated by stakeholders, was effectively adhered to and the need for intervention or change control was not relevant in this project.

6.2 Validation of scope and control of the schedule

The project leader communication skills and initiative ensured proper information exchange between her and the project manager. Deviations of delivery times resulted in significant change control and proper management of the delivery times, and proper communication did not affect the schedule of the project. Deliverables prescribed in the scope was all met, with minor adjustments to certain areas.

6.3 Quality control

Quality control management was implemented from the beginning of the project; all objectives were scrutinised to ensure top quality deliverables. Feedback from guests and attendees was very positive, and I quote: "I have never attended such a well-organised function." - B Schouwstra.

7 Closure

7.1 Post Mortem

The closure of the project was done with feedback from both the stakeholders and team members. The feedback from the stakeholders was in all aspects of a high standard, except for the lunch packets. The mistake was documented for future reference.

The time schedule for the planning of the summit was of terse notice; it was documented that the University will engage in the future with the Department of Education at the beginning of each year to investigate the possibility of a summit presentation.

7.2 Completion of outstanding documents

All documents pertaining to orders from vendors was completed and payments secured in order to close the project. The summit was documented as an ad-hoc task, all performance appraisals for the year had to define the summit for performance reveals as a 5% contribution.

7.3 Lessons learned

The thorough planning of the project, a reliable team and proper management ensure the success of the project. Lessons learned from the summit was noted as a

- concise timeline for planning;
- availability of facilitators from NWU was restricted due to short notice;
- a short notice to obtain sponsors.
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8 Conclusion

For effective delivery of any project, the details of the project must be outlined. Project detail provides for transparency and a definition of the responsibilities of the team members. Project managers must have oversight of the progress of the project but not necessarily be involved in each activity.

Through the project management life cycle, the progression of the project provides a definitive oversight and makes provision for the effective management of possible risks. Proper planning, distinctive breakdown of tasks and adequate time management will ensure the successful delivery of a project. Project management provides structure and clarity on what is expected and when it must be delivered.

"In teamwork, silence isn't golden – it's deadly". Mark Sanborn

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10 Reflections on the learning journey

Reflecting back on the start of this module mid-year 2020, I can with certainty state that this was a challenging semester. Adapting from a formal contact session to a screen with names on forced a totally new mindset. However, after attending the first class, of which Prof Yvonne du Plessis was our lecturer, I was hooked. It is a privilege being able to attend classes from a very knowledgeable lecturer. Prof du Plessis are very confident, and she is an expert in project management.

The study guide refers to the outcomes which have to be obtained at the end of this module. In general discussion, the definition of project management was portrayed as, the managing of an individual project. The module and the content of this module broadened my view of what project management actually entails. The knowledge gained is not just applicable to a working environment, but can be used in small projects at your home.

In my current working environment, I was able to implement systematic thinking and approach to the tasks at hand. In our unit, we are responsible for the presentation of short courses for individuals and several institutions. Project management has provided for insight to approach each training course as a project on its own. The application of the four stages of project management ensured that the project was diligently planned and executed. Project management emphasises the relationship with stakeholders, which has an immense advantage if a sustainable relationship through effective communication is maintained. Understanding the characteristics, definitions of the wording of project management enables me to, within my current working environment, to enhance the managing of training events from here onwards. The perspective provided for relating to stakeholder relationships, the importance of teamwork and proper communication was highlighted as an essential measurement for success.

I have been involved in several projects (start and end date) but was not fully aware of the details pertaining to the practical completion of a project. Looking back, quite a few documents are missing from previous tasks. The module project management has definitely added value to my current work and to myself.