**Carrie McDowell**

**Project Management Plan**

**Hightower**

**Final Project Plan**



**Project Management Plan**

**Submitted to:**

**Snola Myers, PMP**

**Project Initiation**

**Feasibility**

Hightower offers financial services technology and outsourcing solutions to banks, mutual fund complexes and insurance companies. They have been actively pursuing and acquiring small companies to further their portfolio. To keep abreast of new services, their current and new sales staff members require continual training. Sense sales associates are dispersed geographically, Hightower has decided to create a company intranet to use as a centralized online training hub to go along with onsite classroom training. An intranet will allow the acquisitions and training teams to upload information on new products and services as soon they are acquired. This will provide training to sales members in real time without the need to travel to an office for class training which will save the company money. The intranet will be named HighLearn. This project will align with these business objectives: 1) Raise awareness of services and products offered by the company; 2) Increase market share by 20%; 3) Generate a return on investment of 15%; 4) Increase company and shareholder profit. Due to the complexity and cost of this project, the business objectives will go through a feasibility study.

A feasibility study rates a project for success, accounting for economic, technical, and operational success. The feasibility study will outline potential problems and risks associated with the project; uncover strengths and weaknesses; and should address how the project will proceed with knowledge provided in the study (Boova, 2017). In most cases if the project is not in line with the company objective, or stakeholders are not on board with the project, the project will fail (Essays, 2013).

The economic feasibility result for this project is positive. Hightower aggressively acquires new products and services. This project, which is fairly low in cost, will get knowledge of the services to sales representatives quickly, which will increase sales and product market share.

The technical feasibility study revealed a time constraint issue for Shannon Valley and Steve Quan. It was decided that Dennis Callahan and Juan Felipe will fill in until they are free to join the project. Also, one programmer will be added to the team. There will be no set back in time. Additionally, there is no external access beyond the existing firewall, so this will need to be addressed.

The operational feasibility of this project is positive. The anticipated outcome will raise awareness of services and products offered by the company, which will increase market share and company profits.

**Strategic Goals**

Strategic goals in a project plan outline the main reason for the project and how the outcome will align with the business objectives (McQuerry). Though business strategies vary, they all focus on sustainability in the face of competition by creating a competitive advantage to attract customers. I used traceability to ensure the business goals are met. I have linked the project goals with anticipated results from the feasibility study. The outcome of this project, which is the creation of an online training portal, align with the business goal to raise awareness of newly acquired services to offer to clients and raise company profits.

**Constraints**

The following limitations and constraints have been identified for this project:

* Team effort relies on full participation from all departments within Hightower.
* Time; new services are added so fast that this project may not be able to keep up so that when complete the latest services may not be included. To include all services and products, the timeline may be extended.
* Budget; if the timeline is extended, the project cost may exceed budget.

**Assumptions**

I can assume that:

* Project team members will be available when specified.
* The project team will dedicate 100% of their time and efforts to this project.
* Project members can perform all tasks and have the skills or can be trained to do so.
* There will be no issues with outside services or programs
* There will be adjustments made to the schedule and budget

**Project Charter**

A project charter officially authorizes a project and serves as a reference (Sabyasachi, 2017). The project charter will also define the business need and benefit to this project. Additionally this project charter gives Carrie McDowell the authority as project manager, to allocate company resources and acquire outside or additional resources as needed. This project charter was approved on 5/26/2017.

**Project Title**

|  |
| --- |
| Develop a sales training intranet to be used by employees |

**Date**

|  |
| --- |
| June 1, 2017 |

**Business Case**

|  |
| --- |
| Hightower’s need to create a sales training intranet in order to train employees about their 100 complex products and services so that they are better equipped to offer services to their client base of banks, mutual fund complexes and insurance companies. This will increase sales, market share, and shareholder profits. |

**Project Purpose**

|  |
| --- |
| Develop a sales training intranet to be used by employees which will increase their awareness of products and services offered |

**Project Objectives**

|  |
| --- |
| 1. Increase market share by a minimum of 20%
2. Raise awareness of services and products offered by the company
3. Generate a return on investment of at least 15%
4. Increase company and shareholders profit
 |

**Project Deliverables**

|  |
| --- |
| 1. Comprehensive training program to be led by Ricardo Contin
2. Delivery of a company intranet to be used with classroom training to train all sales representatives when new products and services are acquired by Hightower
3. Delivery of a mobile training app
4. Submission of project close-out documents
5. Delivery of warranty
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**Project Personnel**

|  |
| --- |
| * Carrie McDowell
* Ricardo Contin, Hightower Director of Learning and Development
* Carol Bailey, Hightower CEO
* Peter McKenzie, Hightower Director of Sales
* Tony DiBello, Consultant
* Steve Quan, Hightower IT Operations
* Juan Felipe, Hightower Systems Engineer
* Susan Xiao, Hightower Systems Engineer
* Cheryl Bolden, Hightower Systems Engineer
* Richard Quest, Hightower Systems Engineer
* Shannon Valley, Hightower IT Systems and Security
* Dennis Callahan, Hightower IT Security
* Beth Stroller, Hightower IT Security
* Herold Williams, Hightower IT Security
* Henry Stephenson, Hightower Content Development
* Monica Ianucci, Content Specialist
* Jonathan Brant, Content Specialist
* Nicholas Bergh, Hightower Training Department
* Tyler Burns, Hightower Training Department
* Kimberly Contos, Hightower Training Department

Required skill sets: Online training/teaching ‐ understanding of services offered by companies at acquisition, and how to create a blended course ideal for online and classroom training. Expertise in web and intranet development, programming, and testing. Expertise in online security and assigning student permissions, and training. Understanding project management tools and implementation; and stakeholder communication. |

**Risks**

|  |
| --- |
| * Website does not meet user requirements or functionality.
* Shannon Valley and Steve Quan are not available to contribute to the project until July 15, 2017.
* Marketing department has not endorsed the approach; believes they should go with Microsoft® SharePoint® system.
* Security of intranet/portal: no external access beyond firewall.
* Will need to hire at least one programmer on contract.
* Unknowns may cause project creep, which will eat up resources and increase costs
* Project team may lack knowledge or time to complete the project
* Costs will exceed ROI or may be less than anticipated
 |

**Schedule Summary**

|  |
| --- |
| Six month deadlineProject to begin 6/1/2017 and end 1/01/2018Toll gate meetings will be conducted every four weeks to access deliverablesProject team meetings to be held each Monday morning and Friday afternoon |

**Budget Summary**

|  |
| --- |
| $1.5 million budget. (Initial estimate is $670,729.53) |

**Measurable Success Criteria**

|  |
| --- |
| Meet or exceed the objectives of:* Raise awareness of services and products offered by the company
* Increase market share by a minimum of 20%
* Generate a return on investment of at least 15%
* Increase company and shareholders profit
 |

**Other Project Limitations**

|  |
| --- |
| * Time constraints of workers and project members
* Ability of sales employees to learn about services to meet sales quota
* Project could pass the six month timeline
 |

**Approval Signatures/Approval Date**

|  |
| --- |
| Ricardo Contin, 5/26/2017Carol Bailey, 5/26/2017Peter McKenzie, 5/26/2017Tony DiBello, 5/26/2017Steve Quan, 5/26/201Shannon Valley, 5/26/2017Stephanie Nameloc, 5/26/2017Carrie McDowell 5/22/2017 |

**High-Level Timeline**

This high level timeline will introduce a cost structure and time constraint to project deliverables. This will be done before beginning the project and will likely change over time. It is important to include this document to visualize how deliverables may be managed over time, and the sequence of tasks and events. It is important to start with an agreed upon list of deliverables to make sure that all tasks are accounted for. Project costs are influenced by accuracy, and quality of data that make up the cost estimates. It is important that stakeholders understand the balance between accuracy and product delivery. I will use the bottom-up approach to applying costs

to this project. I have chosen Project team members closest to the tasks as they can provide detailed information as to time, effort, and costs associated to each task. By using these subject matter experts, the costs associated to each task will provide a most accurate total (Cedia, 2013).

**Risks and Change Management**

The charter will include a risk matrix and rules outlining processes to follow in case of risk which include estimates on impacts and rules on how the company will respond to issues. This is implemented before the project starts so as not to derail the project when a risk arises.

Many plans include four strategies to control or mitigate risk:

1. avoid risk all together by changing the project plan to avoid the risk
2. Control the risk
3. Accept the risk, and up the budget to accommodate its impact
4. Transfer the risk to a third part to control

To mitigate risks, the project manager uses change control procedures (Haughey, 2011). These are procedures to make sure that change is introduced in a controlled environment and does not interrupt normal service.

Change management is an important part of controlling risks, in most projects it is inevitable there will be a change. It is the responsibility of the Project Manager to set change control procedures before the project begins. A change request form and change log are used to request and track all changes throughout a project. Most times change control procedures follow these steps:

1. Record the formal request, and classify it on importance
2. Assess the risk, if the risk is acceptable the change is sent to planning
3. Plan out the change and how it can be initiated and reversed if need be
4. Build the solution to the plan and then test it before getting final approval
5. Get final approval from stakeholders and requestor
6. Implement

The risk assessment is usually done by the project manager. I will look at the cost savings vs the cost of the change, the impact the change may make to other projects or the timeline on the current project. Additionally, new risks that may evolve that will need to be included in the assessment. After the assessment, if recommended I will pass the information to the project owner and stakeholders to sign off on the change. If accepted, the change will be implemented into the project plan. Once the change has been implemented and it is determined the change is permanent, the change is closed in the Change Log and signed off on.

**Stakeholder Concerns**

Stakeholder concerns both internally and externally will be priority during the course of the project for several reasons. 1) A stakeholder may be most familiar with a project task and have valuable insight to an issue that may arise. Typically an issue not addressed will lead to risks later in the project. 2) Stakeholders can be positive or negative toward a project, and may also have their own hidden agenda. It is important to address all concerns brought about. 3) Stakeholders hold the power in a project, and can make or break the project. It is important to know the negative influence a stakeholder has on a project up front, you will have a greater chance of turning them around and a greater chance of project success (Lienert).

Stakeholder Concerns Risk Registry

**Stakeholder Support**

Stakeholder satisfaction is important to a project success. The stakeholder decides if the criteria has been met, and it is the stakeholder that signs off on a project for completion. It is important to understand the influence a stakeholder has over the project. Those who are influential and have a high interest in the project outcome may be beneficial if the project is at a crawl. The stakeholder registry identifies project stakeholders, their names, roles, titles, contact information, and power and influence.

Stakeholder Registry

**Stakeholder Analysis Template**

This stakeholder analysis visually presents the interest and power level of stakeholders. It is important to understand this and address stakeholder’s interest in business practices. Key stakeholders are Bailey, McKenzie, Contin, and McDowell as they are the drivers to the business objectives. DiBello has high interest because he has a contractual agreement. Hightower customers, employees, and shareholders hold a high level of interest with little or no power.



**Project Planning**

**Business Requirements**

Defining business requirements before the start of this project ensure that what Hightower requested is what the project is going to deliver. (Schatz).

**Business drivers.** Hightower’s plan to build an intranet for training purposes will increase the sales teams understanding of their products. As the sales team become aware of the new products and services, they will increase customer trust and sales in their area.

 To meet these objectives, Hightower will create an online learning portal called HighLearn. Sales reps will combine online learning with classroom learning when new products are added to Hightower’s portfolio. Additionally, Hightower will create a mobile app which will allow sales reps to get the latest information in real time while in the field.

High level business requirements are provided by Hightower’s project sponsor Peter McKenzie, Director of Sales, and the Director of Learning and Development Ricardo Contin. Peter and Ricardo will also assign a team of stakeholders and subject matter experts to provide detailed business requirements. While they are uncovering business requirements, I will also review Hightower’s portfolio, the company prospectus and any publicized initiatives to better educate myself with the product and services Hightower offers.

Once these business requirements have been outlined, and before moving forward, the project team will utilize a traceability matrix to look for missing requirements and align the project tasks with the overall objective. Project synergy will be achieved by connecting each requirement to its source. The traceability matrix will become a living document that the project may be measured against (MindEdge, 2014).

**Subject Matter Experts**

I will focus on those SME that can dedicate 100% of their time to the project. Monica Ianucci and Jonathan Brant are committed to this task. Then I will look at what talents the team possess, and for those less talented, their ability and eagerness to learn and build upon their knowledge. As project manager, I will need a solid understanding of the current process and what the future process will look like. Subject matter experts can provide detailed insight on the inner workings of the existing process. I will start by interviewing Monica and Johnathan to understand more about the business requirements and then ask that they team up with me to interview sales team members and others, and then write user case stories from the knowledge retrieved. Then as a team we can take the stories and really look at how the inner workings of all departments fit within the business objectives. A gap analysis will provide the missing details that this project will focus in on (MindEdge, 2014).

The project team is comprised of the following:

|  |  |  |
| --- | --- | --- |
| **Role** | **Name** | **Company** |
| Project Sponsor | Peter McKenzie | Hightower Director of Sales |
| Project Manager | Carrie McDowell | Project Manager  |
| Assistant Project Manager | Tony DiBello | Hightower Consultant |
| Software Engineer Lead | Steve Quan | Hightower IT Operations |
| Software Engineer | Juan Felipe | Hightower Systems Engineer |
| Software Engineer | Susan Xiao | Hightower Systems Engineer |
| Software Engineer | Cheryl Bolden | Hightower Systems Engineer |
| Software Engineer | Richard Quest | Hightower Systems Engineer - Contract |
| IT Systems Security Lead | Shannon Valley | Hightower IT Systems and Security |
| IT Systems Security | Dennis Callahan | Hightower IT Systems and Security |
| IT Systems Security | Beth Stroller | Hightower IT Systems and Security |
| IT Systems Security | Herold Williams | Hightower IT Systems and Security |
| Interface / Web Development | Henry Stephenson | Hightower Content Development |
| HighLearn Training Specialist | Nicholas Bergh | Hightower Training Department |
| HighLearn Training Specialist | Tyler Burns | Hightower Training Department |
| HighLearn System Tester | Kimberly Contos | Hightower Training Department |
| Subject Matter Expert | Monica Ianucci | Hightower Content Specialist |
| Subject Matter Expert | Jonathan Brant | Hightower Content Specialist |

The project manager will co-ordinate tasked assigned to team members. Any change in tasks or team members must come at the approval of the project manager and documented.

**Standard Requirements Template**

|  |  |  |
| --- | --- | --- |
| **Requirement Number** | **Requirement Description** | **Priority (High, Medium, or Low)** |
| 1 | Schedule set, and budget agreed upon | High |
| 2 | Complete SME interviews, creating user case stories, and conducting the gap analysis | High |
| 3 | Complete wire framework for the intranet, the user log in, user account, and user training screens. | High |
| 4 | Set user permissions and define roles. Install GFI LANguard for internet security | High |
| 5 | Contract dedicated server space | High |
| 6 | Design and develop GUI, intranet, and mobile app | High |
| 7 | Test intranet and mobile app | High |
| 8 | Complete end user training | High |
| 9 | Deliver final product, warranty, technical and all other documentation, and lessons learned document. | High |
| 10 | Hightower to pay an additional 3% cost to cover any technical issues after the project has been finalized. If after a period of 3 months this money is not applied to fixes, or any monies left over, Hightower will receive a refund.  | Medium |

**Format**

Using this format to capture and weigh the business requirements visually defines the business solution and is used to outline all subsequent project deliverables. Additionally, the objectives of the business requirements document is to gain the agreement of the stakeholders and communicate what the project or solution will do to satisfy the business objective (Stroud).

The requirements traceability document is useful to track the life of a requirement. Essentially, it connects software requirements to product requirements ensuring that the correct requirements are built and tested instead of having the wrong product built. (Levy, 2010). As a liv-

ing document, it is important that it is updated when requirements change. The requirements requestor should be the person initiating a change and if not, this document will disclose who the requirement requestor is.

Requirements Traceability Document



**Project Schedule**

The most successful project is one completed within its target or time and on budget. Planning for project cost management should occur early in the project. A cost management plan begins with managing the customer’s expectations and requirements. Understanding the requirements during the discovery phase is much less costly than fixing problems in production (Mindedge, 2014). Creating an accurate estimate involves defining every expenditure you expect to make throughout the project. Each expenditure must be examined and determined to be necessary (Cedia, 2013). Expenditures may include labor, technology, materials, facility rental,

outside services, and equipment. Planning for costs will also exceed deliverable costs, the project manager should budget an emergency buffer to cover any unexpected costs.

 Cost estimates will most likely change over time, especially in the beginning of a project when there are so many unknowns. As time goes on and discoveries lessen, the cost estimates will come more in line (Mindedge, 2014). The project team must also practice good ethics and ensure that expenses they deem necessary are not skewed for their own agenda or the agenda of a friend. Additionally, the project manager should be aware of team members who are new to cost estimation and provide assistance or at the very least review their estimations. It is easy for a greenhorn to over / under-estimate due to inexperience. Another well-known issue is one of a blocker. A blocker may pad his/her estimate just to shut the project down. An experienced project manager will know up front who these people are on the team and may even have enough experience in cost estimation to see what they are doing. On the opposite end, some on the team may underestimate portions of a project to ensure their piece of the pie becomes an approved deliverable (Mindedge, 2014).

 Once costs are estimated, a cost baseline will be attached to the project. At each task a cost is associated, and as the project progresses, the costs are calculated in the cost baseline. This is helpful to determine if the project’ costs are on point. There will be major milestones in which the team will access if the project is still in line with the cost budget and on time.



**Estimate**



**Refine Estimate**

Testing failed on 12/4, I added 2 days to schedule, 32 hours at $46.85 an hour. This added $1,499.20 to the project.

This pushed back task #26 and 27 out one week but did not affect the timeline as this cushion was built into the timeline.



**Project Execution**

**Implementation approach**

Waterfall is the best approach for this project as the project is well defined, and naturally follows a step based approach. One step cannot be started until the previous step is complete. With the waterfall approach the project will begin and after sequential steps, the project will end with a deliverable. In this case, the project business requirements are well defined and naturally follow phases of inception, planning, design, building, testing, and implementation (MindEdge, 2014).

**Project Schedule**

Although at a point the project timeline took a hit during the final testing, I used a mixture of resource leveling and time cushion to compensate. I extended the timeline on training by 2 days using the same resources allocated. I originally build a time cushion of one week between training and milestone 3 so the project deadline was not compromised. (MindEdge, 2014).

**Leadership Apprised**

One of the most important tasks of a project manager is to ensure that everyone on the project knows what they must achieve, and the tasks completion date. As the project progresses it is the responsibility of the project manager to relay progress to the project sponsors, stakeholders, and team members. If not communicated properly, things can go very badly. (Rajkumar, 2010). To assure stakeholders that the project is managed within scope and schedule, I will implement this communication strategy:

1. Develop a communication management plan
2. Manage communications
3. Control communications

An online SmartBoard allows the project team to update tasks in real time. Having access to this any time is instrumental to the project team and sponsor. Having weekly meetings within each unit and then with the team as a whole is very informative and may reveal quickly at risks at hand. Communication documents are vital to the life of the project. Every Monday, the Team Leads and I will go over tasks for completion for the week, and then on Friday of each week we discussed progress, the, any risk, the timeline and budget.

**Developing a communication plan.** A communication management plan helps you to ensure that the right things are being communicated to the right people, at the right time, in the right way There are two communication plans to create. The communication plan by event, and the communication plan by person. (Projectmanagervideos, 2014).

Communication plan by event includes the event name, the purpose of communication for the event, the audience to communicate to about the event, the frequency of communication to the audience, and who is responsible to communicate the information to the audience.

Communication Plan by Event

Communication by person includes the person’s name and title, their role in the project, the event they need communication about and any special instructions such as time of day to communicate to, or mode of communication preferred.

Communication Plan by Person



**Project Closure**

**Project Close**

Closing a project properly ensures that the project deliverables meet the requirements set by the project stakeholders (Frost). Additionally, the closing procedure ensures that the final product is complete and delivered, and that lessons learned are discussed (MindEdge, 2014).

Closeout activities include re-assigning personnel and resources, auditing final records, creating support documents, communicating the project completion with the stakeholders, and completing a final report.

The project close out should be defined at the beginning of the project. Time and costs should be built into the schedule for this task. A good project manager will add a buffer in case the project needs to be re-opened (Quickbase, 2015).

**Re-assigning personnel and resources.** At the end of a project, staff members can be reassign to their normal duties, or to another project. Some staff members do not work a regular position and that is all they do is move from one project to the next, especially those in IT. Additionally, if you have contracted help, you may either release or hire those agents. (Frost). It is important that a project manager, manage these late stages as workers may slow walk the project, or need assistance assimilating into a normal or different role (MindEdge, 2014).

Additionally resources can be re-allocated, if resources were added for the sake of the project, contracts can be closed at this point, or re-assigned to other projects (Pradip, 2017). Aside from human resources, other resources may be for instance a building lease, extra servers added temporarily, etc.

Hightower decided to keep Tony DiBello on board to assist in a new project. Carrie McDowell has been assigned to the project as well. Since this does not include the sales or acquisition departments, Peter McKenzie will not sponsor the new project. Peter and Stephanie will serve as stakeholders, along with Carol. Ricardo Contin will sponsor the next project.

The following will transfer to the new project:

* Steve Quan
* Susan Xiao
* Shannon Valley
* Beth Stroller
* Henry Stephenson
* Kimberly Contos
* Jonathan Brant
* Monica Lanucci

Juan Felipe and Dennis Callahan will be promoted to department assistant manager to serve as managers in the absence of Shannon and Steve. Richard Quest will be offered a permanent position as programmer.

 All others will be released to their normal positions within Hightower.

**Auditing final records.** Before hand off it is important to analyze the project against the original project scope. At this point the project deliverable should be 100% of the project scope (Pradip, 2017). Part of this analyses should be the beginning of the lessons learned documentation. Speak with project participants, look at the project’s successes and failures and discuss what could have been done differently. These records are useful in future projects (Frost).

The project assessment will also include a summary of project elements such as what was actually delivered, the costs of the project, budget vs actual, the schedule, planned vs actual, and a summary of changes. In addition, a next steps document is provided to stakeholders to drive improvements from the project deliverables (Quickbase, 2015).

**Creating support documents.** Support documents will include training and user manuals, and possibly marketing material (MindEdge, 2014). User manuals and training material will be created by Nicholas Beigh and Tyler Burns. The two will complete documents for this project and support the next phase and continual training as new products and services are provided to the portfolio. These documents will include a user manual to cover how to processes to use the intranet. Additionally for each training need, they will write training documents and class schedules pertaining to the new products and services acquired.

 Shannon Valley will maintain a user rules and permissions document for security purposes.

**Completing a final report.** All projects conclude with passing along all project documentation which includes process, the initial project requirements, documentation of the development phases, and the testing records (Frost). These should be organized chronologically.

Along with all formal project documentation, you must also include the lessons learned, the history of change and schedule control, and cost control. To record all lessons learned, you should interview all project participants and stakeholders (Pradip, 2017).

**Warranty Period**

A warranty plan for software development, is much like that for products and services. Once the project has been accepted, Hightower accepts all future responsibilities to maintain the functionality of the product. If it is discovered that a glitch went undetected, members of the project team may be re-assembled to fix the problem. The Project Manager warrants to Hightower that she will address any defects in the operability of the HighLearn intranet if the following criteria is met:

* Evidence is presented
* Proof that the failure was due to the development of the product
* Use of the product is in line with the learning material
* This warranty is covered in the requirements specifications.
* There have been no changes to the original code

Hightower paid an additional 3% cost to cover any technical issues after the project has been finalized. If after a period of 3 months this money is not applied to fixes, or any monies left over, Hightower will receive a refund.

**Lessons Learned**

For very large projects, it is easier to develop a lessons learned document as the project progresses. At each milestone, it is important to interview project members to gain insight on the project. This insight can be useful in future projects. The lessons, both positive and negative should be solicited from all members including stakeholders. Quite often, stakeholders conduct side meetings outside of the regular meetings and discuss things that the project manager will be unaware of.

Lessons Learned



**Issues**

It’s inevitable that during a project, issues will arise. These issues are different than the risks already recorded as they were unknown at the onset and need immediate attention. These issues cannot be planned for. The project manager will develop an issue log to record these issues and the resolution as they happen. The issue log will record the issue, the date reported, the person reporting the issue as well as the one assigned to it. Additionally, it will record the resolution. The current status and the date completed (Pradip, 2017). Often times an issue will impact the project timeline or budget. Issues that had an effect on this project include timeline and soct issues.

Issues Log



Acceptance

**Communicating the completion with the stakeholders**

Before a celebration, the stakeholders must sign off on the project deliverables (Pradip, 2017). At times, you may need to promise future deliverables such as ongoing training (Frost). At this point this project is complete, the warranty will kick in, and phase two will begin February 1, 2017 to address enhancements requested by stakeholders.

Approved by:

Peter McKenzie Date: 1/8/2018

Peter McKenzie

Executive Sponsor

Carol Bailey Date: 1/8/2018

Carol Bailey

Business Sponsor

Carrie McDowell Date: 1/8/2018

Carrie McDowell

Project Director/Manager

Stephanie Nameloc Date: 1/8/2018

Stephanie Nameloc

Stakeholder

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