



# Trevor's Instructional Solution

**Assignment 4- Project Management Plan**

**Facilitating and Managing  
Learning**

Dr. Camille Dickson-Deane

Date: 23rd July 2021

**EDD651**

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# SHEXARIAH'S PROJECT CHARTER

**Project Title:** Developing an LMS for an online School

**Project Manager:** Mr. Trevor Queeley

**Start Date:** 01/6/2020

**Revision Date:** 16/06/2021

**End Date:** 25/08/2021

## Business needs:

The recent COVID-19 Pandemic has disrupted face-to-face teaching and has caused educators to find creative ways to deliver a high-quality standard of education.

## Project Scope:

Developing and designing an LMS to facilitate the delivery of high-quality instruction that would inspire and motivate learners to acquire culturally appropriate communicative language skills.

## Deliverables:

Select an LMS  
Design LMS to company's branding  
Content media development

## Milestones:

Milestones:	Date:
SX1.1 Selected LMS	10/06/2021
SX2.1 Designed LMS	25/07/2021
SX3.1 Content developed	20/08/2021

## Date:

## Targets status:

SX1.1 Selected LMS	<div><div style="width: 65%;"></div></div> 65%
SX2.1 Designed LMS	<div><div style="width: 24%;"></div></div> 24%
SX3.1 Content developed	<div><div style="width: 11%;"></div></div> 11%

## Risk and Issues:

Financial  
Software development  
Acceptance of online payment

## Level:



## Assumptions:

Learners will migrate to online schooling.  
Private and Government entities are able to pay via the online portal.

## Budget:

Design and development- \$ 3000.00  
Products and Equipment- \$ 1500.00  
**Total Project Cost: - \$ 4,500.00**

## Stakeholders:

### Subject Matter Experts:

Evaluate and test LMS content

**Contributors:** Dept. of Education

## Trevor's Instructional Solutions Project Team:

**Project Manager:** Trevor Queeley

**Team Members:** Netisha Durand  
Jiva Niles  
Allison Salandy-Bernard  
Natasha Siu Jagdeo

## Approval Authority

**Business Owner:** Sherry Hodge

**Signature:** .....

**Date:** .....

## Introduction

This Scope Management Plan provides the scope framework for this project and documents the scope management approach. It highlights the roles and responsibilities of the project team, scope definition, verification and control measures, scope change control and the project's Work Breakdown Structure (WBS). Any project communication which pertains to the project's scope should adhere to the Scope Management Plan.

The client has given the Consultants free rein to identify and recommend a commercial or Open-Source Learning Management System (LMS) that would allow the Team to develop media content, incorporate branding, and test the functionality of the LMS. This final product will be used to register learners, facilitate teaching and learning, track learners' progress, receive payments, and share official Certificates of Completion and reports. This includes the design of the software, necessary programming and coding, and testing/validation of the LMS. Third-party LMSs will be within the parameters of the client's requirements and budget.

## Scope Approach

The Project Manager has the sole responsibility for executing this Project Scope Management Plan. The Scope Statement and WBS define the scope of this project. The client will give final approval on all products and designs. In addition, the project manager will validate and pre-approve apps, software for testing, and documentation to measure project scope, including deliverable quality checklists and work performance measurements. As expected, there may be scope changes initiated by the Project Manager, Client, and members of the project team. The project team will submit all requests for changes to the Project Manager, who will evaluate the requested scope change. Upon accepting the scope change request, the Project Manager will meet with the client to review it. Upon approval of scope changes, the Project Manager will update all project documents and communicate all changes to the Team and relevant stakeholders. Based on feedback and input from the Project Manager and Stakeholders, the Client is responsible for acceptance of the final project deliverables and project scope.

The project is not without constraints. Time is the most concerning constraint as we race to meet the three months deadline.

The Shexariah Online Language School Development Project includes selecting and designing an LMS and developing LMS media content. The Project Team will deliver a completed LMS with online payment facilities outfitted with culturally relevant media content for the LMS User Interface and the 30 courses. The third-party LMS must be white-labelled to Shexariah's information Website. The project does not include website maintenance and operation of the LMS. Accordingly, the project must not exceed three (3) months or USD 4,500.00. Development assumptions are that financial support and subject matter learning content information are provided on time by the client as outlined in the contract.

During the project development, the project manager will verify interim project deliverables against the original scope as defined in the scope statement and WBS. Once the project manager verifies that the scope meets the requirements defined in the project plan, a meeting will be held with the client. During the meeting, the project deliverables will be presented and formally accepted by the client through the approval of each information page or course page presented via mock-up or by updating the Pending Review status to 'Published' within the website. This will ensure consistency throughout the life of the project.

## Scope Control

The project manager will work closely with the team and the client to control the project's scope. The team will use the WBS to guide its implementation while the Project Manager oversees the progression. The team will use the shared OneDrive folder, 'Shexariah's Assets,' for content, media, language, branding and logos to be used in the LMS development and design. The project team will use the shared assets folder to house suggested changes and approved media and document content. The team will not use content not uploaded to this folder.

The Project Manager will facilitate scope changes by meeting with the client to propose and accept scope changes formally. This meeting can be virtual or face-to-face given the movement restrictions that may impact physically meeting. Once agreed, the Project Manager will update the project documents and folders accordingly and communicate scope changes with the project team and stakeholders. All risks will be managed accordingly as set out by the risk register.

# Work Breakdown Structure

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## Shexariah's LMS Development

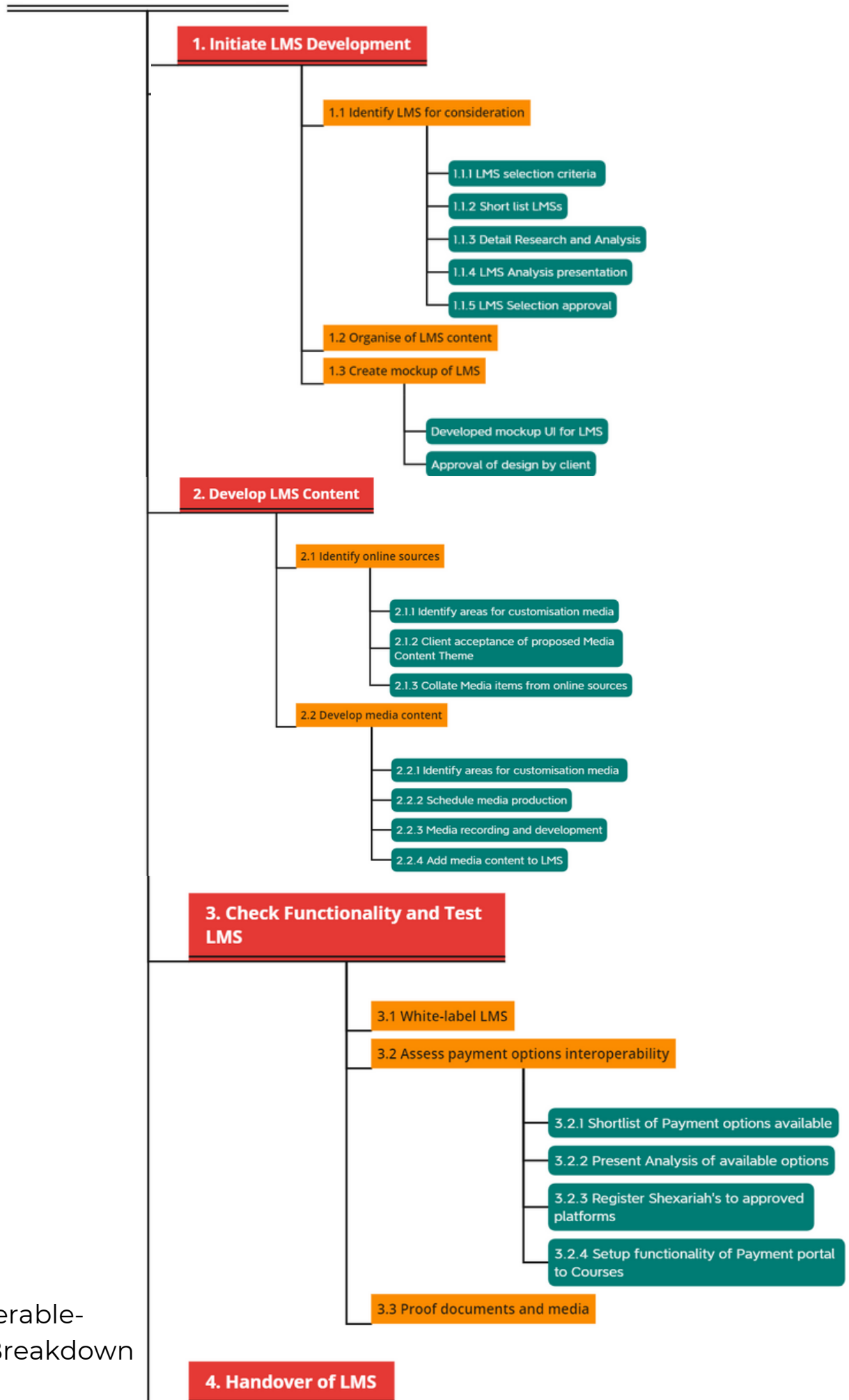


Figure 1 Deliverable-based Work Breakdown Structure



# Work Breakdown Structure Dictionary

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The Project Team will use the WBS dictionary which provides additional details to guide their work development and project deliverables. Click [here](#). See extract Table 1 for a sample details.

Table 1 Sample view of Work Breakdown Structure Dictionary

Level	WBS Code	Element Name	Description of Work	Deliverables	Resources
1.0	1.1	Identify LMS for consideration	Conduct a thorough comparison of LMSs available to identify those that can meet the requirements in the time frame with the specified funding.	A comparative chart with recommended LMS. <i>If subscription is required specify</i>	-Workstation -LMS specialist -Internet
	1.2	Organise LMS content	Upload LMS content (photos, videos, documents, links, etc...) to the appropriate page. Design an intuitive user interface for selection of courses and their modules.	A functional LMS with all content organised with functional links and buttons.	-Workstation -LMS specialist -Internet -Approved media content -Approved learning content
	1.3	Create mock-up of LMS	Produce a functional design of proposed LMS for client's approval	A mock-up of LMS design and functions.	-Workstation -LMS specialist -Internet -Media content
2.0	2.1	Identify online sources	Research online media sources for photos and videos that align with the scope of the project especially those that are culturally relevant	A report with identified sources and associated cost, if any.	-Workstation -Media specialist -Internet
	2.2	Develop media Content	Develop instructional videos for course modules. Organise video shoots, identify native speaking actors, set up rooms and ensure consistent background music. Record narrations for course facilitators.	10 videos of between 3-6 minutes each. 20 presentation narrations no more than 10 minutes	-Workstation -Media specialist -Internet -Camera system -Lighting system -Audio recording

# Meet the Project Team

## Roles and responsibilities

**Sherry Hodge**  
Client

- Approve or deny scope change requests as appropriate
- Evaluate the need for scope change requests
- Accept project deliverables

**Trevor Queeley**  
Project  
Manager

- Quality control
- Verify project scope
- Track and monitor scope
- Facilitate scope changes
- Communicate outcomes on changes
- Organise and facilitate progress meeting
- Facilitate impact on changes to the scope
- Present products to the client for approval
- Update project documents upon scope changes

**Netisha Durand**  
LMS Specialist

- Design LMS within the scope
- Build LMS with provided content
- Compare LMSs using agreed criteria
- Communicate most relevant LMS to team





# Meet the Project Team

## Roles and responsibilities

**Jiva Niles**  
Quality  
Assurance

- ▶ Input Closed Captioning of media
- ▶ Communicate outcomes on changes
- ▶ Participate in team progress meetings
- ▶ Check for consistency in language style
- ▶ Check for accessibility standards using agreed international standards
- ▶ Review documents and media for errors in spelling, word choice, grammar, punctuation, and English usage

**Allison Salandy-  
Bernard**  
Media Content  
Developer

- ▶ Present media content
- ▶ Communicate outcomes on changes
- ▶ Participate in team progress meetings
- ▶ Develop media content culturally relevant for each offering in LMS

**Natasha Siu  
Jagdeo**  
Financial System  
Developer

- ▶ Procurement
- ▶ Communicate outcomes on changes
- ▶ Participate in team progress meetings
- ▶ Ensure interoperability of the financial payment systems.

# Precedence Diagram Method (PDM) Table

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Table 2 Precedence Diagram Method Table

Activity	Activtiy Description	Predecessor	Duration Days
-	<b>Identify LMS</b>	-	-
A	LMS selection criteria	-	1 day
B	Shortlist LMSs	A	1 day
C	Detail research and analysis	B	5 days
D	LMS analysis presentation	C	1 day
E	LMS selection approval	D	1 day
-	<b>Identify Online Sources</b>	-	-
H	Present menu of media theme	E	1 day
I	Client approval of media theme	H	1 days
J	Collate media from online sources	I	8 days
-	<b>Develop Media Content</b>	-	-
K	Identify customised content	J	0.5 days
L	Schedule media production	K	0.5 days
M	Media recording and development	L	30 days
N	Add media content to LMS	M	3 days
O	<b>Organise Content of LMS</b>	J,N	30 days
-	<b>Create Mockup</b>	-	-
F	Developed mockup UI for LMS	E	10 days
G	Approval of design by client	F	0.5 days
-	<b>Assess Payment Options</b>	-	-
P	Shortlist payment options	O	1 day
Q	Present analysis of available options	P	0.5 days
R	Register on approved platforms	Q	3 days
S	Setup payment portal	R	5 days
T	<b>White Labelling of LMS</b>	S	2 days
U	<b>Proof Reading and Editing of LMS</b>	G,T	20 days
V	<b>Handover of LMS</b>	U	0.5 day

# Lead and Lag time Schedule

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Table 3 Schedule with Lead and Lag Times

Activity	Dependencies and Durations	Lead	Lag
A	1day- first activity	first activity	first activity
B	1day- can start the same day	None	None
C	5days- starts after activity B	None	None
D	1day- starts after activity C	None	None
E	1day- starts after activity D	None	None
H	1day- can start 14 days after E	11	14 days
I	1day- can start 12 days after H	15	12 days
J	8days- can start 14 days after E	16	21 days
K	.5day- starts after activity E	None	None
L	.5day- starts after activity K	None	None
M	30days- starts after activity L	None	None
N	3days- starts after activity M	None	None
O	30days- starts after activity N	None	None
F	10days- starts after E	11 days	72 days
G	.5day- starts after activity F	21	82 days
P	1day- starts after activity O	None	None
Q	.5day- starts after activity P	None	None
R	3day- starts after activity Q	None	None
S	5days- starts after activity R	None	None
T	2days- starts after activity S	None	None
U	20days- starts after activity T	20	None
V	.5days- starts after activity U	None	None

# Time Management Plan

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## Precedence Diagramming Method (PDM)

### Key



ES	D	EF	Numbers	Days
Activity				Critical Path
LS	F	LF		Path

Figure 2 Time Management Plan for Shexariah's LMS Development

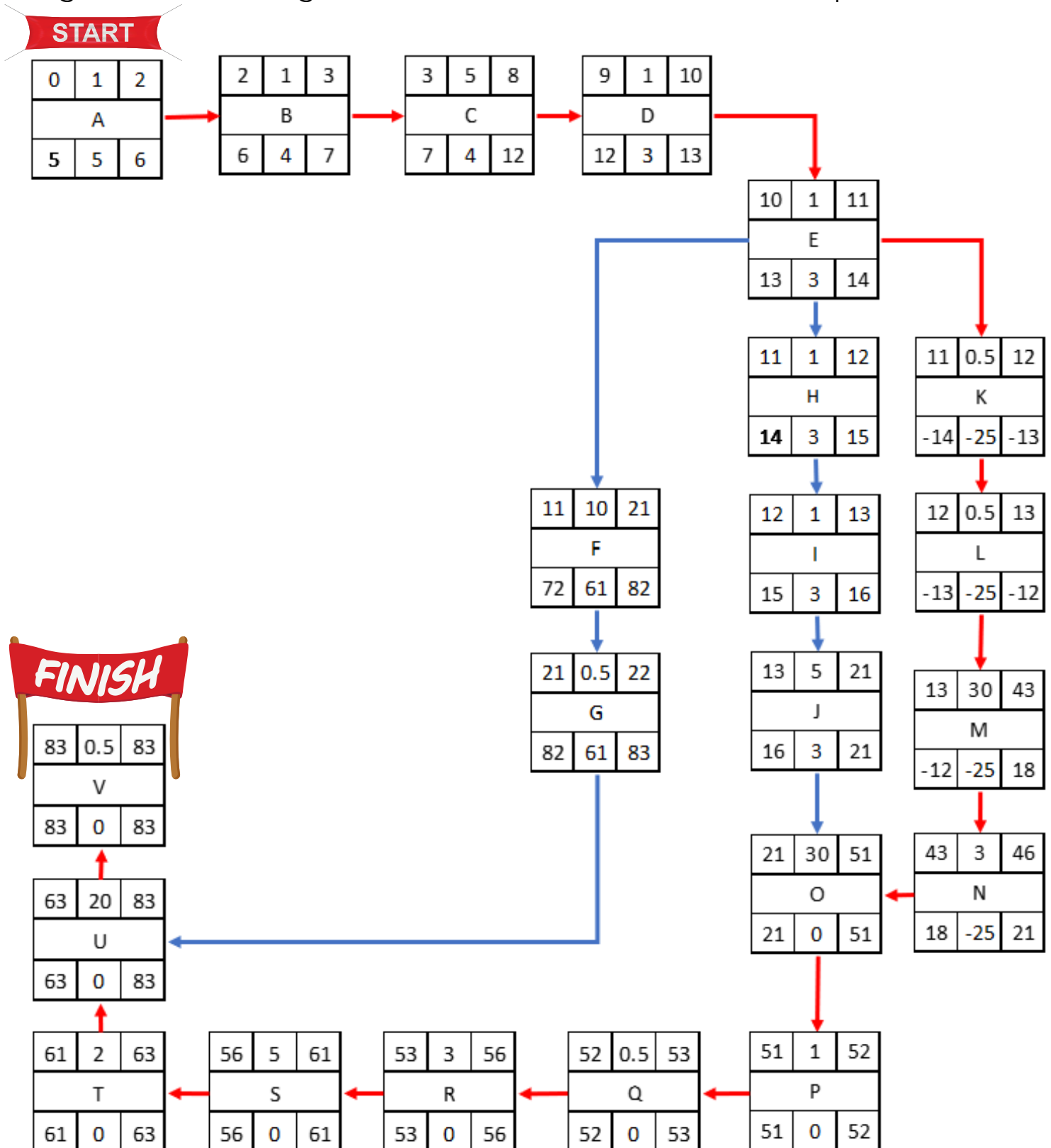
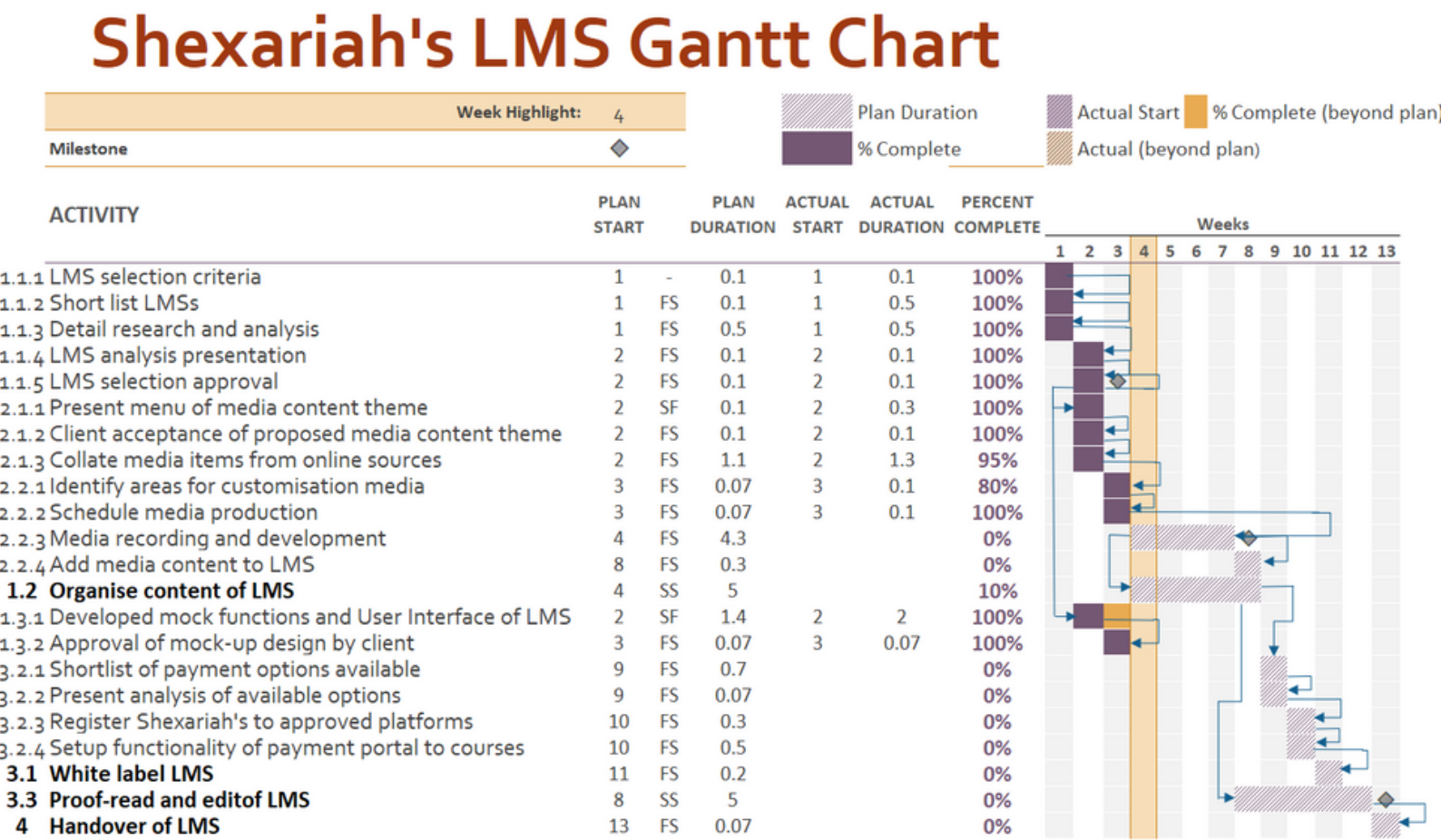


Figure 3 Gantt Chart for Shexariah's LMS development showing progress completion



# Cost Management Plan

## Confidentiality/Security Warning

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Budget Summary	Unit of measure	Control Measures
Design and development- \$ 3000.00	United States	Budget variance is +/- 10%
Products and Equipment- \$ 1500.00	Dollars	
Total Project Cost: - \$ 4,500.00	\$	

### Purpose of this cost management plan is:

To present the costs and effort estimates of the project  
To identify factors that will tend to increase the costs or effort  
To describe procedures that will be used to deal with increases to the cost and effort

### Possible causes of increases

**Labour cost-** Unplanned overtime to ensure project finishes on schedule, project activities may required additional effort to complete. Additional unplanned resources or SME are brought in for a consult.

**Software/Equipment-** Additional software or hardware purchased to complete the project. Production equipment rental cost increased, or different supplier is sought.

**Other costs-** Additional travel cost than originally planned. Government tax increase. Sickness to current staff.



# Budget details

## Developing LMS for online school

Version: Final

Based on deliverables of the project

Expenses Item	Budget	Actual	Difference	WBS #
Identifying LMS	\$100	\$100		1.1
Organise LMS content	\$600	\$600		1.2
Create mock-up of LMS	\$400	\$0		1.3
Identify online sources	\$300	\$0		2.1
Develop media Content	\$1200	\$0		2.2
White-labels LMS	\$400	\$0		3.1
Assess payment portal interoperability	\$400	\$0		3.2
Proof documents and media	\$1000	\$0		3.3
Hand over	\$100	\$0		4.1
Incidentals	\$100	\$0		0.1
Total Expenses	<b>\$4500</b>	<b>\$700</b>		

# Cost Management Control Procedures

## Identifying Cost Problems

Fortnight review of activity status and estimates to complete (ETC) tasks. The ETC will be added to duties completed to measure the potential cost increase.

Fortnight review of equipment and resources allocation to tasks.

Weekly review of each team member tasks to ensure.

## Resolution to Cost Problems

All increases in cost will be approved by the client and project manager.

Reduce scope- Consultation with client will precede reduction, elimination or deferrals.

The project manager will prepare a cost-benefit analysis for approval by client to facilitate the signing of change forms relating to cost increases.

Reducing cost increases by reducing consultants' time, considering alternatives in products, and negotiating with suppliers and staff. In addition, reduce travel and communication costs.

## Use of Contingency Funds

**Step 1.** Identify the reason for cost increase, or schedule slippage and expected cost.

**Step 2.** Present the contingency request to the project manager

**Step 3.** Upon approval, update project plan and financial report to reflect available contingencies.

**Step 4.** If contingency is not approved, the client will be updated accordingly to be aware.

# Risk Management Plan

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<p><b>Risk Description: Cost</b></p> <p>Developing an LMS that has international capability must have high standards. Here the client is a sole proprietor which means the financial burden rest upon the client. There is a possibility of salary cuts in 2021 and the introduction of the Good and Services Tax in 2022.</p> <p>The development of the course must factor in the initial cost and the longterm cost of the client.</p>	<p><b>Probability</b> Expected</p>	<p><b>Impact</b> Medium</p>
	<p><b>Mitigation Strategy: Avoidance</b></p> <ul style="list-style-type: none"> <li>- Develop as many content locally as possible</li> <li>- Where possible avoid subscription based products</li> <li>- Keep client updated on possible changes</li> </ul>	
<p><b>Risk Description: Software development</b></p> <p>Software technology changes are rapid and keeping up is a concern. The complexity of the project might require additional skills. Intergration of project modules and existing platforms.</p> <p>These are all technical risks that the development team is monitoring.</p>	<p><b>Probability</b> Likely</p>	<p><b>Impact</b> High</p>
	<p><b>Mitigation Strategy: Avoidance</b></p> <ul style="list-style-type: none"> <li>-Consult with other developers</li> <li>-Training possibilities for project team</li> <li>-Beanchmarks and threshold for platform and end-users should be considered throughout the development of the LMS.</li> </ul>	
<p><b>Risk Description: Acceptance of Online Payments</b></p> <p>With the rush on online stores and the increase in online transactions, there is also an increase in online fraud. There are also arbitration processes is handled between the issuing and acquiring banks. The reluctance of persons to use online payment portals. Finally, the availability of payment portals to make purchases.</p>	<p><b>Probability</b> Possible</p>	<p><b>Impact</b> Low</p>
	<p><b>Mitigation Strategy: Tranference</b></p> <p>Use existing platforms to mitigate risk.</p> <p>Ensure payment platforms have highest level of security rating.</p> <p>Ensure polices that covers chargback procedures.</p>	

# Management Plan

## The project

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Trevor's Instructional Solutions is tasked with developing an LMS for an Online Language School called Shexariah's. It involves developing multimedia content and a payment portal that must be able to link across other platforms. The project is slated to begin June 1, 2021 and end on August 28, 2021.

## Scope

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The project team will be responsible for quality assurance. Particular responsibilities were given to Jiva Niles as the Quality Assurance Officer and the Project Manager for overseeing all aspects of the project's Quality Management Systems.

## Objectives

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This project quality management plan aims to:

- Ensure all project deliverables are met to an internationally competitive standard
- Maintain consideration for accessibility throughout the LMS
- Prevent omission and errors in product development

## Methodology

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The project will follow the Total Quality Management (TQM) approach with Software Quality Assurance (SQA) features to guide some aspects of the project. This will ensure that an evaluation and documentation are done throughout the development process to ensure that the work product is high-quality.

The project manager will supervise the project team and hold regular meetings with the assigned Quality Assurance Officer and the client to ensure the aspired quality. The client will provide a list of stakeholders who will participate in testing the mockup of The LMS. All feedback will be collated to ensure the holistic approach to Quality Management is made.

## Quality Assurance

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The project team will use the matrix and tools listed in Table 4 to measure their quality output for this project.

Table 4 Quality measurement matrix

Metric	Measurement/Guide/Tool
Scope	Progress report measured against scope statement
Time allotment	Baseline Schedule +/- 1 day, change orders
Budget	Budget vs Actual +/- 10% cost deliverable, change orders, procurement guides
Competitive LMS standards	ISO 21001 guidelines, Scope statement
Inclusivity and accessibility	W3C guidelines, ISO 210001, accessibility checklist

## Quality Assurance Team



Trevor Queeley  
**Project Manager**

Scheduling, management and oversight of quality control activities. Performance Assessments  
Perform analysis of feedback received from participants.



S. Hodge  
**Client**

Change approval. SME for content development.



Jiva Niles  
**Quality Assurance Officer**

Quality Monitoring – Ensure the project team is delivering products to specifications and standard guides.

## Controlling Quality Assurance Systems

All proposed changes must follow the project's change management system. According to the project communication plan, if there are delays, subpar content, and/or other perceived concerns with product development, it must be reported.

Approval Authority			
Project Name:	Project Manager:	Client:	Date:
Developing an LMS for an Online School	<i>Trevor Q</i>		May 28, 2021

# Credits

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