

# TPK5100 - Applied Project Management

## Project Assignment

Animated real-life case project.  
Renovation of a municipality's maritime  
museum

# Preface

In the following report, an animated real-life case project was realized. The case was extracted from the course textbook [1] and has been the means by which our group had the chance to get involved in a Project Management life cycle. Our purpose was to use the selected case to illustrate how a construction project can be carried out by pointing out warts and all during the implementation times.

Group number: 5+12

Student names and student number:

- 1) Clement Arbillet, 519265
- 2) Paula Gilabert Prieto, 519576
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## **1. Digitalization projects**

Before going any further it might be worth spending a couple of words on the main aspect of our project. We are trying to convert a real-life case into a digitalized version. Digitize and digitalize can look the same but in the end there is a small but still important difference between the two terms. When we refer to digitize we mean the process of moving from analog to digital, converting images, sounds, documents into a digital version. On the other hand, when referring to something that is digitalized, we are actually allowing the use of digital technologies that can provide us better business models and allow to create value with our product.

In our case, we developed a digitalized project, whose aim was to challenge ourselves with the management of the life cycle of a project, combined with skills that we did not have since the beginning and for this reason we needed to acquire. More specifically, in our group, everybody had a very different background and that is why one of the first challenges has been trying to make ourselves as much clear as possible without using very technical explanations since the others might not have been able to totally understand them.

But before actually starting talking and deciding, several have been the hesitations. We came up with different ideas and not by chance everybody was slightly biased from what they studied. In the end, this was a good thing. We reckon that if everybody would have had the same background, we would have probably thought just in one way. We listed different project ideas and filtered them out according to a few criteria. We initially thought about building an app but in the end we understood that not everybody would be equally involved during the implementation of this. Furthermore these are skills that are not so easy to learn in such a short amount of time as that we had. Then we thought about something that had a more visual impact and agreed on making a video. The nice thing in this case has been that everybody could actively be involved in the work and even if they were not doing it first-hand, they had been giving advice according to their tastes. Something we had to cope with, has been the lack of knowledge of video editing software though. In fact, we have experienced that the lack of knowledge in these cases, can really affect the time it takes to realize what it is required, although the product itself was not particularly complicated.

## **2. Self-evaluation of the project management effort in the project, success or failure? And why?**

A) The goal of the project was to make draw-my life video about a real-life case before the deadline of 12 november. We have delivered this video well in time. However we have downgraded the quality of the video. We have made certain adjustments to the video. For example the initial idea was to buy the software. However due to budget constraints we have used the free version. This has not affected the success criteria but has had an affect on the quality. Furthermore due to time-constraint we have made the recording using the built-in microphone in our mobile phones. Although these deviations have affected the end result we still consider the end product a success.

In the project plan we mentioned certain success factors. Of these we would like to highlight a few. Let's start with openness. Although we could never meet with the whole group we have kept each other up to date via whatsapp. Not being there all the time also forced the present people to divide all the tasks. This also did not pose any problems and the task division was reasonable and fair. Deviation control served as a major factor to success. As we were not able to fully follow the project plan we had to deviate from the plan. However we were fast with adapting to these sudden challenges. Furthermore we stayed extremely focussed on the project goal. The organization turned out to be very sophisticated. We had manpower on the video-editing and a team on recording. Lastly we experienced some troubleshooting which caused the group to make changes in the project plan. All in all the success factors were predominantly met and the project can be considered a success. The only regret we have is that we could not find the money to buy the professional software needed to make a high-definition video.

B) Please evaluate the degree of your support to the following statement (group-based evaluation):

We evaluate our project as successful

Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Your response				<b>X</b>	

### **3. Self-evaluation of the value to the learners? Can you document your assessment?**

A) We have used two methods to evaluate the value to the learners. First of all we have showed the video to some of our friends that did not follow the course. We asked them if they thought the video was useful and if they understood the message without them following the course. The second method was a google survey in which we asked the participants to answer 4 questions. Namely:

- Did you learn anything from the video?
- Do you think this video is a better leaning tool than reading the case in the book?
- Did the video contribute to your knowledge of project management?
- Would you advice this type of video to be used for other cases?

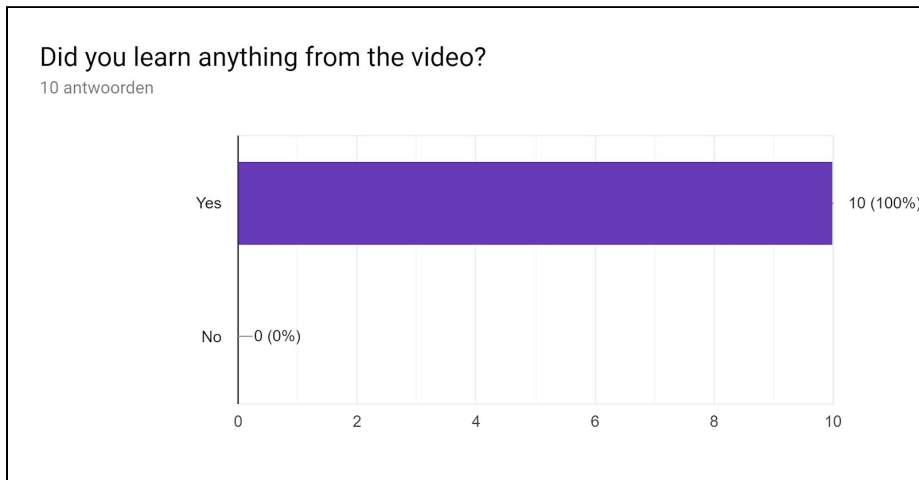
The first question speaks for itself. The second option was the essential reason for this project. The expected benefit of the project was that it would improve the learning process of the course by visualising the cases. The third question shows us if people not only learned about the course but also about project management as a whole. The last video should answer our question if we chose the right case for the video. We explicitly chose the case because it was a visual story.

B) We showed the video to three friends. We did this before uploading the project. Maybe these outsiders would spot some minor improvements. They saw a grammatical error for example. These three persons do not follow the project. This was a choice made so they would look at it unbiased. For the survey we just asked some students in class to fill out the survey as well as some roommates.

C) Now we will get to our results. For the casual showing of the video to the three friends we have no written record. However they generally really liked the video. It was not too long and not too short. They enjoyed watching it and although they do not follow the course they really had the feeling they learned something. As said before we also asked them to look for minor improvements in the video as we conducted this step before we had to hand in the assignment. They showed us a typo and a grammatical error. They also helped us improve the timing of the voice-over.

Now we will look at the results of the Google survey. The first question may not seem

that significant. However the answer is unanimously yes. All ten participants answered

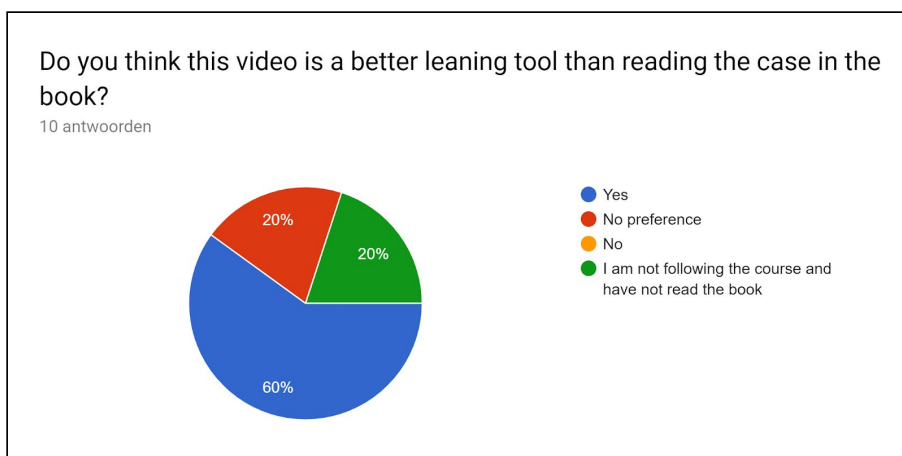


the question with yes. It shows that the video was not made for nothing. The reason of the video was to make it easier to familiarize yourself with a case. This question shows that many people preferred the video over reading a case in the book. It must be said that maybe not all participants read the same case in

the book. Still the results are significantly saying the video is better than reading the book.

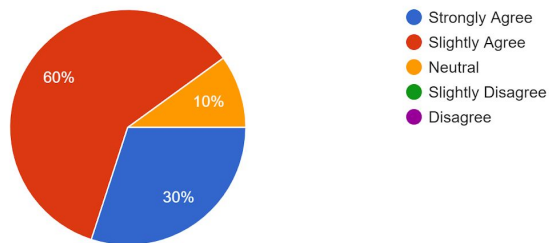
Now we will have a look at the third question. This is the most important question as it visualised the value to the watcher/user of the product, the essence of this self-evaluation. I think we could safely say that the project is indeed improving the knowledge and understanding of the course. Although it did not do this very good. In our opinion it could have been that the viewer learned more about the case than they did about project management. However in the end the result was positive.

The last question is more a question for our own understanding. We chose a visual case to make the video about. We wanted to know if we could have chosen any video. This is not the case. It is quite clear that the visual cases have a preference to be visualised. Most participants thought the video could only be helpful for visual cases.



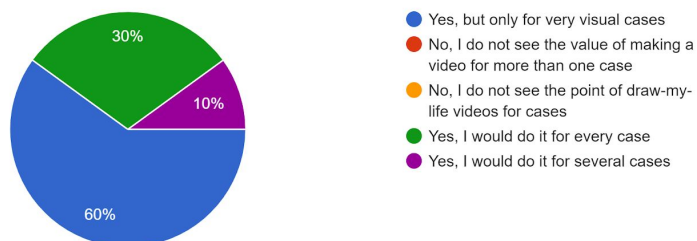
Did the video contribute to your knowledge of project management?

10 antwoorden



Would you advice this type of video to be used for other cases?

10 antwoorden



D) Please evaluate the degree of your support to the following statement (group-based evaluation):

	Our product is of high quality and we recommend it to be used as learning aid in project management				
Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Your response				<b>X</b>	



#### **4. Factors that have contributed to failure / success.**

In the first section of the following report, a few success and failure factors have been unwittingly mentioned. It is our goal here to say a few words more on the real factors that have accompanied us along the project. Something that was important since the beginning was the *realistic schedule* that our group had to respect. This is because we had clear deadlines in order to succeed with the course and could not run into any delay. The *different backgrounds* really helped to have varied ideas. Although nobody had directly a background coming from Project Management, a couple of us had already joined some projects in the past, where coordination with other people was required. In our team we did not really have a specific *leader*. Probably for such a small project it was better in this way. We reckon that for bigger projects, it is very advisable to have a clear hierarchy otherwise team members can easily get lost in the workflow. Thanks to the small size of our team, we could experience a better *communication* among each other and that is also the reason why it was possible to cooperate by remote with not so many difficulties. We had only a couple of meetings in which we divided the roles and the tasks, but in the end everybody could work independently, respecting at the same time the deadlines required. Unfortunately, we could also experience some cons in our planning phase. In the beginning, when selecting the tools we would use to create our product, we were not really sure about the budget we were supposed to invest on our project. In fact, we had the chance to buy the premium version of the tool we actually used to make the video, but in the end we decided to sacrifice the high-quality of the video itself in exchange of a save in terms of money. We are not stating that it was necessarily a good idea to do so but it has been formative forcing ourselves to deal with a lack of budget. So, if we could sum this aspect up, we would definitely say that *adequate budget* is clearly an important factor that determines a better product. As stated in the beginning of this section, everybody had different backgrounds. It turned out that in order to build something all together, it was necessary to reach a compromise. That is why we decided not to develop any app or particular service that required specific skills not easily gainable in such a short time. Also, it was important that everybody could feel part of the project and the workload had to be equally distributed. Also in this case, if we could better formalize this aspect, we can say that it is pretty important to have a qualified team in order to succeed. In fact, another thing we experienced was that when we finally decided the tools we had to use, some time was necessary to learn the tool itself. It was not as demanding as it would have

probably been building an app from scratch, but still, considering the strict deadlines, it was important to be as fast as possible to bridge the gaps. As regards to the tool itself, we can say that we were quite satisfied with the built-in functions. It was really helpful not to draw anything from scratch considering our skills; and this really saved a lot of time. Having to compare our aforementioned factors with the ones shown on the textbook, it would definitely be worth spending a few words on the first phase, which according to us is the most crucial. An *adequate early planning* is very important and depending on how well this phase is performed, the project can turn into a success or into a complete failure. Something that we might have spent more time on, is probably the collection of feedback from the end-users. Another very important factor is the *trust (within team or between client and contractor)*. Luckily, in our team, everybody really cared for the project and we did not have problems, neither in submitting our work nor among the members. That is why, if we had to choose the most significant factor, it would probably be the trust in the team, without that, there would have probably been another atmosphere. Along the course, we have learned about the main differences between an agile execution and a waterfall approach. Considering the size of our team, it is not so easy to appreciate the differences between the two models but still, we think we were closer to the agile approach, that requires periodical briefings and keeping the others updated on the news about the product in development. It is also true that we did not have figures like Scrum masters in our team (as mentioned before we did not recognize a specific leader) but in any case, it was a good exercise to challenge ourselves in dividing responsibilities and tasks with respect for the others.

## **5. Most important lessons from your project**

- 1) It is very important to perform an adequate early planning otherwise you have to change too many things along the project.
- 2) Try to use tools that do not require too long before they can actually be used, especially if you have strict deadlines, unless your project requires a very specialized team and in this case you must use only specific software/technological stack.
- 3) It is important to have clear documentations when the project gets bigger, otherwise you lose track of the new implementations, important steps and specific changes.
- 4) It is advisable to have different background in the group otherwise you will be biased from what you study (or you already know) and will not be able to get the best insights to build a new (and useful) product.
- 5) It is better to ask to people (also known as end-users) what they really want rather than trying to find something that seems to be useful for you just because you know how to do it.
- 6) It is important to be realistic on the schedule. Putting off the exact date of when something is going to be achieved is not a good idea. You will be late.
- 7) We experienced that it is possible to work by remote too. So, it is better to be productive when you are really free and focused on what you are doing rather than meeting up with the team and having no goals or attention.
- 8) Try to estimate since the beginning if you need more/less (usually more) money to achieve what you want. In our case, we were not sure whether or not to buy the premium version of our tool in order to have better performance. We should have decided this from the start.

## 6. References

[1] Hussein, B. (2018). The Road to Success: Narratives and Insights from Real-Life Projects, Fagbokforlaget.

## Peer-review report

Each group is assigned a peer-review group. The list of the assigned groups is shown in the following table. The table shows for instance that the product produced by group 1 will be reviewed by group 11, and the product produced by group 2 shall be reviewed by group 22.

Before writing this review report, you need first to view/test the product produced by your test group. In your evaluation you should be **objective, fair and use to time to fill in the report**. The grade you assign based on your evaluation is **a guide** to the instructors when they grade the project assignment.

Product produced by Group (Test group)	Shall be Peer-reviewed by group (Peer-review group)
1	11
2	22
4	8
6	5+12
7	4
8	1
9	10
10	12
11	13
12	14
13	15
14	16
15	17
16	18
17	19
18	2
19	20
20	24
22	25
24	26
25	27
26	33
27	34
33	36
34	6
36	7
5+12	9

# Your peer-review evaluation report

**What is name of the group you are assigned to evaluate:** We evaluate group number 9.

A) Based on your evaluation (as a group) please indicate the strengths and weaknesses of the final product.

Group number 9 has created an educative website with some videos about different topics of the course (project characteristics, stakeholders, project life cycle...). For each video, they also created a quiz to evaluate if the viewer has well-understood the subject of the video. This website is very useful during the review period before the exam because the different videos well summarize the more important point of the course.

## **Strengths**

About the strengths, this product allow to learn and understand some real and concrete project management concept by basing and explaining a real project management case.

The product's form is also really good, with some videos that explain project management topics and after that it is possible for the user to check if he has understood the differents concepts explained in the video. This provides a real value to the learner (user). The combination of explanatory video, quiz of knowledge and presentation of a real case allow to maximize opportunities for learning and understanding.

## **Weaknesses**

But we can also notify some weaknesses in this project. A voice should be added in each video. In fact, it could be more educative if a teacher talks during the video. Sometimes, it is hard to understand particular points of the course by just watching some drawings or graphs, we really need a voice to explain it. Moreover, this website is not optimised for phone. We can only use it on a

computer. This group puts a picture of clothes in the background, we can also add the lack of graphical design in the website form.

B) Please evaluate the degree of your support to the following statement  
(group-based evaluation):

	The product we reviewed is of high quality and we recommend it to be used as learning aid in project management				
Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Your response				X	

C) On a scale from 0 to 10. What grade would you recommend for this product?

According to the strengths and weaknesses explained above, we can give 7 out of 10 grading.