

Reflection ¹Report for Product-Based Assignments

BilligBar

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Group Number: 41

¹ Reflection is “the practice of periodically stepping back to ponder the meaning to self and to others in one's immediate environment about what has recently transpired” Raelin, J. A. (2001). "Public Reflection as the Basis of Learning." Management Learning **32**(1): 11–30. A reflective practitioner is a person capable of learning, acting and adapting to environments, someone who is constantly seeking to widen their experience and knowledge by adapting their manner of work in the profession. Someone who always learns through what they do, and who continually combines action with reflection on what has been done.

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Introduction

Group 41 decided to produce a website named BilligBar. The website will give an overview of the prices for drinks, beers and wine for different bars and clubs in Trondheim. This way, one can find out which bars and clubs that have the cheapest alcohol on a given day. At first, the project group planned to have students and non-students as target group. Later, it changed to only students.

Trondheim have more than 30 000 students and is known for being the best student city in Norway. (NTNU, 2022) Being a student is not only about studying but also about the social activities. It is very tempting for students to participate in most of the social gatherings. This is a significant part of the student life as this is where they make relationships and friendships that last for ever. However, students have on average a low income. This leaves them with little money for all the activities they want to attend.

Many of the activities entails drinking alcohol, which is very expensive. Thinking about all the other expenses like, rent, insurance, internet, food, books, transportation and other things, the amount spent on alcohol is huge. The main goal of the website is to gather information about the cheapest alcohol sold in the city every day. It will be possible to choose the day of the week and an overview will show the following:

- Name of the bar/club
- Type of beer, cocktail and wine
- Price of beer, cocktail and wine

Evaluation of Project management effort

Evaluation of the teamwork

The team consisted of different people where the majority study the same subject, however the group members learned to work together before the start of this project as they also turn in the hand-in assignments collectively. Each group member had a different opinion, working and learning methods that had to be taken into consideration. To have a common understanding it was important to discuss, and everyone could come up with their opinion. The group roles were not static and changed during the process. Group members adapted to different roles, which were determined by the task that was being worked on.

The group had good communication, which led to great teamwork with each member contributing to the team according to their skills, experience and personality. The webpage was harder to develop than what was planned, which implied that the developers had to put most of their time into programming.

Fortunately, the others helped with the developers' parts in the report, and this is therefore one of the indicators of good teamwork. Overall, the responsibility was similarly distributed.

A major challenge that affected the process was accessibility of the members. Each group-member was busy with other subjects and projects. It was important to balance the time between doing assignments in other subjects and working on this project. At the beginning, the weekly meetings were not held as planned. However, this improved, and each group member attended the weekly meetings according to the plan. Also, the meetings were not reported, and they were quite short, therefore this is something that could have been improved during the project period.

Evaluation of the effectiveness of the risk management plan

As for the people-related factors, there were weekly meetings with variable attendance at the beginning, which improved during the project. As mentioned earlier, despite the different knowledge, working cultures, interests, motivations and so on, there was good teamwork in the group. The development of the website on the other hand led to more complications. It was more time consuming than planned, and at some point, the website did not work as the developers wanted. Some simplifications had to be done on the website to finish. Communication between the developers could have been improved, for example by introducing more physical meetings.

This also applied to the communication between the developers and the other group members, whereas the developers should have been reporting more to the others during the process. For example, there were no checklists or templates introduced. The risk factor regarding development could have been handled better by for example using more time learning programming languages. The organization-related factors are approximately the same as described earlier. There was a risk with each one having a unique schedule and setting aside time for the project and the meetings.

The context-related factors were expected to be a small part of this project, which it also turned out to be. The availability of the domain name “Billigbar” was checked early to avoid any complications. This risk factor was therefore handled well.

As for the product related factors, it was challenging finding the right tools for programming. At the beginning the developers used different software, but later both switched to “Visual Studio Code”. This led to a more effective collaboration, thus communication got better. The features of the website turned out to be fewer than planned, due to the programming skills. The biggest difference is probably that the user cannot choose student or not student, meaning the site is currently only for students. One can therefore say that the project changed due to new information. A pilot website was carried out as stated in the pre-report. So, the product-related risk factors were handled quite well, except for the software tools. However, this did not have a major impact on the product.

Evaluation of the effectiveness of the communication plan

The communication plan was an effective tool that ensured that all the parties had the latest updates on projects, goals and objectives. It worked like a guide and defined what information should be communicated, who should receive it, when it should be delivered, where and how it should be carried out.

There are several benefits of communication planning that worked out in our project. Meetings were held weekly at a decided time; it was mandatory attendance for every group member. Members that could not attend had to inform the group in advance. Such information and other questions were exchanged through a communication channel. Regardless of the attendance, each person had to do a certain task for each week, to keep the progress going further.

The professor had a direct role in this project and contributed advice and feedback when it was needed. The professor was of high priority and could influence the project directly. Feedback from him was very helpful right before the subject of the whole project was changed.

Overall, the communication plan was useful, but it could also have been better. Occasionally, some of the members forgot the time of the meeting. This problem could have been avoided if the meetings had been scheduled in Teams, all the members would get an invitation. A reminder is sent to everyone before the meetings.

Project results

The group originally started out with a different project. It was a project-based assignment focusing on challenges associated with project management. The task was about cost overruns in the public construction projects. The group wanted to understand the problem/challenge in the managing process, focusing on one construction project, thereafter, suggesting a solution. A plan was made, and the pre-project was delivered on Blackboard. However, after a conversation with our professor the group decided to change the subject to a product-based project. Mainly, because the task would meet a dead end and it would not be solved. Therefore, the project result is not according to the original plans.

Moving forward we decided on a different task and wrote a new pre-project report. Even with the delay we managed to finish the website, and presentation. The result was not exactly what we planned out in the beginning. As mentioned earlier, we wanted a website with prices for both students and non-students. The result is a website that contains prices for only students. Following the original plan, it would require better programming skills, more information gathering and much more time. This would lead to a project not meeting the deadline, which is one of the most important management success criteria for this project.

We evaluate our project management effort as successful:

Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Your response					

The entire project management process, from project start to submission was successful. The process was challenging and imperfect, but the team learned from it and handled it in a professional way. Even with all the difficulties the team managed to deliver the product.

Evaluation of the impact

Target audience

As a starting point the target group is students in Trondheim. There are also great possibilities for expanding the website. In 2021 it was approximately 305 000 students in different universities in Norway. (khrono, 2022) There are possibilities for expanding the product in other cities in Norway. That's why, this product is not only relevant for students in Trondheim but can also be used in other cities in the future. On top of that, if the website is further developed, it can be used by people that are not students as well. This leaves us with a big target group and leads to more benefit for the students. It is also possible to develop the website to be used in other countries.

The most essential benefit right now is helping the students to save money. By having more money every student will feel more comfortable joining social events. Which also leads to more socializing and a better student environment.

Quality of final product

The quality of the final product is sufficient for its purpose. There are loads of improvements that can be made but the product is good enough to serve its purpose. A survey revealed that 16 out of 27 students see themselves using the product in the future, see Figure 1. 7 out of 27 students state that they might use it in the future and 4 out of 27 students are not interested in the product. Those who would not use the product or were unsure whether they would use, it states that this is due to the website being poorly made or that they are not interested in the service whatsoever.

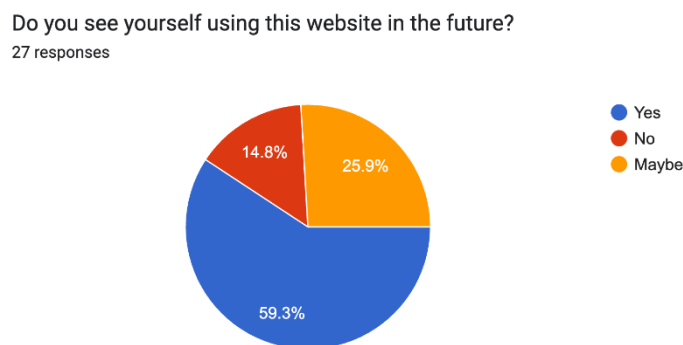


FIGURE 1 – SURVEY

We got good feedback from the survey with many suggestions on how we could improve our product. For instance, one student suggested that we could make it easier for users to understand how to use the

product. We took this suggestion into consideration and decided to further develop the website so that users, by clicking a button, could get simple instruction on how to use the website. Some users suggested that we provide an overview with sizes of the beers and whether it was on tap or on bottle. This was another great suggestion that we decided to implement. Some suggested that we expanded the service by making a page where users could view different campaigns that bars and nightclubs were running. This is an idea that we had already suggested, however, we did not have time to implement this service. The team intend to implement after the launch of the website.

We achieved our goal of producing a website that gives students an easy overview of the different prices of alcoholic beverages in Trondheim. There are still improvements that can be made to further develop the website, but the website is ready for launch.

We evaluate the quality of our final results as outstanding:

Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Your response					

Factors that have contributed to failure/success

Identification of success and pitfalls has become an important means for knowledge transfer, organizational success and competitive advantage (Hussein, 2018, p. 85). In this section, there will be an overview of reflection and elaboration on the factors that have contributed to the success or (failure). Lastly, identify which factors were the most significant and why. Projects are usually evaluated along three clusters; Project management success, project success and process success (Hussein, 2018, p. 82).

Project management success is defined by how efficient project managers satisfy time constraints, stay within cost, deliver the product according to the specifications. Process success is defined by how certain stakeholders perceive or experience project implementation. Project management success is more associated with emotions than reason. Project success is measured by several indicators such as; including achievements of target, achievement of purpose, user satisfaction, customer satisfaction, achievement of strategic goals, various economic aspects and gaining levels and competence and higher reputation (Hussein, 2018, p. 82-83).

Some factors have been more significant than others and these are elaborated further on below. The factors that are mentioned, improved the quality of the product development, and helped the project group stay focused on the objectives to achieve success.

The detailed plan kept up to date was an important factor for project management success. It defined the goal setting and planning stages of the project. In addition, it helped determine and document the list of project goals, how much time, activity and deadlines that were necessary for the project. Also, it was an important component for the changing aspects in the project. In the changing aspect, the group was flexible and managed to efficiently find solutions for the problems. As mentioned earlier, the group had a detailed plan, but there were some inefficiencies regarding this. Also, the group originally planned that the assignment was based on an empirical investigation but changed to a Product-Based assignment. However, due to our detailed plan, we efficiently changed the project perspective and managed to adapt to changes.

A group agreement on the project goals where another critical factor. This was an important factor for the cluster project success. It helped the group with the achievement of the purpose and goals of the project. For example, the agreement on the project goals answered important questions like: What problem is this going to solve? And what are the desired results?

The project team had a great understanding of how to manage a project and how to succeed in a project. In the sense of knowledge in project management, the team was a well-qualified team. But lack of experience showed early in the project phase that only the knowledge was not sufficient. The team faced different types of difficulties which in the end were handled in a good way. These difficulties could have been avoided if the project team had more experience. When it comes to product development skills, some of the members in

the group had programed before and had a little experience in web developing. Since it was not possible to outsource the task of making the product, the members in the project team that had some knowledge in web developing the responsibility of developing the product. Because of the limitation of knowledge in programming and no requirements for any advanced programing, the group chose to go further with the programing language and software that they were to a limited extent familiar and comfortable with. With qualified members, which was an important factor for the cluster, project management success, the project team was able to make and deliver the product in time.

Good communication is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that the message is received and understood with clarity and purpose. When one communicates effectively, both the sender and receiver feel satisfied. Communication can occur in many forms, including verbal and non-verbal. It can occur in person, on the internet, over the phone through apps and calls, or by mail. Good communication was important for team-collaboration. Throughout the project there was good communication between the members of the project group. There was a low threshold to reach out to each other and everyone managed to give feedback or response fast. The communication factor and collaboration are important factors for the clusters process success and project management success.

Lastly, Including the end users was a critical factor for our product development. They provided us with valuable input on which features are most needed to be able to perform in the industry. We introduced the end users with a questionnaire, where they could give their honest input. This was an important indicator of project success.

Most of the success factors that contributed to the project were mentioned in the summary of the success factors from the examined project cases in table 14 from Hussein, 2018, p.92. The collaboration within the project organization, trust, clarity of purpose and objectives, end user involvement, skills knowledge and competence, and flexibility are all factors that are similar to those factors that contributed to the project. However, there are more identified factors from the summary compared with the case. By comparing the factors that were significant for the project with the ones mentioned in the summary one can tell that there were no case specific factors for this project. On the other hand, there were structural and cultural factors that the success factors consisted of.

Most important lessons from the project

Product

Our experience when it comes to choosing the product suggests that you need to find something that creates value for a certain target audience combined with that it gives new information or is a new product. This was not thought about when we first chose our product, where we tried to find out why construction projects often went over budget. The project can be valuable for a certain target audience, but the subject has been researched so much that it would be difficult for us to provide any new information. Therefore, we ended up changing the product completely in the middle of the planning phase. A lot of time could have been saved by thinking about this beforehand.

Meetings

- Set a fixed time for a meeting each week as early in the project as possible.
- Make a list of what must be done for the next meeting
- Prepare what you are going to be doing and the things that will get done during the meeting; being efficient and exploiting the time.
- Communicate with the group when things do not go as planned
- Write a report about the meeting for the people that couldn't attend

Production

Before starting the production of our product, we had already handed out the work each student would do, but there was little to no reflection on how much work each of us was assigned. We learned that some were assigned too much and others way too little, so people that had little to do had to help the others where they could. This can be rather difficult when showing up in the middle of a task with little to no info about the task. Our advice is to take some time reflecting on how much time each task will take and have a somewhat pessimistic view of the estimation. Tasks usually take longer than anticipated. Informing others in the group about your tasks underway will also help when you need help from others.

Summary

It is clear that our advice is based on lack of planning and communication. More effective planning and more communication would have been the solution for most of our issues. Therefore, a great advice is to use more time planning and make a strategy for easy communication between the group. It will help a lot.

Reflection on learning and unlearning

Learn

The project objective was to create a website containing information about the cheapest prices of different bars, are these the skills that were the most important for the project's success:

- **Programming:** The product from the project is a website, so programming is by far the most important skill to create the product. Two students in the group had some experience in the field, so they naturally became responsible for the production part of the project
- **Law:** Finding the line between informing and advertising the prices of alcohol was essential for the project to be successful, since advertising for alcohol is strictly illegal, but informing people about their prices is legal. No one in the group had a particularly greater knowledge about law than the others, so finding this out was assigned rather randomly. Information about this topic is easily available, but the line between advertising and informing is not always so clear
- **Information gathering:** Information gathering was a big part of the project, as the information gathered is the selling point of the project. The methods used to gather information is explained above, but there are a lot of different skills required for the information gathering to be successful. You must be precise with your language to show seriousness and professionalism, you need to know where you must go to get the information and you have to be great at communicating in case of more information or other requests.

Unlearn

One of the things that had to be unlearned was prejudices. The group consisted of five people taking master's in project management, and one taking master's in chemical engineering. The last one had prejudices regarding being excluded by the others, such that the dynamic in the group would be chaotic. Some of the group members also thought that the one with chemistry background could not develop a website since she was not a data engineer. Starting a project with negative thoughts about the members can affect the success of the project. This is something the group members had to unlearn in order to have good teamwork.

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Appendix

Appendix. 1: See attachment

Appendix. 2: <http://billigbar.site/home>

Appendix. 3: <https://youtu.be/uNVpHRFyfH0>

Introduction

Group 41 have decided to produce a digital product. The goal of this project is to implement something that is useful and has a value for the user. While discussing, it was very important to work on an idea that is smart and new to society. Because we are students and know the challenges that we are facing, it was decided on making a website with students as the main target group. The website will give an overview of the prices for drinks and beers for the different bars and clubs in Trondheim. This way, students know which bars has the cheapest beers/drinks on a given day as some bars has cheaper beer/drinks on specific days of the week.

Main section

Product

Trondheim have more than 30 000 students and is known for being the best student city in Norway. Being a student is not only about studying but also about the social activities. It is very tempting for students to participate in most of the social gatherings organized. This is a significant part of the student life as this is where they make relationships and friendships that last for ever. However, students have on average a low income. This leaves them with little money for all the activities they want to attend.

Many of the activities entails drinking alcohol, which is very expensive. A student spends on average at least 4 500 NOK on alcohol in the orientation week. Thinking about all the other expenses like, rent, insurance, internet, food, books, transportation and other things, the amount spent on alcohol is huge. Therefore, our group decided to make a website. The main goal of the website is to gather information about the cheapest alcohol sold in the city every day. This website will be asking the user if he/she is a student, it will then show offers that are most relevant for the person. For example, bars with student discounts will show up, including:

- The name of the bar
- The price
- The address

It was decided that the website will be named Billigbar. The most important part in developing this website is gathering information from bars that are willing to cooperate. The

different members of the group will be talking to different bars, explaining the project. After collecting enough information, a website will be developed.

Benefit (Outcome)

In 2021 it was approximately 305 000 students in different universities in Norway. There are possibilities for expanding the product in other cities in Norway. That's why, this product is not only relevant for students in Trondheim but can also be used in other cities in the future. On top of that, it can be used by people that are not studying. This leaves us with a big target group and leads to more benefit not only for the user but also for the bars that are collaborating. It is also possible to develop the website to be used in other countries outside Norway.

The most essential benefit is however, helping the students save money. By having more money every student will feel more comfortable joining social events. Which also leads to more socializing and a better student environment.

Stakeholders

All projects have stakeholders. The stakeholders can be anyone who have an affect or affected by the project's operations/associations. A stakeholder has an interest in the success of a project and can either be working external or internal in the organization. An external stakeholder is not directly working within a project. Moreover, an Internal stakeholder are working directly in a project.

Why should we identify the stakeholders? There are several advantages by identifying the stakeholders who are implemented in the project. When identifying the stakeholder, you are reducing time and money that can effectively contribute to the project. In addition, identification results to a better position to properly manage and involve each stakeholder in the process of the projects strategic goals. This creates communication with the right people in the project.

The table under, illustrates each stakeholder and how to involve them in the project.

Stakeholders	How to involve the stakeholder
Professor, Bassam Hussein	<p>In this case, Bassam Hussain, has set some criteria for the assignment. These are deliverables for the project plan and a report summarization.</p> <p>In addition, he can provide with the implementation of proper management, answering questions regarding the project, and give solid guidance.</p>
End users	<p>The end users are crucial stakeholders. They are the ones that are buying and using the product. Therefore, they are important for the design and functions of the product.</p>
Local bars	<p>In this case, local bars are major stakeholders. They provide with data that are critical for the product.</p>
Team members	<p>The group members are an important stakeholder for the possibility to contribute with effective leaning opportunities, to create solid collaboration, and having a structure plan for the project's strategic goals.</p>

The table under, illustrates the stakeholder classification along interest- influence dimensions. The group members and the end users are in Group 1, because a collaboration is critical. The professor is in group 2 because he has requirements that needs to be fulfilled in the project. The local bars are in group 3 because they must be informed.

Interest			
		Small	Large
Influence	Critical	Group 2: -The Professor	Group 1: -The group members - The end users
	Marginal	Group 4: -	Group 3: -The Local bars

Risk assessment plan

It is important to map potential risks and difficulties relating to the project, for a good follow up during the period. The output of this project is the website Billigbar, where there will be an overview of cheap beer the different days during the week. In other words, it is a tangible deliverable which implies multiple risk factors.

Starting out with the people-related factors, this project involves several. Since there are six people involved in the project, it could be difficult to organize weekly meetings when all have different schedules and no coinciding calendar. Further, the involved have various competence, knowledge, skills, work culture, expectations, interests, motivation, and availability. The developers have never made a website before and is therefore a risk factor in relation to the competence of the group members. It is essential to have good communication, a common agreement of the output and purpose along with a detailed and good plan for the project. The latter involves a clear and precise distribution of tasks and with goals, milestones, and guidelines. By introducing templates and checklists, the members can check each other's progress and work. It is also important to maintain motivation so the end goal can be reached.

Moving on to the Organization-related factors. This includes organizational structural conditions or the way the project is organized. Therefore, the availability mentioned in person-related factors may also fall under this category. The involved have four different subjects each, with other deadlines. This leads to a conflict with other ongoing tasks either

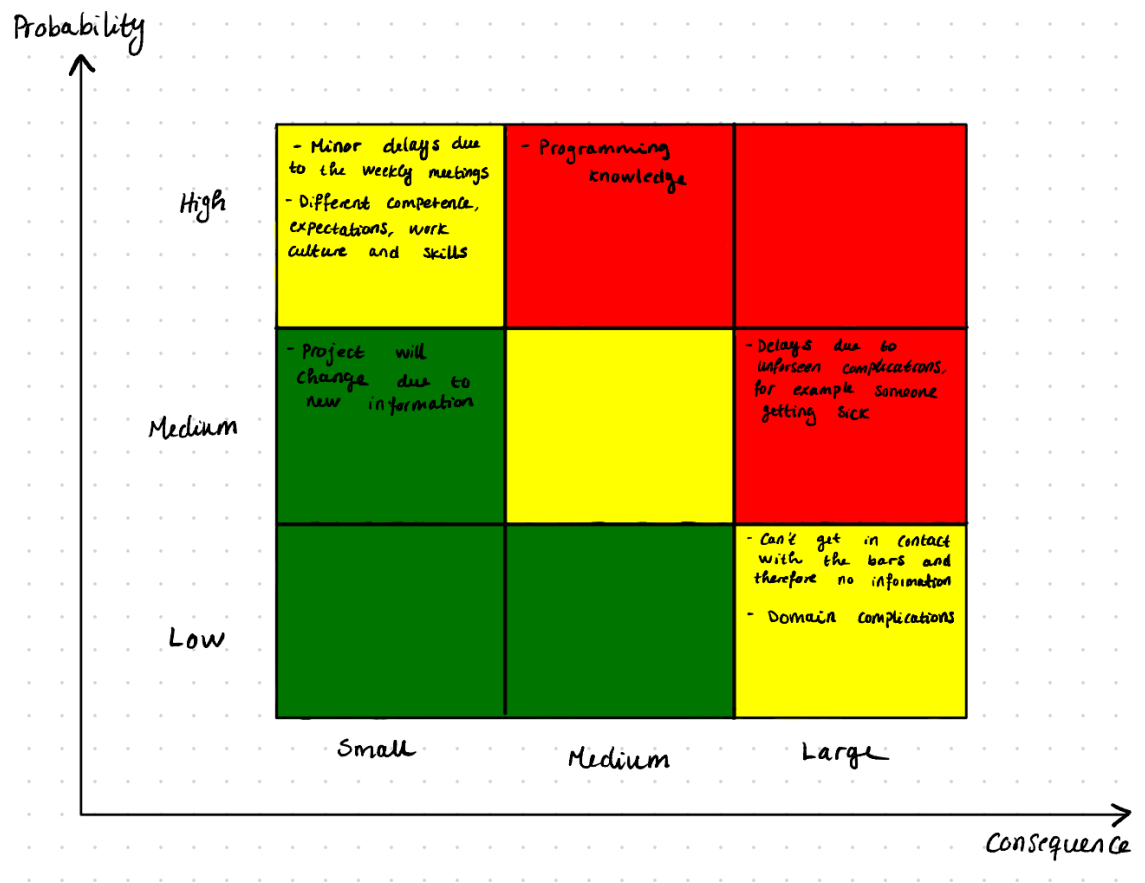
within this project or in other subjects. An example can be that the developer(s) may have other assignment that can affect the current tasks. Work cultures will also be a risk factor under this category.

Context-related factors are a small part of this project, because it involves conditions outside the project's control. One of the risk factors under this category may be that it can occur complications when getting a domain in relation to the start-up of the website. This is something that are out of the group's hands. Also, the name of the website, that all have agreed on, could be occupied. To avoid this, it will be important to start this assignment early, so we have time to fix problems before the end-date. Also, it is smart to investigate the process how to get a domain.

Lastly, there are the product-related factors, which includes risk factors that may arise in connection with the development of the product, service, or results. This could also involve the risks associated with the introduction of the product in the operation phase. One could say that the domain risk factor under the context-related factors also could be suitable under here. Further, one of the main risks will be during the development of the product where the developers have knowledge of programming but have never made a website before.

Therefore, something that could cause problems is the tools used in the development phase, where these may not be optimal for this kind of purpose. Another risk factor is the features of the product, maybe there are too few or too many. This may change the project due to new information. It is crucial to get information from the bars, and if not, the project will fail. However, this is not a very likely event since the bars will benefit from the website. Another problem could be conflicts between bars. To personally call or meet at the bar for a talk is probably smart instead of sending an email. It will be necessary to run a pilot website to understand the product and involve the end users such that the website fits the target group, in other words the students. Luckily the project group consist of only students and are therefore easy to involve in the development as some of the stakeholders. To contact other students with better knowledge of programming a website, as well as watching Youtube-videos and such, is also important during the development process.

The most important risks are summarized in a risk impact matrix and the in a risk register, with the responsible person. The status will be updated after the tasks with the risk factors starts.



Description of risk	Risk severity (critical, significant, marginal)	Measures/when	Responsible person	Status updates/consequences of measures
Delays due to difference in schedules and therefore weekly meetings	Significant	Templates and checklists	Einar	Not yet started
Different, expectations, work culture and skills	Significant	Checklists	Einar	Not yet started
Programming knowledge	Critical	Pilot(prototype) and involve	Jenny	Not yet started

		others with more knowledge		
Change due to new information	Marginal	Pilot(prototype) involve end users	Kichepan	Not yet started
Delays due to unforeseen complications	Critical	Checklist and templates	Øivind	Not yet started
Can't get in touch with the bars	Critical	Have communication with the bars, and call or meet in person	Mohtadin	Not yet started
Domain Complications	Significant	Investigations Start early	Crispin	Not yet started

Skills needed

In order to produce the product for this project which will be a website, it acquires a variety of skills. One of the skills acquired is the skill to code and program. Since the product for this project is a website, the programming and coding skills is highly prioritized. It includes finding the right coding language and right programing tool which will effectively contribute to the solution and master them. Another skill that acquires is the skill to design. Coding a website is one skill, but to design the website so it is user friendly and intuitive is another skill. It is in addition important to acquire the skill to test as well. After the coding and designing it is important to test the product to a certain extent before publishing the final product. It is important to test the browser compatibility (the site is suitable for any browser), links direct appropriately, forms work, navigation menu algorithm is perfect, pages load fast, etc. Finally, it is important to acquire the skill to understand common security attacks and how to prevent them. Security skills are indispensable when creating a website. One need to be ready for any security attack and know how to provide a safe solution for it.

In order to acquire the needed skills for developing our website we will have to take account into the following. To find the right coding language and right programing tool it is important to do the needed research and figure out what is recommended and what will be efficient and

the easiest to learn. By searching online and watching tutorial videos can one gain information and learn the desired programming language. The same principle can be used to gaining the skill to design a website and to understand common security attacks and how to prevent them. Doing web-research and reaching out to lecturers with relevant subject areas will be the path we have planned to acquire the skills needed to produce this website.

Project breakdown structure and project schedule.

A Work Breakdown Structure (WBS) is a project management tools that splits a project into different phases, deliveries and work packages. By breaking down the project into smaller components, a WBS can integrate both scope and deliverables into a single tool.

The WBS below contains the phases, deliverables and the tasks (work packages) of the project. The time schedule has been set as deadlines for each phase, as a time-estimate for each task would most likely not be accurate as multiple students from different studies will have a fluctuating schedule. Therefore, deadlines will be used as it is more flexible for students and will be a lot easier to follow

PROJECT	Website showing prices of beer in Trondheim				
Deadline	22.09.2022	05.10.2022	15.10.2022	26.10.2022	03.11.2022
PHASE	Planning	Research	Development	Report writing	Video creation
TASK	Make project structure	Find bars that are willing to participate in our project	Summarize background	Introduction	Record video
	Reflect importance	Give out invitations to join the project	Summarize methods	Reflect implications	Record audio
	Stakeholders	Gather data	Analyze data	Reflect success factor	Edit video
	Risk assessment	Reflect on data	Summarize findings	Summarize important lessons	Deliver report and video
	Make a schedule		Make a website	References	
	Communication plan		Create UI		
	Roles and responsibilities				

Success factors

- Effective communication within the team and to stakeholders
- Agreement on project goal(s)
- Clarity in roles and responsibilities
- Clear and detailed plan
- Sticking to schedule

- Good risk assessment
- Persuasive skills
- Close cooperation with users and customers
- Good marketing to both users and potential customers
- Code and design skills
- Support and belief from all team members

Roles and responsibilities

Einar	Head of communication Project schedule Project structure Record audio for presentation
Mohtadin	Head of marketing Environment analysis Research Reflect importance of the project
Jenny	Lead backend developer Risk assessment plan Research Edit video
Kichepan	Project coordinator Planning and arranging meetings Budgeting Record video for presentation
Øivind	Legal advisor Stakeholder analysis Meeting minutes Research Quality control

Crispin	<p>Project manager</p> <p>Communication plan</p> <p>Delegating responsibilities</p> <p>Leading meetings</p>
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Communication plan

Stakeholder	Deliverable	Priority	How it will be delivered	Frequency	Notes
Project team	Progress update/ review	High priority	Team meeting	Weekly	Mandatory attendance
Project team	Short updates/ information	Medium priority	Messenger	When needed	Information that doesn't require opinions, etc.
Customers (bars/clubs)	Collecting information	High priority	Mail and telephone	Monthly	Updated deals
End-users	Feedback	High priority	Surveys	Only early in the project	User inputs
Professor	Advice/feed back	High priority	Mail and meetings	Monthly	