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A tutoring video for stakeholder mapping in projects

Preface

This report is an assessment for group 16, done by group 16 of their project in TPK5100 Project Management and Control. The report will assess the entire project from the project process to the product.

We would like to give a special thanks to the NTNU Multimedia center and especially Jonas Hustad who were kind enough to let us borrow their studio and give us tutoring. They were very supportive and service minded throughout our project.

Group number: 16

Student names and student number:

1. Digitalization projects

A. Description

The product is a video describing stakeholder mapping in projects. The video is posted on YouTube and we hope the teacher would like to post it on his YouTube-channel to make it accessible to later students. The purpose of the project was to give an easy description of stakeholder mapping in projects and make sure the content is approved by the teacher. Our intended purpose was to make the information accessible to other students, and also have the required background information accessible at the same location. We decided to use a project described on the teachers YouTube-channel for our examples to use already accessible data.

B. Main challenges

We successfully finished our work on a digitalization project which had the aim to produce a digital learning aid with a value for the end-user. Compared with digitalization projects in a more professional environment, for example in an existing company, our project had a very small scale and did not have to create a monetary value. But even in a digitalization project with a very manageable size some challenges will occur.

The first challenge was to get an idea of what possible options are for a feasible digital learning aid which creates a significant impact on learning. To develop such a tool we had to understand the needs of the end-users. These demands were then the basis for possible approaches that would provide an additional value for the end-users. We decided to visualize stakeholder mapping in a video which we upload on YouTube to provide it and enable easy access. We chose that topic in light of the fact that stakeholder mapping is an elementary part of successful project management. To make sure that a video is a good way to provide knowledge we performed a survey which approved that assumption.

A second challenge were the technical skills of the group members and the required equipment to create a video. None of the group members had experiences of recording or animation of videos. We decided to draw the content of the video by hand. That had in our opinion several advantages. On the one hand there is no need of animation skills and on the other hand there is the option of a creative, aesthetic and personal solution. Using a smartphone with a suitable app provides an easy and good solution for the equipment issue of recording the visual part of the video. For the audio part we had to gain knowledge about available technologies. We found out that the NTNU provides a sound studio and learned how to use it so we were able to perform the audio recording in a good quality.

Like all projects also a digitalization project requires organizational work. The issues which are connected to organization were pointed out in the second part of this report.

The above mentioned challenges are the personal opinion of our group which challenges we had experienced. But there are some challenges of digitalization projects mentioned in the literature. HUSSEIN provides as main challenge of these projects the capture and management

of the expectations of the different stakeholders with a focus on the end-users.¹ We considered that when we thought from an end-user view about which content with which method we want to provide.

SHIVAKUMAR points out as challenges in digitalization projects the importance of the right set of tools, the right team and the right execution technology. Other aspects are the availability of the right skill-set, cross-team collaboration and the duration between project start and access to the market. He mentioned as well challenges like the management of the stakeholders and the expectations of the customers. Further issues are related to the organizational culture of the institution like silo thinking within the several departments. Another field of challenges can be caused by multiple technologies, products and standards.² Some of these above mentioned challenges we also had discovered in our project, but many of them fortunately didn't occur or even can't appear by reason of the small size, the comparatively slight complexity, a non-commercial orientation of the project and at least that we aren't members in a big company with several departments and many interdependencies.

¹ HUSSEIN, B. 2018. The Road to Success. Fagbokforlaget

² SHIVAKUMAR, KS 2018. Complete Guide to Digital Project Management. Apress. Berkeley

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

A. Overall evaluation

We started solving this project by identifying what skills existed in our group. This was to get the best possible base before starting the project and it was essential to know what kind of product we could manage to produce. This was also to reduce the risk that we started a project that we couldn't handle.

For risk management we identified some essential questions we needed to get answered. We figured one of us was a decent drawer, but we made a test video to check if this was a manageable project. We started early to figure out if there were some sort of studio at NTNU we could use for voice recordings. This was because we figured at least the voice recordings should be done with very good quality. Since we haven't done voice recordings before, we set up two sessions at the recording studio where a person with experience were available during our studio time. We set up the sessions with some distance apart so we could adapt if the recordings and drawing didn't fit each other. This way we could make changes to the drawings and the recordings if necessary. We believe this was one of the success factors to do some sort of iterative process.

The project organization became a matrix organization where different persons had responsibility for their own part or work package. This was mostly because the project group didn't have any experience in digitalization projects and no one had a clear definition on how the product should end up. Everyone also wanted to try different project manager tasks, so we ended up switching tasks within the group. In hindsight we could have clearly elected a director who had extra management responsibility to make the group more effective. This is a school project so we wanted to give management tasks to different persons in the group. This was to ensure that no one missed out on learning values. We also defined experience in project management as one of our success-factors, so we feel that we found an equilibrium between having good control of the project and giving everyone in the project group a possibility to do director tasks. We could have stated the responsibility between us better than we did in advance and made some sort of plan on who was responsible for what during the project. Almost no one in the project group follows the same courses so we had some problem with the availability of all personnel in time and space.

B. Group-based evaluation

We evaluate our project management effort as successful

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

3. Self-evaluation of the value to the learners? (evaluation of project success) Can you document your assessment?

- A) Describe your target audience and the learning objectives of your product*
- B) description of the method used to evaluate the final product maybe asking questions before and after watching the video*
- C) The number of informants who have contributed to the evaluation, and how these informants have been selected take some key questions, The Multimedia Center replied with positive feedback.*
- D) Results of tests, surveys or interviews with students or persons who have reviewed the final product*

Before we started the project, we made a short survey to get an opinion from other students attending the course about our initial project idea. As our target audience we wanted to make sure we made a product suited for them. In the survey we asked what's important to them regarding their study preferences. We already had the idea of making a short video, so we asked specific questions how they would like to have the content presented, and if they would use it if it was available. 24 out of 29 participants thought it would be helpful having additional tools referring to the cases of the book, and even more (27 of 29 students) thinks a short video explaining the course content is a good idea. Also for more than half of the students (22 of 29) it was important that the information is officially approved by the teacher. Because we wanted to find a way to publish our final product and make it available, we decided YouTube was an easy way to do it. We asked the student if they would use YouTube if the content was available there, and 20 out of 29 students said they would. The response from the other students about our idea to make a video was good, so we started and kept their opinions in mind. We the decided to try to make the video uploaded to the teachers YouTube channel.

After we finished the first version of the video, we made a second survey to make sure that we were heading in the right direction. We asked the students about the quality, if they would change some parts and also their general opinion. We got really good feedback, most of them answered that they liked that the video was entertaining and also thought the academic content was good. We also got the feedback that the animations are well drawn and the video by itself has a logical structure. For the sound we got a comment that it wasn't loud enough, so we increased the volume a bit. For the long term usage, the response of our classmates was that they might use the video in their study.

We also have different methods to evaluate our final product. One was to sent the video to our teacher before submitting, and asked about his opinion. We got positive feedback that we understood the content correctly and our explanations were understandable. Doing this is not just a good way of quality checking because our product is evaluated by a person who has much more experience, but also to ensure the content is approved by the courses teacher. One of the results of the survey, as mentioned above, was that most of the students wants the information officially approved. With the results from the survey we took this into account by including the teacher.

For our long-term evaluation we decided to not only use the feedback from our classmates, but rather chose YouTube for publishing our video. By using built-in functions in YouTube, we can monitor the amount of views, see how many likes the video gets and also comments from YouTube users can be used to improve a possible next project.

E. 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				x	

4. Factors that have contributed to failure / success.

In order to evaluate the different factors contributing to success or failure, we will go back to the factors identified in the beginning of the project, based on the three major groups according to Hussein³.

The first group, project management success, has already been discussed to a certain extent in chapter 2. It refers to objective requirements and constraints regarding the project and product and how they are met.

The most important factor that was identified here was to finish the project within the given time frame. This was accomplished by dividing the project into smaller work packages and setting up sub-deadlines to allow for a time buffer towards the project deadline in case of any unexpected difficulties. At times, the project could have benefitted from a clearer distribution of management responsibilities to handle the difficulty of scheduling important project steps in a project team where every member follows a different university course. Another factor that could have led to problems, is that crucial work packages relied heavily on single members of the project team. This was based on the fact that for example the drawings required specific skills that only one team member possessed. It did not end up leading to failure but was a risky decision because it did not leave room for any downtimes by these members of the team.

Another factor that we had identified prior, was time investment by the project team. We consider this factor to be rather successful since we were able to stick to the schedule we had set up and none of the team members had to compromise other obligations in order to complete the project.

Lastly, an important success factor for project management success was to comply with product specifications given by the project owner and operator of the YouTube channel. The most critical specification here was the required sound quality. We identified this to be the most difficult requirement to meet right from the start, which gave us the necessary time to organize time slots at the multimedia center. We consider this to be one of the most important success factors because no one in the project team had prior experience with sound recording which meant there was a lot of uncertainty connected to this work package. Planning for two separate recording sessions to leave time for trials and adjustments was extremely important to achieve project management success.

The second group of success factors, the process success, concerns the stakeholders' conception of how the project was implemented.

The most important stakeholder was the project owner, Bassam Hussein, who had given the technical requirements for the product. We consider the collaboration with him to be

³ HUSSEIN, B. 2018. The Road to Success. Fagbokforlaget

successful, since he expressed his willingness to upload the video on his YouTube channel which indicates that he felt that the technical requirements were met.

Another stakeholder that was crucial for process success, was the multimedia center. We contacted them as early as possible to set up two separate appointments and offered them multiple time slots to make sure that it fit their time schedule as well. The team was extremely helpful and gave us a quick introduction into voice recording in the course of the first session. The project team perceived the collaboration as very positive and the multimedia team even expressed an interest to see the final product when it was done.

The last group of success factors is project success which has already been covered in chapter 3. It concerns the achievement of the larger overall goal like high user satisfaction.

The most important success factor of our project, which is also listed in *The Road to Success*⁴, p. 92, was adequate early planning with regard to the voice recording. It was the most uncertain part of our project and planning these sessions in the beginning of the project, allowed us to schedule the prior work packages early enough and leave room for unforeseen difficulties.

The factor that could have been improved to achieve a higher level of project management success, was the clarity of roles and responsibilities for those involved in the project. Certain steps of the project relied on single members taking the initiative to further the project because the responsibility had not been assigned in time. This was compensated by the fact that the whole project team showed steady commitment to fulfill their assigned tasks once someone had taken the lead.

There are further factors that we identified in our project and that can also be found in *The Road to Success*⁵, p. 92. The collaboration between stakeholders and the project, especially in regard to the multimedia center team. Also, clarity of priorities and structured requirements process in relation to identifying the critical product requirements early on in the project and prioritizing their fulfilment.

An important factor that we had not previously identified, turned out to be the creativity of the project team. Several of the work packages included very creative tasks and a crucial factor for user satisfaction turned out to be how aesthetically pleasing the video is and whether it is entertaining.

⁴ HUSSEIN, B. 2018. *The Road to Success*. Fagbokforlaget

⁵ HUSSEIN, B. 2018. *The Road to Success*. Fagbokforlaget

5. Most important lessons from your project

1. My experience suggest that the one of the most important things is, to make sure before the project even starts that the collaboration in your project group is good and all members are motivated to give their best for the team. The group climate will also affect you, positive or negative.
2. You should take your time to figure out the specific skills and interests of each group member before you make the decision about what product you want to create within the project. Your skills and interests will guide you to the right decision.
3. My experience suggest that you should carefully select stakeholders who are able to support and guide you during the project. If you're at a point where you need support, you're glad to have it.
4. I learned that putting slightly more effort into your project planning prevents a lot of stress during the project.
5. You should always plan a little bit more time for your tasks than you have in mind at first. Unexpected circumstances can often cause delays.
6. My advice is to split the tasks according to the personal skills and interests of the group members. Working on something that is interesting for you or that you are good at is always more satisfying.
7. My experience suggests that regular meetings in person with all group members are crucial for decision making and to clarify important topics regarding the project. During an eye to eye discussion things are suddenly way easier.
8. I learned that the opinions and the requests of the user/customer are always more important than your own. The user/customer has to be satisfied, not you in the first consequence.
9. My experience suggests to start better early than late with any task, although the deadline might be far away. Problems and questions arise always when you're already in a hurry. Save yourself the stress.
10. You should always show respect for the work of other group members. Searching for compromises is always better than harsh criticism. You're working together, not against each other.
11. My advice for you is to keep the product idea you want to create as simple as possible, it will get more complicated anyway. Sometimes less is more, especially for the user/customer.
12. I learned that you should be happy with your final product at a certain point. Endless research for further optimizations and adaptations leads to stress for you and the total team, but does not necessarily result in a better product.

6. References

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

Shivakumar, KS (2018). Complete Guide to Digital Project Management. Apress. Berkeley

Peer-review report Group 14

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

We are assigned to evaluate: Group 14 eBook

A. Strengths and weaknesses

Strengths :

The eBook is a great idea. The content is the same as in the book so the information has been approved by the teacher. In the beginning of our study no one had bought the book yet so we struggled on the first assignments until we got the book. Many students prefer to use digital aid for their study and many courses don't require books, so many students don't buy the book until they know for sure they need it. This makes the first lectures harder to grasp when the book is required. In a textbook we can't search for specific content but in this eBook we can. The norwegian version can be a good way for better understanding for norwegian students. We like that the group try to use already available content to further explain the content. In this information era there can be to many instruction videos or papers. Finding the right one is tricky, but if there are videos and products approved by the teacher it's easy to trust the content. We also liked that it was so easy and there is no need to use time to understand the user interface. With interactive games where you can win trophies is a great simple way of boosting the motivation for students during tedious exam studies.

Weaknesses :

We felt that the eBook could need some more work to be aesthetically smoother? The quiz part were at the end of the chapter. We would want the quiz to be at a different location to distinguish between the reading part and self test part. The quiz position works now, but if you want to expand the eBook with the entire textbook, it might get messy. When navigating using the previous and next buttons on the bottom we wished that you go to the next or previous chapter in the book. Now you go up and down the table of content. There is no clear separation of the norwegian and the english book. We don't know if this is because there is only one chapter/subject implemented or if this was the purpose. If we chose english we want to stick with english until we choose norwegian. When using firefox or Microsoft edge browser we jumped right back to the table of content when we chose some other page. We understand this

as a proof of concept, but the idea is great and the implementation is good. We would rather use this than a pdf version of the book.

B. 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	

With some more work we would strongly agree, but this is based on the current state. We only assessed the part of stakeholder in projects, not the missing part.

B. Grade

On a scale from 0 to 10 we evaluate this project to 7.