

CHAPTER 6: PROJECT CHARTER

6.1. BACKGROUND

This module allows you to perform the following functions:

Managing lists of materials and all quantity, price of materials

Managing orders: Quotation form, request form, purchase form, import form, export form... The director will have the status information of the material requirements and has the right to approve or deny the requirements.

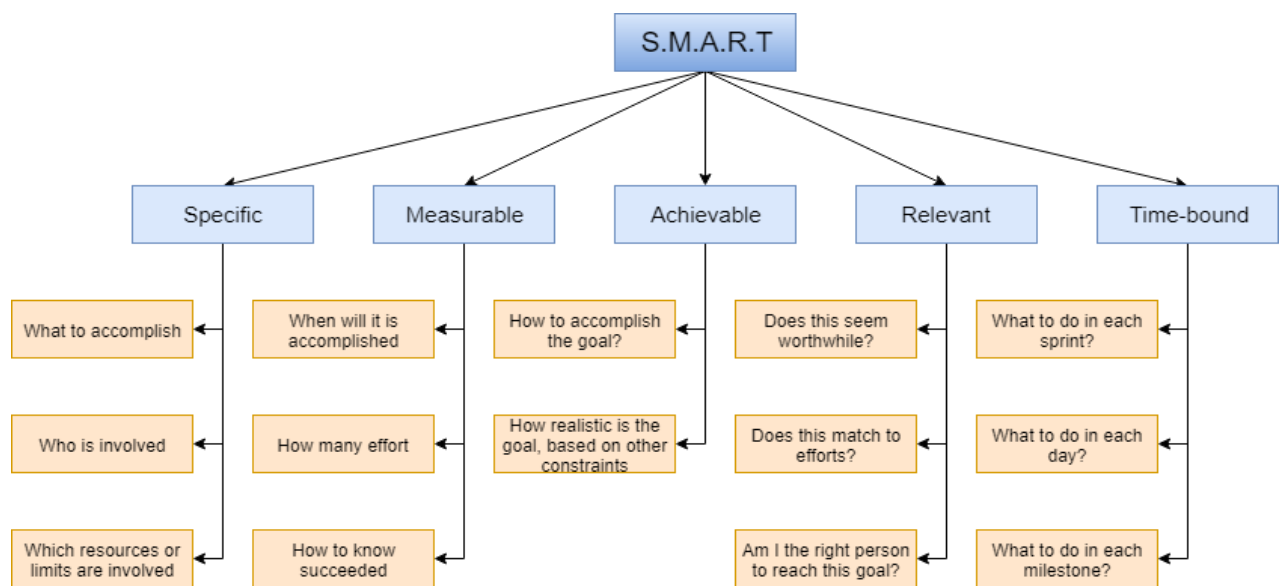
Reporting the status of the warehouse and inventory statistics, expense in every month.

Managing user's permission in warehouse management.

6.2. SYSTEM CONCEPT

6.2.1. Project Vision:

- Objective:



- Scope:

The WMS Project will be divided into four phases:

Phase 1 is the project initiation phase.

Phase 2 is the project planning phase.

Phase 3 is the project development phase.

Phase 4 is the closing project phase.

6.2.2. Project Goals Statement:

The primary goal of the Warehouse Management is to acquire software which allows users to manage their business in basic way and to manage materials strictly and clearly.

Gaining experience in defining team processes, creating strategic plans, and tracking project progress.

Gaining experience in designing a software system/product under realistic project pressures.

Being able to apply new tools, programming languages, methods.

Understanding enterprise's needs and issues.

6.2.3. Project Objectives Statement

Providing inter-department transfer of receipt data in a timely and accurate manner.

Meeting the requirements of material management process and operation workflow.

Provide a communications mechanism that is transparent and seamless among all stakeholders.

6.2.4. System Concept:

The project focuses on supporting the following business functions:

Providing authentication and authorization.

Managing catalogue and materials in store.

Managing import/export receipt to control the store operation.

Managing request/quotation/purchase/suppliers to control supply chain operation.

Managing user's permission in Warehouse system.

6.3. PROJECT APPROACH

6.3.1. Project Approach:

Determining the System Requirements for Warehouse Management.

Determining the usability of the requesting party, design and requirements specifications for Warehouse Management.

Defining an acquisition strategy and issue an Invitation to Partner.

6.3.2. Project Timeline:

- Phase 1: Initiating
Kick-off
- Phase 2: Planning
Planning
- Phase 3: Executing
Requirement and Architecture
Developing and Testing
- Phase 4: Closing
Deployment

6.3.3. Project Milestones:

- #1: November 04, 2018
- #2: January 20, 2019
- #3: April 26, 2019

6.3.4. Successful Completion Criteria:

Production of a clear, realizable, and complete baseline for business, functional and technical requirements.

Completing project within the time and costs outlined in the Project Management Plan.

Traceable project artifacts that meet recognized industry standards for systems and software projects.

6.3.5. Project Priority and Strategic Fit

Resources: Willing to exceed original budget by a small amount, only if necessary.

Schedule: Cannot be exceeded.

Scope: Willing to expand/ reduce original requirements somewhat, without compromising quality, only if necessary.

6.4. ORGANIZATION

6.4.1. Project Organization

This project will be used Kanban and ACDM to develop.

Project Sponsor: Redsun Center

Project Mentor: Dr. Le Hung Tien

Project Manager: Huynh Tan Loc

Project Team:

- Le Huu Anh Khoa
- Ngo Khanh Nguyen
- Bui Thi Kim Thi
- Ha Hoang Trieu

6.4.2. Project Authority and Oversight

Project Manager

This is the person who is given authority to plan, execute, monitor and control the project.

Project Sponsor

This is the person who makes the business argument for the project to exist; who usually secures and controls the overall funding of the project; and who secures other necessary resources.

Project Mentor

This is the person who gives help and advice to a team that has less experienced. Mentor also tracks team activities and progresses, solve team problems.

6.5. PROJECT PLANNING

6.5.1. Scope Management

- Scope Statement

The scope of the Project is to:

Define business requirements for the project

Design, customize, test and implement the project

Ensure the organization and staff are prepared for the project implementation

Retire the previous system software and documentation components

Develop all documentations of the project

- Scope Management

The project scope will be managed through the various management plans, project documents, reviews, and change control processes established throughout the project's phases. The project plans will be developed to ensure that the project scope baseline is maintained and consistent. Project documents will be reviewed to ensure the scope as establish in the Project Charter and in this Project Management Plan is not inadvertently altered or changed. The project scope will primarily be managed through the project's scheduled reviews such as Weekly Status Meetings and Mentor Meetings, and through the change control process. Communication will play a key role in scope management. The project has established several forms of verbal and written communication described in the Communication Plan to ensure stakeholders, mentor, team members have a clear understanding of the project scope. There are so many elements that could affect a project's scope within a project that the very nature of scope dictates that its management is integrated in all aspects of the project.

Although the objective is to have little or no change to the project scope, some changes should be anticipated. In the event that scope changes occur, the changes will be identified through the Change Control process established in the Configuration Management Plan. As changes to technical and business requirements, hardware, software, documents, and system design are identified, the impact to the project’s scope will be assessed and addressed during the formal Change Control process.

- Work Breakdown Structure

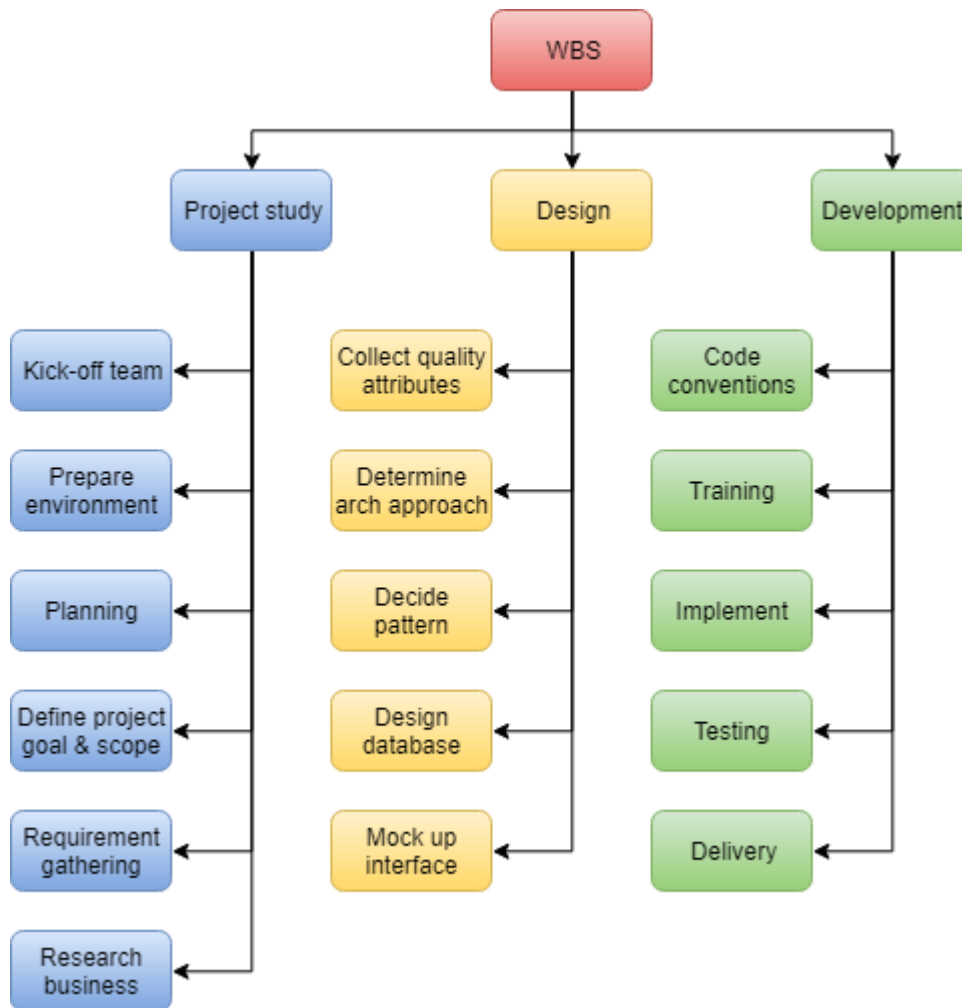


Figure 6.25 Work Breakdown Structure

Project Study: This phase is related with the project scope, the business domain and requirement. The development team need to research and comprehend the warehouse operations, supply chain operations of Nam Xuan Phong Company. Collect materials and information to design the system.

Design: This phase is related with design infrastructure, functions and data working flow, database design, etc.

Project Development: The finally phase is concern with development with different modules.

6.5.2. Time Management

Project's Time will be managed on Trello & Kanbanize.

Milestone:

- #1: November 04, 2018
- #2: January 20, 2019
- #3: April 26, 2019
-

6.5.3. Risk Management

- Refer to the Risk Management Plan for more information on risk management.

6.5.4. Communication Management

- Refer to the Communication Management Plan for more information on communication management.

6.5.5. Configuration Management

- Refer to the Configuration Management Plan for more information on configuration management.

6.6. PROJECT EXECUTION

6.6.1. Project Management Plan Execution

The Project Management Plan will continue to be executed throughout the project through the established processes and procedures documented in the various management plans developed by the AGEHA Team and the Product Owner. The Scrum Master is responsible to monitor the execution of the plan and will use status meetings, reports, and project metrics to ensure that the project management plan is being executed. The various meetings and reports are described in the Communication Plan.

6.6.2. Information Distribution

The Communication Plan describes how the information distribution will be executed for the project. In addition, the Configuration Plan identifies the various project records and describes how these items will be accessed and maintained.

6.7. PROJECT CONTROL

6.7.1. Schedule Control

The project schedule will be monitored, tracked, and controlled by the Project Scheduler. Once the final project schedule is established and approved, the baseline will be set. Progress and schedule changes will be tracked against the baseline to identify variances.

As part of the time management process and procedures, the Project Scheduler will use established forums within the project to manage the project schedule. The following will be utilized to monitor and track the project schedule:

- Weekly Status Meetings
- Mentor Meetings
- Customer Meetings

All potential impacts to the project schedule must be reported (verbally or written) to the Project Scheduler prior to a schedule slip occurring. Only activities and tasks on the overall project schedule must be reported to the Project Scheduler.

Project Schedule change requests must be submitted to the Project Scheduler and include the following:

- The activity/deliverable/milestone impacted
- How and why the change is being requested
- Alternatives to meet the original end date
- Revised end date
- Action plan to meet the revised end date

Approval, through the Change Control Process described in the Configuration Management Plan is required to change the overall project schedule and/or baseline.

6.7.2. Performance Reporting

The project performance reporting will be accomplished through established status meetings, reports, and internal project tracking systems. The following are a list of mechanisms used that provide performance reporting:

- Mentor Meetings
- Customer Meetings
- Weekly Report

The major performance metrics being reported is schedule. The cost is being tracked in terms of variances to the approved budget and spend plan. The schedule is being monitored in terms of variances to the established baseline.

6.8. SOFTWARE DEVELOPMENT FRAMEWORK

There is 5 level for mark the process base on project’s goal and objective

- 1: 15 % achieve
- 2: 30% achieve
- 3: 45% achieve
- 4: 60% achieve
- 5: 75% achieve

Process Object & Objective		Waterfall	V-model	Incremental	Agile Model	Scrum	Kanban
Team	Team concentrate together to develop system	5	5	5	5	5	5
	Team has well knowledge of software development	4	1	2	1	3	2
	Team has well technical skills to programming	3	1	2	1	3	2
	Team can address complex adaptive problems	1	2	3	4	5	5

	Team can solve the change of requirements	1	2	3	4	5	4
	Improve the process quickly and effectively	1	2	3	4	5	5
	Manage the progress of each day effectively	1	2	3	4	5	5
Customer	Customer has well aware of their requirement	1	2	3	4	5	5
	Customer can meet team frequently	1	2	3	4	5	5
	Customer has responsibility of Business analysis	1	2	3	4	5	5
	Only Customer has the rights to request team what functions Customer needs	1	2	3	4	5	5
	Customer knows the progress of the project	1	2	3	4	5	5
Product	Have the feedbacks early to be able to find out and fix mistake,error,bug	1	2	3	4	5	5
	Can delivery the product early with the functions customer needs first	1	2	3	4	5	5
	The system have high percentages of feasibility that can run in real environments	1	2	3	4	5	5
Total points		13	26	39	52	64	65

Base on the result, Team Reckless decided to choose the Kanban framework then design the process base on it.

6.8.1. Values

Transparency - sharing information openly using clear and straightforward language improves the flow of business value.

Balance - different aspects, viewpoints, and capabilities must be balanced in order to achieve effectiveness.

Collaboration - Kanban was created to improve the way people work together.

Customer Focus - Kanban systems aim to optimize the flow of value to customers that are external from the system but may be internal or external to the organization in which the system exists.

Flow - Work is a continuous or episodic flow of value.

Leadership - Leadership (the ability to inspire others to act via example, words, and reflection) is needed at all levels in order to realize continuous improvement and deliver value.

Understanding - Individual and organizational self-knowledge of the starting point is necessary to move forward and improve.

Agreement - Everyone involved with a system are committed to improvement and agree to jointly move toward goals while respecting and accommodating differences of opinion and approach.

Respect - Value, understand, and show consideration for people.

6.8.2. Principles

Change Management Principles

Start with what you do now - Understand current processes as they are actually practiced and respect existing roles, responsibilities and job titles.

Agree to pursue improvement through evolutionary change

Encourage acts of leadership at every level

Service Delivery Principles

Understand and focus on your customers' needs and expectations

Manage the work; let people self-organize around it

Evolve policies to improve customer and business outcomes

6.8.3. Activities

- Visualize

Kanban systems use mechanisms such as a kanban board to visualize work and the process it goes through. In order for the visualization to be the most effective, it should show

Where in the process a team working on a service agrees to do a specific work item (commitment point)

Where the team delivers the work item to a customer (delivery point)

Policies that determine what work should exist in a particular stage

WIP Limits

- Limit work in progress

When you establish limits to the amount of work you have in progress in a system and use those limits to guide when to start new items, you can smooth out the flow of work and reduce lead times, improve quality, and deliver more frequently.

- Manage flow

The flow of work in a service should maximize value delivery, minimize lead times and be as predictable as possible. Teams use empirical control through transparency, inspection and adaption in order to balance these potentially conflicting goals. A key aspect of managing flow is identifying and addressing bottlenecks and blockers.

- Make policies explicit

Explicit policies help explain a process beyond just the listing of different stages in the workflow. Policies should be sparse, simple, well-defined, visible, always applied, and readily changeable by the people working on the service. Examples of policies include: WIP Limits, capacity allocation, definition of done, and other rules for work items existing various stages in the process.

- Implement feedback loops

Feedback loops are an essential element in any system looking to provide evolutionary change. The Feedback loops used in Kanban are described in the Lifecycle section.

- Improve collaboratively, evolve experimentally

Kanban starts with the process as it currently exists and applies continuous and incremental improvement instead of trying to reach a predefined finished goal.

6.9. COMMUNICATION PLAN

6.9.1. INTRODUCTION

- Purpose

The purpose of the Communication Plan is to capture ‘how’ communications will be managed throughout the project life cycle.

The Communication Plan describes the planned and periodic communications occurring between all the Warehouse Management Project stakeholders such as the Warehouse Management Project Team, project sponsors, and interface partners. This plan also covers scheduled written and oral communications, responses to unsolicited requests for information, the frequency of the scheduled communications, and the responsible person(s) for providing the information. The Communication Plan is an integral part of the overall Project Management Plan and will be used to provide guidance to the Warehouse Management project.

- Scope

The Communication Plan identifies the procedures used to manage communication for the project. The plan focuses on formal communication elements. This plan is not intended to limit, but to enhance communication practices. Open, ongoing communication between stakeholders is critical to the success of the project.

6.9.2. ROLE AND RESPONSIBILITIES

The Organizational chart is very useful in clarifying the Project Structure.

The Warehouse Management Project is comprised of Project Sponsors, Project Manager, Project Team.

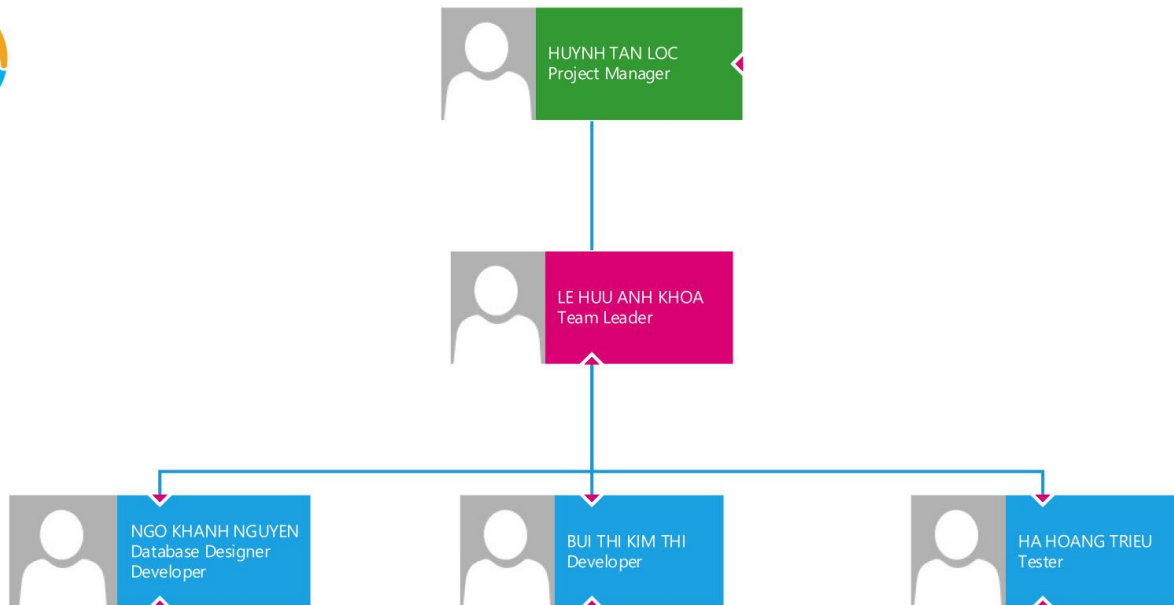


Figure 6.2 Team Structure

6.9.3. Communication Process

- Status Meetings

Status meetings internal to the Project Team to discuss assignments, activities and to share information;

- Status Reports

A variety of status reports will be produced during the project. The status reports will be produced on regular intervals to provide stakeholders project information on the status and progress of the Warehouse Management project. At a minimum the reports will contain:

Project Status on major activities

Project Schedule

Status of Issues or Risks

Status of Action Items, if applicable.

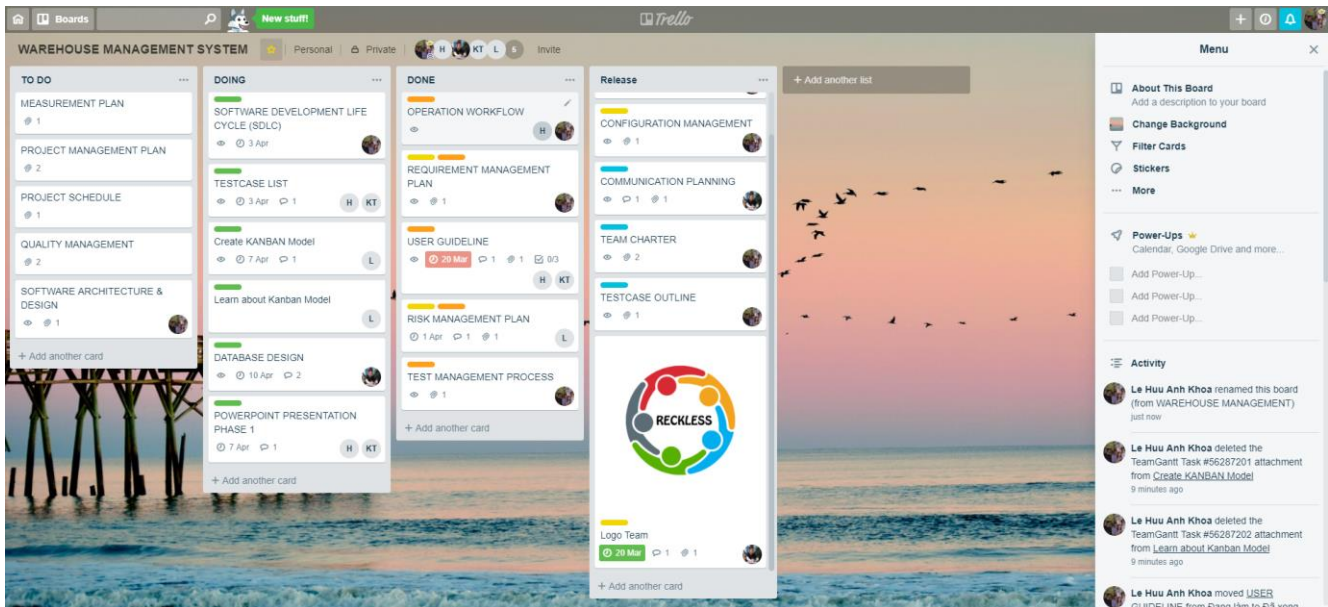
Future or planned activities

6.9.4. Communication Management

- Communication Protocol

Using G-Mail for communicating between stakeholders.

Using Gmail, Trello and Slack to discuss, exchange work between Project Manager and Team Members.



Picture 6.3 Team Communication on Trello

- Communication Tracking and Storage

Refer to the Configuration Management Plan, regarding the document management procedures for communication and document naming, tracking, review, storage, retention, and change control

- Communication Schedule

Definitions:

Weekly – One occurrence each week

Monthly – One occurrence each month

TYPE OF INFORMATION	PREPARED BY/ CHAIRED BY	DISTRIBUTION LIST/ PARTICIPANTS	PURPOSE OF COMMUNICATION	FREQUENCY	TRANSMITTAL METHOD	NOTES
<i>Weekly Status Meeting</i>	<i>Project Manager</i>	<i>Project Team</i>	<i>Discuss status, issues and concerns related to the Project</i>	<i>Weekly</i>	<i>Oral presentation, discussions</i>	
<i>Project Status Meeting</i>						
<i>Monthly Status Report</i>						

- Project Directory

Executive Stakeholders

NAME	TITLE/FUNCTION	EMAIL	PHONE
Le Hung Tien	Mentor/ Project Sponsor	drlehungtien@gmail.com	

Project Team

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