UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR CONDUCTING RESEARCH ON THE IMPACT OF ASSISTANT LANGUAGE TEACHERS (ALTs) ON ENGLISH EDUCATION IN SHIZUOKA

AKIERAH BINNS

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Kingston, Jamaica

August 2020

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as partial fulfillment of the requirements to opt for the Master in Project Management (MPM) Degree

SOPHIA CRAWFORD

_____

Full name must be written
TUTOR

PAULA VILLALTA

_____

Full name must be written
REVIEWER No.1

EVELYN HERNANDEZ

_____

Full name must be written
REVIEWER No.2

AKIERAH BINNS

_____

Student full name
STUDENT

DEDICATION

This research project is in part dedicated to Suruga Institute, who looked favorably on my application and provided funding for the project to be conducted and to Cinglevue International, who agreed to partner with me to make the project a success. It is also dedicated to current and future researchers at the Institute. Finally, to my family and closest friends, you all played some role in helping me to finish strong.

Thank you all!

ACKNOWLEDGMENTS

I extend heartfelt thanks to Suruga Institute who were open to allowing me to create a model for future researchers, based on their current practices. Thank you to the Board of Directors, researchers and funding committee for your transparency and availability during the project.

I am also thankful to my tutor, Sophia Crawford. Without her prompt guidance and responsiveness, it would not have been possible to finish successfully. Thank you to the team at UCI, including the course facilitators and administrative assistant who provided me with a safe, respectful and happy medium to develop my competencies in project management.

Ultimately, without the health and strength provided by the Lord, nothing is possible. I express gratitude to Him for his enabling power and wisdom to complete this Final Graduation Project.

INDEX OF CONTENTS

INDEX OF FIGURES

INDEX OF CHARTS

ABBREVIATIONS AND ACRONYMS

- ACME – Identify, Assess, Respond and Monitor
- ALT(s) – Assistant Language Teachers
- CPI – Cost Performance Index
- EBSCO – Elton B. Stephens Company (Research Database)
- FGP – Final Graduation Project
- ID - Identification
- KPI – Key Productivity Indicator
- MMAT (analysis) – Mixed Methods Appraisal Tool
- PM – Project Manager/ Project Management
- PMBOK – Project Management Body of Knowledge
- PMI – Project Management Institute
- RBS – Resource Breakdown Structure
- RFP – Request for Proposal
- RM – Requirements Management
- SCOPUS - Scientific, technical, medical, and social (Research Database)
- SPI – Schedule Performance Index

EXECUTIVE SUMMARY (ABSTRACT)

Suruga Institute is a unique research institution in the Shizuoka Prefecture of Japan. The Institute's mission is to enhance the regional economy, as well as, support the management of small to medium-sized organisations in Shizuoka. Suruga's aim is to help bridge the gap among academy, industry and community by creating an organization that enables individuals from these fields to conduct research for the benefit of the community.

The Institute currently facilitates its mission by allotting funds to researchers for various projects that they deem beneficial to the community. However, the research projects being carried out do not have any specific guidelines established. This is an inherent weakness of the processes within the organisation. In order to maximize its effectiveness, there should be an established plan that guides the execution of projects for grant recipients. Therefore, it must develop a standard Project Management Plan which will apply project management principles to the research process and help researchers optimize the quality of the research conducted.

The general objective was to develop a Project Management Plan based on established Project Management Institute guidelines and apply it to a research project being conducted at the institute; Project Management Plan for Conducting Research on the Impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka Prefecture.

The specific objectives of the project were first to design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the Project Management Plan by June 2020. Second, to create a Scope Management Plan for the delineation of all activities required for the project by July 2020. Third, to develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020. Fourth, to produce a Cost Management Plan for the completion of the project within the established budget by July 2020. Fifth, to create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020. Sixth, to design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020. Seventh, to produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020. Eighth, to create a Risk Management Plan that identifies risks associated with the execution of the project and to plan for and analyse these risks, as well as, the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020. Ninth, to create a Procurement Management Plan that supports the procedures for obtaining products and services required for the successful completion of the project by July 2020 and finally, to develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020.

The methodologies utilised for this project were descriptive, analytical and applied. Information was obtained primarily through interviews with staff at the Institute and other researchers. This information was then analysed using the Project Management Body of Knowledge (PMBOK), academic research databases and research handbooks to develop the subsidiary sections of the project management (PM) plan.

This PM Plan provided Suruga Institute with a model tool to be applied to research being carried out at the Institute. The main conclusions from this process were that project management can be successfully applied to research projects throughout each project process, from initiating to closing. During the planning phase of the research project, a Project Charter was developed to accompany the research proposal. The application of project management principles from the PMBOK saw the development of the subsidiary plans as outputs for meeting the FGP's objectives. These included the scope, schedule, requirements, cost, quality, resources, communications, risk, procurement and Stakeholder Management Plans.

The recommendations include the adoption of PM methodology and this PM Plan as a document template for Suruga Institute, use of the Project Charter to establish transparency, the appointment of a project administrator to facilitate accountability, greater support in the research procurement process, more modern communication channels, developing specific protocols for research quality, ensuring adequate project documentation to be used as Organisational Process Assets and the acquisition of quantitative risk assessment tools for future research.

INTRODUCTION

1.1. Background

Suruga Institute, founded in July 1982 was established for the purpose of enhancing Shizuoka prefecture's regional economy as well as assisting with the management of small to medium sized enterprises in the prefecture. Recently, the organization has called on foreign instructors of non-Japanese origin to undertake research that would benefit communities throughout Shizuoka. In an effort to promote international understanding and multiculturalism, the organization has recently offered grants to foreign instructors of non-Japanese origin in Shizuoka for research projects related to Japanese culture and society, that can benefit communities around the prefecture.

The research projects being undertaken by grant recipients require significant personal effort and accountability. It is anticipated that the creation of a Project Management Plan for the execution of the Project Manager’s specific research project will benefit this process by improving the chances of success for other research projects being carried out at the Institute. Further, it Is expected that establishing a PM plan for this research can help the Institute to improve the grant funding process and provide greater guidance on executing research projects using project management methodology.

1.2. Statement of the problem

The problem being investigated is the absence of established guidelines for conducting research projects by Suruga Institute. The Institute has dispersed funding for projects but it is largely left up to the recipients to plan and execute their research in whatever way they see fit and utilizing whatever methods they deem appropriate. While there are general research guidelines available from external sources, the development of a Project Management Plan for conducting research will help the Institute to formalize the research project

process, utilizing a tried and proven methodology. Since the Project Management Plan will be developed using the Project Management Body of Knowledge (PMBOK) as a guide, it will include all the tools, techniques and concepts applied to a research setting along with a justification for the selection of these methods. This could later be issued by the Institute to future grant recipients as the standard to be adopted when executing their own research projects.

1.3. Purpose

The purpose of any project is to realise the intended outcomes and, like in projects, in research the resources must be adequately planned for and the research must be completed within a specific scope and timeframe (Memorial University of Newfoundland, 2018). The application of the project management processes for conducting research can therefore help to streamline the research process, as it relates to cost, schedule, communicating with research participants and ensuring the quality of the study.

This project is concerned with the development of a Project Management Plan for planning, initiating, executing, monitoring, controlling and closing a research project. The project is being undertaken for the benefit of providing clear research project guidelines as part of the grant funding offered by Suruga Institute. This will help to create further benefits, such as increasing accountability between the Institute and grant recipients, as well as, establishing a standard for conducting research projects. This can then be utilised by other researchers wishing to apply project management to the research process.

The KPIs currently being affected by the absence of Project Management Plans are that the Institute is not able to effectively measure the impact of its research. This further affects the KPI of research quality coming from Suruga

Institute, as well as, it hinders the adequated development of the Institute's research infrastructure.

It is worth noting that for research projects, the key productivity indicators (KPIs) are not only determined by the end product. However, Kadam (2019) noted that there are some intangible benefits which may be useful as KPIs. In apllying that to this research project, some of the KPIs this project intends to positively affect are;

1. The research impact (The project is intended to affect Assistant Language Teachers (ALTs) and Japanese teachers of English (JTEs) in Shizuoka through the creation of a tecahing model, which they can use at a practical level in the classroom setting. This will alsobe of benefit to the Shizuoka community),
2. Research quality (The project will comply with established research standards and ethical requirements through the conduct of a systematic literature review and including key stakeholders using a survey to collect data), and
3. Development of research infrastructure (The project will involve collaboration with Suruga Institute researchers, as well as, Cinglevue International resulting in the establishment of a network of researchers and a document to guide future research projects at Suruga Institute).

1.4. General objective

To develop a Project Management Plan for conducting research on the impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka Prefecture by August 2020

1.5. Specific objectives

1 To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational

resources to both meet project objectives and develop the project management plan by June 2020

2 To create a Scope Management Plan for the delineation of all activities required for the project by July 2020

3 To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020

4 To produce a Cost Management Plan for the completion of the project within the established budget by July 2020

5 To create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020

6 To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020

7 To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020

8 To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and analyse these risks. In addition, to define the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020

9 To create a Procurement Management Plan that supports the procedures for obtaining products and services required for the successful completion of the project by July 2020

10 To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

Suruga Institute is an enterprise that seeks to improve the local community by commissioning research that examines Shizuoka prefecture in Japan and its activities. The research conducted must be along the themes of community, industrial economy or independent initiatives that are of benefit to the community and contribute to local industries (Suruga Institute, n.d.). This involves the Institute overseeing a plethora of research projects centered on themes that uncover business and industry trends. The outcomes of these research projects are collated, provided to stakeholders and implemented at the community level.

2.1.2 Mission and vision statements

The mission of research conducted by Suruga Institute is to encourage international education and exchange at elementary, junior and senior high schools across Shizuoka prefecture. The research should support engagement with educational activities related to Japanese culture and society, interacting with children and other local residents.

The vision of the Institute is the “healthy development and development of local communities and companies” (Suruga Institute, n.d.).

The mission and vision of the institution are related to the Final Graduation Project (FGP) as the final project plan developed for the FGP will create a formalized structure for conducting research projects and enable the achieving of the Institute’s mission and vision.

2.1.3 Organizational structure

Suruga Institute is an enterprise that promotes research toward local community development. The organizational structure in most Japanese research institutions is typical.

The Suruga Institute is led by a Director and other Executives as reflected in figure one (1) below. The primary department related to the FGP is the Corporate Research Division.

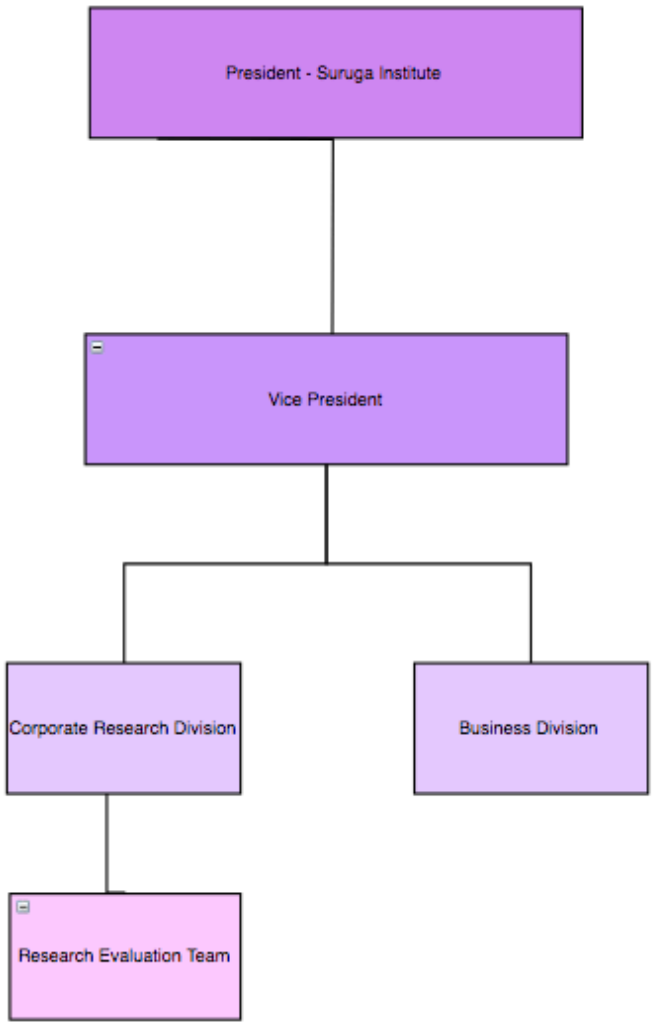


Figure 1 Organizational structure of Suruga Institute (Suruga Institute, n.d.)

2.1.4 Products offered

The Institute offers funding for research across Shizuoka prefecture. Grants and awards may be given to individuals or companies undertaking research in the community or of benefit to the local industry.

The Institute also prepares monthly and annual publications about its work in the community, research, business and corporate management. This is complemented by management seminars and a short course in business administration, held throughout the year (Suruga Institute, n.d.).

These products and services are related to the FGP objectives. The development of this project plan is for it to be integrated into the grant funding process and stemming from this, that project management methodology will be utilised and applied to other aspects of the Institute's management processes.

2.2 Project Management concepts

2.2.1 Project

The Project Management Book of Knowledge, PMBOK defines a project as an effort that is temporary and is carried out for the creation of a distinctive product or service (PMI, 2017). While projects are typically considered as physical endeavours, such as in the construction industry or more related to improving business processes, research studies can also employ project management principles. Kridelbaugh (2017) noted that using project management principles help the researcher to be vigilant of the project's boundaries and to avoid scope creep. Conducting a research project involves investigating specific concepts, over a period of time, to attain a desired result. These results may be published or be applied at the industry level. Therefore, research projects fit within the definition of projects identified by the PMI (2017, p. 434), that is "a temporary endeavor undertaken to create a unique product, service or result".

2.2.2 Project management

The Project Management Institute (PMI, 2017) defines project management as applying the appropriate skills, knowledge, tools and techniques to project activities to achieve the project requirements. In the research environment, resources, equipment, facilities and other materials need to be identified, planned for and

managed in order to achieve the desired outcome (Memorial University of Newfoundland, 2018).

Some authors have noted that the project management process is different from research projects in terms of research being hypothesis driven rather than product-oriented and that research planning may be more easily re-planned than an entire project (Singer, 2018). Kridelbaugh (2017; Mustaro & Rossi 2012; 2013), however, states that project management in research can be applied in a practical way by providing tools that define time-bound project deliverables, measures to assess progress and how the resources should be aligned and arranged. These in turn lead to efficiency and productivity in the research process. Christian (2018) also provides several steps to running successful research projects using project management principles The steps she presents are; (1) identify the research priorities utilizing a Project Charter, (2) develop a project plan, (3) locate the resources (human and physical), (4) monitor the project and (5) close the project. These steps detailed by Christian (2018) mirror the steps within the project management life cycle of,

- initiation – Project Charter for research,
- planning – research project plan,
- executing – carrying out the research project,
- monitoring and controlling – managing the research within scope, time and cost, and
- closing – writing the research report and presenting the findings.

This FGP will cover all process areas for the development of a research project plan in keeping with the project life cycle developed below.

2.2.3 Project Life Cycle

The project life cycle details how the project will move through each phase. According to PMI (2017), a project life cycle is the succession of the phases that occur in a project from its start to its end. Interestingly, these projects often overlap and interact with each other rather than occurring in a linear manner.

Suruga Institute does not have an established project life cycle, since this is the first time project management would be applied to research at the institution. As a result, the standards set by the PMBOK will be adhered to regarding the project life cycle. It is expected that the five project phases of starting the project (obtaining concept and approval), organising and preparing, executing work activities, and closing all project activities (PMI, 2017) will be elaborated in this project, as illustrated in figure two (2).

It is anticipated that going through each of these phases in developing the project plan, there will be interaction across the phases as demonstrated in figure three (3).

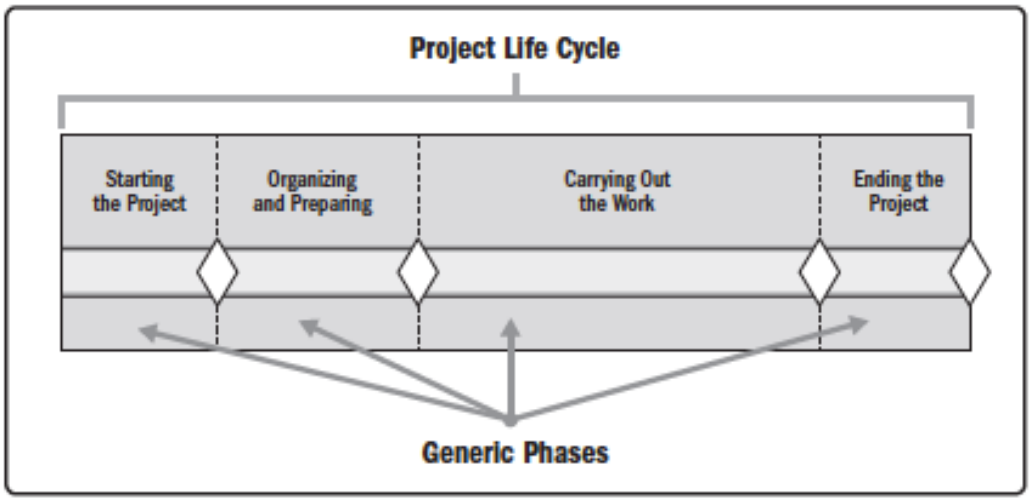


Figure 2 Depiction of the Project Life Cycle (PMI, 2017, p. 548)

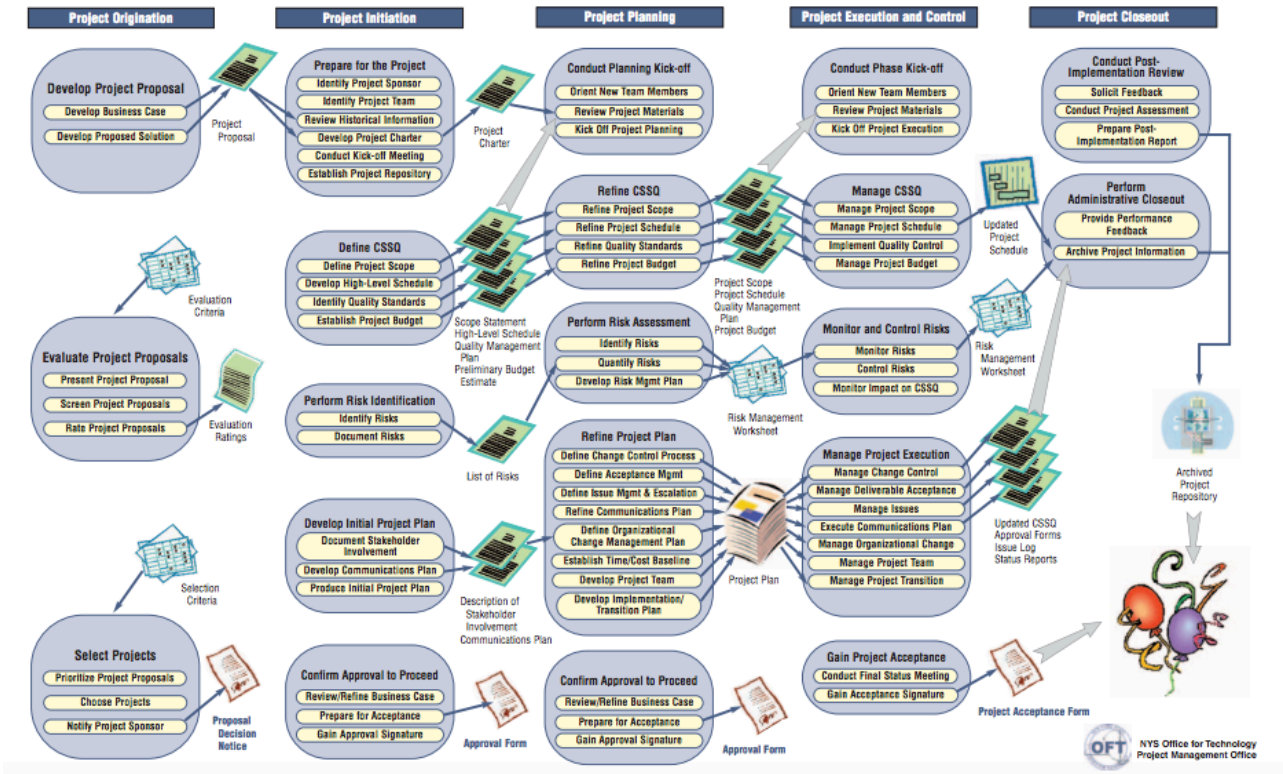


Figure 3 Depiction of interaction among the phases of the Project Life Cycle (New York State Office, n.d.)

2.2.4 Project management processes

The project management processes to be employed for the FGP are initiation, planning, executing, monitoring and controlling and closing. While the project plan will focus on initiation and planning, the actual execution of the research project and the steps involved in each process will also be explained and detailed in the final presentation of the FGP. Figure three (3) above also illustrated the steps involved in each of these processes. The knowledge areas governing within their respective processes are detailed in chart one (1).

Chart 1 Table depicting project management knowledge areas and their processes (PMI, 2017)

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

2.2.5 Project management knowledge areas

Researchers in the health and medical fields noted that conducting research in line with the project management processes detailed in the PMBOK resulted in projects being more effective and facilitated greater teamwork, communication and sharing of research expertise (Payne et al., 2011). The project plan will be developed in accordance with the 47 management project management processes that fit within the 10 knowledge areas; integration, scope, schedule, cost, quality, resources, communication, risk, procurement and stakeholder. These will be explained in relation to the FGP below.

Project integration management refers to the processes and activities in project management that involve the identification, combination and coordination of all activities in the process groups (PMI, 2017). The key processes related to the FGP are developing the Project Charter which will be used to formalise the development of the second process, the Project Management Plan. The Project Manager intends to execute the research according to the developed Project Management Plan and this will demonstrate the other project integration processes; directing and managing project work, managing project knowledge, monitoring and controlling project work, performing integrated change control and closing the project.

PMI (2017) identifies project scope management as the processes followed to ascertain that the project consists of only the required work for its completion. From a research perspective, to accurately capture these activities in the Project Management Plan involves developing a Research Advisory Breakdown Structure to illustrate how the various activities required for the research project are broken down into smaller sub-deliverables that lead to the accomplishment of the project's goal (Mustaro & Rossi, 2012). This method of representing the scope will therefore be utilised in the FGP.

Project schedule management is intended to help achieve project outcomes through timely completion of each activity (PMI, 2017). This will be represented in the Project

Management Plan as a project research schedule (Schedule Management Plan) and is complimentary to the project scope. The presentation of the FGP will include executing the processes of planning schedule management, defining and sequencing the activities, estimating activity resources and durations, developing and controlling the schedule to produce the following outputs; Schedule Management Plan, activity list, network diagrams, activity resource requirements, duration estimates and schedule baseline.

Cost management in research involves aligning the expected costs for the research project to the work packages presented in the Resource Advisory Breakdown Structure (Mustaro & Rossi, 2012). Funding in research is usually derived from the provision of grants. This process is the totality of budgeting for the expected costs, as well as, managing and controlling them (PMI, 2017). For this FGP, the development of the project plan and execution of the project must fit within the grant amount awarded by Suruga Institute.

PMI (2017) identifies quality management as detailing what is needed for the project to be considered of a good standard for meeting the desired project outcome. This typically calls for the research Project Manager to identify the relevance of the research results, sampling techniques and other research standards (Mustaro & Rossi, 2013). The FGP will involve the development of a Quality Management Plan, research evaluation documents, and quality control measurements in keeping with academic research.

Resource management is perhaps one of the most critical areas in which project management methodology can be applied to research. Usually, this might involve using research software, databases and the management of a research team. For this project, the majority of the work is expected to be carried out by the Project Manager/ researcher in collaboration with a remote and limited network of people at Cinglevue International. This underscores the importance of preparing an adequate resource plan for managing the project (PMI, 2017).

Communications management in research, like in project management follows the same process of ensuring that the communication needs of project stakeholders are satisfied. For the FGP, this will involve the creation of a Communications Management Plan and directing and monitoring communication for the research project according to the guidelines established in the PMBOK.

According to Mustaro and Rossi (2013), risk management in research involves three primary factors. Risk may arise as a result of minimal resources (circumstantial), the context of the research or the timeframe in which the research project has to be completed, making it crucial to plan an appropriate approach towards risk mitigation (Mustaro & Rossi, 2013). This falls directly in line with what is required for risk management in projects according to the PMBOK guide. The FGP will involve the development of a Risk Management Plan - identifying risks, performing risk analysis, developing risk responses, implementing them where necessary and monitoring the risks identified.

Procurement management is necessary for acquiring project resources and services not available within the Project Team (PMI, 2017). For the FGP, a project procurement plan for the research project will be developed and the sourcing and controlling of these resources will also be presented.

Stakeholder management is the identification of all individuals, organisations and groups that are affected or will be affected by the project. It requires the development of strategies for balancing the expectations of stakeholders in relation to the project (PMI, 2017). The presentation of the FGP will include a Stakeholder Register, an engagement plan, the managing, and monitoring of this engagement. Research projects, depending on their size can involve a wide cross section of stakeholders. With regard to funding, the Project Sponsor is perhaps the most important stakeholder as they can opt to withhold or withdraw funding. In order to classify stakeholders for this FGP, this will be based on their power, interests, influence and impact.

2.3 Other applicable theory/concepts related to the project topic and context

This project intends to focus exclusively on how project management methodology can be applied to an actual research project and research setting. Therefore, at this initial stage, there are no additional theories or concepts being explored. If any are discovered in the course of the development of the project plan, they will be explained in the relevant sections of the project plan and/or updated utilizing the appropriate change management processes.

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

Singh (2013) identified information sources as those that provide knowledge, which is valuable and valid. Information is the actual knowledge obtained while the source is the specific medium from which the information is obtained. These may be further categorised into documentary and non-documentary forms. Documentary sources refer to formal sources of obtaining information; whether in print or digital form (Singh, 2013). These include information contained in periodical articles, organizational sources, library sources, biographical sources inter alia. Non-documentary sources, on the other hand, usually refer to information obtained from radio, television or through personal communication. For the purpose of the FGP, information sources to be utilised will consist primarily of documentary sources. Documentary sources can be further categorised as primary, secondary and tertiary sources (Singh, 2013). Primary and secondary sources will be utilised for the completion of the FGP and are further explained in the subsequent sections.

3.1.1 Primary sources

“Primary sources are the first published records of original research and development activities” (Singh, 2013, p. 5). The FGP will utilise primary sources, such as interviews with stakeholders from Suruga Institute, conversations with current researchers and conference reports. These are specifically detailed in chart two below.

3.1.2 Secondary sources

“Secondary sources are the sources which are compiled from primary sources…[they] do not carry new and original information but guide the users to primary sources of information” (Singh, 2013, p. 13). Secondary sources to be utilised for the FGP will include academic research databases, such as SCOPUS, EBSCO, Science Direct in addition to the database provided by the Project Management Institute (PMI).

Chart 2 Information sources (Binns, Author, March 2020)

Objectives	Information sources	
	Primary	**Secondary**
1. To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the project management plan by June 2020	• Interviews with key stakeholders from Suruga Institute • Conversations with current researchers • Suruga Institute conference reports	*PMBOK® Guide* *PMI Database* *Research Handbooks*
2. To create a Scope Management Plan for the delineation of all activities required for the project by July 2020	• Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*

3. To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020	• Interviews with key stakeholders from Suruga Institute • Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*
4. To produce a Cost Management Plan for the completion of the project within the established budget by July 2020	• Interviews with grant recipients • Interviews with other researchers • Interviews with key stakeholders from Suruga Institute • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*
5. To create a Quality Management Plan to establish the quality requirements for the project in	• Interviews with other researchers • Project Management Thesis/	*PMI Database* *Academic Research Databases* *Research Handbooks*

keeping with the triple constraints project methodology by July 2020	Dissertations	
6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020	• Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*
7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020	• Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*

8. To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and analyse these risks. In addition, to define the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020	• Interviews with other researchers/ • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*
9. To create a Procurement Management Plan that supports the procedures for obtaining products and services required for the	• Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*

successful completion of the project by July 2020		
10. To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020	• Interviews with other researchers • Project Management Thesis/ Dissertations	*PMBOK® Guide* *PMI Database* *Academic Research Databases*

3.2 Research methods

According to Stokes & Wall (2014, p.1) research is defined as “a process and set of actions undertaken with the goal of identifying and understanding something new or fresh about a given area, field, subject or discipline”. It is a systematic inquiry and a contribution to existing knowledge for the advancement of a particular field of discipline (Kumar, 2008). The Oxford Concise English Dictionary defines method as “a particular procedure for accomplishing or approaching something” (Method, 2008, p. 898). This is best summarized by Mishra & Alok (2011, p. 1) who define research methods as “all the techniques and methods which have been taken for conducting research”.

Mishra and Alok (2011) and Kumar (2008) further identified several types of research methods, such as; (1) descriptive – the researcher tries to measure subject matter

over which he/she has no control, (2) analytical – the researcher uses available information to formulate a hypothesis about the subject matter, (3) applied – aims to find a solution for an immediate problem, (4) fundamental – seeks to formulate a theory, (5) quantitative – applies to concepts in research that can be numerically measured, (6) qualitative – usually involves research relating to inherent qualities that would be difficult to measure numerically, (7) conceptual – related to the development of a concept or theory and (8) empirical – an investigation of how variables are affected. This FGP will employ the descriptive, analytical and applied methods of research as described in the following sections.

3.2.1 Descriptive method

Descriptive research involves finding the facts about an existing situation. Engaging in this type of research requires the investigator to present facts without having control over the variables.

3.2.2 Analytical method

The analytical research method requires the researcher to utilise existing facts and information and apply analysis to this material in order to present a critical evaluation of the information (Kumar, 2008). By applying this method to the FGP, it is anticipated that information will be garnered from primary and secondary sources and then evaluated according to the information presented in chart three.

3.2.3 Applied method

The applied method of research aims to create solutions for existing problems, it usually involves collaboration across disciplines and recommends changes while acknowledging that other variables are constantly changing (Mishra & Alok, 2011).

Chart 3 Research methods (Binns, Author, March 2020)

Objectives	Research methods		
	Analytical Research Method	**Applied Research Method**	**Descriptive Research Method**
1. To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the project management plan by June 2020	The analytical method will be used to evaluate the existing information from Suruga Institute to create a Project Charter that accurately captures the specific issues related to applying project management techniques to research.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. The proposed solution will be stated briefly in the Project Charter.	The descriptive research method will be used to collate the Project Charter and explain the current situation.
2. To create a Scope Management Plan for the delineation of all activities required	The analytical method will be used to assess existing primary and secondary	The applied research method will be used to find a solution to the absence of specific	The descriptive research method will be used to inform the development of the Scope

for the project by July 2020	information sources to create a Scope Management Plan.	measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Scope Management Plan.	Management Plan.
3. To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Schedule Management Plan.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Schedule Management Plan.	The descriptive research method will be used to inform the development of the Schedule Management Plan.
4. To produce a Cost Management	The analytical method will be used to	The applied research method will be used to	The descriptive research method will be used to

Plan for the completion of the project within the established budget by July 2020	assess existing primary and secondary information sources to create a Cost Management Plan.	find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Cost Management Plan.	inform the development of the Cost Management Plan.
5. To create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Quality Management Plan.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Quality Management Plan.	The descriptive research method will be used to inform the development of the Quality Management Plan.

6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Resource Management Plan.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Resource Management Plan.	The descriptive research method will be used to inform the development of the Resource Management Plan.
7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Communications Management Plan.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the	The descriptive research method will be used to inform the development of the Communications Management Plan.

		Communications Management Plan.	
8. To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and analyse these risks. In addition, to define the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Risk Management Plan.	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Risk Management Plan.	The descriptive research method will be used to inform the development of the Risk Management Plan.
9. To create a Procurement Management Plan that supports the procedures for obtaining products and	The analytical method will be used to assess existing primary and secondary information sources to	The applied research method will be used to find a solution to the absence of specific measures for conducting	The descriptive research method will be used to inform the development of the Procurement Management Plan.

services required for the successful completion of the project by July 2020	create a Procurement Management Plan	research at Suruga Institute. A part of the proposed solution will be presented in the Procurement Management Plan.	
10. To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020	The analytical method will be used to assess existing primary and secondary information sources to create a Stakeholder Management Plan	The applied research method will be used to find a solution to the absence of specific measures for conducting research at Suruga Institute. A part of the proposed solution will be presented in the Stakeholder Management Plan.	The descriptive research method will be used to inform the development of the Stakeholder Management Plan.

3.3 Tools

The Project Management Institute (2017) defines tools as tangible instruments or programs that are used in the execution of an activity to produce an outcome. The tools to be utilised for the completion of the FGP are explained below and in chart four.

A. Project Charter template – informs the formulation of the Project Charter.
B. Requirements traceability matrix template – specifically details all the necessary project requirements.
C. Work Breakdown Structure (WBS) – categorises all the project work into smaller activities for easier management.
D. Requirements Management Plan template – details how the project requirements will be assessed, documented and managed.
E. Requirements documentation template - details the requirements documentation.
F. Scope Management Plan template - informs the formulation of the Scope Management Plan and its sub categories.
G. Project Management Plan template - informs the formulation and organization of the Project Management Plan and all its sub categories.
H. Schedule Management Plan template - informs the formulation of the Schedule Management Plan and all its sub categories.
I. Scheduling tool – developed using project management software to create the project schedule.
J. Activity List template – encapsulates all activities for the project.
K. Milestone List – indicates the project's milestones.
L. Schedule Network Diagram – Illustrated representation of the relationship among dependencies and project schedule activities (PMI, 2017).
M. Cost Management Plan template – informs the formulation of the Cost Management Plan that will guide the execution of the research project.
N. Project Budgeting template – developed using project management software to establish the project budget and monitor this throughout the life of the project.

O. Cost Baseline template – informs the formulation of the baseline.
P. Quality Management Plan template – informs the formulation of the Quality Management Plan that will guide the quality control of the research project.
Q. Quality Management tools – details the usage of flowcharts, check sheets and cause-and-effect diagrams to be used throughout the project and detailed in the Quality Management Plan.
R. Resource Management Plan template – informs the formulation of the Resource Management Plan.
S. Communications Management Plan template – informs the formulation of the Communications Management Plan.
T. Communication Matrix – created using Microsoft Excel and details the plan for coordinating communication between the project 'team' and stakeholders.
U. Risk Management Plan and Risk Register template – formulated using Microsoft Excel to identify, classify and plan appropriate risk responses.
V. Procurement Management Plan template – informs all purchasing decisions.
W. Stakeholder Engagement Plan template – informs the identification and categorisation of stakeholders, and how stakeholders will be engaged.
X. Stakeholder Analysis Chart – used to assess and classify all project stakeholders.
Y. Stakeholder Register template – informs the identification of project stakeholders.
Z. Stakeholder Engagement Assessment Matrix – identifies the manner in which each stakeholder will be engaged correspondent to their involvement with the project.

Chart 4 Tools (Binns, Author, March 2020)

Objectives	Tools
1. To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the Project Management Plan by June 2020	Project Charter template and Project Management Plan template
2. To create a Scope Management Plan for the delineation of all activities required for the project by July 2020	Requirements Traceability Matrix template, Requirements Documentation template, Requirements Management Plan template, Work Breakdown Structure, Scope Management Plan template
3. To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020	Schedule Management Plan template, Activity List template, Project Management software, scheduling tools, Milestone List
4. To produce a Cost Management Plan for the completion of the project within the established budget by July 2020	Cost Management Plan template, Project Management software, Research Budgeting template, Cost Baseline template

5. To create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020	Quality Management Plan template, Quality Management tools (Flowcharts and Check sheets)
6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020	Resource Management Plan template
7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020	Communications Management Plan template, Communications Matrix
8. To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and analyse these risks. In addition, to define the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020	Risk Management Plan template, Risk Register template
9. To create a Procurement Management Plan that supports the procedures for obtaining	Procurement Management Plan template

products and services required for the successful completion of the project by July 2020	
10. To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020	Stakeholder Engagement Plan template, Microsoft Excel, Stakeholder Analysis Chart, Stakeholder Engagement Assessment Matrix, Stakeholder Register template

3.4 Assumptions and constraints

The Project Management Institute (2017) identifies assumptions as factors that are expected to be factual and certain even without demonstrated evidence. The same source defines constraints as factors that inhibit the ability of a process, project, program or portfolio to be carried out. The assumptions and constraints matched against each objective are detailed in chart five.

Chart 5 Assumptions and constraints (Binns, Author, March 2020)

Objectives	Assumptions	Constraints
1. To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the project management plan by June 2020	The Project Charter will provide an initial overview of the main tenets of the project.	There is limited time in which to prepare the Project Charter. This could hinder the development of a properly detailed overview of the project.

Objectives	Assumptions	Constraints
2. To create a Scope Management Plan for the delineation of all activities required for the project by July 2020	The Scope Management Plan will accurately capture all the work required for the project.	Scope of the project could increase or decrease during the execution of the project because of uncertain research variables.
3. To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020	There is adequate time to complete the Project Management Plan for the execution of the project.	Completion of the Project Management Plan must not exceed five months.
4. To produce a Cost Management Plan for the completion of the project within the established budget by July 2020	The Cost Management Plan will accurately capture all the financing required for the project.	The budget for the execution of the project must not exceed USD$3000.
5. To create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020	The Quality Management Plan will identify all the quality	Quality requirements for a research project require different

Objectives	Assumptions	Constraints
	requirements for the project.	standards than that of traditional projects.
6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020	The Resource Management Plan will adequately identify all the resource requirements for the project.	Resources required for the project must also fit within the specified budget. Human resource for the project is limited to one person.
7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020	The communication requirements of the project will be adequately identified and addressed.	Ability to manage stakeholder engagement may be hindered by recent Coronavirus (implementation of social distancing) and inconsistencies in internet connection.
8. To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and analyse these risks. In addition, to define the appropriate responses, how risk responses will be	The information available is useful for detailing risks comprehensively.	Risks should be identified in the project, as well as, actions to be taken, as early as possible but not all

Objectives	Assumptions	Constraints
implemented and how monitoring of the project's risks will take place by July 2020		risks will emerge at the same time.
9. To create a Procurement Management Plan that supports the procedures for obtaining products and services required for the successful completion of the project by July 2020	Suppliers of the resources required from outside the project have already been identified.	Procurement is to be carried out by one person.
10. To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020	Stakeholder requirements will be adequately identified.	Some stakeholder requirements are not immediately known in research projects.

3.5 Deliverables

The Project Management Institute (2017) identified a deliverable as "any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project" (p. 704). The specific deliverables matched against each objective of the FGP is detailed in Chart 6.

Chart 6 Deliverables (Binns, Author, March 2020)

Objectives	Deliverables
1. To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the project management plan by June 2020	• Project Charter – High level overview of the project compiled by the Project Manager and formally authorized by the Project Manager (PMI, 2017).
2. To create a Scope Management Plan for the delineation of all activities required for the project by July 2020	• Scope Management Plan – Forms part of the Project Management Plan and details how the scope is measured (PMI, 2017). • Requirements Management Plan – Details how project requirements will be recorded and managed (PMI, 2017). • Requirements Documentation – Details how each requirement satisfies the need for the project (PMI, 2017). • Requirements Traceability Matrix - Links requirements to specific deliverables (PMI, 2017).

3. To develop a Schedule Management Plan to support the completion of the project within the established time constraints by July 2020	• Schedule Management Plan - Forms part of the Project Management Plan and details how the schedule is managed and monitored (PMI, 2017). • Activity List – Project's scheduled activities (PMI, 2017) • Gantt Chart – Bar chart depicting project's schedule. • Schedule Network Diagram - Illustrated representation of the relationship among dependencies and project schedule activities (PMI, 2017). • Activity Duration Estimates – Quantitative evaluation of the time required to complete an activity (PMI, 2017). • Milestone list – List of milestones to be accomplished by specific dates (PMI, 2017).
4. To produce a Cost Management Plan for the completion of the project within the established budget by July 2020	• Cost Management Plan - Forms part of the Project Management Plan and details how costs will be managed and controlled (PMI, 2017). • Cost Baseline – Budget for the estimated cost of the project according to the schedule.

	• Project grant funding requirements – Conditions that must me met to receive financing for the research project.
5. To create a Quality Management Plan to establish the quality requirements for the project in keeping with the triple constraints project methodology by July 2020	• Quality Management Plan - Forms part of the Project Management Plan and details how quality is managed and monitored (PMI, 2017).
6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project by July 2020	• Resource Management Plan - Forms part of the Project Management Plan and directs how resources are managed and released (PMI, 2017).
7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders by July 2020	• Communications Management Plan - Forms part of the Project Management Plan and details how communication will be effectively planned and monitored (PMI, 2017). • Communications Matrix – identifies a framework for distributing project communication.
8. To create a Risk Management Plan that identifies the risks associated with executing the project and to plan for and	• Risk Management Plan - Forms part of the Project Management Plan and details how

analyse these risks. In addition, to define the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place by July 2020	management of risks will be carried out (PMI, 2017). • Risk Register – "Captures details of individual project risks" (PMI, 2017, p. 417).
9. To create a Procurement Management Plan that supports the procedures for obtaining products and services required for the successful completion of the project by July 2020	• Procurement Management Plan – Details the procurement activities to be carried out.
10. To develop a stakeholder engagement plan that details the project stakeholders and how they will be engaged for the successful completion of the project by July 2020	• Stakeholder Engagement Plan - Forms part of the Project Management Plan and details strategies for robust participation of stakeholders (PMI, 2017). • Stakeholder Analysis chart – Maps out the influence and interest of stakeholders. • Stakeholder Register – Detailed information of identified stakeholders (PMI, 2017). • Stakeholder Engagement Assessment Matrix – Tool of analysis for identifying levels of stakeholder engagement.

4. RESULTS

4.1. Project Integration Management

Developing the Project Management Plan required the construction of a Project Charter to fulfill the first objective. This is in keeping with Project Integration Management as specified by the PMBOK Guide. The sources utilised to develop the Project Charter were meetings with the Institute's executive, as well as, consultation of the Institute's publications. The analytical, applied and descriptive research method were then applied to the creation of the Project Charter. The Project Charter was adopted from the Project Management Institute (PMI). It gave the Project Manager formal authority to use organizational resources for the production of the Project Management Plan. The Project Charter was comprised of the project purpose, general information, objectives, benefits to be derived, stakeholder list, summary milestone schedule, the Project Manager and, the sponsor's signature (PMI, 2017).

Suruga Institute does not have an established project management approach, hence the Project Manager did not have access to the required inputs of Organisational Process Assets, Business Case, Statement of Work or Agreements. The Enterprise Environmental Factors that guided the development of the Project Charter were the company's history of contribution to the local business community and the potential benefit of the project to creating greater transparency within the organization. The Project Manager relied on the feedback received during meetings with the Institute's executives and developed the following Project Charter.

PROJECT CHARTER

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JUNE 2020

Table of Contents

1. Project Purpose

1.1 Business Need

Suruga Institute provides funding for several research projects across Shizuoka Prefecture, Japan. However, there is no established Project Management Plan for executing research projects. This Project Management Plan is being developed based on one research project to serve as a standard guide for other researchers at the Institute.

1.2 Business Objectives

Suruga Institute does not have a clearly developed organizational strategic plan. However, the following objectives have been developed as it relates specifically to the research project:

a. To develop a detailed research project plan by August 2020
b. To identify the best pedagogical approaches and processes to teaching, that lead to better English language performance by August 2020
c. To identify the best social practices and processes for Assistant Language Teachers' immersion in Japanese culture by August 2020
d. To contribute to improved teaching practices for improved English language outcomes for students in the classroom setting by August 2020

2. Project General Information

Project Name: Research Project on the Impact of Assistant Language Teachers in Shizuoka Prefecture

Project Manager: Akierah Binns

Client: Suruga Institute

Funding Agency: Suruga Institute

Project Brief:

The project includes the application of project management standards established by the Project Management Institute to a research study. The project will see the development of a comprehensive Project Management Plan for the execution of research at Suruga Institute. It will include the procurement of all materials and services required for the project, as well as, the communication, quality, risk, scope and Schedule Management Plans.

Research plans can better be executed utilizing project management principles. The advantages are;

- It keeps the project within budget and schedule

- Provides resources that aid researchers in the organization of their studies and,
- Establishes a foundation for a successful research project

3. Project General and Specific Objectives

Chart 7 Project General and Specific Objectives (Binns, Author, July 2020)

General Objective	Implementation of a **Research Project on the Impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka Prefecture** at a cost of 300,000 yen (USD$3000) by August 2020
Specific Objectives	To develop a detailed research project plan within one month of the project start date
	To identify the best pedagogical approaches and processes to teaching, that lead to students' improved English language performance by the project completion date
	To identify the best social practices and processes for ALT immersion in Japanese culture throughout project implementation by the end of the project
	To contribute to improved teaching practices for better English language outcomes for students in the classroom setting by the project completion date

4. Project Benefits

- Creation of a standardized project plan to serve as a guide for other researchers at Suruga Institute
- Knowledge of what is required from the outset of the project to aid researchers in monitoring and executing their projects
- Greater transparency of the research process
- Expansion of Suruga Institute's ability to manage research projects
- Improve research outcomes through the application of project management principles

5. Constraints and Assumptions

5.1 Project Constraints

Chart 8 Project Constraints (Binns, Author, July 2020)

Cost	The team is constrained by the budget identified and the funds granted by the Institute must be available to fund the project as defined in the Project Charter.
Schedule	All research work must be completed by the defined target completion dates.
Scope	The researcher should know the specific requirements necessary to complete the project.
Quality	The quality of the project must meet stakeholders' expectations.
Resources	Resources identified must be available to execute assigned tasks as defined in the project schedule. There may be limitations on the capability or capacity of current resources.
Risk	Certain risks might prevent the achievement of project goals. This includes the late delivery of the project.
Regulations	The researcher is constrained by certain requirements mandated by law or Government regulations concerning the ethical conduct of research projects.

5.2 Project Assumptions

Chart 9 Project Assumptions (Binns, Author, July 2020)

Cost	Adequate funds are budgeted and will be approved to cover the objectives of the project.
Schedule	Research work will be completed by the defined target completion dates.
Scope	The researcher is aware of the specific requirements necessary to complete the project.
Quality	The quality of the project will meet stakeholders' expectations.
Resources	Resources identified will be available to execute assigned tasks as defined in the project schedule.

6. Flexibility Matrix

Chart 10 Flexibility Matrix (Binns, Author, July 2020)

FLEXIBILITY	Rigid	Relatively Flexible	Flexible
Scope		X	
Schedule	X		
Cost	X		
Quality	X		

Scope is relatively flexible because it is decided by the researcher at the beginning of the project. It is through the conduct of the research project, however, that the researcher will determine what direction the data leads, potentially leading to a narrowing of or expansion of the scope.

Schedule, cost and quality are typically rigid in a research project because the research project must adhere to a specific timeline for completion. At Suruga Institute, the schedule is usually set by the researcher. In this case, the project has to be completed and delivered by August 30, 2020. This means that all aspects of the research should be done and completed by that date. Cost is also quite rigid as the work has to be completed according to the funding received from the Institute. Ideally, the researcher should not incur any costs that would require 'out of pocket' spending. Quality in research is very inflexible. Within the research environment, the quality of the research is ensured by the project meeting ethical requirements, how data is collected and how the data is interpreted in keeping with principles of research methodology.

7. Stakeholders

Chart 11 Project Stakeholders (Binns, Author, July 2020)

KEY STAKEHOLDERS	LEVEL OF POWER	INTEREST
Executive Body (Suruga Institute)	High influence – they have a vested interest in the research projects and the benefits it creates for the Institute	Very high
Shizuoka Business Owners	Low influence- studies carried out at the Institute are intended to benefit the local community, including business owners	High
Japanese Teachers in Shizuoka	Low to medium influence – teachers at the elementary, junior high and senior high school level would have an interest in the results of this project	High
Assistant Language Teachers (ALTs)	Medium to high influence – they are required to participate in the study and share their perspectives.	High

	This will help determine the method of data collection for the project	
Community Residents and Civic Groups	Low influence – The research project will ultimately impact how English is used at the community level so the project needs their support	High
Japanese Students of English	Medium to high influence – the project will influence how English is taught to them so their buy-in and participation is needed to make the project a success	High

8. Scope

The objectives of the Research Project on the Impact of ALTs on English Education in Shizuoka Prefecture within the budget of 300,000 yen (approx. US$3000) are as follows:

- To conduct a systematic literature review of English language teaching methods in Shizuoka within the first six months of project implementation
- To write a research article for publication based on the results of the systematic literature review in an academic journal by August 2020
- To collect data from Assistant Language Teachers in Shizuoka about their teaching methods in the 6th month of project implementation
- To compile the results of the completed study and make a final presentation by August 2020

8.1 Major Deliverables

Chart 12 Major Project Deliverables (Binns, Author, July 2020)

Major Deliverables	Deliverable Description
Phase 1: Conduct a Systematic Literature Review	
Systematic literature review	*Identification of the existing literature on english language teaching methods and pedagogy in Japan*
Publication of findings	*Writing up and submission of systematic literature review to academic journal for publication*
Phase 2: Evaluate English Language Outcomes	
Create research environment	*Establish research protocol for the collection of data*

Major Deliverables	Deliverable Description
Create survey instrument	*Design the survey using research tools that will be used to collect the data*
Collect the data	*Use the data collection instrument developed to gather data*
Analyse data	*Analyse all the data collected from stakeholder participants*
Publication of findings	*Writing up and submission of results to academic journal for publication*
Phase 3: Development of a teaching and learning model	
Pedagogical analysis	*Conduct a pedagogical analysis of all the data gathered*
Pedagogical model	*Develop a pedagogical model to explain the data gathered*
Present findings	*Collate findings and present at ALT conference*
Final publication	*Delivery of all research project documentation, including: Ethical measures, data collected and future research trajectories*

9. Schedule

Milestones are critical for all research projects. They serve as reference points for significant events occurring during the project and help to monitor the progress of the project.

For the development of this research project, the milestones indicated in the table below will serve as progressive targets toward the achievement of the project objectives.

Chart 13 Project Milestones (Binns, Author, July 2020)

Item	***Milestone***	***Key Deliverable***	***Description***	***Estimated Completion Timeframe***
1	***Kick-off***	*Project planned and authorized to proceed*	*Formal authorization granted and project plan developed*	*January 2020*
2	***Database search completed***	*Research articles identified*	*Articles identified for the systematic literature review*	*May 2020*
3	***Systematic literature review completed***	*MMAT Analysis complete*	*Research articles analysed according to research standards*	*June 2020*
		Systematic literature review report complete	*Gaps in the literature identified and presented in written format*	*June 2020*
4	***Research environment created***	*Virtual platform setup*	*Virtual platform setup to collect data from research participants*	*July 2020*
5	***Conduct survey***	*Data collection instrument developed*	*All the research participants complete the data collection instrument*	*July 2020*
6	***Develop pedagogical model***	*Analysis of data collected*	*Data collected is analysed and conceptual model developed based on research findings*	*August 2020*
7	***Final publication***	*Written document*	*Provision of all research findings and final write-up presented to Suruga Institute*	*August, 2020*

10. Risks

Chart 14 Project Risks and Mitigation Responses (Binns, Author, July 2020)

Risk	Mitigation
The project exceeds the specified time schedule	Establish a Work Breakdown Structure, as well as, items on the Critical Path and ensure that deadlines for those activities are completed on time
Cost forecasts are inaccurate: Inaccurate cost forecasts impact the project schedule.	Seek expert judgement on financing and cost forecasts
Scope creep: Scope of the project expands based on the findings of the research study	Balance research findings with the available budget and review potential impact on the schedule and budget for the project
Inadequate resources: Project is unable to be adequately executed by one person	Develop a Resource Management Plan as part of the Project Management Plan. Employ the use of resource tracking software to track resource availability. Identify what elements of the deliverables can be rearranged to best accomplish project objectives.
Stakeholders not adequately engaged: Stakeholders may ignore project communications, which thus affects the delivery of the project.	Identify all primary stakeholders and involve them in the process at the earliest possible point. Meet with stakeholders and address their concerns.

11. Project Budget

Chart 15 Project Budget (Binns, Author, July 2020)

Item	Project Costs ($USD)
Subscription to online research databases	500.00
Purchase of software to record survey data and provide statistical analysis	1000.00
Travel to and from elementary/high schools across Shizuoka	500.00
Printing resources and other supplies	300.00
Research participants incentive	300.00
Airfare to Australia to Cinglevue Headquarters for final review and collaboration meeting	400.00
Total	**3000.00**

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

4.2. Project Scope Management

The Project Scope Management Plan was developed after consultation with stakeholders and the development of the Stakeholder Management Plan. Within the planning process group, the Project Charter was first developed followed by the Stakeholder Register and the Procurement Management Plan.

The Scope Management Plan was created to provide overarching guidance and delineations for the scope of the project. The Plan was adapted from Project Management Docs (n.d.) and includes the scope definition, project scope statement, Work Breakdown Structure (WBS), WBS Dictionary, scope verification and the scope control procedures.

The outputs from the creation of the WBS and the Scope Definition were included in the Scope Management Plan. In reality, these were developed simultaneously with the development of the plan since they were also the required inputs. The Scope Management Plan was developed in line with the guidelines established by the PMI (2017), using the Project Charter as an input, as well as, meeting with the Project Sponsor and interviewing other researchers. Additionally, a Requirements Management Plan was developed as the following output of the Scope Management planning process.

The Scope Management planning process was followed by requirements collection as the final step in the process. Following the established PMI (2017) guidelines, the Project Charter, Project Management Plan and project documents served as inputs to this process. A series of meetings with the Project Sponsor and stakeholders informed the development of the Requirements documentation and Requirements Traceability Matrix.

The following section therefore details the Scope Management and Requirements Management Plan, the Requirements documentation and Requirements Traceability Matrix.

SCOPE MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

The Scope Management Plan encapsulates the overarching framework that guides this project. This plan details the scope management approach, the Work Breakdown Structure (WBS), scope definition, verification and control measures and scope change control.

The project is the undertaking of a research study on 'The Impact of Assistant Language Teachers on English Education in Shizuoka, Japan'. Additionally, the research project will serve as a guide for how Suruga Institute can create greater accountability and transparency for the projects they approve by applying project management principles to their organizational processes.

2. Scope Management Approach

The scope of this project is defined in the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager and sponsor are responsible for any and all documentation relating to the project's quality and performance measurements. Any scope changes must follow the appropriate change control procedures using the PMBOK standards as a guide. Change requests from any stakeholder must be submitted as a change order and then evaluated by the Project Manager to see how the change will affect the scope of the project. Since the Project Manager is the primary executor of this project, any changes affecting the time and cost of the project must first be approved by the Project Sponsor. If any changes are approved, then the Project Manager will update all project documents to reflect same. Additionally, the relevant stakeholders will be informed and guided by a change directive.

3. Roles and Responsibilities

The key roles for the management of the project's scope lie with the Project Manager, Sponsor and 'Project Team'. These roles and responsibilities are detailed in the following table. These roles will guide how the project is performed for its duration.

Chart 16 Project Roles and Responsibilities (Binns, Author, July 2020)

Name	Role	Responsibilities
Suruga Institute	Project Sponsor	a. Evaluate scope change requests and grant approval/denial b. Accept project deliverables
Akierah Binns	Project Manager	c. Monitor and verify project scope d. Facilitate scope change requests e. Communicate scope change requests to stakeholders f. Update project documents accordingly

Cinglevue International	Project Collaborators/ Project Team	g. Evaluate the need for changes to the scope and bring them to the attention of the Project Manager
Suruga Institute Researchers	Stakeholders	h. Suggest scope changes to the Project Manager

4. Scope Definition

The project's scope was established based on requirements derived from other global research studies conducted using project management principles. After external studies were evaluated, the Project Manager then met with other researchers at the Institute to identify any specific requirements and documentation they used in their projects. From this information, the Project Manager then developed the Requirements Management Plan, documents and traceability matrix.

The project's deliverables were developed using standard research procedures already documented and consulting with researchers at Suruga Institute currently conducting research. The Project Manager also consulted external researchers in order to receive expert judgement on the most effective ways to organise the research project in keeping with project management requirements.

5. Project Scope Statement

The project scope statement gives descriptive detail of the project's deliverables, assumptions, constraints, exclusions and acceptance criteria. Eze (2018) noted that for researchers, the scope establishes through the content whether or not the aims of the study are achieved. The scope statement for this project, as detailed below, is designed in such a way that only the work necessary is detailed in the project scope.
The scope of this research project is delineated by the objectives of the study and will only include research work relevant to the desired outcomes.

6. Scope description, Acceptance Criteria and Project Deliverables

6.1 Scope Description

This project involves the execution of a research study on how Assistant Language Teachers (ALTs) have impacted English Education in Shizuoka, Japan. The areas to be covered in the research project involve;

a. **Literature Review:** To be done to identify all the literature that currently exists on the teaching methods employed by teachers at the high school and elementary school levels in Japan
b. **Survey:** To examine what teaching methods, currently used by elementary and high school teachers, work best in the classroom
c. **Conceptual Framework:** Will be used to capture the existing impact of assistant language teachers (ALTs) and to analyse how the impact can be linked to improved language learning outcomes in Japan

6.2 Acceptance Criteria

The acceptance criteria for the research project are as follows:

a. Research project plan read and approved by Project Sponsor
b. Systematic literature conducted successfully and analysis presented, documenting all the pre-existing research on teaching methods utilised by teachers in Japan
c. Results of the survey conducted documented and presented in a research article
d. Conceptual Framework developed, established and documented in a research article
e. Findings from the research project presented in a public forum
f. Final documentation of all project deliverables completed and presented to Project Sponsor

6.3 Project Deliverables

The deliverables for this project are the completed systematic literature review, the completion of the survey, the development of a conceptual framework and the presentation of the findings in written and oral format.

6.4 Project Exclusions

a. The project will not explore literature on teaching methods employed at the pre-elementary and post-secondary level
b. The project will not include Assistant Language Teachers (ALTs) living outside of Shizuoka Prefecture

6.5 Project Constraints

The Project Sponsor has indicated that the project should not exceed 300,000 yen (approx. USD $3000). The project is slated to last for a period not exceeding one year. The project is also constrained by established research standards, since it will serve as a model for other research projects at the Institute.

Additionally, the project is constrained by limited resources, a lack of historical data and this will affect how the project is able to analyse and manage the risks that may arise.

6.6 Project Assumptions

It is assumed that the funds allocated by the Project Sponsor can be utilised to complete the project, that the project can be completed within the defined completion target dates, that it will meet stakeholder's expectations and there are adequate resources available for the completion of the project.

6.7 Work Breakdown Structure (WBS)

It is necessary to document how the work on the research project will be effectively managed. To do this, the requirements were broken down into individual work packages not exceeding 35 work hours. This is important for the Project Manager to better manage each task. The project was therefore broken down into three phases; the Literature Review Phase, the Survey Phase (Role of E-Portfolio/ Resource Pool in evaluating English Language Learning Outcomes) and the Development Phase (Development of a Teaching and Learning Model). Each phase is further divided into work packages according to the WBS seen below.

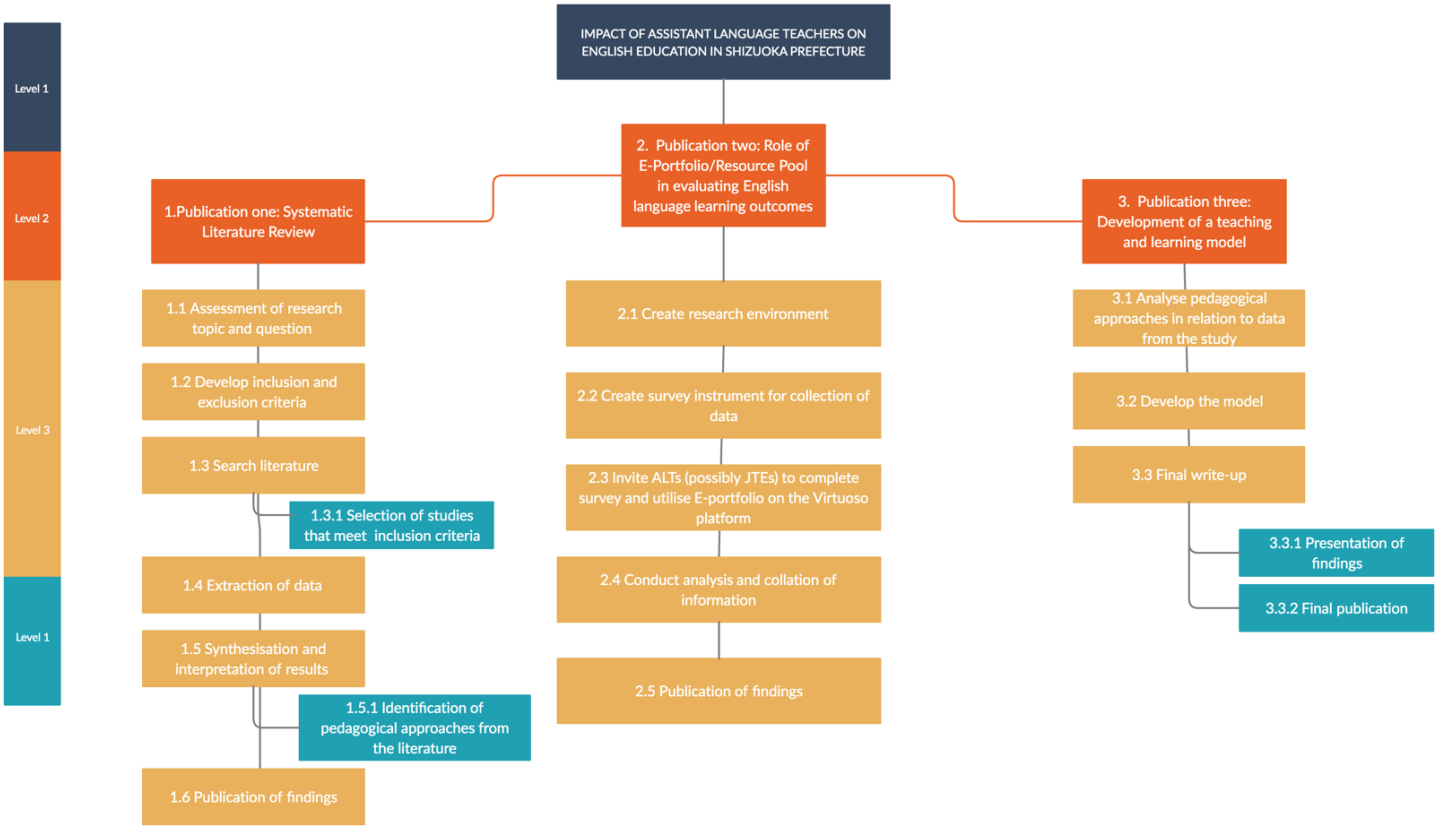


Figure 4 Work Breakdown Structure (Binns, Author, July 2020)

A WBS Dictionary was used to further detail the work required for each of these phases toward project completion. It has an entry for each specific element with a comprehensive description of work for each, accompanied by the budget, resource needs and deliverables. This will be utilised by the Project Manager and collaborators as a work statement for the WBS elements.

Chart 17 WBS Dictionary (Binns, Author, July 2020)

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
2	1.0	Publication of systematic literature review	Writing up and compilation of all results	Systematic literature review published in a journal	$0	Internet, Computer, Communication Tools, Research Database
3	1.1	Assessment of research topic and question	Research topic and question finalised	Written statement of research concept and theoretical background	$0	Internet, Computer, Communication Tools, Research Database
3	1.2	Develop inclusion and exclusion criteria	Identify which studies will be included in the systematic literature review	Systematic literature review procedure document	$0	Internet, Computer, Communication Tools, Research Database
3	1.3	Search the literature	Exhaustive search of all relevant educational databases	Systematic literature review overview	$500	Research database, Internet
4	1.3.1	Selection of studies that meet inclusion criteria	Identify all studies that meet inclusion criteria	Written record of all studies that meet research project criteria	$0	Research database, Internet, Computer, External Hard Drive
3	1. 4	Extraction of data	Analyse all studies that meet inclusion criteria	MMAT Analysis	$0	Computer
3	1.5	Synthesis and interpretation of results	All included results from the literature interpreted	Written analysis	$0	Computer
4	1.5.1	Identification of pedagogical approaches	Pedagogical approaches identified	Pedagogical approaches noted	$0	Computer

		from the literature				
	1.6	Publication of findings	Compilation of findings and analysis from the systematic literature review	Research article	$0	Computer
2	2.0	Publication on the role of E-portfolio in evaluating English language outcomes	Writing up and compilation of all results	Findings published in a journal	$0	Internet, Computer, Communication Tools, Research Database
3	2.1	Create research environment	Collaborate with Cinglevue to create logins for research participants	Research environment	$0	Internet, Computer, Communication software
3	2.2	Create survey instrument for data collection	Creation of questionnaire	Online link to survey	$500	Subscription to survey tool service provider
3	2.3	Invite ALTs to complete survey	Invite ALTs to complete survey	Data from participants	$300	Subscription to survey tool service provider
3	2.4	Conduct analysis and collation of information	Compilation of information	Information synthesised and recorded	$1000	Statistical analysis software
3	2.5	Publication of findings	Writing up and compilation of results	Findings published in a journal	$0	Internet, Computer, Communication Tools
2	3.0	Development of a teaching and learning model	Analytical explanation of English language outcomes in Shizuoka	Conceptual Framework draft	$0	Internet, Computer, Communication Tools

3	3.1	Analyse pedagogical approaches in relation to data from the study	Comparison of pedagogical approaches identified	Comparison of pedagogical approaches noted	$0	Computer
3	3.2	Develop the model	Develop a conceptual framework	Conceptual Framework completed	$0	Computer
3	3.3	Final Write-Up	Compilation of all results	Final written draft	$0	Computer
4	3.3.1	Presentation of findings	Oral presentation at ALT Conference	PowerPoint	$0	Computer
4	3.3.2	Final publication	Writing up of all results	Final written document with findings published in a journal	$0	Computer, Internet

7. Scope Verification

The Project Manager will use the scope statement, WBS and WBS Dictionary to monitor deliverables as the project progresses. As the project advances, the Project Manager will check that the scope is in keeping with the project plan's requirements and then meet with the Project Sponsor in order for the scope to be formally accepted via signed documentation. This step will be taken to keep the project work within the project's scope over the project's duration.

8. Scope Control

The Project Manager, in collaboration with the Project Team will be sure to carry out only the work specified in the WBS dictionary, in order to accomplish the deliverables for the WBS elements. It is also the Project Manager's responsibility to monitor the project and guide the Project Team to adhere to the scope control process.

If there are amendments to the project scope, these changes will be carried out utilizing a project change order. Changes may be requested by any of the project's key stakeholders. The Project Manager will review the recommended change and decide if it is to be accepted or denied. If the change is accepted then a meeting will be convened among the Project Team, Project Sponsor and Project Manager to assess the impact and further review the change request. If the change is approved, then the Project Manager will submit a change request to the Project Sponsor who will indicate acceptance by signing the change order. The Project Manager will then update the relevant project documents and communicate the change to team members and stakeholders.

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

REQUIREMENTS MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Version #	Implemented By	Revision Date	Approval Date	Reason
1.0	*Akierah Binns*	*<mm/dd/yy>*	*<mm/dd/yy>*	Initial Requirements Management Plan

1. Requirements Management Overview

The research project on the Impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka is being conducted with funding provided by the Project Sponsor, Suruga Institute. In executing the project, the Project Manager realised that there were no established research standards employed by the Institute, therefore this project is being used as a model of the application of project management principles to the research process. The Institute will benefit from a more standardised approach leading to greater accountability and transparency from all researchers.

1.2 Purpose

The intended purpose of the Requirements Management Plan is to document all the technical and other requirements for effectively managing the project from its definition, through traceability, to final delivery. The Requirements Management (RM) Plan, developed during the planning phase of the project, helps the Project Manager to manage the project in an orderly way by establishing a project baseline and ensuring that the plans, and project's activities keep within the project's requirements. The intended audience for this RM plan is the Project Manager, Project Team, and project stakeholders whose support is needed to carry out the plan. Additionally, this RM plan will be consistently updated by the Project Manager, throughout the life of the project, to reflect pertinent project information as it occurs.

1.3 Scope

The scope of the plan includes the delivery of a systematic literature review, a survey to be conducted among Assistant Language Teachers (ALTs) in Shizuoka and a conceptual framework developed as a teaching and learning model.

1.4 Applicability

The Project Manager and collaborators who comprise the project management team will be the people whom the project most affects because of their role in ensuring that all documents (Scope Management Plan, Requirements Management Plan) effectively meet the requirements management process.

1.5 Applicable Documents

The applicable documents to this process are the Project Charter, Project Management Plan, Scope Management Plan, Requirements Traceability Matrix and documented standards governing the conduct of research projects.

1.6 Changes and Revisions

The Project Manager is responsible for controlling all changes related to the Requirements Management plan.

1.7 Issues

Issues that may affect the implementation of the Requirements Management Plan include this being a novel approach to conducting research at Suruga Institute, the level of cooperation from other stakeholders and the willingness of the Institute to embrace the project management methodology for all research projects.

2. Roles and Responsibilities

2.1 Organisation Overview

Chart 18 Organisation Overview (Binns, Author, July 2020)

Role	Name	Organisation
Project Manager	Akierah Binns	Suruga Institute (Grant Recipient)
Project Sponsor	Executive Director	Suruga Institute
Project Collaborators	Team	Cinglevue International

The Project Manager has responsibility for the collection, review and cultivation of project requirements, as well as, the approval of the project's technical and non-technical requirements.

The Project Sponsor has the responsibility of approving the project requirements.

The Project Collaborators who also comprise the Project Team have responsibility for the review of the requirements and to ensure the accuracy of project details.

2.2 Phase to Phase Relationship

For this research project, requirements will be collected from interviews with other researchers, observation and consultation with the Project Team. The Project Manager will assess the requirements and update the Requirements Management Plan throughout each phase of the project.

3. Requirements Processes

Overview

In order to recognise, develop, and control the requirements, the Project Scope Management processes as detailed in the PMBOK Guide will be used. The following steps will therefore guide the requirements management process for this project:

Process A

Collect requirements – This is the process of regulating, documenting and monitoring standards used for research in this case, stakeholder needs and any other requirements in relation to the project objectives. It will begin with an examination of the Project Charter and consulting with stakeholders.

Process B

Define scope – This process details the description of the projects directed by the needs of stakeholders, regulations and industry standards.

Process C

Create WBS – This involves the breakdown of project deliverables and work activities into smaller and manageable components.

Process D

Validate scope – This is the process that details formal acceptance of the finalised project deliverables created from the stakeholder requirements.

Process E

Control scope – This involves keeping track of the project's status, as well as, managing any changes to the project's Scope Baseline.

4. Tools

Chart 19 Project Tools (Binns, Author, July 2020)

Tool	Version	Usage
WBS Tool	2019	Project Plan 365
Stakeholder Management Plan Template (Microsoft Word)	2019	Used to develop the Stakeholder Management Plan
Requirements Documentation Template (Microsoft Word)	2019	Used to create requirements documentation
Microsoft Project Professional	2019	Used to manage WBS
Requirements Traceability Matrix (Microsoft Excel)	2019	Used to detail project requirements

5. Requirements Documentation

Work Breakdown Structure (WBS)

The WBS gives a hierarchical and graphical construct of the entire scope of work to be accomplished for the project.

Requirements Traceability Matrix

This matrix documents each requirement, including how they will be carried out and tested.

Requirement Documentation

This document details the design, structural and functional requirements for the research project.

Scope Management Plan

This document details how the scope will be created, governed and maintained throughout the project lifecycle.

6. Requirements Tracking

All project requirements identified will be noted on the requirements register (see exhibit A). The requirements list will then be analysed, the items placed into categories and prioritised. From this analysis, the requirements met with approval will be included as part of the Requirements Traceability Matrix.

6.1 Requirements Traceability Matrix

The Requirements Traceability Matrix will capture the requirements, the WBS deliverable aligned with each requirement, the acceptance criteria and the level of priority as detailed below.

6.2 Reporting

Information regarding the project's requirements and priorities will be reported during a bi-weekly meeting between the Project Manager and Project Collaborators. Reporting will be done by the Project Manager.

The Project Manager in collaboration with the Project Sponsor will approve requirements and add the Project Manager will add these to the traceability matrix throughout each phase.

7. Requirements Analysis

7.1 Requirements Evaluation Checklist

Each requirement will be recorded using the identification (ID) number and the reason should be noted in the remarks section for evaluation criteria with a no.

Chart 20 Requirements Evaluation Checklist (Binns, Author, July 2020)

Evaluation Criteria	Yes	No	ID	Remarks
Functional Requirements				
Access to research databases, such as the Education Resources Information Center				
Access to open source information				
Access to online data collection tools				
Access to the e-portfolio function of the Virtuoso platform controlled by Cinglevue				
Technical Requirements				
High performance computer, internet and communication software to facilitate collaboration				
Access to Assistant				

Language Teacher Database managed by the Shizuoka Board of Education				
Quality Requirements				
Proper reference and citation of all sources utilised in the study				
Support ethical research standards				

7.2 Requirement Categories

The requirements will be categorised as follows:

7.2.1 Functional Requirements

- Access to research databases, such as the Education Resources Information Center
- Access to open source information
- Access to online data collection tools
- Access to the e-portfolio function of the Virtuoso platform controlled by Cinglevue

7.2.2 Technical Requirements

- High performance computer, internet and communication software to facilitate collaboration
- Access to Assistant Language Teacher Database managed by the Shizuoka Board of Education

7.2.3 Quality Requirements

- Proper reference and citation of all sources utilised in the study
- Support ethical research standards

8. Prioritisation

The Project Manager will conduct stakeholder meetings in order to determine priorities for all project requirements. This project will use a three-level scale to rank the requirements. The chart below illustrates these three levels and identifies how the requirements will be grouped.

Chart 21 Project Prioritisation Table (Project Management Docs, 2020)

Priority Level	Definition
High	These requirements are critical. They are required for project success.
Medium	These requirements support operations.
Low	These are requirements that will enhance the project if the resources allow.

9. Quantifying

To quantify the requirements of the project, the Project Manager will meet with the Project Collaborators, at least twice monthly. During each phase of the project, the Project Manager will collect data and put together a report, which will be shared with and reviewed by the Project Team according to the project's requirements.

10. Configuration Management

All identified project requirements will be captured in the requirements register. Once these are approved, they will be detailed on the Requirements Traceability Matrix.
The Project Manager will be responsible for monitoring and tracking the project requirements, in collaboration with the Project Team.
Any changes to the project requirements will follow the outlined procedures in the scope management plan.

11. Exhibits

A. Requirements Register
B. Table documenting Assumptions and Constraints discovered during the definition and management of project requirements
C. Table documenting Issues discovered during the definition and management of project requirements
D. Table documenting Risks identified during the definition and management of project requirements

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

Chart 22 Requirements Register (Project Management Docs, 2020)

Project Name	Impact of ALTs on English Education in Shizuoka Prefecture	**Date**	July 2020
Project Number	001	**Document Number**	
Project Manager	Akierah Binns	**Project Owner/Client**	Suruga Institute

Date Rec'vd	Source	Requirement Name and Detailed Description	Category	Priority	How the requirement meets a specific business need or strategic objective.	Status

While defining and managing project requirements, any assumptions, constraints, issues and risks made regarding project requirements will be documented in these tables and used as an input for the Risk Management Plan for further management.

A. Chart 23 Table documenting Assumptions and Constraints discovered during the definition and management of project requirements (Project Management Docs, 2020)

Assumptions and Constraints	Date Transferred to Risk Management Plan

B. Chart 24 Table documenting Issues discovered during the definition and management of project requirements (Project Management Docs, 2020)

Issues	Date Transferred to Risk Management Plan

C. Chart 25 Table documenting Risks identified during the definition and management of project requirements (Project Management Docs, 2020)

Risks	Date Transferred to Risk Management Plan

Requirements Documentation

Project: Impact of Assistant Language Teachers on English in Shizuoka
Date: 11 July 2020
Prepared by: Akierah Binns (Project Manager)
Document status: Draft_Proposed_Validated

1. Introduction

This document will outline the functional, technical and quality requirements for the completion of the project. These requirements were developed from meetings with the Project Sponsor and interviews with other researchers at Suruga Institute.

1.1 Purpose of the Document

The document is to be used as a guide for the development and execution of the research project. The versions of the document status are as follows

a. Draft – This is the initial version of this document put together after the requirements have been identified, documented and ordered
b. Proposed – Once the draft is complete, the document is then presented as a requirements specification tool for the project. The proposed document requires the review of several key stakeholders, in order to give their feedback on the requirements and to identify any ones that might be missing
c. Validated – Once all stakeholders agree on the requirements presented in the document, it has achieved validated status
d. Approved – Once the document is accepted as a representative statement of project requirements, it can then be used to effectively monitor project implementation and progress.

1.2 How to Use the Document

The document is expected to be used by various stakeholders who will have contact with the project throughout its lifetime. The sections of the document relevant to each reader are detailed in the table below.

Chart 26 Table documenting relevant sections of requirements documentation (Binns, Author, July 2020)

Readers	Relevant sections of this document
Project Manager, Project Collaborators	All
Project Sponsor	1.3, 1.4, 1.5, 2, 3, 4, 5
Other researchers at Suruga Institute	2, 3

1.3 Business Case

Suruga Institute provides funding for several research projects across Shizuoka, Japan. However, there is no established Project Management Plan for executing research projects. This Project Management Plan is being developed based on one research project to serve as a standard guide for other researchers at the Institute.

2. General Description

This section will give a high level overview of the project and what can be expected from it. It will also detail the constraints that have been made in relation to the achievement of the project's objectives.

2.1 Project Perspective

The research project is being undertaken to help advance English language outcomes within the Shizouka Prefecture in Japan. IT is being funded by Suruga Institute and is an opportunity for Assistant Language Teachers (ALTs) to understand how to become better at their jobs and to improve the current English situation.

The primary stakeholders for the project are the President and research executive at Suruga Institute. The project is being developed to serve as a template that can be utilised by the Institute for other research projects.

2.2 Research Project Functions

The final project will comprise;

- A systematic literature review detailing all studies done at the elementary and high levels about teaching methods in Japan
- The results of a survey conducted among ALTs to find out what teaching methods they have found to be most effective
- The development of a conceptual framework that will serve as a teaching model for ALTs

2.3 General Constraints

The project should not exceed US$ 3000 dollars and should not exceed the duration of a year.

3. Specific Requirements

This section details the specific requirements for the research project on the Impact of Assistant Language Teachers on English Education in Shizuoka.

3.1 Functional Requirements

- Access to research databases, such as the Education Resources Information Center
- Access to open source information
- Access to online data collection tools

3.2 Technical Requirements

- High performance computer, internet and communication software to facilitate collaboration
- Access to Assistant Language Teacher Database managed by the Shizuoka Board of Education

3.3 Quality Requirements

- Proper reference and citation of all sources utilised in the study
- Support ethical research standards

4. Requirements Traceability Matrix

Chart 27 Requirements Traceability Matrix (Project Management Docs, 2020)

Project Name	Impact of ALTs on English Education in Shizuoka Prefecture	**Date**	July 2020
Project Manager	Akierah Binns	**Project Owner/Client**	Suruga Institute

ID #	Requirement Description	WBS Deliverable	Project objective	Priority
001	Access to research databases, such as the Education Resources Information Center	1.3	To develop a detailed research project plan within one month of the project start date	High
002	Access to open source information	1.3.1	To develop a detailed research project plan	High

			within one month of the project start date	
003	Access to online data collection tools	1.3	To identify the best pedagogical approaches and processes to teaching, that lead to better English language performance by the project completion date	High
004	High performance computer, internet and communication software to facilitate collaboration	2.1	To develop a detailed research project plan within one month of the project start date	Medium
005	Access to Assistant Language Teacher Database managed by the Shizuoka Board of Education	2.3	To identify the best social practices and processes for ALT immersion in Japanese culture throughout project implementation	High
006	Proper reference and citation of all sources utilised in the study	3.3.2	To develop a detailed research project plan within one month of the project start date	High
007	Support ethical research standards	3.3.1	To contribute to improved teaching practices for improved English	Medium

			language outcomes for students in the classroom setting by the project completion date	

4.3. Project Schedule Management

The Project Schedule Management planning process was carried out after the development of the Project Scope Management and Cost Management Plans. The initial process for schedule management involved the development of a Schedule Management Plan to be used by the Project Manager to give oversight to the project schedule. The Project Charter and the Scope Management Plan informed this process. The tools and techniques employed included meetings with other researchers, expert judgement, applied research and analytical techniques. As discussed in previous sections, this is a novel undertaking for Suruga Institute so there were no established Organizational process assets. Therefore, a Schedule Management Plan was adapted from MyPM (2020) and used to meet this objective.

SCHEDULE MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

1. Introduction

The Schedule Management Plan is crucial for guiding the completion of the project. It provides the Project Sponsor and Project Manager with a clear view of the project's standing at any point in time and defines how the project schedule will be managed throughout the project lifecycle. This plan provides sets expectations for how the Project Manager and Project Team will review the project schedule and the procedures for planning, developing, managing, carrying out, and controlling the project schedule.

2. High-level Workflows and Activities

The schedule management processes, actions, and responsibilities that will be outlined and carried out to establish and manage the project schedule include the following:

- Develop Project Schedule – This is a process which involves the definition of the activities, sequences, and necessary resources to accomplish the project deliverables.
- Monitor and Control Schedule – This involves overseeing and reporting on project's activities progression, as well as, managing any changes to the schedule baseline to meet the project's objectives. This project is relatively small and thus will not require as many sub-processes. The schedule management process is detailed in subsequent sections.

3. Tools and Environment

The project will develop a schedule in Microsoft Project Professional 2019 using the approved Work Breakdown Structure document as the basis. The schedule will be managed by the process detailed in the schedule management plan.

4. Roles and Responsibilities

Chart 28 Roles and Responsibilities for Schedule Management Plan (MyPM, 2020)

Name	Role	Responsibility
Suruga Institute	*Project Sponsor*	• *Reviews and approves final schedule baseline and schedule progress reports.* • *Provides overall guidance and mentoring.*
Akierah Binns	*Project Manager*	• *Leads the team in the development of the Schedule Management Plan and the Project Schedule.* • *Leads the Project Team in Schedule Management related activities.* • *Reviews, evaluates and provides feedback on schedule progress reports and time-risk recommendations from the Project Scheduler.*

		• *Provides regular status information in meetings with the Project Sponsor and steering committees.*
Cinglevue International	*Project Team Members/Collaborators*	• *Notifies the Project Manager and Project Scheduler about possible schedule risks and issues.* • *Assists with schedule estimating activities.* • *Provides accurate time estimates for project work packages.* • *Provides accurate progress reporting during the project.*

5. Schedule Management Approach

Once the project schedule is developed, the activities will be defined according to the specific work packages, necessary for the achievement of the deliverables. To decide the ordering of the work packages and the project activities relationships, activity sequencing will be used. Activity duration estimates will be used to determine the work periods needed to finish each work package. Resources will then be assigned to each work package using resource estimating.

When the initial schedule is developed, the Project Manager and Project Team will review and agree on the assigned project tasks, durations and schedule. The Project Sponsor will then review and give approval, followed by the schedule baseline to be established. The milestones for the project schedule are as follows:

1. Project Initiation/Kick off
2. Research proposal completed
3. Project Charter approved
4. Project Schedule baseline established
5. Project Management Plan completed
6. Systematic literature review completed
7. Survey conducted
8. Survey analysis completed
9. Conceptual framework developed
10. Research article published
11. Oral presentation of research findings
12. Written presentation of research findings
13. Final presentation to Project Sponsor
14. End of project

6. Schedule Control

The critical path method will be used for schedule control. The Project Manager will review the critical path when necessary to make sure that the critical path is sustained and when transitioning from one project phase to another.

The Project Manager will have responsibility for arranging schedule meetings and identifying where modifications to the schedule are needed. The Project Team will be responsible for communicating any changes in the start/finish dates of assigned tasks to the Project Manager on a bi-monthly basis. The Project Manager will have overall responsibility for any changes to the project schedule in terms of variance.

7. Schedule Metrics

The project will use Schedule Variance and Schedule Performance Index (SPI) as the basis for measuring schedule performance.

8. Control Thresholds

If a team member indicates that a schedule change is necessary, the Project Manager will meet with the Project Team to review and assess the requested change. Together, the Project Team will determine which tasks are affected, calculate the variance, and identify alternatives. The project will be governed by the following two conditions for change requests:

- The proposed change is estimated to increase or reduce the work package duration by 10% or more when compared against the baseline.
- The proposed change is estimated to increase or reduce the overall project duration by 10% or more when compared against the baseline.

Once the schedule change request is reviewed and approved, the Project Manager will be responsible for making the necessary adjustments to the schedule and sharing same with the Project Team and key stakeholders.

9. Scope Change

If the Project Team feels a schedule re-baseline is necessary, a separate change request must be submitted for consideration and approval. Changes to the project scope must first be approved by the Project Manager and if the Project Manager decides that it will significantly impact the project's schedule then the project can be re-baselined pending agreement from the Project Sponsor.

Sponsor Acceptance

Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

Following the process of planning project schedule management, the activities for the research project were defined using the Scope Management Plan, the Scope Baseline, WBS, project deliverables, assumptions and constraints as inputs.

For this process, the Project Manager utilised expert judgement as a technique and captured the scheduling information using Microsoft Project 2019. This was then used to create an activity list (Chart 29). The activity list is a detailed listing of all the project's activities with an activity identifier and description attached, of the requirements to complete each work package (PMI, 2017). Once the activities were defined, the milestone list was also updated by the Project Manager.

In keeping with the PMBOK Guide (PMI, 2017), aspects of the activity attributes list, such as the activity ID and description, successors, dependencies and predecessors were described in other plans and matrices of the FGP.

Chart 29 Activity Attributes List (Binns, Author, July 2020)

Activity ID #	Activity Name	Description of Work	Responsibility
1.0	Publication of systematic literature review	Writing up and compilation of all results	Project Manager, Project Team
1.1	Assessment of research topic and question	Research topic and question finalised	Project Manager
1.2	Develop inclusion and exclusion criteria	Identify which studies will be included in the systematic literature review	Project Manager, Project Team
1.3	Search the literature	Exhaustive search of all relevant educational databases	Project Manager
1.3.1	Selection of studies that meet inclusion criteria	Identify all studies that meet inclusion criteria	Project Manager, Project Team
1. 4	Extraction of data	Analyse all studies that meet inclusion criteria	Project Manager
1.5	Synthesis and interpretation of results	All included results from the literature interpreted	Project Manager
1.5.1	Identification of pedagogical approaches from the literature	Pedagogical approaches identified	Project Manager, Project Team

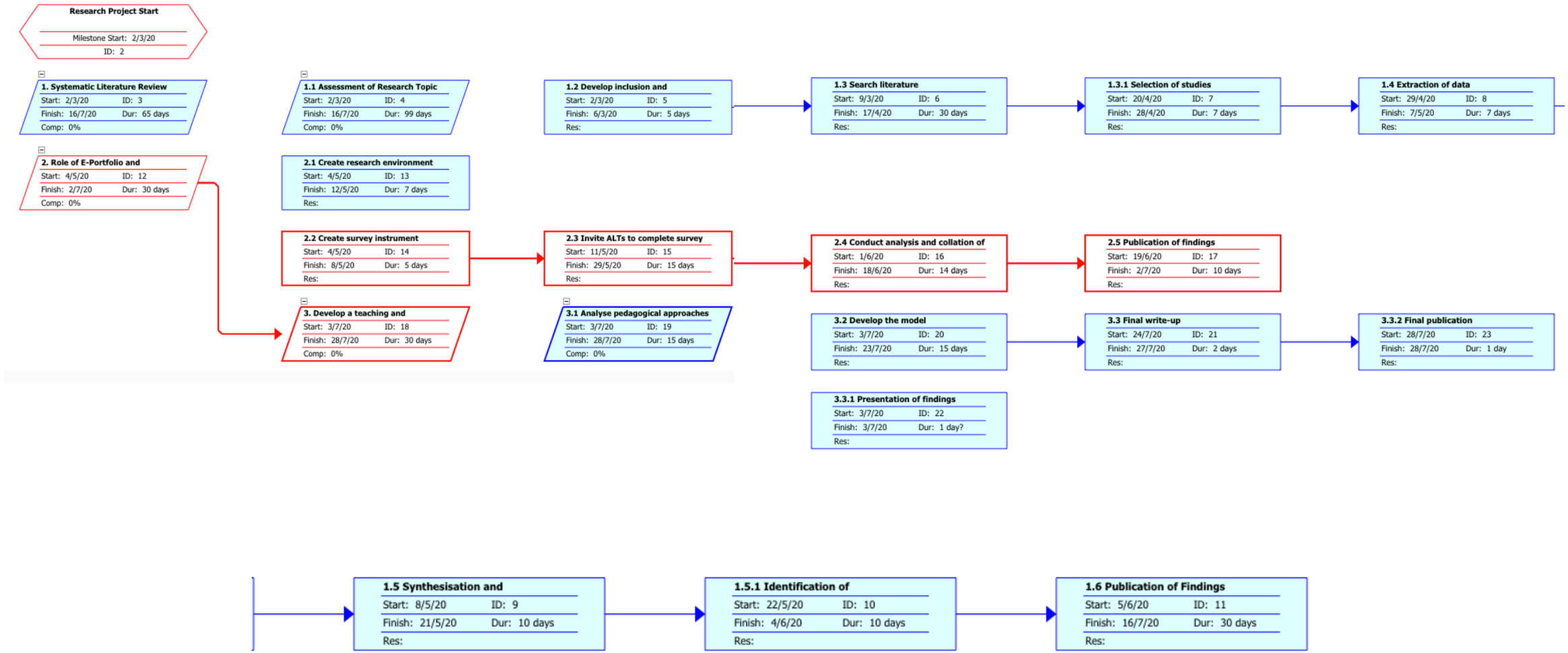
1.6	Publication of findings	Compilation of findings and analysis from the systematic literature review	Project Manager, Project Team
2.0	Publication on the role of E-portfolio in evaluating English language outcomes	Writing up and compilation of all results	Project Manager, Project Team
2.1	Create research environment	Collaborate with Cinglevue to create logins for research participants	Project Team
2.2	Create survey instrument for data collection	Creation of questionnaire	Project Manager
2.3	Invite ALTs to complete survey	Invite ALTs to complete survey	Project Manager, Project Team
2.4	Conduct analysis and collation of information	Compilation of information	Project Manager
2.5	Publication of findings	Writing up and compilation of results	Project Manager
3.0	Development of a teaching and learning model	Analytical explanation of English language outcomes in Shizuoka	Project Manager, Project Team
3.1	Analyse pedagogical approaches in relation to data from the study	Comparison of pedagogical approaches identified	Project Manager
3.2	Develop the model	Develop a conceptual framework	Project Manager, Project Team
3.3	Final Write-Up	Compilation of all results	Project Manager
3.3.1	Presentation of findings	Oral presentation at ALT Conference	Project Manager

3.3.2	Final publication	Writing up of all results	Project Manager

Following the definition of the activities, the third planning process involving the documentation of interrelationships between project activities was conducted in order to sequence the activities. The Schedule Management Plan, activity list, scope statement and milestone list served as inputs to this process. The precedence diagramming method was used to establish the logical relationships among the activities and this was used to develop the schedule network diagram for the project, as seen in figure 5. This was supported by meetings with other researchers and experts within the field.

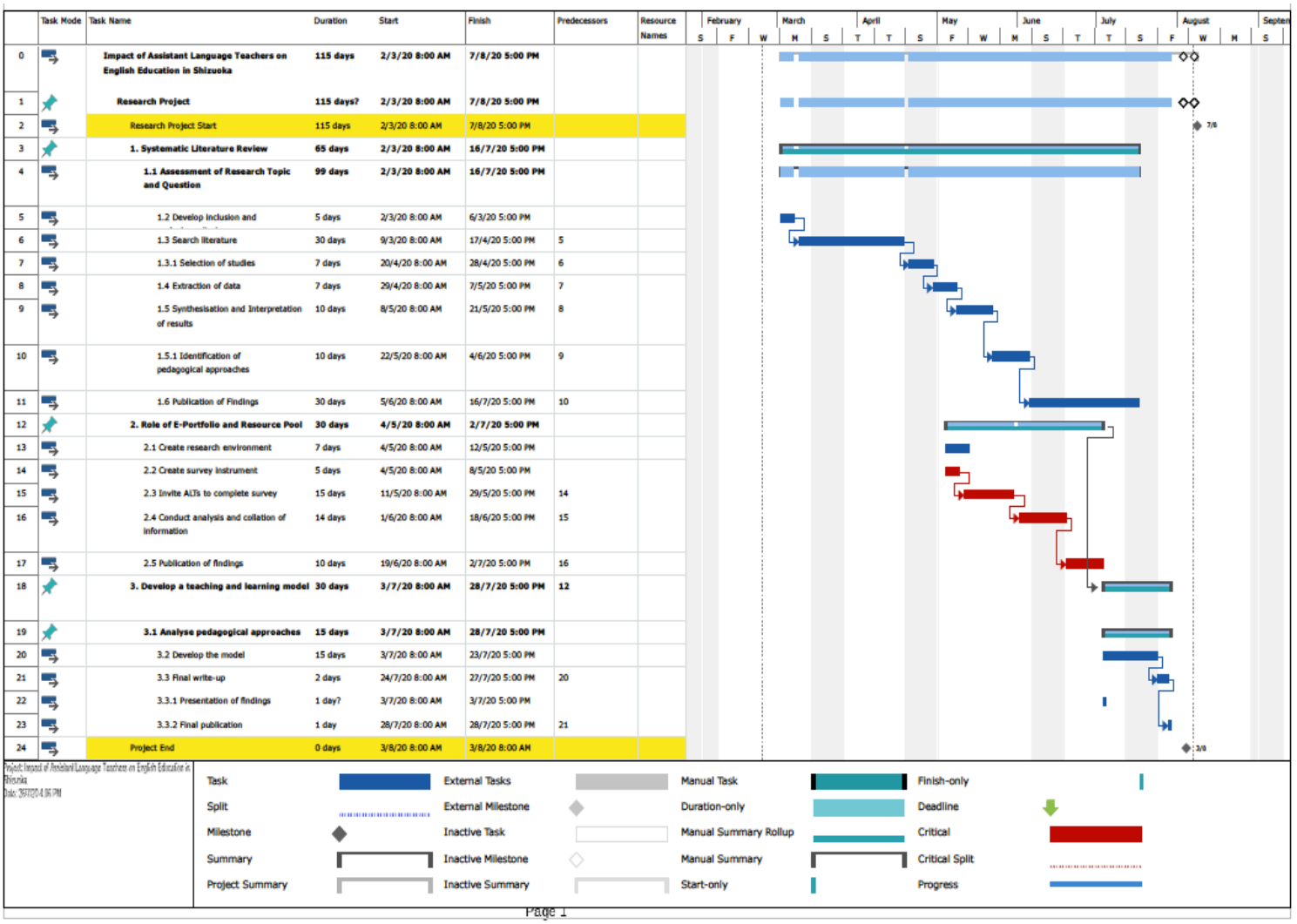
When the activities were identified and sequenced, the resources for each activity were assigned. Since this overlaps with the resource management aspect of the Project Management Plan, the activity and resource assignments are detailed there. The inputs used for that process were the Schedule Management Plan, Activity List, Risk Register and the Activity Cost Estimates detailed in the WBS Dictionary.

Figure 5 Critical Network Path (Binns, Author, July 2020)



The next process in Schedule Management planning was estimating activity durations. The activity list, activity resource requirements, Schedule Management Plan and project scope statement were the inputs for this process. The tools and techniques used were consultations with other researchers and examining previous research documents at Suruga Institute and in the field. Following this process, the schedule for the project was developed. The inputs to the process were the Network Diagram, Schedule Management Plan, Activity List, Project Scope Statement, Risk Register, and Resource Requirements. The tools and techniques used to develop the project schedule below, were Schedule Network Analysis and the software, Microsoft Project 2019.

Figure 6 Project Gantt Chart (Binns, Author, July 2020)



4.4. Project Cost Management

Planning cost management is the initial process of Project Cost Management. The Schedule Management Plan, and the Scope Baseline were used as inputs to the Cost Management Plan. The tools and techniques used to develop the Cost Management Plan were meetings with the Project Team, other researchers and the Project Sponsor. The Project Charter, Scope Management Plan and Schedule Management Plan were updated following the development of the Cost Management Plan.

COST MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

This project will require the Project Manager to assume full responsibility for the management and report of costs throughout the project. During the bi-monthly meetings with the Project Collaborators, the Project Manager will discuss the project's cost performance, as well as, account for any deviations within the budget. Ultimately, the Project Sponsor has full authority to request that changes be made to bring the project back on budget.

2. Cost Management Approach

Cost management will take place at the fourth level of the Work Breakdown Structure. Since the research project is not an exhaustive endeavour, control accounts will not be created. Rather, a budgetary expenditure sheet will be developed to track project spending. Earned value calculations will also be performed routinely to measure the project's cost performance.

In order to carefully monitor the costs, any variance of cost and schedule performance above or below 0.1 will be noted as cautionary and updated in the project status reports. Cost variances above or below 0.2 in cost and schedule will move the project cost status to alert and will require the Project Manager to take corrective actions. The Project Sponsor will have responsibility for requiring change orders for corrective actions preceding their inclusion in the project scope.

3. Measuring Project Costs

Earned Value Management will be used in order to measure the project's performance. These include Schedule Variance, Cost Variance, Schedule Performance Index and Cost Performance Index. The following table adapted from Project Management Docs (2020) will be used to monitor the SPI and CPI and will require the Project Manager to give an explanation for the variances.

Chart 30 Project Performance Measures (Project Management Docs, 2020)

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

4. Reporting Format

The cost management report will be included in the project status report to be provided to the Project Sponsor on a monthly basis. The report will include the earned value measurements, the reasons for cost variances if any, as well as the corrective actions to be taken. The cost management report will also monitor any project costs that exceed the budget and require a change request.

5. Cost Variance Response Process

The control thresholds for the research project is a CPI or SPI of more than 1.12 or less than 0.96. If the project advances to any of these levels, the Project Manager will alert the Project Sponsor and prepare a Cost Variance Corrective Action Plan with several corrective actions

that can be taken to bring the project back into alignment. Once a course of action is selected by the Project Sponsor then the corrective action plan will be formally accepted and integrated into the project plan.

6. Cost Change Control Process

Since the project costs must adhere to the budget, it is not anticipated that there will be a need for this process. However, if it is absolutely necessary, the cost change control process will follow the outlined change request process with the approval of the Project Sponsor.

7. Project Budget

The anticipated costs for the project are detailed according to the categories below:
Fixed costs: $0 | Material costs: USD$3000
Total Project Cost: USD$ 3000
Management Reserve: USD$ 0

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

After the schedule for the project was developed, the costs for the projects were estimated. The Cost Management Plan served as an input for this process. The tools and techniques used for this process were expert judgement, analogous estimating and bottom up estimating. Other researchers at Suruga Institute were consulted to assess the most effective means of estimating the budgetary requirements for the project.

To estimate the cost of each work package, costs were identified for each task to be carried out in order to complete the work components. Analogous estimating was used to compare this project's costs with the costs of similar research projects previously carried out by other researchers at Suruga Institute. These were detailed by the Project Manager in a spreadsheet using Microsoft Excel. The PMBOK states, "The contingency reserve may be a percentage of the estimated cost of the project, a fixed number or may be developed using quantitative analysis methods" (p. 245). While there are several ways to calculate the contingency reserve, such as the Monte Carlo Simulation, some small and medium sized organisations simply use a percentage of the project's cost because it saves time and is cost effective (Usmani, 2020). This project used the method of a percentage of the estimated cost of the project because the sponsor did not approve expenditure for quantitative tools to be purchased and there was no fixed number established. The cost estimates for the contingency reserve was calculated at 3% based on the recommendation of other researchers. The activity cost estimates are detailed in the WBS dictionary of the Scope Management Plan.

The information from the Activity Cost Estimates, Scope Baseline, Cost Management Plan, Project Schedule, Risk Register and project budget were used to calculate the costs of each work package. Other researchers with experience in the field were consulted and considerations of the budgetary limit were kept in mind during this process. The cost baseline below was subsequently developed.

Project Cost Baseline

Project Manager: Akierah Binns
Project Sponsor: Suruga Institute
Funding Source: Research Grant, Suruga Institute
Total Cost Authorization: USD$3000

Chart 31 Project Cost Baseline (Binns, Author, July 2020)

Activity ID #	Activity Name	Duration (days)	Activity Cost Estimate
1.0	Publication of systematic literature review	65	$0
1.1	Assessment of research topic and question	99	$0
1.2	Develop inclusion and exclusion criteria	5	$0
1.3	Search the literature	30	$500
1.3.1	Selection of studies that meet inclusion criteria	7	$0
1. 4	Extraction of data	7	$0
1.5	Synthesis and interpretation of results	10	$0
1.5.1	Identification of pedagogical approaches from the literature	10	$0
1.6	Publication of findings	30	$0
2.0	Publication on the role of E-portfolio in evaluating English language outcomes	30	$0
2.1	Create research environment	7	$0
2.2	Create survey instrument for data collection	5	$500
2.3	Invite ALTs to complete survey	15	$300

2.4	Conduct analysis and collation of information	14	$1000
2.5	Publication of findings	10	$0
3.0	Development of a teaching and learning model	30	$0
3.1	Analyse pedagogical approaches in relation to data from the study	15	$0
3.2	Develop the model	15	$0
3.3	Final Write-Up	2	$0
3.3.1	Presentation of findings	1	$0
3.3.2	Final publication	1	$0
	Total		**$3000**
	Contingency Reserve at 3%		**$90**

As part of applying Project Management principles to the research project, the Project Manager and Project Team identified a contingency reserve for the risks identified. According to the PMBOK guide, the contingency reserve is meant to treat with ‘known unknowns’ identified in the Risk Register and which have planned responses. The contingency reserve will be used by the Project Manager, in consultation with the Project Team and Project Sponsor, to insure the project against risks arising that will affect the project’s schedule and budget. The following table illustrates how the contingency reserve will be managed.

Chart 32 Management of the Contingency Reserve (Binns, Author, July 2020)

Activity ID #	Activity Name	Use of Contingency Reserve
1.0	Publication of systematic literature review	-
1.1	Assessment of research topic and question	-
1.2	Develop inclusion and exclusion criteria	-
1.3	Search the literature	10 % of contingency reserve can be applied to avoid negative impact on project's schedule (USD$ 9)
1.3.1	Selection of studies that meet inclusion criteria	-
1. 4	Extraction of data	-
1.5	Synthesis and interpretation of results	-
1.5.1	Identification of pedagogical approaches from the literature	-
1.6	Publication of findings	-
2.0	Publication on the role of E-portfolio in evaluating English language outcomes	-
2.1	Create research environment	-
2.2	Create survey instrument for data collection	20% of contingency reserve can be applied here since this is a critical part of the project (USD$ 18)
2.3	Invite ALTs to complete survey	50% of contingency reserve can be applied here since the research is dependent on ALT participation (USD$ 45)
2.4	Conduct analysis and collation of information	15% of contingency reserve can be applied here if a risk arises that will delay the project's schedule (USD$13.50)
2.5	Publication of findings	-
3.0	Development of a teaching and learning model	-
3.1	Analyse pedagogical approaches in relation to data from the study	-

3.2	Develop the model	-
3.3	Final Write-Up	-
3.3.1	Presentation of findings	-
3.3.2	Final publication	-

It is worth noting that since the project is research based, several of the activities do not require actual expenditure for their completion. Hence, the contingency reserve will be carefully monitored to ensure that is only used for the identified activities, associated with the project's risks.

4.5. Project Quality Management

The Quality Management Plan was developed after the Procurement Management Plan. The input for this process included the Stakeholder Register, Risk Register, and the requirements documentation. The tools and techniques utilised were meetings with researchers at Suruga Institute. The meetings centred on what steps researchers took to ensure their research met required standards of the field.

Since Suruga Institute does not currently have an existing quality management guideline for research projects, this Quality Management Plan will serve as a blueprint for other researchers and future research products to ensure they meet the research standards for quality.

QUALITY MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

The purpose of the Quality Management Plan for this research project is to ensure that the necessary conditions for quality are established and maintained throughout the project to its conclusion. This plan will ensure research quality by ensuring the study is well-designed, tasks are appropriately delegated, feasibility of the study, and data received from research participants is carefully managed and monitored.

2. Quality Management Approach

The quality management approach for this research project will be focused on ensuring quality in the research process based on Suruga Institute's organisational standards and quality criteria for conducting research. The project will meet the standards required by using an integrated quality approach to guide the final written product and the research process according to research quality standards, measurements and improving quality.

Product quality for the final written document to be produced for this research project will be based on the criteria for writing research journal articles. The focus will be on ensuring the project's deliverables and this final deliverable meet the necessary research standards and criteria.

The project quality process will focus on how the research project is carried out. Ensuring that standards for research are adhered to will ensure that all activities meet the standards required for conducting research, such as, ethical requirements and maintaining the confidentiality of the research participants, which will also aid the successful delivery of the research project.

The Project Manager will have responsibility for defining and documenting all required standards for the research project; including product and process quality. The quality documentation process will then be integrated into the Project Management Plan and then transferred to Suruga Institute to be used as an operational quality standard for research projects.

Quality will be measured by the relevance and impact of the research, how the data from the research is monitored and evaluated and the integrity of the research process including research proposal, submission and reporting. Additionally, the research should acknowledge all the contribution of others and have no conflict of interest. The Project Manager will work in partnership with the Project Team to define these measurements and to conduct and analyse results. These measurements will also be used in determining project success after review and acceptance by the Project Sponsor.

3. Quality Requirements/Standards

3.1 Product Quality

Product quality standards will be identified by the Project Manager and Project Team. These will be based on Suruga's general organisational standards, as well as, standards specific for the conduct of research. In this case, the standards required for written deliverables in research is well-established within the field. These standards will be clearly identified and communicated with project stakeholders.

3.2 Process Quality

The standards for project quality will also be identified by the Project Manager and the Project Team. These standards will be based on existing research standards. These standards will be incorporated into the research process, documented in the Project Management Plan and shared with project stakeholders.

4. Quality Assurance

To ensure the quality of the research project throughout the project life-cycle, the Project Manager and team will monitor each phase of the research process to ensure compliance with the established standards. Where there are areas of substandard quality, the Project Manager and team will review them and identify how to bring these areas into alignment with the required project standards. The key quality assurance metrics for the research project are detailed in the table below.

Chart 33 Quality Assurance Metrics (Binns, Author, July 2020)

Process Action	Quality criteria not met	Quality criteria satisfied	Status	Comments
The research problem is well formulated, and the purpose of the study is clear.				
Study approach well designed and executed.				
The study demonstrates understanding of related studies.				
The data is the best available.				
Assumptions are explicit and justified.				
The research findings advance knowledge and bear on important policy issues.				
Documentation is accurate, understandable, clearly structured, and not opinionated in tone.				
Study is compelling, useful, and relevant to stakeholders and decision makers				

The Project Manager will arrange bi-monthly appraisals to include a review of the processes being used on the research project, non-alignment and any audit findings. To improve the research process, the team will also perform a review of the findings from the quality assurance process. Any process improvement efforts toward the research process will be documented and shared with stakeholders.

5. Quality Control

The quality control of the research project will focus primarily on how the research is carried out. The quality performance standards are in accordance with research standards within the field of education. The Project Manager will meet twice per month with the Project Collaborators to discuss findings, conduct reviews, and suggest improvements for the research project.

5.1 Quality Control Measurements

All the research project's deliverables and processes must follow and be measured by the established research standards. The table below will be used by the Project Team to conduct the indicated measurements and will also be used to support documentation for the acceptance of the project.

5.1.1 Quality Control Log

Chart 34 Quality Control Log (Binns, Author, July 2020)

Deliverable #1	***Date***	***Acceptable? (Y/N)***	***Recommendation***	***Date resolved***

Sponsor Acceptance

Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

4.6. Project Resource Management

The Resource Management Plan was developed simultaneously with the Communications Plan. The activity resource requirements, Work Breakdown Structure (WBS), Project Charter, Quality Management Plan, Scope Baseline, risk and Stakeholder Registers were used as inputs in this process. The Organisational Process Assets used were information from other research projects sponsored by Suruga Institute. Additionally, expert judgement and meetings were used as tools and techniques in this process, to better clarify the resources required.

RESOURCE MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

Resource management is crucial to having a successful research project. It will help the Project Manager (researcher) to identify what resource is needed when and in what quantity throughout the life of the project. The Resource Management Plan includes; the resources allocated, detailed resource requirements and roles and responsibilities of team members.

The purpose of the Resource Management Plan is to identify the management action(s)/direction(s), necessary to meet the project's objectives. It will also indicate monitoring and evaluation of the resource requirements to ensure project conformance.

2. Resource Planning Process

In order to plan the resource requirements for the project, the Project Manager will meet with the Project Team to prioritise the required resources. Once the resources for the project have been arranged based on priority, the plan to plan technique will be used to manage the resources and to ensure that the resources obtained are being utilized as assigned.

3. Project Deliverables and High Level Work Breakdown Structure

The following resources will be necessary for the completion of the project.

Chart 35 High Level Work Breakdown Structure (Binns, Author, July 2020)

Project Phase	Task	Effort (days)	Resource Type	Deliverable(s)
All phases	Project Management	174	Project Manager	Project Management Plan
Systematic Literature Review	Writing up and compilation of all results from literature search	60	Project Manager, Research Database, Computer, Internet, Microsoft Office Suite	Systematic literature review document
The role of E-portfolio in evaluating English language outcomes	Writing up and compilation of all results from survey	30	Project Manager, Project Team, IT Expert, Statistical Analysis Software	Journal Article
Development of a teaching and learning model	Analytical explanation of English language	60	Project Manager	Conceptual framework

	outcomes in Shizuoka			
Final publication	Writing up of all results from all phases of the study	24	Project Manager	Computer, Internet
Oral presentation	Presentation at ALT Conference	15	Project Manager	Computer, Microsoft Office Suite

4. Project Resource Requirements and Assignments

The following RACI chart identifies the activities and individuals responsible for each aspect of the project.

Chart 36 RACI Chart (Binns, Author, July 2020)

Task	Project Manager	Project Team	Project Sponsor
1.0 Phase 1: Systematic Literature Review	Responsible Accountable	Informed	Informed
1.1 Assessment of research topic and question	Responsible Accountable	Informed	Informed
1.2 Develop inclusion and exclusion criteria	Responsible Accountable	Informed Consulted	
1.3 Search literature	Responsible Accountable	Informed Consulted	
1.4 Extraction of data	Responsible Accountable	Informed	
1.6 Publication of findings	Responsible Accountable	Informed Consulted	Informed
1.5 Synthesisation and interpretation of results	Responsible	Accountable Consulted	Informed
1.5.1 Identification of pedagogical approaches from the literature	Responsible Accountable	Consulted	Informed
2.0 Phase 2: The role of E-portfolios/ Resource pools	Responsible	Accountable Responsible	Informed
2.1 Create research environment	Accountable	Responsible	Informed

2.2 Create survey instrument	Responsible	Accountable Informed Consulted	
2.3 Invite ALTs to complete survey and utilise E-portfolio	Responsible	Consulted	Informed
2.4 Conduct analysis and collation of information	Responsible Accountable	Consulted Informed	
2.5 Publication of findings	Responsible Accountable	Informed Consulted	Informed
3.0 Phase 3: Development of a teaching and learning model	Responsible Accountable	Consulted	Informed
3.1 Analyse pedagogical approaches in relation to data from the study	Responsible Accountable	Consulted	Informed
3.2 Develop the model	Responsible Accountable	Unassigned	Informed
3.3 Final write-up	Responsible Accountable	Consulted	Informed
3.3.2 Final publication	Responsible Accountable	Consulted Informed	Informed
3.3.1 Presentation of findings	Responsible Accountable	Consulted	Informed

5. Detailed Resource Requirements

Chart 37 Detailed Resource Requirements (Binns, Author, July 2020)

RESOURCE		Skill Level or Material Quality	Associated Task(s)	Duration Required	Level of Risk Involved (High, Medium or Low)
Project Team					
Project Manager	At least 2 years research project management experience		Prepare Project Management Plan , Coordinate the work of contractors and designers, Interact and coordinate with government agencies and other stakeholders	Entire Project	High
Project Collaborators	Medium (5 -10) years experience		Assist with the development of timelines and ensure all elements of the project are progressing according to time and on budget as anticipated, as well as, assist with IT and software requirements.	Entire Project	Medium
RESOURCE		**Skill Level or Material Quality**	**Associated Task(s)**	**Duration Required**	**Level of Risk High, Medium or Low**
Facilities					

Research environment requirements (setting up of an online platform to receive data from participants)	Advanced	Develop the platform to sufficiently accommodate the participants' responses. Ensure the space is free from glitches in the user experience	Entire project duration	High
RESOURCE	**Skill Level or Material Quality**	**Associated Task(s)**	**Duration Required**	**Level of Risk High, Medium or Low**
Equipment				
Computer, Internet access	Advanced	To ensure adequate research operations including communication with stakeholders, coordination of meetings and timely writing up of research documents	Entire project duration and after project closure	High
Software Tools				
Microsoft Office Suite, Microsoft Project Professional, Statistical Research Analysis Software	Advanced	Establish an integrated information technology platform and access to a research database to facilitate the conduct of the research project.	First to Final Phase of Project and after project closure	High

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

4.7. Project Communications Management

The following Communications Management Plan was developed to facilitate the smooth flow of information exchange throughout the project lifecycle. The plan specifically addresses how project stakeholders will receive information and with what degree of frequency. The plan was developed following consultations with the Project Sponsor. There was no previous communication delivery method established by Suruga Institute for project researchers. However, the most common methods utilised by the Project Sponsor were telephone calls and facsimile transmissions. This information was noted for improvement in the development of the plan, to include more updated and convenient channels of communication.

COMMUNICATIONS MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

The objective of this Communications Management Plan is to ensure the project's success by establishing solid communication delivery methods to meet the information needs of project stakeholders. This Communications Plan details the methods of gathering data, distribution and gives information regarding the actions and procedures needed to maintain the communication network among the stakeholders, integral to this project's success. This includes the communication requirements, the intended audiences, frequency of communication and who is responsible for communicating with each target audience.

The intended audience of this plan is the Project Manager, Project Team, Project Sponsor and any other stakeholder whose support is needed to execute the communication plans.

2. Stakeholder Identification and Analysis

Chart 38 Stakeholder Identification Chart (Binns, Author, July 2020)

Name	Title	Contact	Communication	Channel
Akierah Binns	Project Manager	Akierah.binns@gmail.com	Status reports, Internal Project Status Meetings	Emails
Cinglevue International	Project Team (Collaborators)	Samantha-kaye.johnston@cinglevue.com	Internal project status meetings	Emails, Web Conference (Webex, Zoom)
Suruga Institute	Project Sponsor	055-981-3033	Project Management Plan, Status meetings	Telephone, Face to Face Meetings
Suruga Researchers	Stakeholders	O55-981-3033	External project meetings	Face to Face Meetings

3. Communication Vehicles
3.1 Communications Matrix

Chart 39 Communications Matrix (Binns, Author, July 2020)

Project name: Research Project on the Impact of ALTs on English Education in Shizuoka **Project Objective:** To develop a conceptual framework for teaching English to be used by ALTs **Prepared by:** Akierah Binns (Project Manager) **Submitted to:** Suruga Institute (Project Sponsor) **Number of Communication Channels:** 4						
Communication Type	**Vehicle**	**Audience**	**Description/Purpose**	**Frequency**	**Owner**	**Channel**
Personal Communication	Project Updates	Project Sponsor, Project Team	Regular communication	Bi-weekly	Project Manager	Telephone calls, Email, Meetings, Web Conference
Reports	Project status report (Project success)	Project Sponsor, Project Team	Updates on project issues	Bi-weekly	Project Manager	Emails, Meetings
	Project quality report	Project Sponsor	Updates on project quality performance	Bi-Monthly	Project Manager	Email
	Financial report	Project Sponsor	Updates on project finances and performance	Monthly	Project Manager	Email
Project announcements	Project activity reminders	Project Team	Schedule reminders	Weekly	Project Manager	Email
Presentations	Project review	Project Sponsor, Project Team	Completed project status update	Once	Project Manager	Meeting, Web conference
	Final account	Project Sponsor, Project Team	Completed audit of project performance done at the end of the project	Once	Project Manager	Meeting, Web conference

Reviews and Meetings	Team Meeting	Project Team	Meetings to review project status	Monthly	Project Manager	Planning meeting
	Planning	Project Team	Regular updates and project planning	Bi-weekly	Project Manager	Progress and planning meeting

3.2 Project Reporting

Project reporting will take the form of bi-weekly project updates to the Project Sponsor and Project Team. The Project Manager will telephone the Project Sponsor and will send an email or host a web conference with the Project Team. Additionally, project reviews and planning meetings will be held bi-weekly and monthly to monitor the project's performance as detailed in the communications matrix. The Project Manager is the owner of all the communication processes since the project is relatively small and has minimal human resources.

3.3 Communication Delivery Methods and Technologies

As indicated in the communications matrix, the most utilised method of communication will be e-mail, face to face meetings, reports, web conferences and presentations. Since all the Project Collaborators are not in a singular place, diverse technology-based communication methods will especially be utilised to facilitate meetings that would typically be face-to-face.

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

4.8. Project Risk Management

Initially project risks were identified in the Project Charter document. These risks were further elaborated during the planning process and are detailed in the Project Risk Management Plan. The Project Manager and Project Team identified the project risks during planning meetings using expert judgement and the recommended tools and techniques from the PMBOK. The risks identified were then assessed qualitatively with appropriate responses discussed and assigned, should the risks arise. However, the risks were not assessed quantitatively because of the small size of this project, the lack of historical data, financial constraints which limited the purchase of and access to technological tools. As highlighted in the scope, other limitations such as, no historical data, limited resources and non-approval from the sponsor to expend further financial resources for the purchasing of quantitative assessment tools led to only a qualitative risk analysis being performed for this project. As part of the risk planning and management process, the Project Charter, Stakeholder Register and subsidiary plans were used as inputs for the process. This plan identifies how the risks will be identified, analysed, planned, responded to, monitored and controlled during the life of the project.

RISK MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

According to the PMBOK Guide, a risk is anything positive or negative that can have an impact on project objectives, which may or may not happen during the life of the project (PMI, 2017). This Risk Management Plan will identify the risks associated with this project, as well as, indicate how risks will be recognized, analysed and managed. It details how the risk management tasks of the project will be carried out, recorded and monitored throughout the life of the project.

The Risk Management Plan was developed by the Project Manager in the planning phase of the project and will be carefully monitored and updated throughout the project life cycle. The intended audience of this plan is the Project Team and Project Sponsor.

2. Risk Management Procedure

2.1 Process

The Project Manager in collaboration with the Project Team and other stakeholders, such as researchers at Suruga Institute will collectively identify risks and analyse the impact these risks would have on the project, as well as, how they can be appropriately managed throughout the project's lifecycle to minimise the negative impacts and increase the likelihood of positive impacts. The steps to be undertaken are detailed on the following sections. The Project Manager will also act in the capacity of Risk Manager for this project.

2.2 Risk Management Method and Identification

The project risks were first identified during the development of the Project Charter. To do a more detailed analysis of the risks involved, the Project Manager, Project Team and stakeholders will use ACME's risk management method and an evaluation of environmental factors, Suruga's organisational environment, and the Project Management Plan.

According to Morphy (2008), the ACME (Identify, Assess, Respond and Monitor) risk management method involves four steps that occur within the project lifecycle. The first step involves *identification* of the risks throughout the life of the project, the second step is *assessment* to see how likely the risk is to occur, the third step is to *respond* using the several risk response strategies and the final step is *monitoring* to ensure that the risk responses are effective and to apply any corrective action deemed necessary.

The ACME method will involve the Project Manager and Project Team identifying, assessing, responding to and monitoring risks. In the initial phases the team will identify risks during planned bi-weekly project meetings. This will be done on an ongoing basis. When a risk is identified, the likelihood of the risk occurring and its impact will be assessed. Following this, a response to transfer, avoid or mitigate the risk will be decided on. Finally, the risk responses identified will be monitored.

During this process, the Project Team will give specific attention to the project deliverables, assumptions, constraints, WBS and other project documents. A Risk Register will also be created and updated to account for the risk identified and how they will be monitored.

2.3 Risk Analysis

The probability and impact of the risks will be analysed using a probability impact matrix, as part of qualitative risk analysis. Following this, a risk response plan will be created for all the risks identified as having either a positive or negative impact on the project. Probability and impact will be categorised using the following scale;

Chart 40 Risk Analysis Scale (Binns, Author, July 2020)

Scale	Very low (1)	Low (2)	Moderate (3)	High (4)	Very high (5)
Project Objective					
Time	Increases the time for the project by one (1) month	Increases the time for the project by three (3) months	Increases the time for the project by six (6) months	Increases the time for the project by (1) year	Increases the time for the project to over a year
Cost	1% to 5% cost increase	6% to 10 % cost increase	11% to 15% cost increase	16% to 20 % cost increase	Greater than 20% cost increase
Quality	Non-noticeable impact on research	Research quality not significantly impacted	Research quality impacted but project can still continue	Research quality is significantly impacted and requires significant adjustments to meet quality standards	Research quality is significantly impacted resulting in entire project overhaul
Scope	Minor area of scope affected; easily adjusted	Project scope increases to accommodate one thing	Project scope increases to accommodate two adjustments	Project scope increases to accommodate more than two adjustments	Project scope increases to accommodate all requests
Resource	Project requires one additional resource	Project requires two additional resources	Product requires three additional resources	Project requires four additional resources	Project requires more than four additional resources
Participation	Project has only 10 participants from Shizuoka	Project has only 8 participants	Project has only 6 participants	Project has only 4 participants	Project has less than 4 participants

2.4 Risk Response Planning

All major project risks will be identified and monitored by the Project Manager and Project Team. Once a risk is identified as a major concern, the team will identify how to respond by using one of the following risk responses:

- **Avoid** – eliminate the risk by eliminating the cause
- **Mitigate** – finding ways to reduce the probability or the impact of the risk
- **Accept** – Nothing will be done
- **Transfer** – Make another party responsible for the risk (this risk response will not be used as it is not a viable option for this research project)

For risks to be mitigated, the Project Team will identify how best to prevent the risk or reduce the likelihood of its occurrence.

2.5 Risk Monitoring, Controlling and Reporting

The level of risk on the project will be monitored throughout the life of the project and reported on at project planning meetings. The Risk Register will be maintained and updated by the Project Team. All change requests will be analysed according to the impact on the project risk. The Project Manager has responsibility for identifying when to carry out a risk response.

3. Risk Breakdown Structure (RBS)

To better represent the project risks, the Project Team organised the risks using a hierarchical structure and further divided the risks according to the categories of schedule, cost, scope, resources, participation and quality as detailed in the table below.

Chart 41 Risk Breakdown Structure (Binns, Author, July 2020)

RBS Level 0	RBS Level 1	RBS Level 2	RBS Level 3
0. All sources of project risk	1. Schedule	1.1 Project timeline	1.1.1 Project exceeds stipulated timeline
	2. Cost	2.1 Project cost	2.1.1 Project exceeds budget
			2.1.2 Suruga Institute not able to deliver funding for the project as promised
			2.1.3 Funding delays in money being delivered lead to a late start and completion of the project
	3. Scope	3.1 Scope creep	3.1.1 Project scope expands beyond

			specified project objectives
	4. Resources	4.1 Project resources	4.1.1 Project may exceed human resource capability.
		4.2 Research access	4.2.1 Project Manager may not have access to research databases
	5. Participation	5.1 Respondent participation	5.1.1 Respondent participation may be low
	6. Quality	6.1 Project quality	6.1.1 Project quality does not meet research standards
	7. Communication	7.1 Project communication	7.1.1 Poor communication among project sponsor, research collaborators and other key stakeholders
	8. Methodological limitations	8.1 Low response rate	8.1.1 Participants do not respond favourably to the research project

The identified risks and Scope Baseline were then used to prioritise the risks and identify their potential impacts using qualitative risk analysis. The Project Manager and Project Team used probability and impact assessment as seen in the table below to prioritise each risk and assess the likelihood of occurrence.

4. Probability and Impact Matrix

Chart 42 Probability and Impact Matrix (Binns, Author, July 2020)

Risk	Probability	Impact	PXI Risk Value	Risk Level
1.1.1 Project exceeds stipulated timeline	2	5	10	**Major Risk**
2.1.1 Project exceeds budget	1	5	5	**Marginal Risk**

2.1.2 Suruga Institute not able to deliver funding for the project as promised	1	5	5	**Marginal Risk**
2.1.3 Funding delays in money being delivered lead to a late start and completion of the project	1	5	5	**Marginal Risk**
3.1.1 Project scope expands beyond specified project objectives	3	5	15	**Very Serious Risk**
4.1.1 Project may exceed human resource capability	3	4	12	**Major Risk**
4.2.1 Project Manager may not have access to research databases	2	4	8	**Appreciable Risk**
5.1.1 Respondent participation may be low	4	5	20	**Very Serious Risk**
6.1.1 Project quality may not meet research standards	1	5	5	**Appreciable Risk**
7.1.1 Poor communication among project sponsor, research collaborators and	1	5	5	**Marginal Risk**

other key stakeholders				
8.1.1 Participants do not respond favourably to the research project	3	5	15	**Very Serious Risk**

The risk rating for this project will be identified using the probability-impact matrix above. The risk assessment will be classified according to the categories, Very Serious Risk, Major Risk, Appreciable Risk and Marginal Risk.

Figure 7 Risk Assessment Categories (Binns, Author, July 2020)

Risk Level			**IMPACT**				
			Very Low **1**	Low **2**	Medium **3**	High **4**	Very High **5**
PROBABILITY	Very High	**5**	5	10	15	20	25
	High	**4**	4	8	12	16	20
	Medium	**3**	3	6	9	12	15
	Low	**2**	2	4	6	8	12
	Very Low	**1**	1	2	3	4	5

The following are the definitions of each level of risk for this project;

Chart 43 Definition of Risk Levels (Binns, Author, July 2020)

	Very Serious Risk	Requires urgent preventative measures. The project should not be initiated without the application of urgent measures to limit the risk.
	Major Risk	Mandatory preventative measures. The risk variables must be carefully controlled during the project.
	Appreciable Risk	Introduce preventative measures to reduce the level of risk.
	Marginal Risk	These risks should be monitored. Does not require preventative measures before starting the project.

5. Risk Register

After assessing the probability and impact of each risk, the Resource, Cost, Quality Management Plan and Schedule Management Plan, as well as the Scope Baseline, Stakeholder Register and Procurement documents were used as inputs to develop a comprehensive Risk Register. The tools and techniques utilised were expert judgement and meetings with other researchers. The Risk Register below represents the output of this process. It details the cause of the risk, trigger, potential consequence and response strategy for each risk.

Chart 44 Risk Register (Binns, Author, July 2020)

RBS Code	Cause	Risk	Consequence	P	I	P x I	Trigger	Owner	Strategy	Cost (USD)
1.1.1	Poor project time management	Project exceeds stipulated timeline	**Major**	2	5	10	Other project management responsibilities clash with proper time management	Project Manager	Mitigate- Assign project responsibilities to other members of Project Team to keep track of project schedule	< 300
2.1.1	Poor project financial management	Project exceeds budget	**Marginal**	1	5	5	Lack of monitoring project budget	Project Manager	Mitigate – Use a budgetary management application to track project spending	< 1000
2.1.2	Sponsor's failure to meet financial commitments	Suruga Institute not able to deliver funding for the project as promised	**Marginal**	1	5	5	Sponsor's other financial obligations clash with the project's requirements and execution	Project Manager	Mitigate – Ensure the project proposal is submitted and approved	< 1000
2.1.3	Sponsor's failure to meet financial commitments	Funding delays in money being delivered lead to a late start and completion of the project	**Marginal**	1	5	5	Sponsor's other financial obligations clash with the project's requirements and execution	Project Manager	Mitigate – Meet regularly with the Project Sponsor and keep them apprised of the project's progress through meetings with the project team	< 1000
3.1.1	Addition of project elements without careful monitoring	Project scope expands beyond specified project objectives	**Very Serious**	3	5	15	Improper change control procedures	Project Manager	Avoid – Ensure all changes follow the outline change control	< 3000

									procedures and are approved by the Project Sponsor	
4.1.1	Improper management of project resources	Project may exceed human resource capability	**Major**	3	4	12	Lack of delegation in executing project activities	Project Manager	Avoid – Consult with Project Team to ensure even and manageable distribution of project resources	>2000
4.2.1	Insufficient funding for research database subscriptions	Project Manager may not have access to research databases	**Appreciable**	2	4	8	Lack of budget accountability (value for money)	Project Manager	Mitigate- Consult with Project Team, Project Sponsor and research experts to develop the project's budget	>2500
5.1.1	Improper recruitment procedures	Respondent participation may be low	**Very Serious**	4	5	20	Not conveying the benefit of the research to participants	Project Manager	Mitigate – Possibly provide incentives for participation	>1500
6.1.1.	Lack of integrity in the research process	Project quality may not meet research standards	**Appreciable**	1	5	5	Improper research procedures employed	Project Manager	Avoid – Ensure the research process is followed carefully, consult with experts and other researchers	< 100
7.1.1	Lack of proper communication techniques	Poor communication among project sponsor, research collaborators and other key	**Marginal**	1	5	5	Complaints from stakeholders about not being informed of key project decisions and progress	Project Manager	Avoid – Circulate project meeting minutes and meet regularly with stakeholders	< 1000

		stakeholders								
8.1.1	Improper research planning	Participants do not respond favourably to the research project	**Very serious**	3	5	15	Disinterest from project stakeholders	Project Manager	Avoid - Monitor research instruments using software, use expert judgement to design research instrument and use groups representative of subject population	< 3000

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

4.9. Project Procurement Management

The Procurement Management Plan was developed once the resource requirements for the project were identified and documented in the Resource Management Plan. The inputs for the process were the Project Charter, the Risk and Stakeholder Registers and Requirements Documentation. The Project Manager and Project Team utilised meetings with the Project Sponsor as a tool to develop this plan.

The plan is the first of its kind for Suruga Institute and served as a guide on the procurement process for larger research projects requiring contractual arrangements, such as the types of contracts to be used, managing procurement risks, vendor management approach and how to internally measure vendors' performance.

This process can significantly impact the success of the project. Therefore, the Project Team carefully identified all the necessary services and items to be purchased/procured. It was important to identify these as the services and items can impact the project's budget, schedule and quality of the project. The Project Sponsor, Project Team and Project Manager, during the meeting, agreed that a procurement statement of work was not necessary for this project because of the project's size and procurement in relation to the project's objectives.

PROCUREMENT MANAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

This Procurement Management Plan identifies the procurement parameters of the project to ensure the project's success. This plan details how items for the research project will be procured, what contractual processes will be used, the contract approval process and decision criteria.

2. Procurement Management Approach

The Project Manager will have responsibility for overseeing the project procurement's process. In collaboration with the Project Team, the Project Manager will identify the needs of the project. Since the research project is relatively small, all the project's procurement needs will be managed by the Project Manager, who will also review the necessary procurement items, determine appropriate vendors and conduct purchasing.

3. Procurement Definition

Following consultations with other researchers and experts within Suruga Institute, the following items and services were determined to be necessary for the project's success. These items are easily procured and once endorsed by the Project Sponsor, do not require contractual submissions. As such, they will be procured using direct purchasing methods

Chart 45 Items and Services to be Procured (Binns, Author, July 2020)

Item/ Service	Justification	Needed by
Research database subscription	Needed to complete systematic literature review	Project start
Printing and binding of final research document	Needed for the presentation of the final written document	Project end
Incentive	Needed to encourage participation of ALTs	Phase 2 of project
Travel	Travel by train/bus is needed to observe the teaching methods used by ALTs in the classroom	Phase 2 of project
Survey platform	Needed to distribute the survey to participants	Phase 2 of project
Statistical Analysis Software	Needed to analyse information received from participants	Phase 2 of project

4. Type of Contract to be Used

All items and services to be procured for this project will be solicited using direct purchasing. The Project Manager will consult with the Project Sponsor to identify if there are any preferred vendors for direct purchasing. Initial checks revealed that Suruga Institute had no specific vendors and it was left to the researcher to identify how to procure the items necessary for the research project.

The direct purchasing method of procurement will be utilised because the size of the project does not warrant any major contracts to be developed with vendors.

5. Procurement Risks

Although this research project does not require expansive procurement activities, there is still risk involved. These risks will be managed according to the Risk Management Plan detailed as part of the Project Management Plan. The specific risks associated with procurement are

- Unrealistic cost expectations for vendors
- Possible delays in delivery, which could negatively impact cost and schedule
- Past performance of vendors
- Final product or service may not meet the required standards for the project

6. Procurement Risk Management

Project risks will be managed using the Risk Management Plan as previously indicated. For the specific risks related to procurement, the Project Team will meet and discuss suitable procurement vendors, with the possibility of establishing relationships with these vendors, since Suruga Institute does not yet have any such system in place. These vendors must meet the approval of the Project Sponsor.

7. Vendor Identification and Selection

This project does not have significant procurement requirements. As such, a Request for Proposal will not be used in the procurement process. The Project Team will meet and identify potential vendors for the two major services to be purchased; research database subscription and statistical analysis software. The Project Team will carry out an assessment of potential vendors using expert judgement and the following criteria;

- Vendor's capability to meet the required delivery dates for procurement requirements
- Customer reviews and past performance of the vendor
- Cost of procuring the items/services
- Vendor's quality assurance measures

Once the vendors have been selected and meet with the approval of the Project Sponsor, the Project Manager will work with the Project Team to finalise arrangements with the vendor(s). Once this is complete, the Project Manager will initiate the process of managing procurements.

8. Standardised Procurement Documentation

Although this research project is not large scale, the intent is for it to be used as a model for other research projects at Suruga Institute. Hence, the Project Manager and Project Team will develop a standard request for proposal template (see Exhibit 1) to be used by other researchers engaged in more detailed procurement activities, which require contracts. A standard document will provide Suruga Institute with a method of properly documenting and improving procurement efforts while providing adequate levels of detail for making comparisons among proposals, pricing and procurement contracts while administering research projects.

9. Procurement Constraints

The procurement constraints identified by the Project Manager working in collaboration with the Project Team span the areas of schedule, cost and resources. Schedule constraints may involve the procurement process not going according to the schedule of the research project. Therefore, the 'late' procurement of items and services for the project could lead to schedule delays. Cost constraints may include the cost of procurement of items/services exceeding the allocated portion of the project's budget and resource constraints include the possibility of additional human resource to manage the item or service.

10. Contract Approval Process

This section of the Procurement Management Plan is relevant to other researchers at Suruga Institute. For projects that require contracts, the initial step should be to identify what elements of the project will require outside procurement. Pre-determined vendor criteria should be set and a cost analysis performed to compare vendor prices. When these are complete, the Project Manager should work with the Project Sponsor to solicit vendors. This may take the form of a Request for Proposals (RFP). When the proposals are received, the Project Manager and Project Team should identify which vendors meet the pre-determined criteria established by the Project Team followed by the Project Sponsor's approval.

11. Decision Criteria

The criteria for the selection of procurement contracts should follow a similar procedure as highlighted in the vendor procurement and selection process, that is, decision criteria should include;

- Whether or not the vendor is able to provide all items/services by the required date
- Quality
- Cost
- Expected delivery date
- Outsourced costs versus in-sourcing
- Vendor's past performance

These criteria should be measured by the Project Manager and approve by the Project Sponsor.

12. Vendor Management

For this research project, the requirement of this function will be minimal. Nonetheless, the Project Manager will have responsibility for ensuring the agreed upon vendors deliver the service/ items in a timely manner, so as to not impact the project's schedule negatively.

13. Performance Metrics for Procurement Activities

The Project Team will use the following table as an internal metric for vendor performance. The table will use a metric scale of 1 to 3, with 1 meaning the vendor was unsatisfactory, 2 being acceptable and 3 being exceptional. The Project Manager intends for Suruga Institute to adopt this as the start of a vendor database, which other researchers can use to measure vendor's past performance and make selections for their procurement needs.

Chart 46 Procurement Performance Metric (Project Management Docs, 2020)

Vendor	Product/Service Quality	On Time Delivery	Documentation Quality	Cost per unit	Transactional Efficiency
Vendor 1					
Vendor 2					

Sponsor Acceptance

Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

14. Exhibit 1 (Request for Proposal Template)

REQUEST FOR PROPOSAL TEMPLATE

REQUEST FOR PROPOSAL (RFP)
<PROJECT NAME>

COMPANY NAME
STREET ADDRESS
CITY, PREFECTURE
ZIP CODE

DATE

TABLE OF CONTENTS

1. **Summary and Background**
   This section of the Request for Proposal (RFP) should provide a high level description of what the request for proposal is for and the purpose of the requirement. It may provide background information of the organization requesting proposals as well. Most of the requirement details will be included in subsequent sections of the document.

2. **Proposal Guidelines**
   This section of the Request for Proposal should provide a description of what each vendor's proposal should contain. It should also include a timeline within which all proposals must be submitted. Any requirements that must be included in each proposal should be described in detail in this section of the RFP.

3. **Project Purpose and Description**
   This section of the Request for Proposal should provide the purpose and description of the project or work to be performed in as much detail as possible. In order for companies to submit accurate proposals, they need the details of exactly what work needs to be performed and the purpose of the work. The purpose of the work is important because sometimes bidders may be able to provide different but more effective solutions.

4. **Project Scope**
   While the project description provides bidders with general information about the project, this part of the Request for Proposal should include in detail what the project requires, as well as, what is not included as part of the project. In addition to the description of the project, this section should detail any additional work required to achieve the desired result (i.e. research, coding, etc.).

5. **Request for Proposal and Project Timeline**
   The Request for Proposal should provide known information about the timeline for the RFP process as well as the project itself. Much of the project timeline will be determined in the project initiation and planning phases once the winning bidder is chosen. However, any known deadlines or timeframes should be listed in this section.

6. **Budget**
   This section of the Request for Proposal should explain what bidders include in their proposals regarding budget items. Often, an RFP will ask bidders to list pricing in a specific manner or describe what exactly should be included in the pricing for the proposal. This may describe specific items to include or exclude depending on the project or task.

7. **Bidder Qualifications**
   This part of the Request for Proposal should describe what will make an organisation a successful bidder. You may solicit examples of work from bidders, contact information for follow on questioning, company history, executive background, information on company size, organizational charts, or any other number of information to aid in the decision making process.

8. Proposal Evaluation Criteria

Here the Request for Proposal should describe how proposals will be evaluated. It should include a list of criteria that will be reviewed and describe what is suitable for each of the criteria. The more detail that can be included, the more thorough and complete the proposals should be.

Adapted from Project Management Docs (2020)

4.10. Project Stakeholder Engagement

Project Stakeholder Engagement was carried out as part of the initial planning phases of the project. For this research project, stakeholder participation is imperative. The stakeholders were identified using the Project Charter and experience of Suruga Institute researchers served as inputs to the process. The Project Team further utilised all the tools and techniques from the PMBOK Guide; stakeholder analysis, meetings and expert judgement to complete the Stakeholder Register as the output of the process.

Following the identification of the stakeholders, the Project Team planned how to engage each stakeholder. The inputs for this process were the Communications Plan and Stakeholder Register. The development of the Stakeholder Engagement Plan also utilised expert judgement and meetings as tools to inform the process. The stakeholder identification, analysis and planned engagement were then utilised by the team to manage and monitor levels of engagement throughout the project's lifecycle. The Project Charter and Project Management Plan were updated following the development of the Stakeholder Engagement Plan.

STAKEHOLDER ENGAGEMENT PLAN

RESEARCH PROJECT ON THE IMPACT OF ALTS ON ENGLISH EDUCATION IN SHIZUOKA

SURUGA INSTITUTE
SHIZUOKA, JAPAN

JULY 2020

Table of Contents

1. Introduction

This Stakeholder Engagement Plan details the processes undertaken to identify the people and organisations that this project could affect. It also identifies and classifies project stakeholders, determines their power and interest, analyses the possible stakeholder expectations and their impact on the project in order to create relevant communication strategies for stakeholder engagement. Using this plan, the project manager will be better able to ensure that stakeholders' interests are represented and that they are effectively engaged during the execution of the project. This is crucial for gaining stakeholder support and managing any resistance or conflict that may arise from stakeholders during the life of the project.

2. Identification of Project Stakeholders

The Project Manager and Project Team met and discussed in a brainstorming session, who the stakeholders for the project would be. The team identified both internal and external stakeholders, using the following criteria obtained from Project Management Docs (2020);

- *"Will the person or their organization be directly or indirectly affected by this project?*
- *Does the person or their organization hold a position from which they can influence the project?*
- *Does the person have an impact on the project's resources (material, personnel, funding)?*
- *Does the person or their organization have any special skills or capabilities the project will require?*
- *Does the person potentially benefit from this project or are they in a position to resist?"*

Any group, individual or organisation that met the criteria above were identified as project stakeholders. The Project Manager and Project Team then analysed these stakeholders according to their level of interest, ability to impact, needs, and potential impact on the project's success as detailed in the stakeholder analysis register below.

Chart 47 Stakeholder Identification Analysis (Binns, Author, July 2020)

Stakeholder	Role	Stakeholder contact information	Level of interest (low-medium-high)	Ability to impact (low-medium-high)	What we want from the stakeholder	Stakeholder requirements	Perspective regarding project
Suruga Institute	Project Sponsor	055-981-3033	High interest in the project because the Institute provides funding for the project	High	Approval of project management document and endorsement of project activities	Successful completion of the project	Positive
Suruga Institute Researchers	Project contributors	055-981-3033	Medium interest in the project because of its potential to assist them in their research endeavours	Low	Availability for consultation (advice on research procedures)	Template for managing research using project management methodology	Positive
Assistant Language Teachers (ALTs)	Respondents	Various	High interest because of the project's potential benefits to them	High	Participation in survey	Possible incentives for participation; a framework to guide their classroom teaching	Positive

Japanese Teachers of English	Project beneficiaries	054-254-2111	Medium interest – the project has the potential to make their work with ALTs easier	Low	Feedback	Be informed of project's outcomes	Neutral
Shizuoka Board of Education	Project beneficiaries	054-254-2111	High interest – the project has the potential to feed into research they are currently doing on improving the English syllabus	Low	Endorsement	Be informed of project's outcomes	Positive
Japan's Council of Local Authorities for International Relations	Project beneficiaries	81-3-5213-1730 Fax : +81-3-5213-1741	High – the project can help to inform the administration of the Japan Exchange and Teaching Program	Low	Endorsement	Be informed of project's outcomes	Positive
Japan's Ministry of Education, Culture, Sports, Science and Technology	Project consultants	81 (0) 3-5253-4111	High – project can help to inform current and future English	Low	Endorsement	Be informed of project's outcomes	Neutral

			education reform				
Native Teachers of English	Project beneficiaries	Various	High – project has the ability to impact how they carry out their work	Medium	Participation	Be informed of project's outcomes	Positive
Shizuoka Business Community	Project beneficiaries	Various	Medium – the project will indirectly benefit them	Low	Support	Be informed of project's outcomes	Neutral
Japanese students learning English	Project beneficiaries	Various	Low – Project will benefit them but they themselves are not fully aware of the intricacies of English teaching	Low	Feedback	Implementation of findings in the English classroom	Neutral
General public (other ALTs, JTEs from other prefectures in Japan)	None	Various	Medium – depending on the project's outcomes, some teaching methods could be borrowed and applied	Low	-	Be informed of the project's outcomes	Neutral

3. Power/Interest Classification

The Stakeholder Analysis Register revealed that each stakeholder has varying levels of interest and impact on the project. Based on the analysis performed, each stakeholder's power and interest was classified using a power/interest grid in order to graphically organise stakeholders and identify what attention and level of engagement will be needed for each. The power/interest grid analysis followed the PMBOK Guide (PMI, 2017) and was used to develop a targeted stakeholder engagement strategy.

Figure 8 Stakeholder Power/Interest Classification (Binns, Author, July 2020)

Power	Low Interest	High Interest
High	**KEEP SATISFIED**	**MANAGE CLOSELY** • Suruga Institute • Assistant Language Teachers • Native Teachers of English
Low	**MONITOR** • General Public • Japanese students of English	**KEEP INFORMED** • Suruga Institute Researchers • Japanese Teachers of English • Shizuoka Board of Education • Council of Local Authorities for International Relations • Ministry of Education, Sports, Culture, Science and Technology • Shizuoka Business Community

4. Stakeholder Consultation

To ensure that the stakeholder identification and analysis process was comprehensive, the Project Manager and Project Team consulted with the Project Sponsor and other researchers at Suruga Institute. Additionally, informal interviews were conducted with Assistant Language Teachers to identify if the project carefully considered their issues and concerns, as well as, to receive their feedback on the potential engagement process.

5. Plan Stakeholder Management

The Project Manager and Project Team will work together to engage stakeholders throughout the life of the project. The engagement levels will differ depending on the needs of the stakeholders. The initial stages of the project will not require intensive engagement but in phase two of the project where stakeholder participation is required then the level of engagement will gradually increase among key stakeholders.

5.1 Stakeholder Engagement Assessment Matrix

To facilitate the stakeholder engagement process, the Project Manager assessed current levels of engagement using the Stakeholder Engagement Assessment Matrix below and subsequently developed a stakeholder engagement timetable to clarify the engagement technique and frequency of engagement for each stakeholder.

Chart 48 Stakeholder Engagement Assessment Matrix showing the list of stakeholders and their current engagement levels (C) and their desired level of engagement (D) (Binns, Author, July 2020)

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Suruga Institute				**C D**	
Suruga Institute Researchers				**C**	**D**
Assistant Language Teachers (ALTs)				**C**	**D**
Japanese Teachers of English			**C**	**D**	
Shizuoka Board of Education			**C**		**D**
Japan's Council of Local Authorities for			**C**	**D**	

International Relations					
Japan's Ministry of Education, Culture, Sports, Science and Technology			**C**	**D**	
Native Teachers of English				**C**	**D**
Shizuoka Business Community			**C**	**D**	
Japanese students learning English			**C**		**D**
General public (other ALTs, JTEs from other prefectures in Japan)	**C**			**D**	

6. Manage Stakeholder Engagement

To effectively manage stakeholders, the Project Team will carry out the activities highlighted in the Communications Management Plan, as well as, the strategies identified in the table above. The successful execution of these activities will enable the project to achieve its objectives while clarifying the project's goals and benefits to stakeholders to garner their support.

To bolster this process, the Project Team will also continuously seek feedback and input from stakeholders throughout the life of the project and use this information to make adjustments to the stakeholder engagement process. Should any issues arise, these will be noted using a project issues log and potential solutions will be discussed and implemented by the Project Team.

6.1 Stakeholder Engagement Timetable

Chart 49 Stakeholder Engagement Timetable (Project Management Docs, 2020)

Stakeholder	Engagement Purpose	Engagement Strategy	Engagement Frequency	Activity Owner
Suruga Institute	Key player	Involve this stakeholder as a member of the planning committee and obtain feedback on project processes. Frequent communication and addressing concerns are imperative.	Bi-weekly	Project Manager
Suruga Institute Researchers	Keep informed	Project Team and Project Manager should work with this stakeholder to answer questions and address concerns.	Monthly	Project Team
Assistant Language Teachers (ALTs)	Key player	Obtain feedback on project processes. Frequent communication and addressing concerns are imperative.	Monthly	Project Manager
Japanese Teachers of English	Keep informed	Project Team and Project Manager should work with this stakeholder to answer	As needed	Project Manager

		questions and address concerns.		
Shizuoka Board of Education	Keep informed	Project Team and Project Manager should work with this stakeholder to answer questions and address concerns.	Monthly	Project Manager
Japan's Council of Local Authorities for International Relations	Keep informed	Project Team and Project Manager should work with this stakeholder to answer questions and address concerns.	Monthly	Project Manager
Japan's Ministry of Education, Culture, Sports, Science and Technology	Keep informed	Project Team and Project Manager should work with this stakeholder to answer questions and address concerns.	Monthly	Project Manager
Native Teachers of English	Key player	Obtain feedback on project processes. Frequent communication and addressing concerns are imperative.	Monthly	Project Manager
Shizuoka Business Community	Keep informed	Project Team and Project Manager should work with this stakeholder to answer questions and	As needed	Project Manager

		address concerns.		
Japanese students learning English	Monitor	Communicate project specifications as required.	As needed	Project Manager
General public (other ALTs, JTEs from other prefectures in Japan)	Monitor	Communicate project specifications as required.	As needed	Project Manager

7. Monitor Stakeholder Engagement

As detailed in the Communications Management Plan, there will be ongoing feedback from stakeholders utilising the various channels of communication, such as emails, meetings, and web conferencing. Informal feedback will also be solicited from individual stakeholders on an ongoing basis to identify any potential issues that may arise during the execution of the project. These will be reported and discussed during the project status meetings.

To ensure that the stakeholder issues are taken on board and adequately addressed, the Stakeholder Engagement Plan and relevant project documents will be updated monthly, as well as, the Stakeholder Analysis Register.

Sponsor Acceptance
Approved by the Project Sponsor:

_____ Date: _____

President
Suruga Institute

5.CONCLUSIONS

The execution of this FGP revealed several areas in which project management can and was successfully applied to research. The use of project management principles allowed the Project Manager/Researcher to use the methodology systematically to reduce the likelihood of the research project being over budget, of poor quality, outside of scope and schedule.

1. The planning phase of the research project involved the development of a research topic and questions supported by a Project Charter.
2. The Project Charter was developed and provided the details of the major components of the Project Management Plan. These were reviewed and approved by the Project Sponsor.
3. The Scope Management Plan identified the specific areas the project would cover. For research projects, the scope sometimes changes as the Project Manager (researcher) uncovers findings related to the research. However, for this specific project, there is not much room for the scope to expand without negatively impacting the cost and schedule. Therefore, it is anticipated that the project will be carefully managed to satisfy these delineations.
4. The Schedule Management Plan outlined the timeframe within which the project should be completed. The time for the project's execution was short and required intensive effort to complete.
5. The project's costs had to fit within the budget provided by the Project Sponsor in the form of a research grant. Even with the contingency budget of 3% of project costs, the Project Sponsor made it clear that the project's allotted budget was not to be surpassed.
6. The Quality Management Plan differed from that of a typical project. This project focused on the tenets of good quality research, such as the methods of research employed, transparency of the research process and proper citations and references.

7. The resources for the project were clearly identified. The responsibility for the execution of the project using the Resource Management Plan rested heavily on the Project Manager who had significant responsibility for most of the project's resources.
8. The Communications Management Plan identified several channels of communication to be utilised during the life of the project. These included traditional and modern means of communication.
9. The Risk Management Plan helped the Project Team to identify even more risks than were initially highlighted in the Project Charter. As a result, the Project Team was able to adequately plan and prepare risk responses.
10. The creation of the Procurement Management Plan revealed that this is an area for further development for Suruga Institute. The size of this specific research project was not adequate enough to cover all elements of the project procurement process for future research projects.
11. The Stakeholder Management Plan carefully highlighted how the Project Manager and Project Team planned to engage with stakeholders in order to ensure the project's success.

6. RECOMMENDATIONS

In conducting research at the project level, Kridelbaugh (2017) noted that often times research projects do not have clearly defined goals or findings in the course of the research project may change its direction. In this way research can be adhoc and sporadic but with the application of project management principles, even research projects can adhere to some alignment across the knowledge areas of integration, scope, time, cost, quality, resource, communication, risk, procurement and stakeholder management. The overall benefit of this plan is that it will serve as a blueprint for future research projects at Suruga Institute linked to the general objective of the creation of the Project Management Plan. In keeping with this, the below are the recommendations for implementing sound project management practices as identified throughout the execution of this Final Graduation Project.

1. Suruga Institute should adopt the methods employed in the execution of this research project, starting with the Project Charter to create transparency in the research processes employed by researchers at the Institute. Once research project proposals are approved by the Institute, a Project Charter should be presented to the research committee as formal documentation with the main tenets of the research and should be assessed and approved before the research project begins.
2. Suruga Institute should hold the researcher accountable for the initial plan presented in the Project Charter, to establish a procedure for execution of research projects. For all projects, this should involve regular meetings with the Project Sponsor to develop a Project Management Plan and all the relevant components. The project plan should carefully outline the timing, sequence and budget of the project, which will help to keep the project on track and increase the likelihood of project success.
3. All research projects should be documented and appointed a project administrator by Suruga Institute. Currently, the Institute allows the researchers freedom to carry out the necessary administration as they see fit. However, the appointment of an administrator would help to keep Suruga

Institute informed, as well as, reduce the overreliance on one individual for the project's human resource needs.

4. Suruga Institute should provide greater support in the procurement process by creating a database of suitable vendors, compiled from previous research projects, as well as, some guidelines to facilitate research project procurement. These guidelines could include rules for purchase commitments, procurement thresholds, a Request for Proposal template to be utilised and rules for single source procurements.
5. In addition to the established research quality protocols in the field, Suruga Institute should develop specific quality assurance activities for research projects funded by the Institute. This is especially relevant because standard operating procedures will help to elevate the research profile of the Institute, and for larger research projects, if any aspect of the study changes as it relates to resources then there would be a standard for the study to continue to completion.
6. Communication for research projects should involve updated communication channels. In some cases, researchers had to send documents via facsimile. The recommendation is for the Institute to evolve its communication channels so as to have a greater network with its own stakeholders and to be able to inform research projects.
7. For all projects, project documentation is of paramount importance. Suruga Institute should utilise the documents developed as part of this Project Management Plan to start a repository of documents to be utilised by its researchers. These documents should align with the various sections of the Project Management Plan. Additionally, lessons learned from each research project should be developed to serve as Organisational Process Assets.
8. Suruga Institute should also consider the tools required for conducting quantitative risk assessment. Larger research projects will carry greater risks, which may need to be examined quantitatively, therefore, this will be useful for researchers at the Institute who will require more definitive risk assessment tools.

9. Suruga Institute should include this Project Management Plan as part of its Organisational Process Assets. This will serve other researchers as a reference point and guide for their research. It will provide the expected benefit of greater accountability on the part of the researcher and a clear plan on how each research project's funding is applied throughout the research process. Furthermore, it will help to streamline each project's cost and positively affect Suruga Institute's KPIs of measuring research impact, developing their research infrastructure and producing research projects that meet quality standards.

7.BIBLIOGRAPHY

Christian, K. (2018). *Keys to Running Successful Research Projects: All the Things They Never Teach You.* Cambridge, MA: Academic Press.

Eze, C. (2018). How to Write a Scope of Work for a Research Project. researchClue.com. Retrieved from https://nairaproject.com/blog/how-to-write-scope-of-study-of-a-research-paper-with-examples.html#:~:text=The%20scope%20of%20study%20section,what%20is%20to%20be%20expected.

Kadam, N. (2019). What are the Key Performance Indicators (KPI) for a research project? *Researchgate*. Retrieved from https://www.researchgate.net/post/What_are_the_Key_Performance_Indicators_KPI_for_a_research_project

Kridelbaugh, D. (2017, February 2). How Project Management Techniques Can Improve Research. Retrieved from https://www.labmanager.com/business-management/how-project management-techniques-can-improve-research-3378

Kumar, C. R. (2008). *Research Methodology*. New Dehli: APH Publishing.

Memorial University of Newfoundland (2018). A Project Management Guide for Researchers. Retrieved from https://research-tools.mun.ca/rpm/wp-content/uploads/2018/01/Research-Project-Management-Guide-January-2018.pdf

Method. (2008). *Concise Oxford English Dictionary* (10 ed.). New York: Oxford Press Inc.

Mishra, S. B. & Alok, S. (2011). *Handbook of Research Methodology A Compendium for Scholars and Researchers*. New Dehli: Educreation Publishing.

Morphy, T. (2008). The Risk Management Method. Retrieved from https://www.stakeholdermap.com/project-templates/risk-management-plan.html

Mustaro, P. N., & Rossi, R. (2012). Research advisory breakdown structure proposal of guidelines for student mentoring based on project management principles. *Proceedings of the I Simpósio Internacional de Gestão de Projetos* (SINGEP), São Paulo.

Mustaro, P. N., & Rossi, R. (2013). Project Management Principles Applied in Academic Research Projects. *Issues in Informing Science and Information Technology,* 13, 325 – 340. Retrieved from

http://iisit.org/Vol10/IISITv10p325-340Mustaro0190.pdf

MyPM. (2020). Schedule Management Plan. Retrieved from https://s7629.pcdn.co/wp-content/uploads/2015/02/Schedule-Management-Plan.pdf

New York State Office. (n.d.). *NYS Project Management Guidebook*. Retrieved from https://its.ny.gov/sites/default/files/documents/origination.pdf

Payne, J. M., France, K. E., Henley, N., D'Antoine, H. A., Bartu, A. E., Elliott, E. J. & Bower, C. (2011). Researchers' experience with project management in health and medical research: Results from a post-project review. *BMC Public Health* **11,** 424 https://doi.org/10.1186/1471-2458-11-424

Usmani, F. (2020). Contingency Reserve vs Management Reserve. *PM Study Circle.* Retrieved from https://pmstudycircle.com/2012/02/contingency-reserve-vs-management-reserve/#:~:text=The%20Difference%20Between%20Contingency%20Reserve%20and%20Management%20Reserve&text=The%20contingency%20reserve%20is%20used,or%20duration%20of%20the%20project

Project Management Docs. (2020). Free Project Management Templates. Retrieved from https://www.projectmanagementdocs.com/#axzz6TB2Oc4k8

Project Management Institute, PMI. (2017*). A Guide to the Project Management Body of Knowledge,* (*PMBOK® Guide*) - Sixth Edition. Newton Square, PA: Project Management Institute.

Singer, S. (2018). Project Management in the Research Environment. Retrieved from https://needoc.net/project-management-in-the-research-environment

Singh, G. (2013). *Information Sources Services and Systems*. New Delhi, India: PHI Learning Private Ltd.

Stokes, P. & Wall, T. (2014). *Research Methods*. New York: Palgrave Macmillan.

Suruga Institute. (n.d.). Business Guide. Retrieved from http://www.srgi.or.jp/bizguide/research.html

APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER Formalizes the project start and confers the Project Manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	**Project Name:**
February 24, 2020	Project Management Plan for Conducting Research on the Impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Knowledge areas: Project Integration Management Project Scope Management Project Schedule Management Project Cost Management Project Quality Management Project Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management **Process groups:** Initiating, Planning, Executing, Monitoring and Controlling, Closing	Education/Research
Start date	**Finish date**
February 24, 2020	August 21, 2020
Project Objectives (general and specific)	
General objective: To develop a Project Management Plan for conducting research on the impact of ALTs on english education in Shizuoka Specific objectives: 1 To design a Project Charter that defines the formal authority of the Project Manager, as well as, gives the Project Manager power to use organizational resources to meet project objectives and develop the Project Management Plan 2 To create a Scope Management Plan for the delineation of all activities required for the project 3 To develop a Schedule Management Plan to support the completion of the project within the established time constraints 4 To produce a Cost Management Plan for the completion of the project within the established budget 5. To create a Quality Management Plan to establish the qualty requirements for the project in keeping with the triple constraints project methodology 6. To design a Resource Management Plan that clearly identifies how the resources will be managed and controlled for the successful completion of the project 7. To produce a Communications Management Plan that details how project communication will be managed and used to coordinate with stakeholders 8. To create a Risk Management Plan that identifies risks associated with the execution of the project and to plan for and analyse these risks, as well as, the appropriate responses, how risk responses will be implemented and how monitoring of the project's risks will take place	

9. To create a Procurement Management Plan that supports the procedures for obtaining products and services required for the successful completion of the project
10. To develop a Stakeholder Management Plan that details the project stakeholders and how they will be engaged for the succesful completion of the project.

Project purpose or justification (merit and expected results)

The goal of this Final Graduation Project is to create a Project Management Plan that will be used to direct the execution of a research project on the impact of Assistant Language Teachers (ALTs) on English Education in Shizuoka, Japan. The actual research being carried out by the Project Manager does not have pre-established guidelines established by the spnsoring institution. This Project Management Plan will therefore be used to guide the executing, monitoring and conrolling of the research project. Therefore, this plan has the benefit of establishing project research guidelines that can be adopted and used by the sponsoring institution to guide other researchers operatng in a research environment. On a larger scale, it may also be utilised by reearchers within the project management field as a guide or reference document for conducting research using project management methodology.

Description of Product or Service to be generated by the Project – Project final deliverables

This Final Graduation Project will produce a detailed plan with all subsidiary management plans to include; Project Charter, scope, schedule, cost, quality, resource, communication, risk, procurement and stakeholder. The development of the plan will be guided by the standards detailed in the Project Management Body of Knowledge (PMBOK) – 6th edition.

Assumptions

Time: The project is able to be completed within the established timeframe of three months.
Cost: The project is able to be completed within the budget established by the sponsorig institution.
Scope: The scope of the project is sufficient for the deliverables to be met.
Resources: The project can be successfully executed by one person

Constraints

Time: The project has to be conducted within three (3) months.
Cost: The project has to be conducted within the defined budget.
Resources: The project is being conducted by one (1) individual.

Preliminary risks

If the timeline for the project is not followed this might negatively impact the project's completion date.
If the project is not completed within three months, this might impact the abiliity of the Project Manager to be successful in the Final Graduation Course
If feedback for the project is not given, this might negatively impact the quality of the project.

Budget

The budget for this project is US$3000 dollars. The budget is expected to be spent on the purchase of software required for the completion of the FGP, subsccription to research databases and the printing and mailing of the FGP.

Milestones and dates

Milestone	Start date	End date
Final Graduation Project Start	February 24, 2020	
Graduation Seminar	February 24, 2020	March 27, 2020
Tutoring Process	March 30, 2020	June 26, 2020
Revision by Reviewers	June 29, 2020	July 17, 2020
Adjustments	July 20, 2020	August 14, 2020
Presentation to Board of Examiners	August 17, 2020	August 21, 2020

Relevant historical information

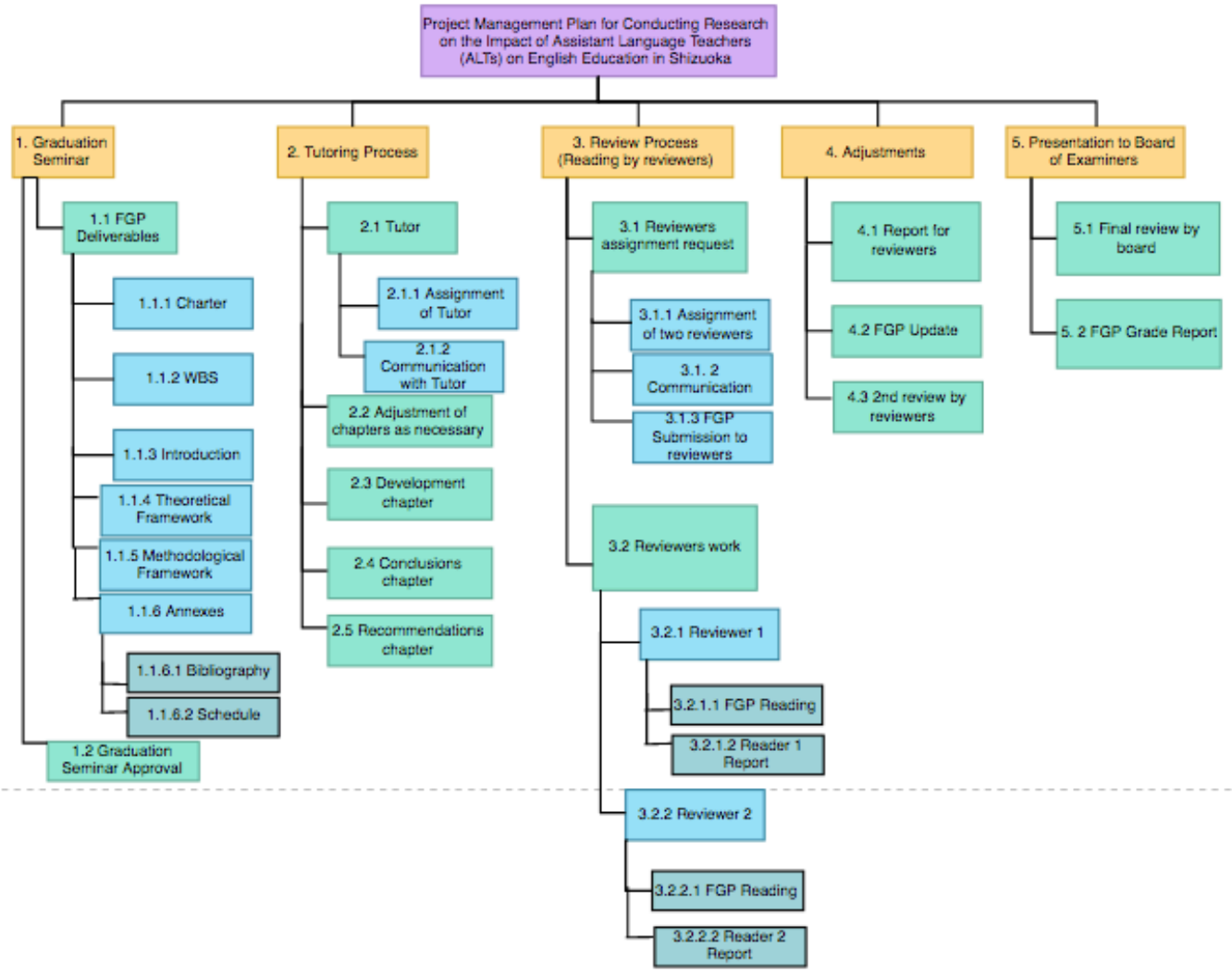
The research institute was founded in July 1982 to enhance the regional economy of Shizuoka. The Institute has issued a grant to foreign instructors to help promote international understanding and multiculturalism. While the research grant is offered to encourages recipients to engage in research projects that are related to Japanese culture and society, there is no established Project Management Plan to guide research projects. This will be a novel approach to applying project management practices to conducting research.

Stakeholders

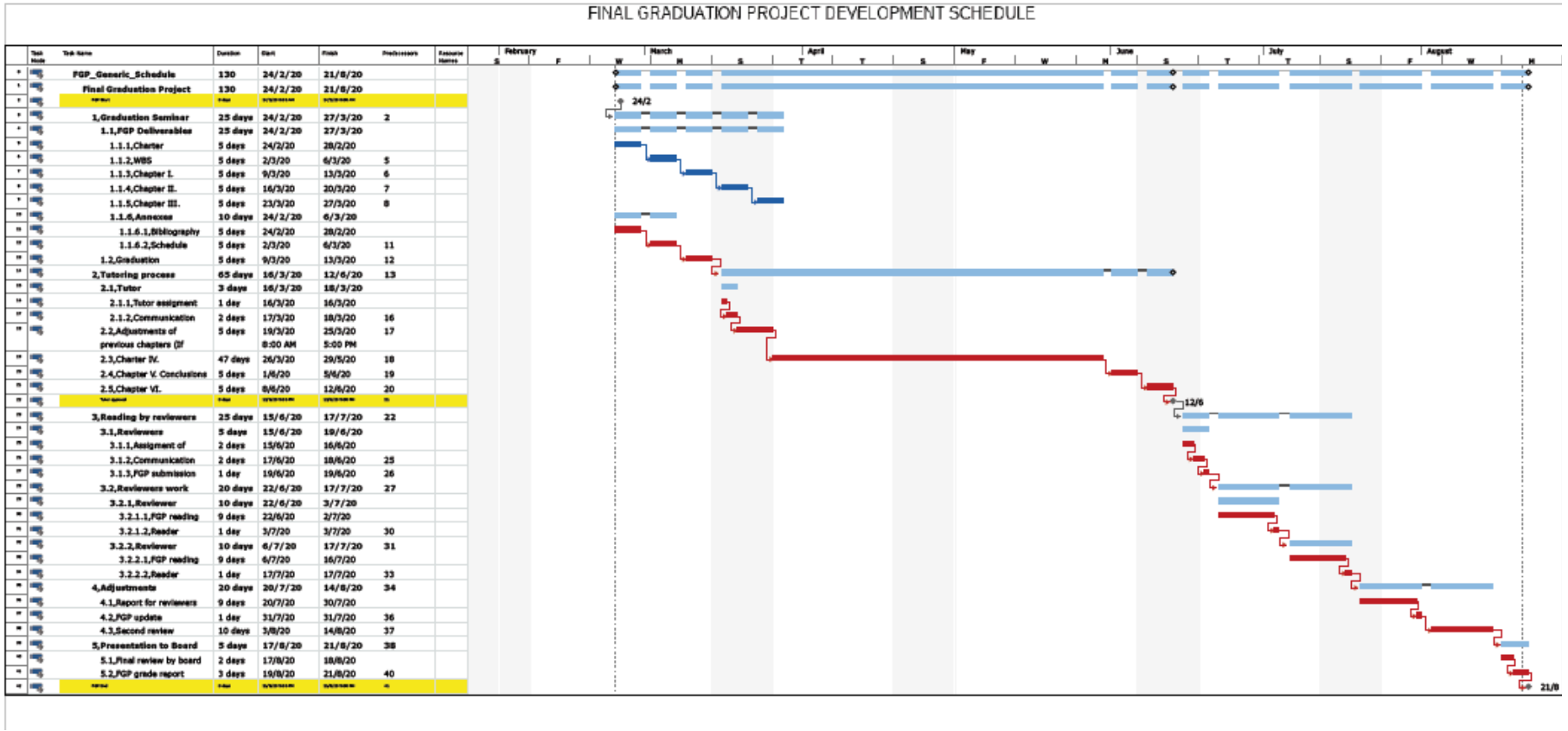
Direct stakeholders:
Project Manager – Akierah Binns, FGP Lecturer – Mr, Carlos Brenes, Tutor
Indirect stakeholders: Suruga Research Institute

Project Manager: Akierah Binns	**Signature***: A. Binns*
Authorized by:	**Signature:**

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



	Task Name	Duration	Start	Finish	Predecessors
0	FGP_Generic_Schedule	130	24/2/20	21/8/20	
1	Final Graduation Project	130	24/2/20	21/8/20	
2	1,Graduation Seminar	25 days	24/2/20	27/3/20	2
3	1.1,FGP Deliverables	25 days	24/2/20	27/3/20	
4	1.1.1,Charter	5 days	24/2/20	28/2/20	
5	1.1.2,WBS	5 days	2/3/20	6/3/20	5
6	1.1.3,Chapter I.	5 days	9/3/20	13/3/20	6
7	1.1.4,Chapter II.	5 days	16/3/20	20/3/20	7
8	1.1.5,Chapter III.	5 days	23/3/20	27/3/20	8
9	1.1.6,Annexes	10 days	24/2/20	6/3/20	
10	1.1.6.1,Bibliography	5 days	24/2/20	28/2/20	
11	1.1.6.2,Schedule	5 days	2/3/20	6/3/20	11
12	1.2,Graduation	5 days	9/3/20	13/3/20	12
13	2,Tutoring process	65 days	16/3/20	12/6/20	13
14	2.1,Tutor	3 days	16/3/20	18/3/20	
15	2.1.1,Tutor assigment	1 day	16/3/20	16/3/20	
16	2.1.2,Communication	2 days	17/3/20	18/3/20	16
17	2.2,Adjustments of previous chapters (If	5 days	19/3/20 8:00 AM	25/3/20 5:00 PM	17
18	2.3,Charter IV.	47 days	26/3/20	29/5/20	18
19	2.4,Chapter V. Conclusions	5 days	1/6/20	5/6/20	19
20	2.5,Chapter VI.	5 days	8/6/20	12/6/20	20
21					
22	3,Reading by reviewers	25 days	15/6/20	17/7/20	22
23	3.1,Reviewers	5 days	15/6/20	19/6/20	
24	3.1.1,Assigment of	2 days	15/6/20	16/6/20	
25	3.1.2,Communication	2 days	17/6/20	18/6/20	25
26	3.1.3,FGP submission	1 day	19/6/20	19/6/20	26
27	3.2,Reviewers work	20 days	22/6/20	17/7/20	27
28	3.2.1,Reviewer	10 days	22/6/20	3/7/20	
29	3.2.1.1,FGP reading	9 days	22/6/20	2/7/20	
30	3.2.1.2,Reader	1 day	3/7/20	3/7/20	30
31	3.2.2,Reviewer	10 days	6/7/20	17/7/20	31
32	3.2.2.1,FGP reading	9 days	6/7/20	16/7/20	
33	3.2.2.2,Reader	1 day	17/7/20	17/7/20	33
34	4,Adjustments	20 days	20/7/20	14/8/20	34
35	4.1,Report for reviewers	9 days	20/7/20	30/7/20	
36	4.2,FGP update	1 day	31/7/20	31/7/20	36
37	4.3,Second review	10 days	3/8/20	14/8/20	37
38	5,Presentation to Board	5 days	17/8/20	21/8/20	38
39	5.1,Final review by board	2 days	17/8/20	18/8/20	
40	5.2,FGP grade report	3 days	19/8/20	21/8/20	40
41					

Appendix 4: English Philologist Credential

DegreeVerify Certificate

Transaction ID#:	0186375118	**Date Requested:**	05/16/2019 11:03 EDT
Requested by:	SOLRUBY MENDOZA	**Date Notified:**	05/16/2019 11:07 EDT
Status:	Confirmed		

INFORMATION YOU PROVIDED

Subject Name: **SOLRUBY** (First Name) **MENDOZA** (Last Name)

Name Used While Attending School: (if different from above)

Date of Birth: **06/14/1988** mm/dd/yyyy

School Name: **CALIFORNIA STATE UNIVERSITY - NORTHRIDGE**

Degree Award Year: **2013**

Attempt To: **Verify a degree**

INFORMATION VERIFIED

Name On School's Records:	**SOLRUBY MENDOZA**
Date Awarded:	**05/24/2013**
Degree Title:	**BACHELOR OF ARTS**
Official Name of School:	**CALIFORNIA STATE UNIVERSITY - NORTHRIDGE**
School Division:	**COLLEGE OF HUMANITIES**
Major Course(s) of Study:	**LANGUAGES/CULTURES**

Appendix 5: English Philologist Review Report

3714 Dwiggins St.
Los Angeles, CA 90063

August 3, 2020

To Whom It May Concern,

I, SolRuby Mendoza, have read and reviewed Akierah Binns's Final Graduation Project, "Project Management Plan for Conducting Research on the Impact of Assistant Language Teachers on English Education in Shizuoka," for correct grammar and mechanics in line with standard English. The aforementioned project achieves the linguistic expectations of master's level work.

Cordially,

SolRuby Mendoza