

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF SAGE X3  
ACCOUNTING SOFTWARE AT THE DEVELOPMENT FINANCE  
CORPORATION, BELMOPAN, BELIZE, C.A.

IMANI JANAE THOMPSON

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

Belmopan, Belize

March, 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

Jorge Trejos

Full name must be written  
TUTOR

Eneida Gongora

Full name must be written  
REVIEWER No.1

Xavier Salas

Full name must be written  
REVIEWER No.2



Student full name  
STUDENT

## **DEDICATION**

This research project is dedicated to my son, Ahmar Wade, who became a part of my world during my studies and gave me an even greater reason to continue striving for excellence. To my parents, Anselma Gullap & George Thompson, for their continuous support, love, and encouragement. To my husband, Ernest Wade, for always believing me. Lastly, to my dear friend Mayra Alcoser for the constant reminder to always stay strong, rest in peace.

## **ACKNOWLEDGMENTS**

There were many challenges along this journey, but the successful completion of this project would not have been possible without the support of many individuals, and I am truly grateful.

I want to express my appreciation to my tutor, Mr. Jorge Trejos, for his patience and understanding when I experienced significant personal setbacks along this journey. I would also like to thank Ms. Gabriela Zuniga for her constant communications.

I am also grateful to Mr. Andrew Bradley, the IT Manager at the Development Finance Corporation, for always finding the time to consult and provide insight into the development of this project. The completion of this project would not have been possible without your support.

Finally, I must express my gratitude to my family and friends, including my brother Ivor for being a source of inspiration through his dedication to his educational achievements.

Many thanks to anyone who gave their support along the way, I could not have done this alone, and I am incredibly grateful.

## INDEX OF CONTENTS

APPROVAL PAGE	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
INDEX OF CONTENTS	v
INDEX OF FIGURES	vii
INDEX OF CHARTS	viii
ABBREVIATIONS AND ACRONYMS	ix
EXECUTIVE SUMMARY (ABSTRACT)	x
1 INTRODUCTION.....	13
1.1. Background .....	13
1.2. Statement of the problem .....	14
1.3. Purpose .....	14
1.4. General Objective.....	15
1.5. Specific objectives .....	15
2 THEORETICAL FRAMEWORK .....	16
2.1 Company/Enterprise framework .....	16
2.2 Project Management Concepts .....	18
3 METHODOLOGICAL FRAMEWORK.....	31
3.1 Information sources .....	31
3.2 Research methods .....	35
3.3 Tools.....	38
3.4 Assumptions and Constraints .....	40
3.5 Deliverables.....	43
4 RESULTS.....	46
4.1. Project Charter .....	46
4.2. Project Scope Management .....	55
4.3. Project Schedule Management .....	68
4.4 Project Cost Management .....	75
4.5 Project Quality Management .....	81
4.6 Project Resource Management .....	87
4.7 Communication Management.....	94
4.8 Project Risk Management .....	98
4.9 Project Procurement Management.....	107
4.10 Project Stakeholder Management .....	110
5 CONCLUSIONS .....	118
6 RECOMMENDATIONS .....	120
7 BIBLIOGRAPHY .....	122
8 APPENDICES .....	124
Appendix 1: FGP Charter.....	124
Appendix 2: FGP WBS .....	127
Appendix 3: FGP Schedule.....	128
Appendix 4: Linguist Certification.....	129
.....	130

## INDEX OF FIGURES

<b>Figure 1</b> Organizational Structure of the Development Finance Corporation. (DFC Annual Report, p.16, 2016) .....	17
<b>Figure 2</b> Project Initiation Context. Reprinted from A Guide to the Project Management Body of Knowledge (p.8), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	18
<b>Figure 3</b> Interrelationship of PMBOK Guide Key Components in Projects. Reprinted from A Guide to the Project Management Body of Knowledge (p.18), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	21
<b>Figure 4</b> Project Management Process Groups. Reprinted from PMI Project Management Principles. Anonymous, 2014. Retrieved from <a href="https://www.slideshare.net/ltiede/pmi-project-management-principles">https://www.slideshare.net/ltiede/pmi-project-management-principles</a> . Copyright 2019 by LinkedIn Corporation. ....	22
<b>Figure 5</b> Contents of a Project Management Plan. Reprinted from PM Exam Smartnotes. By S. Shenoy n.d. Retrieved from <a href="https://www.pmexamsmartnotes.com/develop-project-management-plan-process/">https://www.pmexamsmartnotes.com/develop-project-management-plan-process/</a> . Copyright 2018 by PMSmartnotes.com. ....	22
<b>Figure 6</b> Project Management Knowledge Areas. Reprinted from PM Exam Smartnotes. By S. Shenoy n.d. Retrieved from <a href="https://www.pmexamsmartnotes.com/develop-project-management-plan-process/">https://www.pmexamsmartnotes.com/develop-project-management-plan-process/</a> . Copyright 2018 by PMSmartnotes.com. ....	23
<b>Figure 7</b> Project Integration Management Overview. Reprinted from A Guide to the Project Management Body of Knowledge (p.71), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	24
<b>Figure 8</b> Project Scope Management Processes. Reprinted from A Guide to the Project Management Body of Knowledge (p.129), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	25
<b>Figure 9</b> Project Time Management Processes. Reprinted from A Guide to the Project Management Body of Knowledge (p.173), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	26

<b>Figure 10</b> Project Cost Management Overview. Reprinted from A Guide to the Project Management Body of Knowledge (p.232), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc .....	27
<b>Figure 11</b> Project Quality Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.271), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	28
<b>Figure 12</b> Project Resource Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.307), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	28
<b>Figure 13</b> Project Communication Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.359), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.....	29
<b>Figure 14</b> Project Risk Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.395), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	30
<b>Figure 15</b> Project Procurement Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.459), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.....	30
<b>Figure 16</b> Project Stakeholder Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.503), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.....	31
<b>Figure 17</b> Examples of Primary and Secondary Sources. Reprinted from Ithaca College Library, n.d. ....	33
<b>Figure 18</b> Plan Scope Management: Input, Tools & Techniques and Outputs. Reprinted from A Guide to the Project Management Body of Knowledge (p.134), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc. ....	55
<b>Figure 19</b> Project Work Breakdown Structure (I. Thompson 2020) .....	63
<b>Figure 20</b> Deliverable Acceptance Form (I. Thompson, 2020) .....	66
<b>Figure 21</b> Project Schedule Illustrating All Project Activities (MS Project 2016) ...	74
<b>Figure 22</b> Risk Breakdown Structure (I. Thompson, 2020).....	102

**Figure 23** Stakeholder Power Interest Grid (I. Thompson, 2020) ..... 115

**Figure 24** Stakeholder Engagement Approach. Reprinted from Stakeholder Map.  
Anonymous, (n.d.). Retrieved from <https://www.stakeholdermap.com/stakeholder-engagement.html>. Copyright 2008-2099 by T Morphy. .... 116



**INDEX OF CHARTS**

**Chart 1** Information sources (Source: I. Thompson, Document Author, June 2019) ..... 33

**Chart 2** Research methods (Source: I. Thompson, Document Author, June 2019) ..... 36

**Chart 3** Tools (Source: I. Thompson, Document Author, June 2019) ..... 38

**Chart 4** Assumptions and Constraints (Source: I. Thompson, Document Author, June 2019) ..... 41

**Chart 5** Deliverables (Source: I. Thompson, Document Author, June 2019) ..... 44

**Chart 6** Project Milestones with Start and End Dates (I. Thompson, 2019) ..... 52

**Chart 7** Indicative Budget by Major Component (I. Thompson, 2019) ..... 53

**Chart 8** Requirements Traceability Matrix (I. Thompson, 2019)..... 58

**Chart 9** Roles and Responsibilities Register (I. Thompson, 2020)..... 64

**Chart 10** Activity List Depicting the Predecessor-Successor Relationship (I. Thompson, 2020) ..... 72

**Chart 11** EVA Performance Measurements (I. Thompson, 2020)..... 78

**Chart 12** SAGE X3 Implementation Budget per Component (I. Thompson, 2020) ..... 78

**Chart 13** Quality Assurance Metrics for the Project (I. Thompson, 2020) ..... 83

**Chart 14** Quality Standards for Products and Deliverables (I. Thompson, 2020). 85

**Chart 15** RACI Matrix Illustrating Relationship between Project Task and Team Members (I. Thompson, 2020) ..... 91

**Chart 16** Communication Matrix (I. Thompson, 2020) ..... 96

**Chart 17** Probability Impact Matrix (I. Thompson, 2020)..... 103

**Chart 18** Risk Register (I. Thompson, 2020)..... 104

**Chart 19** Procurement Plan (I. Thompson, 2020) ..... 109

**Chart 20** Stakeholder Register (I. Thompson, 2020) ..... 113

## **ABBREVIATIONS AND ACRONYMS**

AGM Finance & Administration (AGM F&A)  
Belize Social Security Board (SSB)  
Board of Directors (BOD)  
Caribbean Development Bank (CDB)  
Cost Variance (CV)  
Cost Performance Index (CPI)  
Development Finance Corporation (DFC)  
Earned Value Analysis (EVA)  
Esprit Consultants Limited (ECL)  
European Investment Bank (EIB)  
Final Graduation Project (FGP)  
Project Management Body of Knowledge (PMBOK Guide)  
Project Management Institute (PMI)  
Project Manager (PM)  
Project Procurement Management (PPM)  
Risk Breakdown Structure (RBS)  
Schedule Management Plan (SMP)  
Schedule Variance (SV)  
Schedule Performance Index (SPI)  
Southeast Computer Solutions (SCS)  
Strategic Development Plan (SDP)  
Work Breakdown Structure (WBS)

## **EXECUTIVE SUMMARY (ABSTRACT)**

The Development Finance Corporation (DFC) is the only development bank in the country of Belize. It has been operating since September 27, 1963, before the state even gained independence and was then known as British Honduras. DFC's primary purpose is to provide developmental finance to help grow the Belizean economy. Loans are provided for purposes such as housing, small business, tourism, manufacturing, and student loans, etc.

As the DFC is a non-cash deposit bank, finances for on-lending must be obtained from local, regional, and international funding sources. These funds need to be appropriately managed as they are the long term liabilities of the organization. To remain competitive and improve efficiency, the DFC sought to enhance its software systems, one of which is the Accounting software system. The organization procured the license and sought to implement SAGE X3 Accounting system.

The primary problem at the DFC was that there were two software projects being implemented at the same time with no Project Manager to oversee the projects. The IT Manager, who had no previous knowledge in project management, was designated by Executive Management to oversee implementation, managing timelines, project budget, human resources, etc. However, no project management plan was ever developed by the DFC.

The purpose of the Final Graduation Project was to develop a Project Management Plan to facilitate the development of the project's integration, scope, time, cost, quality, human resources, communication, risk, procurement, and stakeholder management plans. The plan would assist the DFC in completing the project to implement SAGE X3 accounting software.

The general objective was to develop a Project Plan for the project to finalize the implementation of SAGE X3 Accounting Software at the Development Finance Corporation (DFC) as recommended by the standards established by the Project Management Institute. As a result of the general objective the following specific objectives were developed: to create a project charter which will formally authorize the project to be carried out as well as provide the Project Manager mandate to carry out the work described within, to create a Scope Management plan which will include all work required to successfully complete the project, to create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project, to create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget, to create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes, to create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are correctly identified, acquired and managed, to create a Communication Management plan to ensure project status and key

information is communicated effectively and efficiently throughout the life of the project, to create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring, to create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project and to create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project.

The methodology used to complete the Final Graduation Project was the analytical method. Facts and information were obtained from sources such as A Guide to the Project Management Body of Knowledge, interviews with the IT/Project Manager at the DFC, and initial project documents that were provided to the DFC by the software implementers. All these sources were analyzed to develop the Project Management Plan inclusive of subsidiary plans for the successful implementation of the SAGE X3 accounting software at the DFC.

## **1 INTRODUCTION**

### **1.1. Background**

The Development Finance Corporation (DFC) is a development bank in the country of Belize. The Corporation was first incorporated in what was then British Honduras on September 27, 1963, under the DFC Ordinance No.2 of 1961 as amended by No.15 of 1963 and was owned by the private sector. The DFC was restructured in 1973 to be owned by the Government of Belize with the Ministry of Finance bearing responsibility. The DFC currently operates under the DFC Act No.1 of 2009 of the laws of Belize and is still guided by the Ministry of Finance. The purpose of the DFC is to support the strengthening and expansion of Belize's economy by providing developmental financing on an economically sustainable and environmentally acceptable basis to individuals, businesses, and organizations.

In 2010, the DFC sought to replace back-office application systems and improve its information systems infrastructure. As a result, Esprit Consultants Limited (ECL) was engaged to conduct a systems requirement analysis. The main objective of the study was to replace back-office application systems to enhance productivity, flexibility, customer responsiveness, and improve business process efficiency at DFC. This study was a project in itself referred to as the "ERP System Selection for the Development Finance Corporation of Belize.

ECL conducted its consultancy; however, none of the companies were selected to replace any of the back office application systems. Eventually, through another selection process, DPAC was chosen as the new loan management system, and because SAGE X3 was known to integrate successfully, it was selected as the new accounting system.

The DFC entered a contract with Southeast Computer Solutions (SCS), a licensed implementer of SAGE X3 software based in Miami, Florida, USA, in 2014. The implementation of the software according to the contract and project plan provided was to take four months, February 3, 2014, to May 26, 2014.

Since then, there have been many issues and delays in implementing the software. To date, the project is still not complete.

This project is one of two software implementations that has not successfully been completed. With the creation of a project plan according to the recommended standards of the Project Management Institute, it is expected that the DFC will be guided on how to complete the implementation of SAGE X3.

Noteworthy is that Southeast Computer Solutions (SCS) has undergone a name change and will be referred to as Net@Work throughout the remainder of this document.

## **1.2. Statement of the problem**

At the DFC there are two IT projects currently under implementation since 2014. However, there is no Project Manager on staff to assist in managing these projects. The IT Manager, who has no previous project management knowledge, became the designated Project Manager to complete these projects successfully. The Project Management Plan will be created to assist the IT Manager in closing the project to implement SAGE X3 accounting software.

## **1.3. Purpose**

The project to implement SAGE X3 accounting software at the DFC has not been successful. Though Net@Work, then SCS, the designated implementer, proposed an initial project plan it was overly ambitious and incomplete by the recommended standards set by PMI. The Project Manager will develop a Project Management Plan for the implementation of SAGE X3 that will highlight the gaps in the initial project plan. The Project Management Plan will facilitate the development of the project's integration, scope, time, cost, quality, human resources, communication, risk, procurement, and stakeholder management plans. The completed plan will be presented to the DFC to assist in successfully bring the project to a close.

#### **1.4. General Objective**

To develop a Project Plan for the project to implement SAGE X3 Accounting Software at the Development Finance Corporation (DFC) as recommended by the standards established by the Project Management Institute.

#### **1.5. Specific objectives**

1. To create a Scope Management plan, which will include all work required to complete the project successfully.
2. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.
3. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.
4. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.
5. To create a Resource Management plan to ensure all resources needed to complete the project successfully are properly identified, acquired, and managed.
6. To create a Communication Management plan to ensure project status and critical information is communicated effectively and efficiently throughout the life of the project.
7. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.
8. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.
9. To create a Stakeholder Management plan to identify project stakeholders and develop strategies to engage them throughout the life of the project effectively.

## **2 THEORETICAL FRAMEWORK**

### **2.1 Company/Enterprise framework**

#### **Company/Enterprise background**

The Development Finance Corporation is an organization committed to the strengthening and growth of the Belizean economy. As a non-cash deposit bank, the DFC has to source financing from local, regional, and international lending institutions such as Belize Social Security Board (SSB), Caribbean Development Bank (CDB), and European Investment Bank (EIB). This financing is used for lending to Belizean citizens, residents, companies, cooperatives, and other bodies with a Belizean majority share interest (Development Finance Corporation, 2018).

Managing and servicing its own creditors is just one of the many functions that are required by the Accounting Department of the DFC. In conjunction with the Finance Department, organizational expenses must be carefully budgeted, monitored, and controlled to ensure the Corporation's ability to sustain itself. Therefore, to enhance the operations of the Accounting Department, the Corporation sought to implement new Accounting software.

#### **Mission and Vision Statements**

##### **Mission**

"To provide development financing and related services which contributes to sustainable growth of the Belizean economy" (Development Finance Corporation, 2018). As a development bank, the mission of the DFC is to help its clients, which will, in turn, help the growth of Belize's economy.

Providing a service to the public and competing with the commercial banks in some sectors such as housing and student loans, it is in the DFC's best interest to ensure it is operating efficiently.

##### **Vision**

"The DFC empowers the Belizean economy to be economically, socially and environmentally resilient through the provision of world-class, high-impact, innovative, inclusive and accessible financial products and services," (Development Finance Corporation, 2018).



## Organizational Structure

Currently, the governing body of the DFC is its Board of Directors. There is a General Manager and three Assistant General Managers who help to oversee the other functional Managers and Departments.

The DFC is staffed overall with 109 employees, five (5) of whom are assigned to the implementation of the SAGE X3 software.

Below in **Figure 1**, the organizational chart of the Development Finance Corporation is depicted. As can be noted from the figure, there is no Project Management personnel staffed despite the projects being implemented. The IT Manager, in this case, has assumed the role of Project Manager for the implementation of the SAGE X3 software.

However, given the IT Manager's place on the organizational chart, there is a lack of authority to be an effective Project Manager.

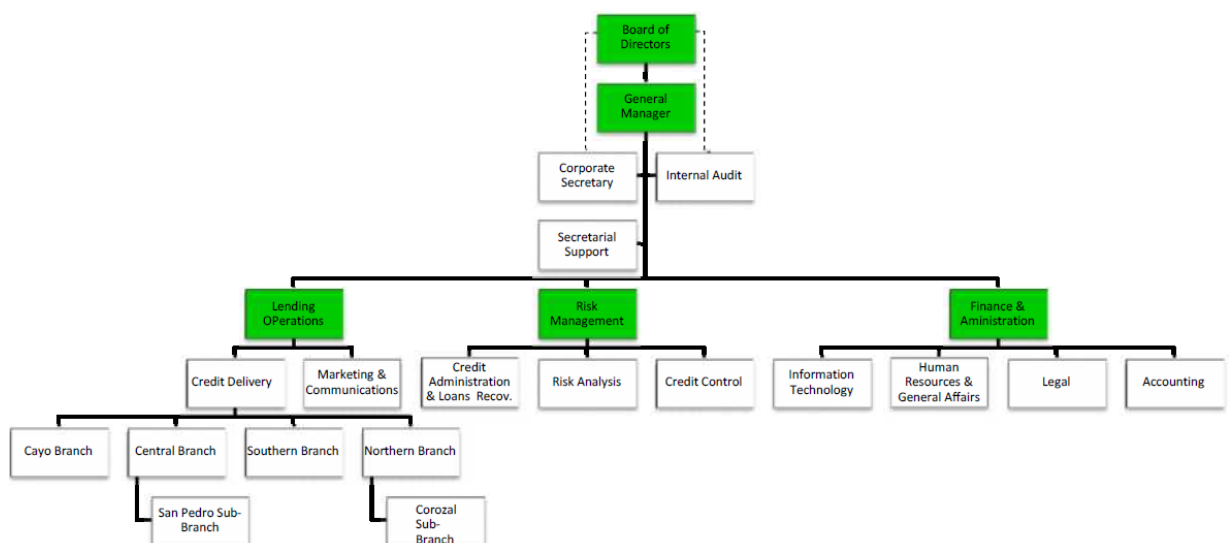


Figure 1 Organizational Structure of the Development Finance Corporation. (DFC Annual Report, p.16, 2016)

## Products offered

The DFC's main products include financing for housing, education, agriculture, tourism, renewable energy, manufacturing and industrial, small businesses, and large businesses (Development Finance Corporation, 2018).

The Accounting Department carries out processes that overlap with operations of the loan delivery, as well as other activities that serve internal and external customers. It is for this reason that the successful implementation of the SAGE X3 Accounting software to increase efficiency is a priority for the DFC.

## 2.2 Project Management Concepts

### Project

At the DFC, a “project” is most commonly known as an endeavor for which a client has come in to seek funding. The Credit Officer would then be responsible for analyzing the viability and profitability of the project before funding is approved. However, some endeavors are undertaken by the organization as a whole that should be classified as a project given that a project is defined as, “a temporary endeavor taken to create a unique, product, service or result,” (Project Management Institute, 2017, p. 4).

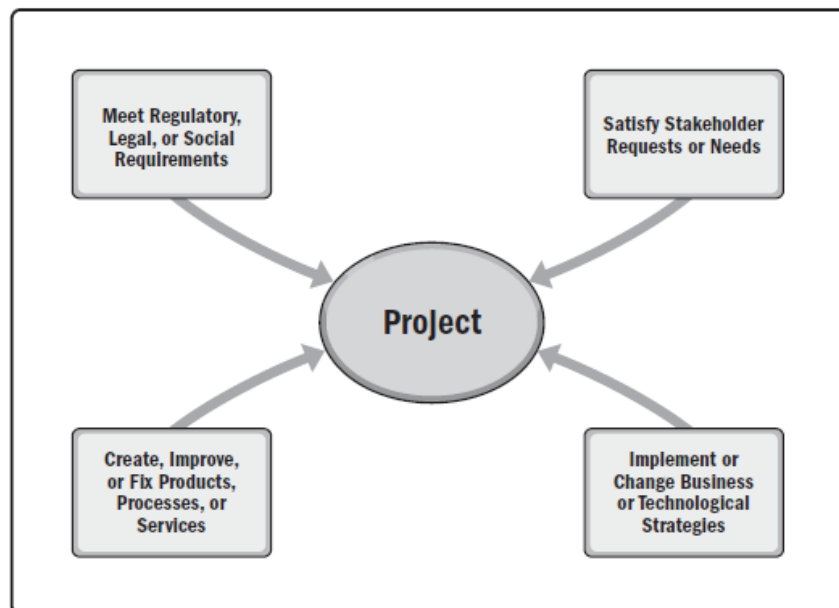


Figure 2 Project Initiation Context. Reprinted from *A Guide to the Project Management Body of Knowledge* (p.8), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

Since 2010, the DFC has been taking steps to replace back-office application systems and improves its information systems infrastructure. More commonly known as Enterprise Resource Planning, process companies use to manage and integrate essential parts of their business with the use of software applications. This application can incorporate planning, purchasing, human resources, accounting,

finance, etc. A keynote is that an ERP System can be ineffective in an organization that does not implement it carefully (Labarre, 2019). The DFC could not identify and ERP system that fits their specific needs, therefore, three different software that is known to integrate were purchased to be implemented.

The result of implementing the SAGE X3 accounting software at the DFC is to have it integrate with the loan management software and HR management software, thus combining the critical areas of the business overall. This combination would help to maximize efficiency, lessen manual processes, which give rise to human error and shorten the time for procedures to be completed.

A project is separate from day to day business activities, and there are specific objectives that require the focus of a project team. Implementation of the SAGE X3 software was noted as a project; however, the DFC lacked a Project Management Office, Project Manager, or an in house project management expertise to complete the project successfully.

### **Project Management**

Management, in general, is, “a set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals, (Management Study HQ, n.d).

Project management requires the same planning, organizing, directing, and controlling but applied to projects. It can be formally defined as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (Project Management Institute, 2019). According to PMI, project management is accomplished when the project management processes identified for a particular project have been successfully applied and integrated. Applying project management allows an organization to effectively and efficiently execute their projects.

The project management process falls into the following five groups: initiating, planning, executing, monitoring, and controlling, and closing. These recurring

elements of projects have been identified in PMI's, *A Guide to the Project Management Body of Knowledge (PMBOK)*, which also delves into the ten knowledge areas and 49 processes of project management.

PMI (2017) noted that the absence of project management could result in the following:

1. Missed deadlines
2. Cost overruns
3. Poor quality
4. Rework
5. Uncontrolled expansion of the project
6. Loss of reputation for the organization
7. Unsatisfied stakeholders
8. Failure in achieving objectives for which the project was undertaken

The development of the Final Graduation Project (FGP), will consist of developing a Project Management Plan for the project of implementing SAGE X3 accounting software at the DFC, Belmopan, Belize. The FGP is being treated as a project itself, commencing with the creation of a Project Charter. Once formally authorized, the FGP will be fully developed using the initiation, planning, execution, monitoring and controlling and closing phases mentioned above. This is to ensure the successful management of the FGP to meet the project deadline.

### **Project Life Cycle**

The Project Life Cycle is one of the key components of Project Management. It is, "the series of phases that a project passes through from its start to its completion" (Project Management Institute, 2017, p.19). According to PMI (2017), all projects can be mapped to the generic life cycle of starting the project, organizing and preparing, carrying out the work, and ending the project. This life cycle has an interrelationship with other vital components of projects, the five process groups, and ten knowledge areas, as shown in Figure 3 below.

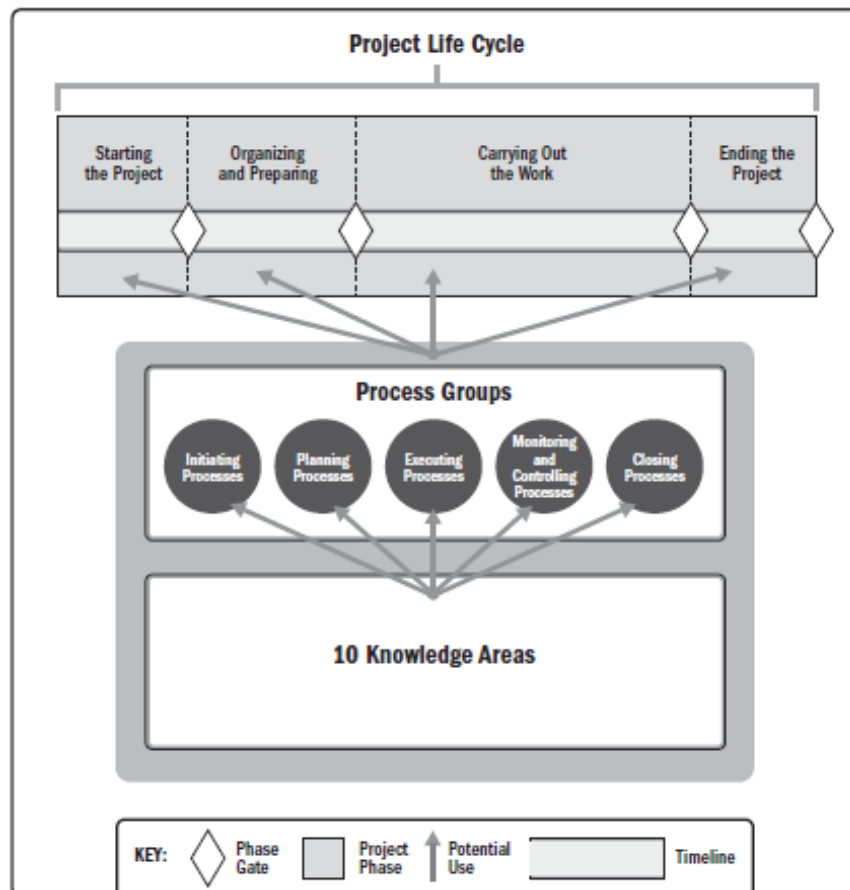


Figure 3 Interrelationship of PMBOK Guide Key Components in Projects. Reprinted from *A Guide to the Project Management Body of Knowledge* (p.18), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

The development of FGP, which is to complete a Project Plan, will see the first two phases of the Project Life Cycle, Starting the Project, and Organizing and preparing. These two phases are, in turn, directly linked to the process groups, Initiating processes, and Planning processes.

### Project Management Processes

Of the five process groups involved in Project Management, the development of the Project Management Plan to implement SAGE X3 accounting software will only use the Initiating and Planning process groups. All subsidiary documents to support the Project Plan will also be created using the Initiating and Planning process groups. See **Figure 4** below, illustrating Project Plan and related materials as a key output of the Planning Process, and **Figure 5** shows the components of the Project Management Plan.

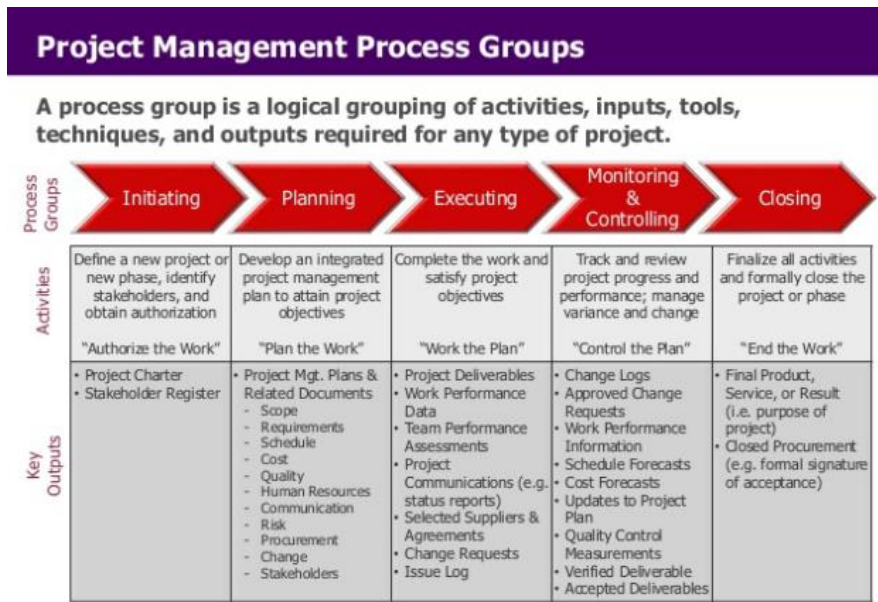


Figure 4 Project Management Process Groups. Reprinted from PMI Project Management Principles. Anonymous, 2014. Retrieved from <https://www.slideshare.net/ltiede/pmi-project-management-principles>. Copyright 2019 by LinkedIn Corporation.

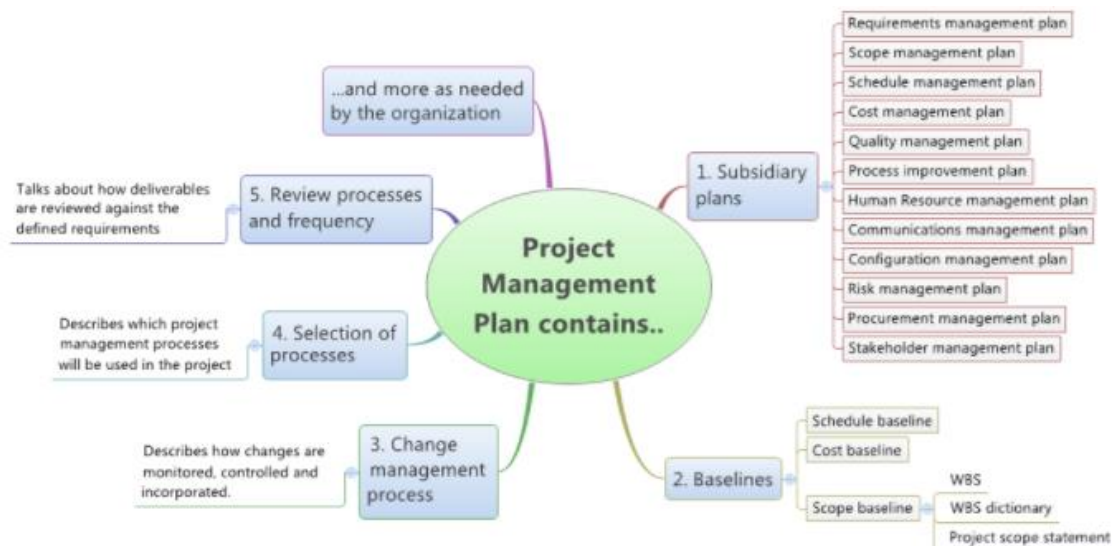


Figure 5 Contents of a Project Management Plan. Reprinted from PM Exam Smartnotes. By S. Shenoy n.d. Retrieved from <https://www.pmexamsmartnotes.com/develop-project-management-plan-process/>. Copyright 2018 by PMSmartnotes.com.

## Project Management Knowledge Areas

Project management processes can be categorized by Project Management Knowledge area. According to PMI, (2017) there are ten knowledge areas defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools and techniques.

By developing a Project Management Plan and subsidiary plans all ten of the following knowledge areas will be used for the FGP:

1. Integration
2. Scope
3. Time
4. Cost
5. Quality
6. Procurement
7. Human resources
8. Communications
9. Risk management
10. Stakeholder management

**Figure 6** below briefly describes each of the ten knowledge areas.



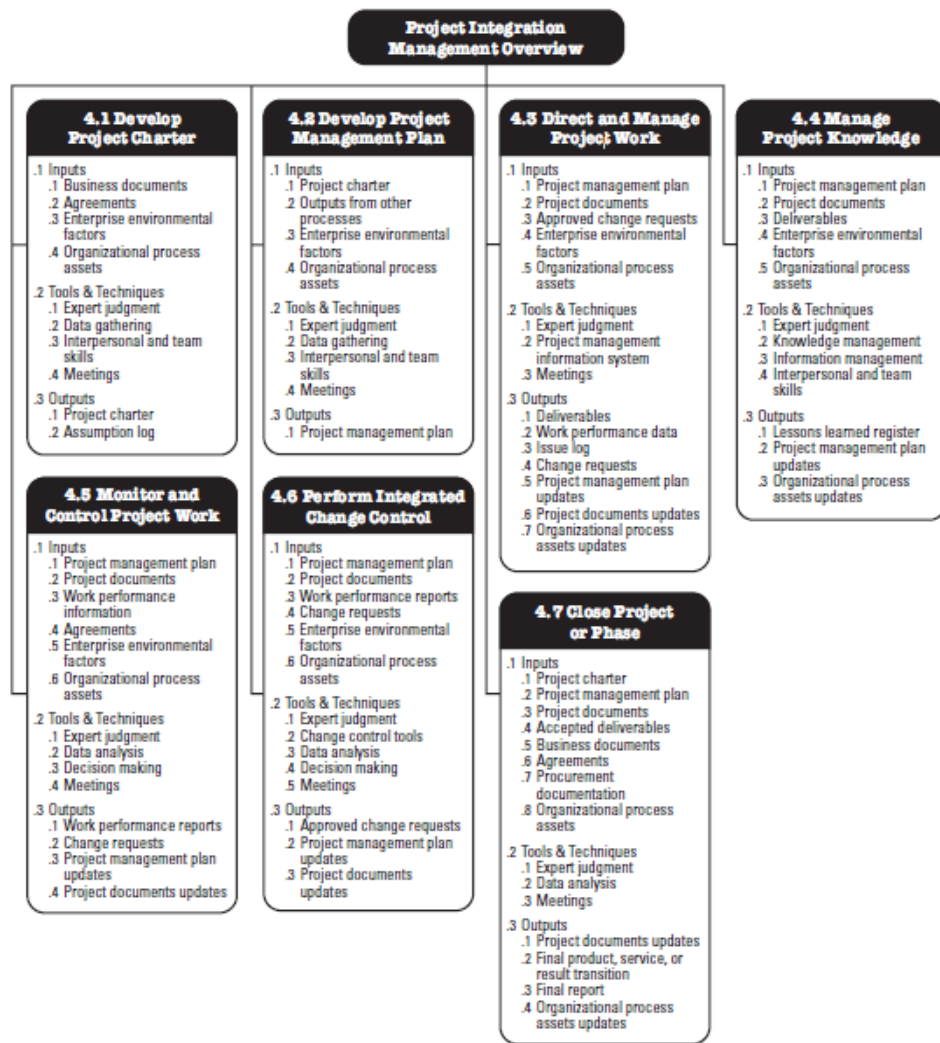
**Figure 6 Project Management Knowledge Areas.** Reprinted from PM Exam Smartnotes. By S. Shenoy n.d. Retrieved from <https://www.pmexamsmartnotes.com/develop-project-management-plan-process/>. Copyright 2018 by PMSmartnotes.com.

## Project Integration Management

This particular knowledge area covers integrating processes from the initiation of a project/phase to its closure. "Project Integration Management includes the

processes and activities to identify, define, combine, unify and coordinate the various processes and project management activities within the Project Management Process Groups,” (Project Management Institute, 2017, p.69). See **Figure 7** for an illustrated outline of the processes involved in Project Integration Management.

To authorize the FGP, process 4.1 will be utilized to develop a Project Charter. Process 4.2 will be used to develop the Project Management Plan which is the result of the FGP.



**Figure 7 Project Integration Management Overview.** Reprinted from *A Guide to the Project Management Body of Knowledge* (p.71), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.



## Project Scope Management

Project Scope Management is the knowledge area that, “includes the processes required to ensure that the project includes all the work required and only the work required, to complete the project successfully,” (Project Management Institute, 2017, p.129). Mirza, Pourzolfaghar, Shahnazari (2013) cited lack of understanding/defining the project scope at the start of a project as one of the major contributors to unsuccessful projects.

There are six processes in Project Scope Management as briefly explained in **Figure 8** below. The FGP will be utilizing process 5.1 to 5.4 which are a part of initiating and planning.

**5.1 Plan Scope Management**—The process of creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled.

**5.2 Collect Requirements**—The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

**5.3 Define Scope**—The process of developing a detailed description of the project and product.

**5.4 Create WBS**—The process of subdividing project deliverables and project work into smaller, more manageable components.

**5.5 Validate Scope**—The process of formalizing acceptance of the completed project deliverables.

**5.6 Control Scope**—The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

**Figure 8 Project Scope Management Processes. Reprinted from A Guide to the Project Management Body of Knowledge (p.129), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.**

## Project Time Management

According to PMI (2017), Project Schedule Management involves the processes required to manage the timely completion of the project. **Figure 9** below briefly describes the six processes. The main outputs of these processes that will be included in the FGP are: schedule management plan, schedule baseline, project schedule and project calendars.

**6.1 Plan Schedule Management**—The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.

**6.2 Define Activities**—The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

**6.3 Sequence Activities**—The process of identifying and documenting relationships among the project activities.

**6.4 Estimate Activity Durations**—The process of estimating the number of work periods needed to complete individual activities with the estimated resources.

**6.5 Develop Schedule**—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model for project execution and monitoring and controlling.

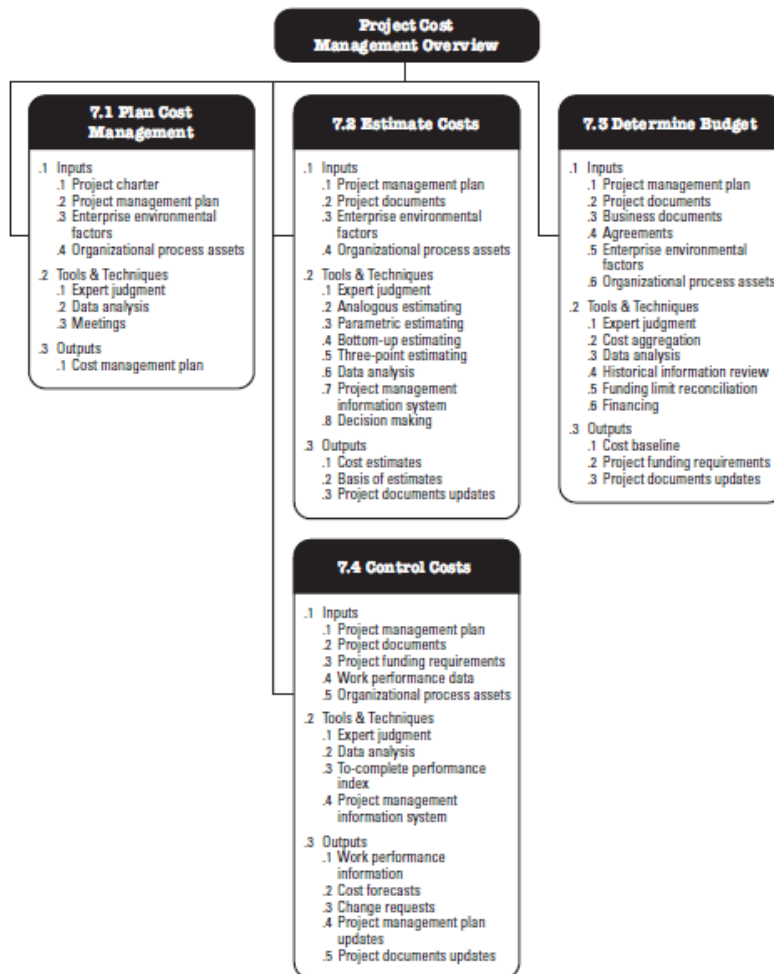
**6.6 Control Schedule**—The process of monitoring the status of the project to update the project schedule and manage changes to the schedule baseline.

**Figure 9 Project Time Management Processes.** Reprinted from *A Guide to the Project Management Body of Knowledge* (p.173), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## **Project Cost Management**

“Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that the project can be completed within the approved budget,” (Project Management Institute, 2017, p.231). **Figure 10** below is an overview Project Cost Management.

Process 7.1 to 7.3 will be carried out to develop the Project Management Plan for the FGP with the main outputs being the Cost Management Plan, Cost Estimates, cost baseline and project funding requirements.



**Figure 10 Project Cost Management Overview.** Reprinted from *A Guide to the Project Management Body of Knowledge* (p.232), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc

## Project Quality Management

According to PMI (2017), Project Quality Management includes processes for incorporating the organization's quality policy regarding planning, managing and controlling project and product quality requirements in order to meet stakeholders' objectives.

There are three processes in Project Quality Management which are identified in **Figure 11** below. However, as only the first process is a part of the planning phase, it is the only process that will be used to create the Quality Management Plan, a subsidiary document to the Project Management Plan.

**8.1 Plan Quality Management**—The process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/or standards.

**8.2 Manage Quality**—The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

**8.3 Control Quality**—The process of monitoring and recording the results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.

Figure 11 Project Quality Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.271), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## Project Human Resource Management

“Project Resource Management includes the processes to identify, acquire and manage the resources needed for the successful completion on the project,” (Project Management Institute, 2017, p.307). Carrying out the processes in this knowledge area help to ensure that the Project Manager and Project Team have the right resources available for project success. **Figure 12** below outlines the processes for Project Resource Management. Only process 9.1 will be used in the development of this project to create the Human Resource Management Plan.

**9.1 Plan Resource Management**—The process of defining how to estimate, acquire, manage, and utilize physical and team resources.

**9.2 Estimate Activity Resources**—The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.

**9.3 Acquire Resources**—The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

**9.4 Develop Team**—The process of improving competencies, team member interaction, and the overall team environment to enhance project performance.

**9.5 Manage Team**—The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.

**9.6 Control Resources**—The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary.

Figure 12 Project Resource Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.307), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## Project Communications Management

Project Communications Management is the knowledge area in which a communication strategy for effective communication is developed and the necessary activities are carried out to implement the strategy. The processes in this area are necessary to ensure the information needs of stakeholders are met and activities are implemented to achieve effective information exchange. **Figure 13** below summarizes the three processes involved in Project Communications Management. For the development of this project, only process 10.1 was referenced to prepare the Communication Management Plan.

**10.1 Plan Communications Management**—The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

**10.2 Manage Communications**—The process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

**10.3 Monitor Communications**—The process of ensuring the information needs of the project and its stakeholders are met.

**Figure 13 Project Communication Management Process.** Reprinted from *A Guide to the Project Management Body of Knowledge* (p.359), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## Project Risk Management

According to PMI, “Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project,” (Project Management Institute, 2017, p.395). The description for each of the processes for Project Risk Management can be seen in **Figure 14** below. For the development of the Project Management Plan, only processes 11.1, 11.2, 11.3, and 11.5 will be used during planning.

**11.1 Plan Risk Management**—The process of defining how to conduct risk management activities for a project.

**11.2 Identify Risks**—The process of identifying individual project risks as well as sources of overall project risk, and documenting their characteristics.

**11.3 Perform Qualitative Risk Analysis**—The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics.

**11.4 Perform Quantitative Risk Analysis**—The process of numerically analyzing the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives.

**11.5 Plan Risk Responses**—The process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks.

**11.6 Implement Risk Responses**—The process of implementing agreed-upon risk response plans.

**11.7 Monitor Risks**—The process of monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

Figure 14 Project Risk Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.395), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## Project Procurement Management

“Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. Project Procurement Management includes the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements, or internal service legal agreements,” (Project Management Institute, 2017, p.459). **Figure 15** below outlines the Project Procurement Processes. Only process 12.1 was referenced to develop the Procurement Management Plan.

**12.1 Plan Procurement Management**—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

**12.2 Conduct Procurements**—The process of obtaining seller responses, selecting a seller, and awarding a contract.

**12.3 Control Procurements**—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

**12.4 Close Procurements**—The process of completing each project procurement.

Figure 15 Project Procurement Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.459), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

## Project Stakeholder Management

Project Stakeholder Management is the last knowledge area discussed in PMBOK. There are four processes involved in Project Stakeholder Management that are required “to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution,” (Project Management Institute, 2017, p.503). **Figure 16 below** outlines the processes in stakeholder management, however only the first two are required to develop the Stakeholder Management Plan which in turn will be used to manage and control stakeholder engagement during the duration of the project.

**13.1 Identify Stakeholders**—The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

**13.2 Plan Stakeholder Engagement**—The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.

**13.3 Manage Stakeholder Engagement**—The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.

**13.4 Monitor Stakeholder Engagement**—The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans.

**Figure 16 Project Stakeholder Management Process. Reprinted from A Guide to the Project Management Body of Knowledge (p.503), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.**

## 3 METHODOLOGICAL FRAMEWORK

### 3.1 Information sources

#### Primary sources

“A primary source provides direct or firsthand evidence about an event, object, person, or work of art,” (Ithaca College Library, n.d.)

The following are classified as primary sources according to Ithaca College Library: historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, art objects, interviews, surveys, fieldwork, and Internet communications via email, blogs, and newsgroups.

The development of the FGP will utilize primary information sources such as meeting minutes, interviews with the IT/Project Manager at the DFC and initial project documents provided to the DFC by the software Implementers.

**Figure 17** below illustrates examples of Primary sources.

**Chart 1** provides details on specific primary information sources that will be used.

## Secondary Sources

Secondary sources are sources that, “describe, discuss, interpret, comment upon, analyze, evaluate, summarize, and process primary sources. Secondary source materials can be articles in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that discuss or evaluate someone else’s original research,” (Ithaca College Library, n.d.)

The secondary sources that will be used to develop the FGP are Project Management Body of Knowledge Guide, PMI database and other online library databases.

**Figure 17** below illustrates examples of secondary sources.

**Chart 1** provides details on specific secondary information sources that will be used.

### ■ Examples

Primary Source	Secondary Source
Lincoln's Gettysburg Address	"Lincoln at Gettysburg: the Words That Remade America" by Gary Wills
The poem "Human Chain" by Seamus Heaney	"His Nibs: Self-Reflexivity and the Significance of Translation in Seamus Heaney's Human Chain." by Michael Parker in <i>Irish University Review</i> (November 2012), pp. 327-350.
The table "Number of Offenses Known to the Police, Universities and Colleges" in the FBI's <i>Uniform Crime Reports</i> , 2012	An article in the <i>Ithacan</i> entitled "Study Finds Eastern Colleges Often Conceal Campus Crime"
Mackey, S., Carroll, I., Emir, B., Murphy, T., Whalen, E., & Dumenci, L. (2012). Sensory pain qualities in neuropathic pain. <i>The Journal Of Pain</i> , 13(1), 58-63. doi:10.1016/j.jpain.2011.10.002 [a study published in a peer reviewed journal]	Vance, E. (2014). Where Does It Hurt?. <i>Discover</i> , 35(4), 28-30. [an article in a magazine that includes quotes from Sean Mackey, author of the peer reviewed article on pain]
Cynthia Scheibe's doctoral dissertation on the developmental differences in children's reasoning about Santa Claus	An article in <i>Parents Magazine</i> discussing experts' views on the harm of lying to children about Santa Claus



Figure 17 Examples of Primary and Secondary Sources. Reprinted from Ithaca College Library, n.d.

Chart 1 Information sources (Source: I. Thompson, Document Author, June 2019)

Objectives	Information sources	
	Primary	Secondary
1. To create a project charter which will formally authorize the project to be carried out as well as provide the Project Manager mandate to carry out the work described within.	Initial Project Documents provided by Implementer. Interview with the IT/Project Manager and Assistant General Manager (AGM) Finance and Administration who supersedes the IT/Project Manager	<i>PMBOK® Guide</i>
2. To create a Scope Management plan which will include all work required to successfully complete the project.	Initial Project Documents provided by the Implementer and Interview with the IT/Project Manager.	<i>PMBOK® Guide</i> and the Internet
3. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.	Interview with the IT/Project Manager and initial project documents provided by the Implementer.	<i>PMBOK® Guide</i> and the Internet
4. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.	Cost estimates provided by the Implementers and interviews with the IT/Project Manager and AGM Finance and Administration	<i>PMBOK® Guide</i> and the Internet
5. To create a Quality	Interview with the IT/Project	<i>PMBOK® Guide</i>

Management plan which will be used to identify quality requirements for the project deliverables and processes.	Manager, AGM Finance and Administration and Manager Accounting.	and the Internet
6. To create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are properly identified, acquired and managed.	Interview with the IT/Project Manager	<i>PMBOK® Guide</i> and the Internet
7. To create a Communication Management plan to ensure project status and key information is communicated effectively and efficiently throughout the life of the project.	Interview with the IT/Project Manager	<i>PMBOK® Guide</i> and the Internet
8. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.	Interview with the IT/Project Manager	<i>PMBOK® Guide</i> and the Internet
9. To create a Procurement Management plan that will be used to guide the purchase of products and	Initial project documents provided by the Implementers and interview with the IT/Project Manager	<i>PMBOK® Guide</i> and the Internet

engagement of services required for the project.		
10.To create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project	Interview with IT/Project Manager	<i>PMBOK® Guide</i> and the Internet

### 3.2 Research methods

In order to define research methods, we must first define what is research. Leedy and Ormrod (2010) define research as a systematic process of collecting, analyzing, and interpreting information (data) in order to increase our understanding of a phenomenon about which we are interested or concerned. Research is carried out using tools and methodology; there is a difference between the two. Research methodology is “the general approach the researcher takes in carrying out the research project; to some extent, this approach dictates the particular tools the researcher selects,” (Leedy & Ormrod, 2010).

Research tools will be further explained in **Section 3.3** of this document.

The basic types of research methodologies are as follows: descriptive, analytical, applied, fundamental, qualitative, quantitative, conceptual and empirical. The methodology chosen can depend on are of study. For the purpose of the FGP analytical research method will be applied.

#### **Analytical method**

The analytical research methodology utilizes facts and/or information already available and analyzes them to make a critical evaluation, (MBA Knowledge Base, n.d). The FGP is being created with information from multiple sources which will be analyzed to produce the respective deliverables.

Chart 2 Research methods (Source: I. Thompson, Document Author, June 2019)

Objectives	Analytical Research Methodology
1. To create a project charter which will formally authorize the project to be carried out as well as provide the Project Manager mandate to carry out the work described within.	Chart 1 above identifies the information source for objective 1 to which the analytical method will be applied. This will be the basis of decision making in the development of the Project Charter.
2. To create a Scope Management plan which will include all work required to successfully complete the project.	Chart 1 above identifies the information source for objective 2 to which the analytical method will be applied. This will be the basis of decision making in the development of the Scope Management Plan.
3. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.	Chart 1 above identifies the information source for objective 3 to which the analytical method will be applied. This will be the basis of decision making in the development of the Time Management Plan.
4. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.	Chart 1 above identifies the information source for objective 4 to which the analytical method will be applied. This will be the basis of decision making in the development of the Cost Management Plan.
5. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.	Chart 1 above identifies the information source for objective 5 to which the analytical method will be applied. This will be the basis of decision-making in the development of the Quality Management Plan

	and relevant checklists.
6. To create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are properly identified, acquired and managed.	Chart 1 above identifies the information source for objective 6 to which the analytical method will be applied. This will be the basis of decision making in the development of the Human Resource Management Plan.
7. To create a Communication Management plan to ensure project status and key information is communicated effectively and efficiently throughout the life of the project.	Chart 1 above identifies the information source for objective 7 to which the analytical method will be applied. This will be the basis of decision making in the development of the Communication Management Plan.
8. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.	Chart 1 above identifies the information source for objective 8 to which the analytical method will be applied. This will be the basis of decision making in the development of the Risk Management Plan.
9. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.	Chart 1 above identifies the information source for objective 9 to which the analytical method will be applied. This will be the basis of decision making in the development of the Procurement Management Plan.
10. To create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively	Chart 1 above identifies the information source for objective 10 to which the analytical method will be applied. This will be the basis of

engage them throughout the life of the project	decision making in the development of the Stakeholder Management Plan.
--	--

### 3.3 Tools

A research tool is “a specific mechanism or strategy the researcher uses to collect, manipulate or interpret data, (Leedy & Ormrod, 2010).

The following are six general tools of research according to Leedy & Ormrod (2010):

1. The library and its resources
2. The computer and its software
3. Measurement Techniques
4. Statistics
5. The human mind
6. Language

According to the PMBOK Guide however, a tool is “something tangible, such as a template or software program, used in performing an activity to produce a product or result,” (Project Management Institute, 2017, p.725). The development of the Project Management Plan for the FGP includes many subsidiary plans for which templates play a big role. Templates are files that serve as a starting point for a new document, (TechTerms, 2019).

**Chart 3** links each tool that will be used in the development of the Final Graduation Project to the respective objective of the FGP.

**Chart 3 Tools** (Source: I. Thompson, Document Author, June 2019)

Objectives	Tools
1. To create a project charter which will formally authorize the project to be carried out as well as provide the Project Manager mandate to carry out the work described within.	<b>Templates:</b> Project Charter and Project Management Plan.
2. To create a Scope Management plan which will include all work required to successfully complete the project.	<b>Templates:</b> Scope Management Plan, Requirements Management Plan, Requirements Documentation and Requirements Traceability Matrix. Online Generator for creation of the WBS.
3. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.	<b>Templates:</b> Schedule Management Plan and Activity list. Microsoft Project 2016 for the creation of the Project Schedule
4. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.	<b>Templates:</b> Cost Management Plan. Online Budgeting Software and Microsoft Excel 2016
5. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.	<b>Templates:</b> Quality Management Plan. MS Word 2016 to create necessary checklists
6. To create a Human Resource Management plan to ensure all human resources needed to	<b>Templates:</b> Human Resource Management and Responsibility Assignment Matrix.

successfully complete the project are properly identified, acquired and managed.	
7. To create a Communication Management plan to ensure project status and key information is communicated effectively and efficiently throughout the life of the project.	<b>Templates:</b> Communication Management Plan.
8. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.	<b>Templates:</b> Risk Management Plan and Risk Register.
9. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.	<b>Templates:</b> Procurement Management Plan.
10. To create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project	<b>Templates:</b> Stakeholder Management Plan, Stakeholder Register. MS Word 2016 to create Power/Interest Grid

### 3.4 Assumptions and Constraints

The PMBOK Guide defines an assumption as, “a factor in the planning process that is considered to be real or certain without proof or demonstration,” (Project Management Institute, 2017, p.699). A constraint is, “a limiting factor that affects the execution of a project, program, portfolio or process,” (Project Management Institute,



2017, p.701). There are assumptions and constraints considered for each specific objective of the Final Graduation Project shown in **Chart 4** below.

**Chart 4 Assumptions and Constraints (Source: I. Thompson, Document Author, June 2019)**

Objectives	Assumptions	Constraints
1. To create a Scope Management plan which will include all work required to successfully complete the project.	The scope management plan will identify all the work required as was discussed in detail with the IT/Project Manager.	The IT/Project Manager has limited Project Management knowledge.
2. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.	The time to develop the Project Management Plan and implement the new software will be adequate.	The time that the IT/Project Manager has to assist in providing information to develop the Project Management Plan.
3. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.	The budget created during planning will reflect the amount needed to successfully implement the software.	The approve budget does not include a contingency reserve.
4. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.	The Quality Management Plan will include all the quality requirements for the software	The software may require a change in processes therefore identifying quality

	implementation as discussed with key end users of the software and the IT/Project Manager.	requirements may take additional brainstorming.
5. To create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are properly identified, acquired and managed.	Sufficient human resources will be allocated to the project for successful completion.	Another project is being implemented simultaneously and there isn't a dedicated project team for this project.
6. To create a Communication Management plan to ensure project status and key information is communicated effectively and efficiently throughout the life of the project.	The DFC has the technology to facilitate collaboration and quick communication.	In the country of Belize electricity and internet connectivity can sometimes be problematic.
7. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.	Project risks can be identified and planned for.	Risk is a fairly new area for the DFC and the employees are just learning to identify risks.
8. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.	The DFC is already aware of the services that it will need to engage in with the software implementers.	The software implementer is an international one and if service times are missed it could result in schedule delays.
9. To create a Stakeholder Management	The Stakeholder	If the information

<p>plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project</p>	<p>Management plan will identify all stakeholders and detail how to manage each.</p>	<p>provided is not comprehensive a stakeholder could be missed.</p>
---	--	---

### 3.5 Deliverables

A deliverable is, “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,” (Project Management Institute, 2017, p.704).

- Must indicate which are the deliverables developed on the FGP.
- The summary of deliverables must be shown in a chart such as chart 5 below.

Chart 5 Deliverables (Source: I. Thompson, Document Author, June 2019)

Objectives	Deliverables
1. To create a Scope Management plan which will include all work required to successfully complete the project.	Scope Management Plan, Requirements Management Plan, Requirements Document and Requirements Traceability Matrix
2. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.	Schedule Management Plan, Activity List, Resource assignments, activity durations, and Schedule (Gantt chart)
3. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.	Cost Management Plan and Project Funding Requirements
4. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.	Quality Management Plan
5. To create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are properly identified, acquired and managed.	Human Resource Management Plan and responsibility assignment matrix
6. To create a Communication Management plan to ensure	Communication Management Plan and Communications Matrix

<p>project status and key information is communicated effectively and efficiently throughout the life of the project.</p>	
<p>7. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.</p>	<p>Risk Management Plan and Risk Register</p>
<p>8. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.</p>	<p>Procurement Management Plan</p>
<p>9. To create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project</p>	<p>Stakeholder Management Plan, Stakeholder Analysis Chart and Stakeholder Register</p>

## 4 RESULTS

### 4.1. Project Charter

A project charter as defined by PMBOK is a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities (Project Management Institute, 2017, p. 70).

In developing the Project Management Plan, it was important to finalize the Project Charter for the project to “Implement Sage X3 Accounting Software at the Development Finance Corporation.” The key benefit of this charter will be to establish predetermined goals and objectives within a well-defined document that will ultimately serve to help the project stay on track. The charter was developed by meeting with the Assistant General Manager Finance and Administration, the Manager Accounting and the Manager IT since they will be assisting in the execution of the project. Senior management, namely the General Manager and Assistant Manager Finance and Administration as a way to formally accept and commit to the project, will sign off the document on.

The main sources of information used to create the project charter was a review of the initial project charter provided by the original implementers Southeast Computer Solutions, interviews held with the Manager IT, Manager Accounting and Assistant General Manager Finance and Administration. Other sources used were other official documents from the Corporation regarding the project and PMBOK Guide, sixth edition.

**Project Charter for the Implementation of SAGE X3 Accounting Software**



**Project Charter  
Implementation of SAGE X3 Accounting  
Software  
Development Finance Corporation**

## Document Control

### Document Information

	Information
Document Id	<i>[Document Management System #]</i>
Document Owner	<i>[Owner Name]</i>
Issue Date	<i>[Date]</i>
Last Saved Date	<i>[Date]</i>
File Name	<i>[Name]</i>

### Document History

Version	Issue Date	Changes
<i>[1.0]</i>	<i>[Date]</i>	<i>[Section, Page(s) and Text Revised]</i>

### Document Approvals

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			



## Table of Contents

- 1 PROJECT AUTHORIZATION**
- 2 PROJECT DEFINITION**
  - 2.1. PROJECT OBJECTIVES
  - 2.2. PRELIMINARY SCOPE
- 3 PROJECT PLAN**
  - 3.1. MILESTONES
  - 3.2. FINANCIAL PLAN
- 4 PROJECT CONSIDERATIONS**
  - 4.1. ASSUMPTIONS
  - 4.2. CONSTRAINTS
- 5 PROJECT MANAGER**
- 6 SPONSOR ACCEPTANCE**

### **Project Authorization**

This Project Charter formally authorizes the project, "Implementation of SAGE X3 Accounting Software" at the Development Finance Corporation with the IT Department being responsibility for execution. An IT Steering Committee has been established comprising of Executive Management and other key Senior Managers to meet and makes decisions regarding the project on a needs basis. A complete project management plan will be developed and submitted to the Project Sponsor for approval. The project management plan will include: Scope Management Plan, Time Management Plan, Cost Management Plan, Quality Management Plan, Human Resource Management Plan, Communication Management Plan, Risk Management Plan, Procurement Management Plan, and Stakeholder Management Plan.

### **Project Definition**

The Development Finance Corporation started the implementation of SAGE X3 Accounting software in 2014. The initial project plan provided stated that implementation would take a period of 6 months which did not occur, the project implementation is still ongoing.

The Corporation launched its strategic development plan 2017-2021 which stated that in order to achieve the strategic objectives established, the improvement of technology systems and MIS was necessary throughout the organization. The successful completion of this project will support this initiative of the Corporation.

## **Project Objectives**

### **General Objective**

The specific purpose of this project is to implement the SAGE X3 Accounting Software at the Development Finance Corporation in Belmopan, Belize. The successful implementation of this software will strengthen accounting and finance capacity at the Corporation promoting greater efficiency in internal and external customer service.

### **Specific Objectives**

1. To build customized financial reports within the software that will eliminate data manipulation in Microsoft Excel when the financials are to be produced monthly. This will create efficiency by reducing preparation time.
2. To ensure all reports produced are in a format that allows for effective analysis of the Corporation's financial position and budget monitoring.
3. To process the Corporation's Accounts Payables and Receivables in SAGE X3.
4. Processing of Accounts Payables and Receivables in SAGE X3

### **Preliminary Scope**

This phase of the project will change the way the Corporation's financial statements are being prepared. The current reports are being prepared in Microsoft Excel after the Trial Balance is produced from the current Accounting Software, Proledger. The reports are normally produced by the 15<sup>th</sup> of every month for the previous month after all data entries have been completed.

The financial statements will now be produced directly from SAGE X3 software. Customized reports will be built so that statements can be effectively analysed by any and all end users. The preparation time for the financial statements should also reduce by a period of 5 days. Where the Accountant was primarily responsible for preparing the Financial Statements, the Finance Manager will now be able to run the financial reports from the SAGE X3 software.

The processing of accounts payables and receivables in SAGE X3 should also significantly enhance the quality of work and efficiency of the Accounting Department. Expenses will properly be recorded using the accrual method rather than the current cash method, workflow approval will be electronic versus manual, cheques will be printed versus hand written and margin of error is expected to decrease.

## **Project Plan**

### **Milestones**

*Chart 6 Project Milestones with Start and End Dates (I. Thompson, 2019)*

<b>Milestone</b>	<b>Start Date</b>	<b>End Date</b>
Data Migration to SAGE X3	March 2020	April 2020
Customize Reports	April 2020	May 2020
User Training	April 2020	June 2020
Parallel Run	July 2020	September 2020
SAGE X3 Go Live	October 2020	October 2020

A detailed schedule will be developed during the “Planning” phase of this project.

### **Indicative Budget**

The estimated budget for project completion is as follows:

Chart 7 Indicative Budget by Major Component (I. Thompson, 2019)

Description	Amount (USD)
Data Migration to SAGE X3	\$4,375
Customize Reports	\$1,890
User Training	\$1,750
Parallel Run	\$10,000
SAGE X3 Go Live	\$4,250
<b>Total</b>	<b>\$22,265</b>

A detailed Financial Plan will be drawn up during the “Planning” phase of this project.

### **Project Considerations**

#### **Assumptions**

The major assumptions that have been considered in developing this project are as follows:

1. Human Resources – Since there is no Project Management Unit/Department, adequate resources will be assigned to the project from either within the Corporation as needed.
2. Commitment – All human resources assigned to the project will be fully committed to achieving the deliverables set out within the project management plan.
3. Funding – Any additional funding required for the project will be approved by the Project Sponsor in order to successfully complete the project and bring it to a close.
4. Contracts – The contract between the Corporation and Net@Work will reflect the necessary hours needed to facilitate training and support during implementation.

## **Constraints**

The following constraints have been identified with the project to date:

1. Change – There may be a change in processes with the implementation of the new software and if not communicated properly there can be some resistance.
2. Capacity – The project will require customization of reports and there are only two persons with the technical capacity within the Corporation.
3. Climate – The DFC is located in a tropical country and the hurricane season runs from June 1 to November 30. Any major threat of this natural disaster will affect the project.

## **Project Manager**

The IT Manager has been given additional responsibilities to act in the capacity of Project Manager for the duration of this project. He will have authority to negotiate for resources, delegate responsibilities within the framework of the project, call meetings with the IT Steering Committee as needed, communicate with the implementers Net@Work as required and to ensure successful and timely completion of the project. Once the project plan has been developed the Project Manager will be required to monitor the schedule, cost, and scope of the project during implementation, and maintain control over the project by measuring performance and taking corrective action. The Project Manager will report to the Assistant General Manager Finance and Administration.

## **Sponsor Acceptance**

Approved by the Project Sponsor:

---

<Project Sponsor Name; Project Sponsor Title>

---

Date of acceptance

## 4.2. Project Scope Management

The development of a Scope Management Plan, detailing all the work required to complete the project, is the second objective of the FGP. The importance of this knowledge area is to ensure the necessary processes are performed which will ensure that the project includes all the work required and only the work required, to complete the project successfully.

The **Figure 18** below depicts the Inputs, Tools & Techniques and Outputs of the Plan Scope Management process.

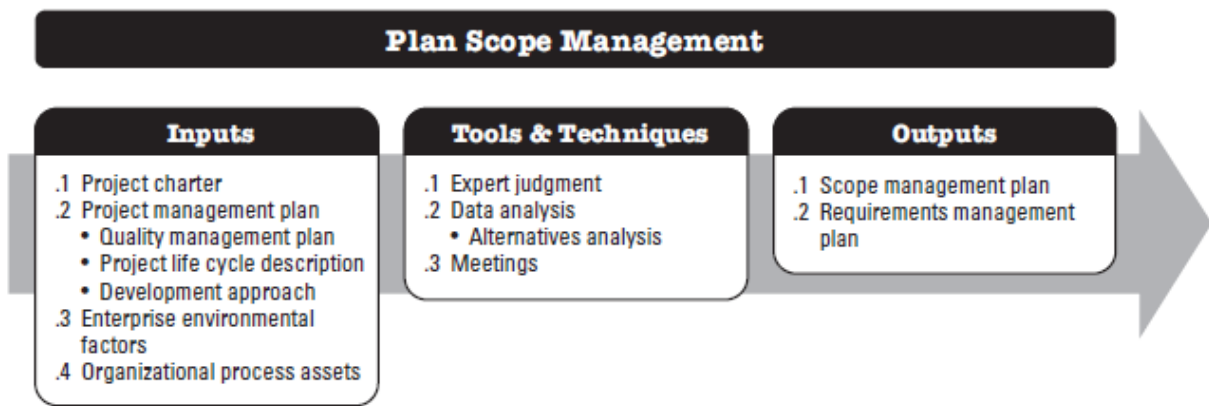


Figure 18 Plan Scope Management: Input, Tools & Techniques and Outputs. Reprinted from A Guide to the Project Management Body of Knowledge (p.134), Project Management Institute, 2017. Copyright 2017 by Project Management Institute Inc.

The main inputs used to develop the Scope Management Plan for this project were the project charter, historical information, policies and procedures, the organizational chart from the Corporation and lessons learned from previous implementation attempts. The tools and techniques used were mainly meetings with the IT Manager.

The Scope Management Plan includes outputs from collect requirements, defining the scope and creating WBS processes. These processes normally follow the Plan Scope Management Process; however, they were incorporated earlier. Since the

project had already commenced, the requirements listed are those that remain for a successful close of the project.

#### **4.2.1 Scope Management Plan**



#### **Scope Management Plan**

**Implementation of SAGE X3 Accounting Software**

**Development Finance Corporation**

**March 2020**



### **Scope Management Approach**

Project Scope Management is ensuring that all and only the work required for successful project completion is done. Therefore, the approach to managing the project must be clearly defined and detailed within this document. Subsequently, any work that does not support the needs of the project is out of scope and should not be performed.

Scope Management will be the sole responsibility of the IT Manager as he has been authorized to perform the duties of a Project Manager. The project scope will be defined by the scope statement and work breakdown structure. In addition, project scope will be measured by deliverable quality checks and work performance measurements which will be established by the Project Manager and IT Steering Committee. Changes to the scope can be initiated by the Project Manager, Stakeholders or project team members. However, the Project Manager will be responsible for evaluating change requests before submitting to the IT Steering Committee for acceptance. If any proposed change is approved, all necessary documents must be updated and the change communicated to stakeholders.

### **Requirement Documentation**

“Requirements documentation describes how individual requirements meet the business need for the project,” (Project Management Institute, 2017, p.147). For this project the required documentation included the Human Resource Department’s procedures for reassigning and recruiting staff, accounting manual of policies and procedures, DFC’s financial reports and contract with external auditors.

Chart 8 Requirements Traceability Matrix (I. Thompson, 2019)

Project Name:		<b>Implementation of SAGE X3 Accounting Software</b>			
Project Description:		<b>Implementation of an Accounting Software to enhance the effectiveness and efficiency of the organization's Accounting Department</b>			
ID	Associate ID	Requirement Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables
<b>1</b>	1.1	Updated Agreement with Software Implementer	Secure designated service hours	Provide necessary training and implementation support	Train IT Staff in the Preliminary setup of SAGE X3 Data Migration of Payables and Receivables Train End Users Service Support
	1.2	Issue formal letters from the HR Department to reassign key staff members to the project.	Establish Project Team	Data Migration	Create GL Accounts, Mapping and Migrate Balances
	1.3	Minutes of meeting with key managers regarding the Steering Committee	Establish IT Steering Committee	Establish Committee authorized to make decisions of behalf of Sponsor	SAGE X3 Go Live
<b>2</b>	2.1	DFC's Financial Reports	Review for enhancement of reports	Customize Reports in SAGE X3	Build Reports in SAGE X3
<b>3</b>	3.1	DFC's Accounting Manual for existing procedures	Familiarization of procedures for application to new system	Parallel Run	Duplicate Procedures in SAGE X3
	3.2	Establish Agreement with the DFC's external auditors to verify balances	Analyze balances in SAGE X3 and Proledger	Data Migration and Go Live	Verify Starting Balances and Ending Balances
	3.3	Copy of all Transport Legislations	Modernize Transport System	Institutional Reform	Legislative Reform Recommendation Report

## **Stakeholders**

The Development Finance Corporation is headed by its own Board of Directors, however the Ministry of Finance of the Government of Belize still bears responsibility for the Corporation. Seeing that the organization is a non-cash deposit bank and borrows funds for on-lending, external lending agents are also to be considered in its operations. The key stakeholders for the project include, but are not limited to:

- Board of Directors
- General Manager
- Assistant General Manager, Finance and Administration
- Chief Risk Officer
- Accountant
- Branch Managers/Office Administrators (BMs/OAs)
- Central Bank of Belize
- Ministry of Finance
- External Lending Agencies: Social Security Board, Caribbean Development Bank, European Union, Inter-American Development Bank

## **Scope Statement**

### **Scope Description**

The project “Implementation of SAGE X3 Accounting Software,” aims to primarily strengthen the operational capacity of the Accounting Department in the Corporation and provide overall improvements in financial monitoring. The first component focuses on tailoring the software with the accounting data that will be needed for operations. This will be carried out by the implementers, Net@Work and the IT Department which houses the expertise to complete the work required. Once this component is completed, the project will further require that end users be properly trained to use the software. This training can yield a change in accounting procedures once users are familiar with the software, however the documentation of process changes will only be noted and developed further as a separate project. It is of utmost importance that starting and ending balances are verified during the

phases identified as this will ensure accuracy in the information coming out of the software. Since the Corporation aims to improve technology systems the success of this project will contribute to overall institutional capacity.

### **Project Deliverables**

The project deliverables are broken down below:

#### **1. Data Migration to SAGE X3**

- a. Complete Chart of Accounts set up in SAGE X3
- b. Mapping for SAGE X3 General Ledger Accounts to Proledger Accounts
- c. Accounts Payable - Vendor Masterfile, Vendor Contacts, Terms Codes, Vendor 1099 Status, Open Invoices & Credit Memos
- d. Accounts Receivable - Customer Masterfile, Customer Contacts, Open Invoices & Credit Memos, Terms Codes, Salespersons

#### **2. Customize Reports in SAGE X3**

- a. Customized Financial Reports and Reports for Budget Monitoring

#### **3. User Training**

- a. End Users to gain the knowledge and skills to use the software to efficiently and effectively perform their duties.

#### **4. Parallel Run**

- a. Results of daily procedures in Proledger are the same in SAGE X3

#### **5. SAGE X3 Go Live**

- a. Starting Balances are the same in the system to be phased out, Proledger as in SAGE X3
- b. All users have signed off that they accept how the system operates and are ready to transition over to SAGE X3

**Project Exclusions**

This project will create a change in Accounting processes that will become evident when end users are trained to use the software. It will be necessary to formally document these process changes, however that is outside the scope of this project. End users can take notes on their observations while in training but any formal documentation of change in procedure will be performed outside this project.

**Project Acceptance Criteria**

The Development Finance Corporation must ensure that the contract with Net@Work has been amended to ensure that the Corporation will be receiving the necessary support to successfully complete the project. Additionally, the Board of Directors must be made aware of the cost of project completion and an approval for spending must be given.

**Project Assumptions**

The major assumptions that have been considered in developing this project are as follows:

1. Human Resources – Since there is no Project Management Unit/Department, adequate resources will be assigned to the project from either within the Corporation as needed.
2. Commitment – All human resources assigned to the project will be fully committed to achieving the deliverables set out within the project management plan.
3. Funding – Any additional funding required for the project will be approved by the Project Sponsor in order to successfully complete the project and bring it to a close.
4. Contract – The contract between the Corporation and Net@Work will reflect the necessary hours needed to facilitate training and support during implementation.

### **Project Constraints**

The following constraints have been identified with the project to date:

1. Change – There may be a change in processes with the implementation of the new software and if not communicated properly there can be some resistance.
2. Capacity – The project will require customization of reports and there are only two persons with the technical capacity within the Corporation.
3. Climate – The DFC is located in a tropical country and the hurricane season runs from June 1 to November 30. Any major threat of this natural disaster will affect the project.

### **Work Breakdown Structure (WBS)**

A WBS is a hierarchical decomposition of work that is to be done by a project team to accomplish project objectives and create the deliverables required. Furthermore, a WBS can aid in establishing common understanding of project scope. Project deliverables are subdivided into smaller and more manageable components called work packages. The lowest level of the WBS consists of tasks.

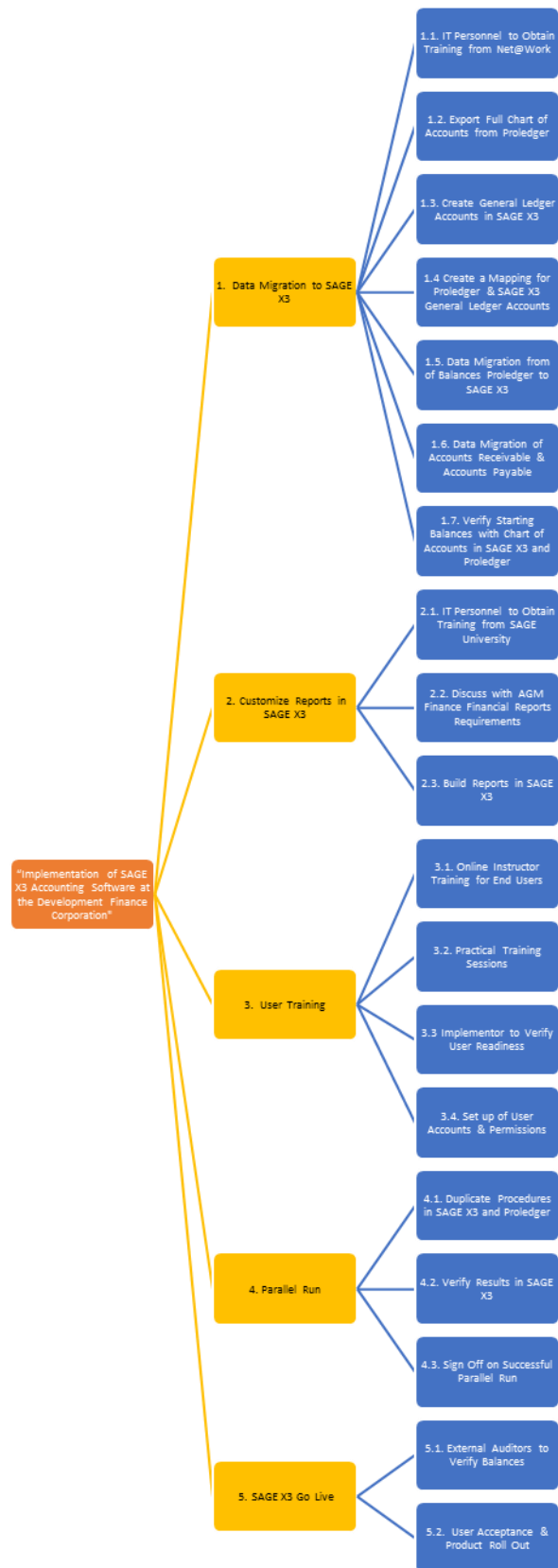


Figure 19 Project Work Breakdown Structure (I. Thompson 2020)

## **Roles and Responsibilities**

As part of managing the project's scope, it is important that all roles and responsibilities be clearly defined in the Scope Management Plan. The table below defines the roles and responsibilities for the scope management of this project.

**Chart 9 Roles and Responsibilities Register (I. Thompson, 2020)**

Role	Responsibility
Sponsor, DFC Board of Directors	<ul style="list-style-type: none"> <li>• Approve the budget needed for project completion</li> </ul>
Assistant General Manager Finance & Administration	<ul style="list-style-type: none"> <li>• Communicates project updates to the Board of Directors</li> <li>• Provide requirements for customization of financial and budget monitoring reports.</li> <li>• Co-Chairperson of the IT Steering Committee</li> <li>• Authority to formally accept deliverable on behalf of the Sponsor once accepted by the Steering Committee</li> </ul>
Project Manager/IT Manager	<ul style="list-style-type: none"> <li>• Project Management support to all project activities</li> <li>• Measure and verify project scope</li> <li>• Facilitate scope change requests</li> <li>• Organize and facilitate scheduled change control meetings</li> <li>• Communicate outcomes of scope change requests</li> <li>• Update project documents upon approval of all scope changes</li> <li>• Ensure that project is within scope, schedule and budget constraints</li> <li>• Chairperson of IT Steering Committee Meetings</li> </ul>
Project Team	<ul style="list-style-type: none"> <li>• Provide technical advice</li> <li>• Implement scope within the define schedule and budget</li> <li>• Provide support to the project manager</li> </ul>
Software Implementer	<ul style="list-style-type: none"> <li>• Provide training and support to the Project Manager, Project Team and End Users</li> </ul>
IT Steering Committee	<ul style="list-style-type: none"> <li>• Provide advice and sometimes make decisions</li> </ul>



	<p>within their purview about changes to the project as it develops</p> <ul style="list-style-type: none"> <li>• Identify the priorities in the project – where the most energy should be directed;</li> <li>• Identify and monitor risks;</li> <li>• Monitoring the quality of the project as it develops</li> <li>• Accept project deliverables</li> </ul>
--	--

### **Scope Validation**

The Project Manager bears the responsibility of verifying interim project deliverables against the scope defined in the scope statement and WBS. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager will call a meeting to update the IT Steering Committee. The Project Manager as the Chairperson of the Committee and the Co-Chairperson will give formal acceptance of the deliverable once the Committee is in agreement. The Co-Chairperson of the IT Steering Committee will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

<b>DELIVERABLE ACCEPTANCE FORM</b>			
<b>DATE: DD/MM/YY</b>			
Project Name:			
Deliverable Name:			
Project Manager:			
Project Sponsor:			
<p>(We), the undersigned, acknowledge and accept delivery of the work completed for this deliverable on behalf of our organization. Our signatures attest to our agreement that this deliverable has been completed. No further work should be done on this deliverable.</p> <p><i>(If the deliverable is not acceptable, reasons are stated and corrective actions are described.)</i></p>			
<i>Name</i>	<i>Title</i>	<i>Signature</i>	<i>Date</i>

Figure 20 Deliverable Acceptance Form (I. Thompson, 2020)

### **Scope Control**

The Project Manager along with the project team will be responsible for controlling the scope of this project. Changes to the scope can't be arbitrarily made, the process for recommending and approving changes must be carried out. A change in the scope can be requested by any member of the project team or project sponsor. Change requests should be submitted to the Project Manager in the form of a project change request document. If the change request submitted is not in the best interest of the project, the Project Manager reserves the right to deny the request. However, if the request is worth consideration, a meeting will be held with the IT Steering Committee to review the change request further and perform an impact assessment of the change.

The IT Steering Committee can approve scope changes and submit to the Project Sponsor for ratification. The Project Sponsor will formally accept the change by signing the project-change control document. Once the scope change has been accepted by the Project Steering Committee and Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all project stakeholders.

### **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_  
<Project Sponsor Name; Project Sponsor Title>

Date: \_\_\_\_\_

### **4.3. Project Schedule Management**

Project Time Management also known as Schedule Management includes the processes required managing the timely completion of the project. There are six processes used to develop a Schedule Management Plan (SMP), which are: plan schedule management, define activities, sequence activities, estimate activity durations, develop schedule and control schedule.

In developing the SMP each process will help to guide a well thought out plan, which will ultimately assist, in the successful completion of the project in a timely and efficient manner.

The purpose of the SMP for the project will be to establish policies and procedures in a format that can be used to develop, execute, monitor and control the project schedule. The duration for each activity is included in the plan. The critical tasks are listed and will be monitored closely to ensure that they are completed within the given time frame. All other phases will also be closely monitored and controlled.

#### **4.3.1 Project Timeline**

The Project, "*Implementation of SAGE X3 Accounting Software*," needs to be successfully completed by the end of 2020. The Project will commence in March of 2020 after discussions are held with the implementers Net@Work to confirm their re-engagement to the project for the projected timeline.

The Schedule Management Plan details all the activities and dates for completion.

#### **4.3.2 Schedule Management Plan**



**Schedule Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**

### **Schedule Management Approach**

The Project schedule should be created using Microsoft Project 2016 and should reflect all deliverables identified in the project's Work Breakdown Structure (WBS). Input will be gathered from the various stakeholders after which the Project Manager will be responsible for creating the plan. In addition, the Project Manager will be responsible for the following:

- Activity Definition – identify the specific work package that is needed to complete each deliverable
- Activity Sequencing – determine the order of the work packages and assign relationships between project activities
- Activity Duration – calculate the number of work periods required to complete work packages
- Resource Estimating – assign resources to work packages in order to complete schedule development.

Once the Project Manager has completed a preliminary schedule a meeting will be held with the project team and IT Steering Committee. The purpose of the meeting will be to review resources tentatively assigned to project tasks. The project team and IT Steering Committee must agree to the proposed work package assignments, durations and schedule. The schedule will be presented to the project sponsor when the entire project management plan is presented for approval. Once approved the schedule will become the baseline against which project progress is tracked.

The following are designated milestones:

- Milestone 1: Chart of Accounts completed in SAGE X3
- Milestone 2: General Ledger Balances Migrated and Verified
- Milestone 3: Accounts Payable and Accounts Receivable Data Migrated
- Milestone 4: Financial & Budgeting Reports Completed

- Milestone 5: End Users Trained & Verified Ready
- Milestone 6: Parallel Run Commence
- Milestone 7: Sign Off on Successful Parallel Run
- Milestone 8: Balances Verified
- Milestone 9: User Acceptance and Product Rollout

### **Schedule Control**

The project schedule will be reviewed and updated on a monthly basis with actual start, actual finish, and completion percentages to be provided by the task owners.

The Project Manager will be responsible for holding monthly schedule updates/reviews with the project team. Furthermore, he will determine the impact of schedule variances, submit schedule change requests and report schedule status to stakeholders in accordance with the project's communication plan.

The project team is responsible for availing themselves and participating in the monthly schedule updates/reviews; communicating changes to actual start/finish dates to the Project Manager and participating in schedule variance resolution as needed.

The IT Steering Committee will have the authority to review/approve any schedule change requests submitted by the Project Manager. The project sponsor will maintain awareness of the project schedule status via monthly Board meetings.

### **Activity List**

The activity list includes all scheduled activities required to complete the project as outlined in the WBS. The activity list also describes the necessary sequence of events and predecessor-successor relationship.

Chart 10 Activity List Depicting the Predecessor-Successor Relationship (I. Thompson, 2020)

No.	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1	<b>Manually Scheduled</b>	<b>Implementation SAGE X3</b>	<b>165 days</b>	<b>Mon 16/03/20</b>	<b>Fri 30/10/20</b>	
2	Auto Scheduled	Project Start	0 days	Mon 16/03/20	Mon 16/03/20	
3	<b>Auto Scheduled</b>	<b>1. Data Migration to SAGE X3</b>	<b>45 days</b>	<b>Mon 16/03/20</b>	<b>Fri 15/05/20</b>	
4	Auto Scheduled	1.1 Training - IT Personnel	5 days	Mon 16/03/20	Fri 20/03/20	
5	Auto Scheduled	1.2 Export Chart of Accounts from PL	3 days	Mon 16/03/20	Wed 18/03/20	
6	Auto Scheduled	1.3 Create General Ledger Accounts in SAGE X3	5 days	Mon 23/03/20	Fri 27/03/20	4,5
7	Auto Scheduled	1.4 Create Mapping for GL Accounts - SAGE & PL	1 day	Mon 30/03/20	Mon 30/03/20	6
8	Auto Scheduled	1.5 Data Migration of Balances from PL to SAGE X3	5 days	Mon 30/03/20	Fri 03/04/20	6
9	Auto Scheduled	1.6 Data Migration of Accounts Receivable and Payables to SAGE X3	5 days	Mon 30/03/20	Fri 03/04/20	6
10	Auto Scheduled	1.7 Verify Starting Balances in SAGE X3	5 days	Mon 30/03/20	Fri 03/04/20	6
11	<b>Auto Scheduled</b>	<b>2. Customize Reports in SAGE X3</b>	<b>35 days</b>	<b>Mon 30/03/20</b>	<b>Fri 15/05/20</b>	
12	Auto Scheduled	2.1 IT Personnel Training - SAGE University Online	3 days	Mon 30/03/20	Wed 01/04/20	4,6
13	Auto Scheduled	2.2 Gather Financial Reports Requirements	2 days	Thu 02/04/20	Fri 03/04/20	12
14	Auto Scheduled	2.3. Build Reports in SAGE X3	30 days	Mon 06/04/20	Fri 15/05/20	12,13



15	<b>Auto Scheduled</b>	<b>3. User Training</b>	<b>13 days</b>	<b>Mon 06/04/20</b>	<b>Wed 22/04/20</b>	
16	Auto Scheduled	3.1. Online Instructor Training for End Users	5 days	Mon 06/04/20	Fri 10/04/20	8
17	Auto Scheduled	3.2. Practical Training Sessions	5 days	Mon 13/04/20	Fri 17/04/20	16
18	Auto Scheduled	3.3. Implementer verify User Readiness	3 days	Mon 20/04/20	Wed 22/04/20	17
19	Auto Scheduled	3.4. Set up User Accounts and Permissions	3 days	Mon 20/04/20	Wed 22/04/20	17
20	<b>Auto Scheduled</b>	<b>4. Parallel Run</b>	<b>100 days</b>	<b>Mon 18/05/20</b>	<b>Fri 02/10/20</b>	
21	Auto Scheduled	4.1. Duplicate Procedures in SAGE X3 & PL	90 days	Mon 18/05/20	Fri 18/09/20	3,11,15
22	Auto Scheduled	4.2. Verify Results in SAGE X3	8 days	Mon 21/09/20	Wed 30/09/20	21
23	Auto Scheduled	4.3. Sign Off on Successful Parallel Run	2 days	Thu 01/10/20	Fri 02/10/20	22
24	<b>Auto Scheduled</b>	<b>5. SAGE X3 Go Live</b>	<b>20 days</b>	<b>Mon 05/10/20</b>	<b>Fri 30/10/20</b>	
25	Auto Scheduled	5.1. External Auditors to Verify Balances	15 days	Mon 05/10/20	Fri 23/10/20	23
26	Auto Scheduled	5.2. User Acceptance and Product Roll Out	5 days	Mon 26/10/20	Fri 30/10/20	25

### **Project Schedule**

A well-designed project schedule is vital to a successful project. It aids the Project Manager in setting realistic time frames, overseeing project progress, evaluating alternative strategies for accomplishing project goals, controlling costs and optimizing resources. The project, “*Implementation of SAGE X3 Accounting Software,*” is scheduled to last for 8 months. The project is scheduled to start in March 16, 2020 and end October 31, 2020.

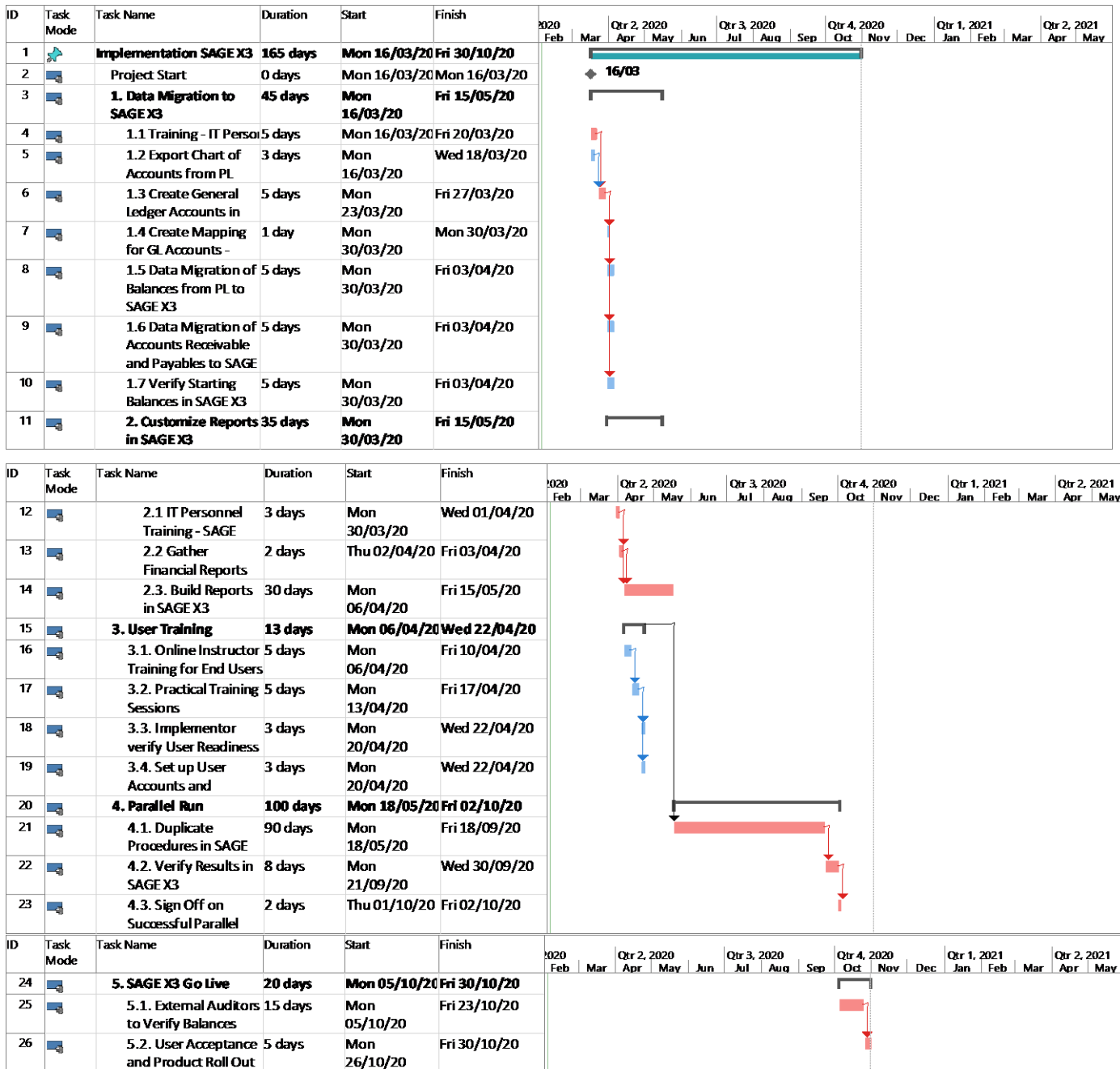


Figure 21 Project Schedule Illustrating All Project Activities (MS Project 2016)

**Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_  
 <Project Sponsor Name; Project Sponsor Title>

Date: \_\_\_\_\_

#### **4.4 Project Cost Management**

Cost management is the process by which one plans and manages the budget of a business or project. In the case of a project, it helps the project manager estimate what the project will cost and set in place controls by which they can reduce the chance of the project going over budget (Bridges, 2019). There are four processes involved in project cost management to ensure that the project can be completed within the approved budget: plan cost management, estimate costs, determine budget and control costs.

During the planning phase of this project, the costs of completing the project was calculated and presented to the Board of Directors for approval. The budget calculated for completion is \$22,265USD. It is imperative that the project be completed within this budget as all previous budgets and schedules were not adhered to resulting in cost overruns.

In executing the project plan, the Project Manager will be responsible for tracking expenses and to ensure the cost management plan is adhered to. The Project Manager will also be responsible for updating the IT Steering Committee on the status of the project cost management for the duration of the project. On a monthly basis, the project manager should carry out a comparison analysis of the predicted costs vs. actual costs to provide benchmarks for future expenses and report on past expenses.

Invoices will be paid through the Corporation's existing accounting software, Proledger. The Project Manager is to maintain detailed records of expenses and payments.

#### **4.4.1 Cost Management Tools & Techniques**

The following tools and techniques are integral in the preparation of the Cost Management Plan: expert judgment, analytical technique, meetings, analogous estimating, and historical relationship.

#### **4.4.2 Cost Management Plan**



**Cost Management Plan**

**Implementation of SAGE X3 Accounting Software**

**Development Finance Corporation**

**March 2020**

### **Cost Management Approach**

The Project Manager will be responsible for the financial management of the project's budget. However, given that the organization has a functional organizational structure, payments still need to be authorized by the AGM Finance and Administration. The Project Manager will be required to keep details of all financial documents. The project's financial management should ensure that, (i) that project assets is adequately safeguarded, (ii) that Project transactions, decisions, and activities are duly authorized and executed by the policy of the organization and (iii) that transactions are properly documented and recorded in a way that facilitates the production of timely and reliable reports.

### **Cost Control**

Earned Value Analysis (EVA) will be used by the Project Manager to measure the performance of the project. This method will allow the Project Manager to measure the amount of work actually performed on the project. The earned value metrics that will be utilized are:

- Schedule Variance (SV) – indicating whether the project is ahead or behind
- Cost Variance (CV) – difference between project earned value and actual costs
- Schedule Performance Index (SPI) – measure of the project's schedule efficiency
- Cost Performance Index (CPI) – measure of the project's cost efficiency

A CPI or SPI that is equal to 1 is indicative of adhering to the estimated budget and schedule respectively. Less than 1 is indicative of being over budget or behind schedule and greater than 1 is being ahead of budget or ahead of schedule.

For this project if the CPI or SPI has a variance of 0.1 and 0.2, the Project Manager is expected to report the reason for the exception. Any variance greater than 0.2 requires the Project Manager to report the reason for the exception and provide the IT Steering Committee with a detailed corrective plan to bring the project's performance back to acceptable levels.

Chart 11 EVA Performance Measurements (I. Thompson, 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

### Cost Change Control Process

The cost change control process will follow the establish change control process for this project. Any changes that will result in cost overruns of the approved budget must be approved by the project sponsor.

### Project Budget

The total budget for the project is \$22,265 USD. This is the amount required to successfully complete implementation and does not include what has been spent to date on the project. The below chart details the budget per component.

Chart 12 SAGE X3 Implementation Budget per Component (I. Thompson, 2020)

Task Name	Duration	Unit Cost (USD)	Total Cost (USD)
<b>Implementation SAGE X3</b>	<b>165 days</b>		
Project Start	0 days		
<b>1. Data Migration to SAGE X3</b>	<b>45 days</b>		
1.1 Training - IT Personnel	5 days	\$175 per Hour (5)	\$875
1.2 Export Chart of Accounts from PL	3 days		

1.3 Create General Ledger Accounts in SAGE X3	5 days	\$325	\$325
1.4 Create Mapping for GL Accounts - SAGE & PL	1 day		
1.5 Data Migration of Balances from PL to SAGE X3	5 days	\$325	\$325
1.6 Data Migration of Accounts Receivable and Payables to SAGE X3	5 days	\$175 per Hour (10)	\$1,750
		\$350	\$350
1.7 Verify Starting Balances in SAGE X3	5 days	\$1,500	\$1,500
<b>2. Customize Reports in SAGE X3</b>	<b>35 days</b>		
2.1 IT Personnel Training - SAGE University Online	3 days	\$445 per person	\$890
2.2 Gather Financial Reports Requirements	2 days		
2.3. Build Reports in SAGE X3	30 days		
<b>3. User Training</b>	<b>13 days</b>		
3.1. Online Instructor Training for End Users	5 days	\$175 per Hour (5)	\$875
3.2. Practical	5 days	\$175 per Hour	\$875

Training Sessions		(5)	
3.3. Implementer verify User Readiness	3 days		
3.4. Set up User Accounts and Permissions	3 days		
<b>4. Parallel Run</b>	<b>100 days</b>		<b>\$20,000</b>
4.1. Duplicate Procedures in SAGE X3 & PL	90 days		
4.2. Verify Results in SAGE X3	8 days		
4.3. Sign Off on Successful Parallel Run	2 days		
<b>5. SAGE X3 Go Live</b>	<b>20 days</b>		
5.1. External Auditors to Verify Balances	15 days	\$1,500	\$1,500
5.2. User Acceptance and Product Roll Out	5 days	\$175 per Hour (20)	\$3,500
<b>TOTAL</b>			<b>\$22,265</b>

### **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_  
<Project Sponsor Name; Project Sponsor Title>

Date: \_\_\_\_\_



## 4.5 Project Quality Management

Project Quality Management addresses the management of the project and the deliverables of the project. It includes processes through which quality is managed and maintained throughout a project. The term “quality” will vary from project to project as is dependent on what the stakeholder needs from the project. There are three processes in quality management:

- i. **Quality Management Planning:** This involves identifying the quality requirements and standards for the project and product. The goal of the project quality management should be clearly shared with all stakeholders, and appropriate tasks should be delegated to those responsible.
- ii. **Quality Assurance:** This involves auditing the quality requirements and quality control results to ensure appropriate quality standards are used. When standards are not met or goals aren't achieved, necessary steps and corrective actions should be employed to fix these issues.
- iii. **Quality Control:** This involves monitoring and recording the results of quality activities to assess performance and recommend necessary changes.

The following terms are useful to assist in determining “quality”:

- **Validation:** assurance that the product meets the agreed-upon needs
- **Verification:** compliance with requirements
- **Precision:** repeatable measures in a tight grouping
- **Accuracy:** closeness of a measure to the true value
- **Tolerance:** range of acceptable results

Plan Quality Management is the only process that is a part of the planning phase and was used to create the Quality Management Plan. Stakeholders were consulted to gather input about what will be the agreed upon measure of quality for the project.

#### 4.5.1 Quality Management Plan



**Quality Management Plan**  
**Implementation of SAGE X3 Accounting Software**  
**Development Finance Corporation**

**March 2020**

##### **Quality Management Approach**

The Quality Management Plan will include the quality standards that are applicable to the project and validate the project processes and deliverables. The Quality Management activities ensure that:

- Quality of both the project and the product will be assured during the project by meeting agreed upon standards and requirements
- Works processes are performed efficiently as documented
- Non-conformances found are identified and appropriate corrective action is taken.

The quality management approach for this project will ensure that planning of quality for both product and processes. An integrated quality approach will be utilized that will define quality standards, measure quality and continuously improve quality. Since this is a relatively small project, the Project Manager will be

responsible for writing the quality management plan and act as the Quality Manager.

The IT Steering Committee will define product quality for the product, which will be the reports that are generated from the software for end users. The criteria for the standards of these reports will be determined by the AGM Finance and Administration who is primarily responsible for the presentation of the organization's financial information.

The project team will be responsible to define and document all project quality standards for both product and processes.

### **Quality Requirements/Standards**

The team will make recommendations to the IT Steering Committee in order to establish the quality standards and requirements for the products/reports.

### **Quality Assurance**

Quality assurance focuses on the processes used in the project. It ensures that project processes are used effectively to produce quality project deliverables. The chart below identifies the following:

- The project processes subject to quality assurance
- The acceptable process standard
- The quality assurance activity
- The frequency of quality assurance per process

**Chart 13 Quality Assurance Metrics for the Project (I. Thompson, 2020)**

Process Action	Acceptable Process standard	Quality Assurance Activity	Frequency/ Interval
QA1. Data Migration to SAGE X3	=100% accuracy of General Ledger Accounts Created and Balances Migrated	Create a mapping of GL Accounts between both systems to be verified by the Accountant.  External Auditors to verify starting balances and	Once

		report findings	
QA2. Customize Reports in SAGE X3	=100% compliance with IFRS Reporting Standards  ≥80% of audience consulted regarding presentation and readability of reports	Financial Manager certifies that financial reports present all relevant information in compliance with reporting standards.  No objection given to launch reports designed.	Once per project phase
QA3. User Training	≥80% of end users trained and tested for readiness	Net@Work to provide a verified list of end users that are capable of using SAGE X3	Once per project Phase
QA4. Parallel Run	= 100% of Accounting processes can be performed in SAGE X3	Results in SAGE X3 are verified to be the same as in the existing accounting software, Proledger  Process audit	Daily for the duration of the parallel run.
QA5. SAGE X3 Go Live	=100% accuracy of starting and ending balances in SAGE X3 and Proledger  ≥80% User Acceptance	External Auditors to verify balances and report findings  End Users will be required to sign that they accept how the new software operates and confirm user readiness	Once per project phase  Once per project Phase

The project manager will provide day-to-day quality management. Process audits will be especially important during the parallel run in which processes will be mirrored using two systems. If the Project Manager identifies any discrepancy, a meeting must be held with the project team to review the identified discrepancy.

Quality assurance reviews, finding and assessments should result in some form of process/product improvement. Therefore, the Project Manager must document, implement, and communicate to all stakeholders all process improvement efforts.

### **Quality Control Process**

Control Quality is the process of monitoring and recording results of executing the quality management activities in order to assess performance and ensure the project outputs are complete, correct and meet customer expectations. The key benefit of this process is verifying that project deliverables and work meet the requirements specified by key stakeholders for final acceptance (Project Management Institute, 2017, p.298).

The focus of quality control for this project will be on the project deliverables. Quality control will monitor the deliverables to verify that they are of acceptable quality, complete and correct. The Project Manager will be responsible for monitoring quality and reporting exceptions to the IT Steering Committee as part of the monthly status meetings. The IT Steering Committee will be responsible for final approval of each deliverable and verifying that it meets the minimum requirement. The Project Manager will be responsible to advise the IT Steering Committee of any discrepancy in deliverables.

**Chart 14 Quality Standards for Products and Deliverables (I. Thompson, 2020)**

Product	Acceptable Performance Standards	Quality Assessment Activities	Frequency/ Intervals
Work Plan	≥ 95% of issues addressed ≥95% within schedule and budget	Reviewed and approved by PSC	Upon delivery
Chart of Accounts and Mapping Created	=100% accuracy in accounts created and mapping between the two systems	Reviewed and approved by PSC	Upon delivery

Report from Auditors Verifying Balances	=100% accuracy of balances	Reviewed and approved by PSC	Upon delivery
Completed customized financial and budget reports	≥80% audience provides no objection to reports =100% compliance with IFRS reporting standards	Reviewed and approved by PSC	Upon delivery
Verified List of End Users capable of using software	≥80% end users trained and verified capable of using SAGE X3	Reviewed and approved by PSC	Upon delivery
Monthly report on results of parallel run	≥95% approval from Accounting Staff =100% accuracy in results from the two systems ≥95% of issues are addressed as they arise	Reviewed and approved by PSC	Upon delivery
Report on ending and starting balance from External auditors prior to Go Live	=100% accuracy of balances	Reviewed and approved by PSC	Upon delivery

For project success, the IT Steering Committee will need to keenly review all documents presented and provide timely feedback, Committee approval needs to be 80% or more. The project manager will be responsible to document all changes requested for each deliverable.

### **Quality Control Measurements**

All project products and processes must be measured and fall within the established standards and tolerances. The following logs will itemize, document, and track to closure items reported through quality management activities.

**Quality Control Log**

Exception ID Number	Review Date	Deliverable Reviewed	Findings	Resolution	Resolution Date
QC-Exc-1					
QC-Exc-2					

**Quality Assurance Log**

Exception ID Number	Review Date	Process Reviewed	Findings	Resolution	Resolution Date
QA-Exc-1					
QA-Exc-2					

**Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_

Date: \_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

**4.6 Project Resource Management**

Human resource management (HRM) is a term used to describe a set of tasks aimed at effectively managing an organization's employees, commonly known as its human resources or human capital. HRM professionals oversee the business of managing people in an organization which includes compensation, benefits, training and development, staffing, strategic HR management and other functions, (SHRM, 2020). Similarly, for projects, project resource management is to identify, acquire and manage the resources needed for the successful completion of the project.

The human resources for this project will mainly comprise of existing staff members. They will be given specific roles and responsibilities that align with the successful completion of the project.

#### **4.6.1 Resource Management Plan**



**Human Resource Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**



### **Human Resource Management Approach**

In order for the project, “Implementation of SAGE X3 Accounting Software” to be successfully implemented, there needs to be adequate human resources assigned to the project. The Project Manager will then be responsible for managing the team. The Human Resource Management Plan establishes the guidelines on defining human resources for the project.

In this process, roles and responsibilities for different positions and the skills needed will be identified, as well as an indication of the number of people needed to complete the project. A staffing management plan will also be created by establishing the time periods allocated to each project team member.

The plan will also seek to establish rewards, feedback and disciplinary action for staff. This will include assessment of the team members, which is necessary for the success of the project. The Human Resource Management plan will draw from existing human resource management procedures in the organization.

### **Roles & Responsibilities**

To support efficient performance, team members must clearly understand their roles and responsibilities. For this project, the following roles and responsibilities will guide the project team:

- **Board of Directors** – The Corporation’s Board of Directors is the project sponsor. They will approve the overall budget for the project and give the final approval that the project has concluded.
- **AGM Finance & Administration** – The AGM Finance and Administration (F&A) is responsible for providing reporting requirements for the reports being developed and for approving payments throughout the project’s life cycle. The AGM F&A also sits on the IT Steering Committee.
- **Administrative Assistant AGM Finance & Administration** – The Administrative Assistant to the AGM Finance and Administration will act as the Recording Secretary for all IT Steering Committee meetings. The primary responsibility is to prepare Minutes of Meetings and issue formal Directives for any decision taken by the Committee.

- **Project Manager** – The Project Manager is responsible to provide project management services for all project activities to ensure that implementation is in accordance with scope, time and budget. The Project Manager will also be responsible for supervision of the project team, budget planning, execution, monitoring, evaluation and reporting on all project activities to the IT Steering Committee.
- **Software Implementers** – The company Net@Work are one of the implementers for SAGE software packages. They will be responsible for working with the Project Manager and Project Team to guide them along the implementation process and provide user support where needed.

### **Organizational Chart**

The RACI chart shown below illustrates the relationship between project tasks and team members. In the event team members are assigned a different responsibility, the Project Manager must approve and follow the project's change control process. When changes are approved, the Project Manager will update and redistribute the required documents.

Chart 15 RACI Matrix Illustrating Relationship between Project Task and Team Members (I. Thompson, 2020)

	Board of Directors	AGM Finance & Administration	Administrative Assistant	Project Manager	Software Implementers	IT Steering Committee	Project Team
<b>1. Data Migration to SAGE X3</b>							
1.1. IT Personnel to obtain training from Net@Work	I	I	I	R	A	I	R
1.2. Export Full Chart of Accounts from Proledger	I	I	I	A	I	-	R
1.3. Create General Ledger Accounts in SAGE X3	I	A	C	R	-	-	-
1.4. Create a Mapping for Proledger & SAGE X3 GL Accounts	I	C	I	A	-	C	R
1.5 Data Migration of Balances from Proledger to SAGE X3	I	C	I	A	I	I	R
1.6 Data Migration of Accounts Receivable and Payables	I	C	I	A	R	I	R
1.7 Verify Starting Balances for Chart of Accounts in SAGE X3 & Proledger	I	A	I	C	I	I	C
<b>2. Customize Reports in SAGE X3</b>							
2.1. IT Personal to Obtain Training from SAGE University	I	I	I	A	I	I	R
2.2 Discuss with AGM Finance Financial Reporting Requirements	I	A	I	R	I	C	R
2.3 Build Reports in SAGE X3	I	A	I	R	I	C	R
<b>3. User Training</b>							
3.1. Online Training for End Users	I	I	I	R	A	I	R
3.2. Practical Training Sessions	I	I	I	R	A	I	R
3.3. Implementer to Verify User Readiness	I	A	I	C	A	I	R
3.4. Set Up of User Accounts and Permissions	I	C	C	A	I	C	R
<b>4. Parallel Run</b>							

4.1. Duplicate Procedures in SAGE X3 and Proledger	I	C	I	A	C	C	R
4.2. Verify Results in SAGE X3	I	C	I	A	C	I	C
4.3 Sign Off on Successful Parallel Run	C	A	I	R	C	A	I
<b>5. SAGE X3 Go Live</b>							
5.1. External Auditors to Verify Balances	I	A	I	R	I	I	C
5.2 User Acceptance & Product Roll Out	A	C	I	R	C	C	C

## **Staffing Management**

### **Staff Acquisition**

The Project Manager is responsible for determining the human resources need to complete the project. This will be communicated with the Corporation's Human Resource Manager who will assist in reassigning existing staff as needed and any new recruitment. New recruitment will follow the existing recruitment process for the organization. For the purpose of this project two junior clerks and a Supervisor will be hired. The other members of the project team will comprise of existing staff who will be reassigned to the project.

### **Resource Calendar**

The Project Manager and Project Team will be assigned to the project for the full duration of eight months. New staff that will be recruited for the parallel run will be for a duration of five months.

### **Training**

The Project Team members that are from the IT Department will receive training necessary to provide user support after the software is implemented. The Project Team members who are from the Accounting Department will receive training on how to use the software for their job functions. The budget has funds allocated for the training needed.

### **Recognition & Rewards**

The Corporation has an existing recognition and rewards program for its staff. If there is any existing member of staff assigned to the project who went above and beyond to aid in successful implementation, the Project Manager can at his discretion nominate that person for an award.

### **Performance Appraisals**

Since the project duration is for eight months, the objectives of each team member that is a part of the existing staff complement will need to be factored into their

performance appraisal. The project objectives that they are assigned will count as performance goals for the year. This will provide an additional incentive to complete assigned project objectives. The Corporations existing performance appraisal will be utilized.

### **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

Date: \_\_\_\_\_

### **4.7 Communication Management**

Communication is a vital management component to any organization. managing organizational communication encompasses formal and informal communication throughout an organization, including communication to employees, with employees and from employees to upper management. To be successful, organizations should have comprehensive policies and strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large, (SHRM, 2020).

According to Charles Edward Oliver, communications management provides the vital project integrity required to provide an information lifeline among all members of the project team. This data must flow downward, upward and laterally within the organization.

#### **4.7.1 Communication Management Plan**



**Communication Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**

### **Communication Management Approach**

The purpose of this communication management plan is to define communication requirements for the project, “Implementation of SAGE X3 Accounting Software” throughout the project’s life cycle. Communication requirements, frequency and distribution will be defined to ensure timely and efficient communication to stakeholders through the proper channels. This plan will serve to facilitate information flow required for informed decisions making and overall successful project completion.

### **Communication Delivery Methods and Technologies**

The primary means of communication for this project will be e-mail, instant messaging, Skype video calling, telephone, face-to-face, meetings, reports, presentations and announcements.

### **Communication Matrix**

Chart 16 Communication Matrix (I. Thompson, 2020)

Communication Type	Description	Frequency	Format	Participants/Distribution	Deliverable	Owner
Personal Communication	Regular Communication	Daily, Weekly or Needs Basis	Telephone Calls, IMs, E-Mail & Face to Face	AGM Finance & Administration (F&A), Project Team	Project Updates	Project Manager
Reports	Regular Update	Weekly	E-mail	IT Steering	Status	Project



	on Critical Project Issues			Committee, Project Team, Project Manager	Report	Manager Project Team
	Regular Update on Project Finances	Monthly	Email	AGM Finance & Administration	Financial Report	Project Manager
	Regular Update on status of tasks assigned	Weekly	Face to Face	Project Team Project Manager	Task Report	Project Manager Project Team
Project Announcements	Task Owner to schedule reminders	Daily	Email	Project Team Internal Stakeholders	Task Reminders	Project Manager
	Request to add or remove from the scope of the project	Needs Basis	Written (Established change request procedure)	Project Sponsor, IT Steering Committee, Project Team	Change Request Orders	Project Manager
Reviews & Meetings	Review of Balances in SAGE X3	Needs Basis	Face to Face and Written	AGM Finance & Administration IT Steering Committee	Report on Balances	Project Manager
	Meeting to Review Project Status	Weekly	Face to Face	Project Team	Project Updates	Project Manager
	Technical session with Implementer to discuss progress, delays, schedules etc.	Needs Basis	Skype Call	Project Implementers	Project Updates	Project Manager
	Meeting to Review Project Status &	Monthly	Face to Face	IT Steering Committee & Administrative	Project Updates	Project Manager

	Change Requests			Assistant F&A		
Presentations	Summary of Project Progress	Monthly	Written and Face to Face	Board of Directors	Project Updates	Project Manager
	Final Presentation at Project Close	Once	Face to Face	Board of Directors, IT Steering Committee, Internal Stakeholders	Close out for Project	Project Manager

### **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_

Date: \_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

### **4.8 Project Risk Management**

All projects have some degree of risk, the purpose of project risk management is to identify and manage the risks not addressed by the other project management processes. If risks are not properly managed they can cause adverse effects to the project such as deviation from the project management plan. This can ultimately cause planned objectives to not be realized and hinder project success. However, the outcomes of certain risks can also be positive and project risk management can also be used to increase the probability and or impact of positive risks to optimize chances of project success. There are seven processes in project

risk management: plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk response, implement risk responses and monitor risks.

The purpose of the risk management plan for this project is to establish the framework in which the project team will identify risks and develop strategies to mitigate or avoid harmful risks and capitalize on risks that are seen as opportunities. During the planning phase the team should identify all known risks. Once all potential risks have been identified and analysed, the team must then evaluate and prioritize them by determining the likelihood of occurrence and impact on the project. For events identified as high risk specific plans should be out in place to mitigate the event so that it does not occur. Medium risks should be evaluated to see whether they need to be proactively managed. Low-level risks may be identified and closely monitored.

The Risk Response Planning is another crucial process. According to PMBOK Guide, this process involves developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks. Risk Response is crucial to Project Risk Management, as there are different strategies to respond to both opportunities and threats, such as, avoidance, acceptance, transfer, and mitigation.

**4.8.1 Risk Management Plan**



**Risk Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**

### **Risk Management Approach**

The approach taken to manage the risks for this project is for the team to identify, score and rank the various risks. The risks that are most likely to occur and that will have the biggest impact on project success are the responsibility of the Project Manager. These risks should have mitigation responses that can be implemented at the appropriate time.

The Project Manager will also act as a Risk Manager for this project. The Project Manager must periodically perform an updated risk assessment to determine whether other risks have emerged that need to be managed. Status updates on assigned risks will be done in the weekly project meetings. Upon the completion of the project, the Project Manager will analyze each risk as well as the risk management process. Based on this analysis, the Project Manager will identify any improvements to the risk management process and make recommendations for future projects.

### **Risk Identification**

Risk identification is, “the process of identifying individual project risks as well as sources of overall project risk, and documenting their characteristics,” (Project Management Institute, 2017). The risk breakdown structure (RBS) below will identify the risks associated with this project.

A Risk Breakdown Structure (RBS) is a hierarchical structure of potential risk sources. In detail it can be defined as, “A source-oriented grouping of project risks that organizes and defines the total risk exposure of the project. Each descending level represents an increasingly detailed definition of sources of risk to the project,” (Hilson, D, 2002).

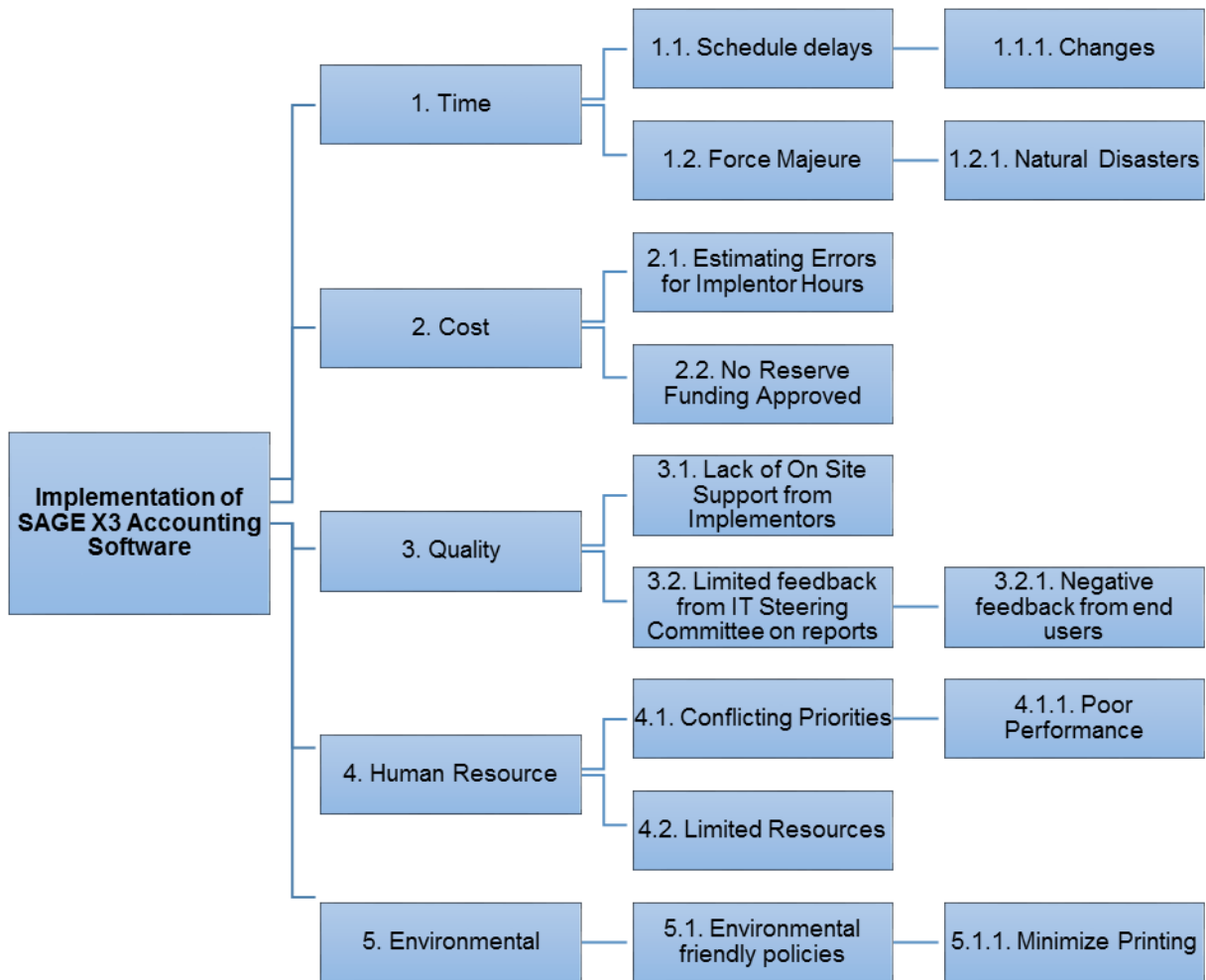


Figure 22 Risk Breakdown Structure (I. Thompson, 2020)

### **Risk Qualification & Prioritization**

A probability and impact factor was assigned to each risk identified by the team to determine severity. This process allowed the Project Manager to prioritize risks based on the effect on the project. The utilization of a probability-impact matrix aided the team in moving each risk to the appropriate place on the chart.

Chart 17 Probability Impact Matrix (I. Thompson, 2020)

Impact					
Probability	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Most likely to occur (5)	5	10	15	20	25
Likely to occur (4)	4	8	12	16	20
Moderate chance to occur (3)	3	6	9	12	15
Unlikely to occur (2)	2	4	6	8	10
Very unlikely to occur (1)	1	2	3	4	5
Category	Scores				
Low risks	1 to 5				
Moderate risks	6 to 15				
High risks	15 to 25				

Chart 18 Risk Register (I. Thompson, 2020)

RBS Code	Cause	Risk	Owner	Consequence	Probability	Impact	Pxl	Strategy	Contingency Reserve
1.1	Delay in delivery of reports, Delay in dates for incorporation of feedback	Schedule delays	Project Manager	Delay of project	4	5	20	Monitor work in progress, allow a maximum of 7 days for feedback	0
1.2	Natural Disasters: Hurricane, Earthquake, Flooding etc.	Force Majeure	Project Manager	Delay of Project	3	4	12	Monitor the weather and take action in light of threat of natural disaster	0
2.1	Estimating Errors in Implementer Hours	Estimating Errors	Project Manager	Lack of Technical Support	2	5	10	Consult with Implementers to verify service hours are adequate	0
2.2	No Contingency Funding	Financial Constraint	Project Manager	Inability to pay for services rendered	2	5	10	Consult with Sponsor to have them approve contingency funding if necessary	0
3.1	Lack of On Site Technical Support from Implementers	Schedule Delays	Project Manager	Delay of Project	5	3	15	Ensure that agreement with implenters stipulate Technical support should be rendered within 48 hours of request for support	0
3.2	Limited Feedback from IT Steering Committee on technical reports during meetings	Schedule delays	IT Steering Committee	Delay in effective decision making	2	4	8	Liaise with PSC for technical review of documents 5 days prior to a scheduled meeting	0
4.1	Conflicting Roles for Project Team	Inadequate planning	Project Manager	Project delays and losses	4	5	20	Letters issued to project team from the HR Department should stipulate the project supersedes any other assigned duty.	0
4.2	Limited Resources	Overburdened team	Project Manager	Demotivated staff, resulting in poor performance	2	4	8	Create a team environment, where everyone works to achieve same goal.	0
5.1	Environmental Friendly Policies	Dissemination of Information	Project Manager	Poor communication management	4	1	4	Ensure stakeholders have access to tablets, laptops and collaborative platforms	0



								to stay informed & reduce the need for printing	
--	--	--	--	--	--	--	--	--	--

### **Risk Monitoring**

The risks most likely to occur and with the greatest impact have been added to the project plan to ensure they are monitored during the time the project is exposed to each risk. During weekly project team meetings, if any of the identified risks fall within the current time period, they will be discussed. Risk monitoring is a continuous process which will occur throughout this project's life cycle. As risks approach on the project schedule, the Project Manager will provide the necessary status updates which include the risk status, identification of trigger conditions, and the documentation of the results of the risk response.

### **Risk Mitigation and Avoidance**

The Project Manager as the designated Risk Manager, will be responsible to lead the project team in developing responses to each identified risk. If a new risk is identified throughout the life of the project, a team meeting will be held to develop avoidance and mitigation strategies. This is to ensure effective monitoring and an adequate response strategy.

Newly identified risks will be presented to the IT Steering Committee to decide what actions need to be taken. The risk register will be updated to include new risks and mitigation strategies.

### **Contingency Reserve**

Given that the project has already exceeded its budget and is now being approved a final amount to finalize implementation, no contingency was approved. Additional funding required outside of the approved budget will have to be considered by the Project Sponsor. The project needs to be closely monitored to avoid cost and schedule overruns that would require additional funding.

**Management Reserve**

The Project Sponsor made the decision that there will be no management reserves assigned to the project. This decision was made on the basis that the project has already exceeded the approved budget and is expected to operate within schedule and budget constraints to complete implementation.

**Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_ Date: \_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

**4.9 Project Procurement Management**

Project Procurement Management (PPM) as defined by PMBOK (2017), includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. Furthermore, project procurement management includes the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service legal agreements (SLAs). The project team, management or part of the organization's purchasing department are all persons authorized to procure goods and or services for the project. The organization can be either the buyer or seller of the products, services or results of a project. In this case, the project will only be the buyer of products and services.

Due to the involvement of binding agreements, the procurement process can have significant legal obligations and penalties tied to it. Contracts can be simple or complex and should reflect the nature of the project i.e. the deliverables and/or required effort. The Project Manager is typically not authorized to sign binding

legal agreements; this authority is reserved for those with the designated authority within the organization.

For this project, the services of a licensed implementer for SAGE X3 Accounting Software, Net@Work, has already been done at the start of the project. An agreement was prepared by the Corporation's Legal Department and signed by the General Manager and Head of the Board of Directors. However, in order to re-engage Net@Work, the Corporation will need to purchase designated service hours. The procurement of the software itself has also already been done and the Corporation retains its rights to use the software by the payment of the annual license.

The PPM for this project will be limited since the project commenced four years ago and all major procurements have been completed.

#### **4.9.1 Project Procurement Plan**



**Procurement Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**

### **Procurement Management Approach**

The project has already conducted all major procurements for this project, outstanding is the hiring of two Junior Clerks, one Supervisor and additional service hours from the implementers, Net@Work. The Project Manager will obtain additional human resources with the assistance of the Human Resource Department. The procurement of additional service hours will be discussed directly with the Project Manager and Net@Work.

### **Procurement Policy**

Ordinarily, procurements would have to adhere to the organization's procurement policy whereby when procuring goods and/or services, three or more quotations/bids must be submitted for review. The most cost effective which meets the needs of the Corporation is usually selected by a designated Committee.

In order to hire additional human resources, the project will follow the Corporation's recruitment procedures. This will be carried out by the Human Resource Department with guidance from the Project Manager.

### **Procurement Plan**

The below plan illustrates the procurement services that have been deemed essential for project success.

**Chart 19 Procurement Plan (I. Thompson, 2020)**

No. Ref.	Category and contract description	Quantity (units - days, months, etc)	Approximate cost (US\$ )	Source of funding	Estimated dates	
					DFC	Procurement Publication
<b>1</b>	<b>CONSULTING SERVICES</b>					
1	Service Hours – Net@Work	45 Hours	7,875	100%		8 months
2	Junior Clerks (2)	4 months	4,800	100%	April 2020	4 months
3	Supervisor	4 months	3,600	100%	April 2020	4 months

## **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_

Date: \_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

### **4.10 Project Stakeholder Management**

Deborah Vogwell stated that stakeholders are those who have a stake or an interest in a project or strategy undertaken by a company or an organization, they will be affected in some way by the project and so have an interest in influencing it (Vogwell, 2003). Stakeholders can either have a positive influence over a project or a negative influence and may try to halt its progress or stop it all together.

PMBOK describes Stakeholder Management as the processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project and to develop appropriate management strategies to effectively engage stakeholders in project decisions and execution.

**4.10.1 Stakeholder Management Plan**



**Stakeholder Management Plan  
Implementation of SAGE X3 Accounting Software  
Development Finance Corporation**

**March 2020**

### **Stakeholder Management Approach**

The Stakeholder Management Plan will be used to identify and classify project stakeholders, develop approaches to involve and communicate with stakeholders and lastly monitor stakeholder engagement. This will allow the project team to identify the appropriate focus for each stakeholder so that there is little resistance when transitioning to the new accounting system.

Early identification and communication with stakeholders' is important for project success so that there is increase user readiness and sensitization to the changes that the new software will bring. If there are any concerns from stakeholders, they can be addressed to minimize negative feedback.

### **Identify Stakeholders**

This is the process of identifying the people, groups and organizations that could impact or be impacted by a decision, activity or outcome of the project. A stakeholder register will be used to identify the people, groups, and organizations that have any kind of interest or involvement in the project. The register will highlight stakeholder's name, title, role, interest, requirement, expectation, and type of influence, etc.

One of the main stakeholders in the DFC's Board of Directors as the Project Sponsor. The IT Steering Committee is also another main stakeholder as the members are those of Executive Management and other relevant Managers. The members of this committee are:

- General Manager
- AGM Finance and Administration
- AGM Risk
- AGM Lending Operations
- Accountant
- Manager Credit Delivery
- Manager Credit Administration



- Manager Legal (Resource Person)

Other stakeholders include accounting staff, branch and department managers, administrative officers, administrative assistants and external lending agencies.

Chart 20 Stakeholder Register (I. Thompson, 2020)

Implementation of SAGE X3 Accounting Software Stakeholder Register						
ID	Stakeholder	Functional Area	Roles & Responsibilities	Main Expectations	Major Requirements	Influence/Imapct
1	Board of Directors	Sponsor	Funding of project, including approval of additional funds if necessary	Successful implementation of project	Financial viability & organizational efficiency	HIGH/ HIGH
2	General Manager	Beneficiary	Leader of the organization, Member of Steering committee	Successful Implementation of the project	Compliance with strategic development for the organization	HIGH/HIGH
3	AGM Finance & Administration	Administrative	Resource Person for Financial Reports, Member of steering committee	Increased efficiency in Accounting & Finance Processes	Within scope, cost and schedule of the project	HIGH/HIGH
4	Accountant	Administrative	Member of Project Team and Steering	Increased efficiency of accounting	Considering current processes	MEDIUM/HIGH

			Committee	processes & effective outputs		
<b>5</b>	IT Steering Committee	Administrative	Decision making & close monitoring of the project	Quality deliverables and successful implementation	Within scope, cost and schedule of the project	HIGH/HIGH
<b>6</b>	Accounting General Staff	Planning & Operational	Learn to use the software, provide feedback, part of project team	Increased efficiency of processes and ease of usability	To be informed, consulted and trained	MEDIUM/HIGH
<b>7</b>	Branch Managers & Office Administrators	Operational	Provide feedback of financial reports used	Effective financial reports	To be informed and consulted	LOW/MEDIUM
<b>8</b>	Ministry of Finance	Operational	To be aware of the viability and development of the organization	Successful Implementation of Project	Financial viability & organizational efficiency	LOW/MEDIUM
<b>9</b>	External Lending Agencies	Operational	Reviews Corporation's financial status via annual reports	Effective and Timely financial reporting	Transparent Financial Reporting	LOW/LOW
<b>10</b>	Central Bank of Belize	Operational	Monitors all financial institutions in Belize	Effective and Timely financial reporting	Transparent Financial Reporting	LOW/LOW

POWER	High	Ministry of Finance  <b>KEEP SATISFIED</b>	BOD IT Steering Committee General Manager AGM F&A Accountant  <b>MANAGE CLOSELY</b>
	Low	Central Bank of Belize External Lending Agencies  <b>MONITOR</b>	Accounting General Staff BMs & OAs  <b>KEEP INFORMED</b>
		Low	High
		INTEREST	

Figure 23 Stakeholder Power Interest Grid (I. Thompson, 2020)

### **Manage Stakeholder Engagement**

Stakeholder management should be performed throughout the life of the project. It is key so that the Project Manager can have increased support and minimize resistance. This process involves communicating and working with stakeholders to meet needs and expectations, address issues and foster appropriate stakeholder involvement.

The below diagram illustrates the relationship between stakeholder influence/power and stakeholder engagement approaches. For this project it will be adapted as a guide to manage stakeholder engagement.

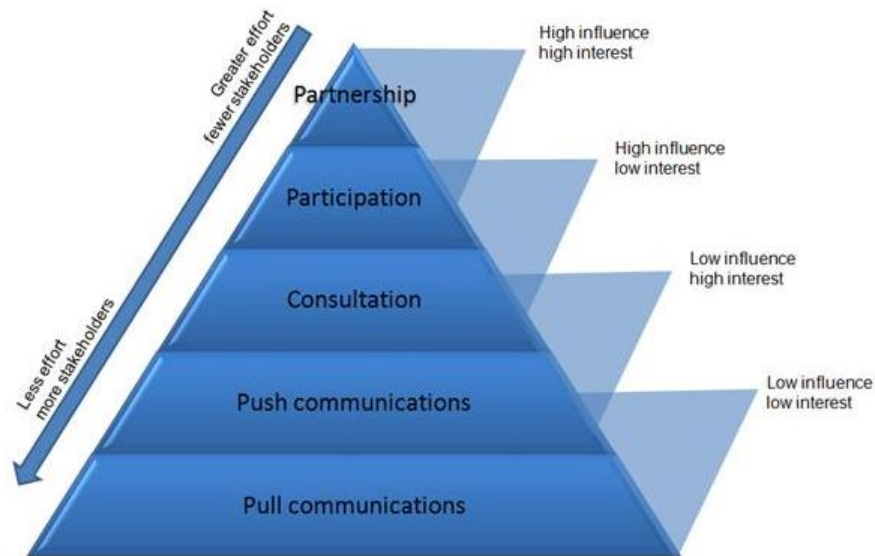


Figure 24 Stakeholder Engagement Approach. Reprinted from Stakeholder Map. Anonymous, (n.d.). Retrieved from <https://www.stakeholdermap.com/stakeholder-engagement.html>. Copyright 2008-2099 by T Morphy.

The above figure can be further explained as follows:

- Partnership- Shared accountability and responsibility. Two-way engagement joint learning, decision making and actions
- Participation- Part of the team, engaged in delivering tasks or with responsibility for a particular area/activity. Two-way engagement within limits of responsibility.
- Consultation- Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. Limited two-way engagement: organization asks questions, stakeholders answer.
- Push communications- One-way engagement. Organization may broadcast information to all stakeholders or target particular stakeholder groups using various channels e.g. email, letter, webcasts, podcasts, videos, leaflets.
- Pull communications- One-way engagement. Information is made available, and stakeholders choose whether to engage with it e.g. web-pages, or construction hoardings.

### **Monitor Stakeholder Engagement**

The monitoring of stakeholder engagement is more involved than simply keeping stakeholders informed and addressing queries, it is maintaining stakeholder relationships. The project may evolve during different stages and engagement strategies and plans may also need to be modified to keep stakeholders committed to the project. It is also to ensure that their expectations are met as well as anticipate any future problems so that they can be addressed during the project's lifecycle.

Stakeholders have a high influence during the implementation of the project and during its progression. For this reason, it is important to manage this process correctly.

### **Sponsor Acceptance**

Approved by the Project Sponsor:

\_\_\_\_\_

Date: \_\_\_\_\_

<Project Sponsor Name; Project Sponsor Title>

## 5 CONCLUSIONS

1. The Project Management Plan was developed using the analytical research method and the sixth edition on the *PMBOK® Guide*. PMBOK provided the project management standards as recommended by the Project Management Institute to guide the project.
2. The Project Charter was the first subsidiary plan created. A template was used as a guide to structure project authorization, definition, objectives, preliminary scope, milestones, the indicative budget, assumptions, and constraints. The Project Manager was also identified, and lastly, the sponsor's authorization for the project to commence.
3. The scope was defined and specified by the development of the Scope Management Plan. This plan consists of the scope statement, work breakdown structure (WBS), requirements documentation, and key stakeholders. The scope statement provides the documented basis for making all project decisions. Also, the scope management plan explains the boundaries of the project, establishes the responsibilities of each member of the team, and set up procedures for how to work that is completed will be verified and approved. The plan, in its entirety, is the baseline to guide and measure the project until closing.
4. The Schedule Management Plan was developed to provide a realistic time frame for the execution of project activities. An activity list and Gantt chart were created in Microsoft Project 2016, in order to identify each project activity for completion within the project's time constraints.
5. The Cost Management Plan was developed to assist the Project Manager in monitoring the project costs.
6. This project has a stringent budget as it has already exceeded the original projected cost of implementation. The plan provides cost control measures to indicate whether the estimated budget is being kept.
7. The Quality Management Plan defines the standards required for the project to be successful and how to achieve those standards. To develop the quality

management plan, a template was used to identify the project's quality management approach, quality requirements/standards, quality assurance, quality control, and quality control measures.

8. The Project Resource Management Plan was developed with an emphasis on identifying the resources needed and focusing on the roles and responsibilities of each project member.
9. In addition, the plan outlines how human resources are to be sourced and managed for the duration of the project.
10. The Communication Management Plan developed specifies the communication delivery methods and technologies that should be used for this project. Also, a communication matrix was developed detailing the various stakeholders and how information is to be disseminated for the life of the project.
11. The Risk Management Plan will assist the project manager in managing and mitigating risks properly. The risk breakdown structure will assist in organizing all known risks identified by the project team. Additionally, a Risk Register was developed so that effective risk responses could be planned.
12. The Procurement Management Plan was developed, referencing the organization's procurement procedures. Since the majority of the project's procurement had already been conducted this section of the project management plan was not as detailed as the others.
13. Stakeholder's involvement is essential for the project's success. Therefore, the Stakeholder Management Plan will identify all project stakeholders, along with their information needs and level of interest. This plan will assist the Project Manager in meeting the needs and expectations of stakeholders to keep them informed and engaged throughout the life of the project.
14. In conclusion, each of the subsidiary plans outlined above will contribute to effective project management. The Development Finance Corporation will gain the guidance of sound project management practices that were previously lacking in previous implementation attempts. The Project

Manager will now be more prepared to execute the *Implementation of SAGE X3 Accounting Software*.

## 6 RECOMMENDATIONS

In developing the Project Management Plan for the project, "*Implementation of SAGE X3 Accounting Software*," the student makes the following recommendations:

1. The Development Finance Corporation should use formal Project Management methods when implementing projects to increase the likelihood of project success.
2. The Development Finance Corporation should develop standard project management initiation and planning documents before executing of projects. This will ensure that all discussions and agreements are formally documented and signed.
3. All projects executed by the Development Finance Corporation should be done with a proper project team in place, inclusive of a Project Manager.
4. Standard project planning documents tailored for the specific project should be developed to be used by the team.
5. The Development Finance Corporation should use a Project Management Guide to direct the development of all project management tools and techniques used for project execution.
6. Since the use of formal project management standards is relatively new to the organization, the Development Finance Corporation should exercise caution in developing subsidiary management plans. This caution is to ensure that all knowledge areas and respective processes are considered.
7. The Development Finance Corporation should consider using the templates created during the project, *Implementation of SAGE X3 Accounting Software* as a basis for future projects since the organization does not have any project management related templates or documents at this time.



8. The Development Finance Corporation should evaluate the frequency of which it undergoes projects and considers an organizational structure more suited to effective project management.

## 7 BIBLIOGRAPHY

- AmbassadorBookPorcupine8441. (2015, September 13). *Acceptance form - Deliverable Acceptance Form*. Retrieved from <https://www.coursehero.com/file/12103786/acceptance-form/>
- Development Finance Corporation. (2017). Annual Report 2016.
- Francis, A. (2018, December 13). The Basic Types of Research. Retrieved from <https://www.mbaknol.com/research-methodology/the-basic-types-of-research/>
- Hillson, D. (2002). Use a risk breakdown structure (RBS) to understand your risks. Paper presented at Project Management Institute Annual Seminars & Symposium, San Antonio, TX. Newtown Square, PA: Project Management Institute.
- Importance of Project Cost Management*. (n.d.). Retrieved from <https://simple-pdh.com/lessons/importance-of-project-cost-management/>
- LaBarre, O. (2019, April 14). What Is Enterprise Resource Planning (ERP)? Retrieved from <https://www.investopedia.com/terms/e/erp.asp>
- Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: Planning and Design* (9th ed.). Boston: Pearson.
- LibGuides: Research 101: Primary and Secondary Sources. (n.d.). Retrieved from <https://libguides.ithaca.edu/research101/primary>
- Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) - Sixth Edition*, Project Management Institute, Inc., 2017.
- Reichel, C. W. (2006). Earned value management systems (EVMS): "you too can do earned value management" Paper presented at PMI® Global Congress 2006—North America, Seattle, WA. Newtown Square, PA: Project Management Institute.
- Shenoy, S. (2018, July 16). Developing A Project Management Plan: Crucial Part of PM Role! Retrieved from <https://www.pmexamsmartnotes.com/develop-project-management-plan-process/>
- Shenoy, S. (2018, July 15). Knowledge Required to Manage Projects. Retrieved from <https://www.pmexamsmartnotes.com/project-management-knowledge-areas/>

- SHRM. (2020, February 28). *Managing Organizational Communication*. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalcommunication.aspx>
- The Chartered Body for the Project Profession. (n.d.). What is project management? Retrieved from <https://www.apm.org.uk/resources/what-is-project-management/>
- Tiede, T. (2014, October 06). PMI Project Management Principles. Retrieved from <https://www.slideshare.net/tltiede/pmi-project-management-principles>
- Weedmark, D. (2019, September 6). *Why Is Project Scheduling Important?* Retrieved from <https://bizfluent.com/about-6680670-project-scheduling-important-.html>
- Westland, J. (2019, December 17). Project Charter Template (Free Word Download). Retrieved from <https://www.projectmanager.com/templates/project-charter-template?a=downloadGateUnlock&r=5dd6eff8ad559&e=bWFuaWphbmFIQGdtYWlsLmNvbQ>
- Westland, J. (2020, March 11). *The Triple Constraint in Project Management: Time, Scope & Cost*. Retrieved from <https://www.projectmanager.com/blog/triple-constraint-project-management-time-scope-cost>
- What is Management? (2019, April 23). Retrieved from <https://www.managementstudyhq.com/what-is-management.html>
- What is Project Quality Management?* (2017, April 10). Retrieved from <https://www.globalknowledge.com/us-en/resources/resource-library/articles/what-is-project-quality-management/>
- Vogwell, D. (2003). Stakeholder management. Paper presented at PMI® Global Congress 2003—EMEA, The Hague, South Holland, The Netherlands. Newtown Square, PA: Project Management Institute.

## 8 APPENDICES

### Appendix 1: FGP Charter

PROJECT CHARTER	
<b>Date</b>	<b>Project Name:</b>
May 13, 2019	Project Management Plan for the Project to Implement SAGE X3 Accounting Software at the Development Finance Corporation, Belmopan, Belize C.A.
<b>Knowledge Areas / Processes</b>	<b>Applicacion Area (Sector / Activity)</b>
<b>Knowledge areas:</b> Integrarion, Scope, Time, Cost, Quality, Human Resources, Communication, Risk, Procurement and Stakeholders <b>Process groups:</b> Initiating, Planning, Monitoring and Controlling	Information Technology (Software Implementation)
<b>Start date</b>	<b>Finish date</b>
May 13, 2019	November 8, 2019
<b>Project Objectives (general and specific)</b>	
<p>General objective: To develop a Project Plan for the project to implement SAGE X3 Accounting Software at the Development Finance Corporation (DFC) as recommended by the standards developed by the Project Management Institute.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> <li>1. To create a project charter which will formally authorize the project to be carried out as well as provide the Project Manager mandate to carry out the work described within.</li> <li>2. To create a Scope Management plan which will include all work required to successfully complete the project.</li> <li>3. To create a Time Management Plan which will support the project schedule by planning and organizing time spent on activities that will be carried out for the duration of the project.</li> <li>4. To create a Cost Management plan which will be used to develop and manage the project budget to complete the project within the approved budget.</li> <li>5. To create a Quality Management plan which will be used to identify quality requirements for the project deliverables and processes.</li> <li>6. To create a Human Resource Management plan to ensure all human resources needed to successfully complete the project are properly identified, acquired and managed.</li> <li>7. To create a Communication Management plan to ensure project status and key information is communicated effectively and efficiently throughout the life of the project.</li> <li>8. To create a Risk Management plan to identify and examine risks that can affect the successful completion and develop strategies to minimize the likelihood of those risks occurring.</li> <li>9. To create a Procurement Management plan that will be used to guide the purchase of products and engagement of services required for the project.</li> <li>10. To create a Stakeholder Management plan to identify project stakeholders and develop strategies to effectively engage them throughout the life of the project</li> </ol>	
<b>Project purpose or justification (merit and expected results)</b>	
The Development Finance Corporation started the implementation of SAGE X3 Accounting software 4 years ago. The initial project plan provided stated that implementation would take a period of 6 months which did not occur. The project implementation is still ongoing.	

The purpose of this project is to provide the DFC with insight to gaps in the initial project plan provided. Furthermore, to create a Project Plan that will provide a roadmap that can assist in bringing the project to a close,

Also, by providing a Project Plan and analysis the Corporation can be guided by lessons learned for future IT projects.

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

The Project Management Plan to implement the SAGE X3 accounting software, inclusive of all subsidiary documents will be the final deliverable of this project.

### **Assumptions**

1. It is assumed that the DFC will provide all the initial documents provided at the start of the project i.e. project plan and subsidiary plans to conduct analysis
2. It is assumed that the IT Manager who also serves as the Project Manager will be available as a source person for interviews.

### **Constraints**

1. Time is a limitation due to the current physical condition of the student.
2. Availability of source material is a constraint as the documents provided at the start of the project was limited.

### **Preliminary risks**

If the IT Manager/Project Manager becomes too occupied with project implementation to be interviewed, the flow of information needed to guide analysis will be delayed. This will cause a delay in the FGP schedule.

### **Budget**

General cost estimate of main items/deliverables for project budget.

### **Milestones and dates**

Milestone	Start date	End date
FGP Charter and WBS	May 13, 2019	May 17, 2019
Introduction Chapter and FGP Schedule	May 20, 2019	May 24, 2019
Develop theorhetical framework	May 27, 2019	May 31, 2019
Develop methodogical framework	June 3, 2019	June 7, 2019
Executive Summary, Bibliography, Signed Charter	June 10, 2019	June 14, 2019
Development of FGP (Results)	June 17, 2019	September 15, 2019
Conclusions	September 16, 2019	September 30, 2019

### **Relevant historical information**

Bibliography and Appendices	November 1, 2019	November 17, 2019
-----------------------------	------------------	-------------------

The Development Finance Corporation (DFC) is the only development bank in Belize and was founded in 1963. The Corporation came close to closing its doors as it lacked profitability. In 2009, however it renewed its mandate and resumed lending for development loans to its customers. The Corporation had outdated software systems and in 2014 decided to update its Accounting software to one that was able to integrate with the loan management system.

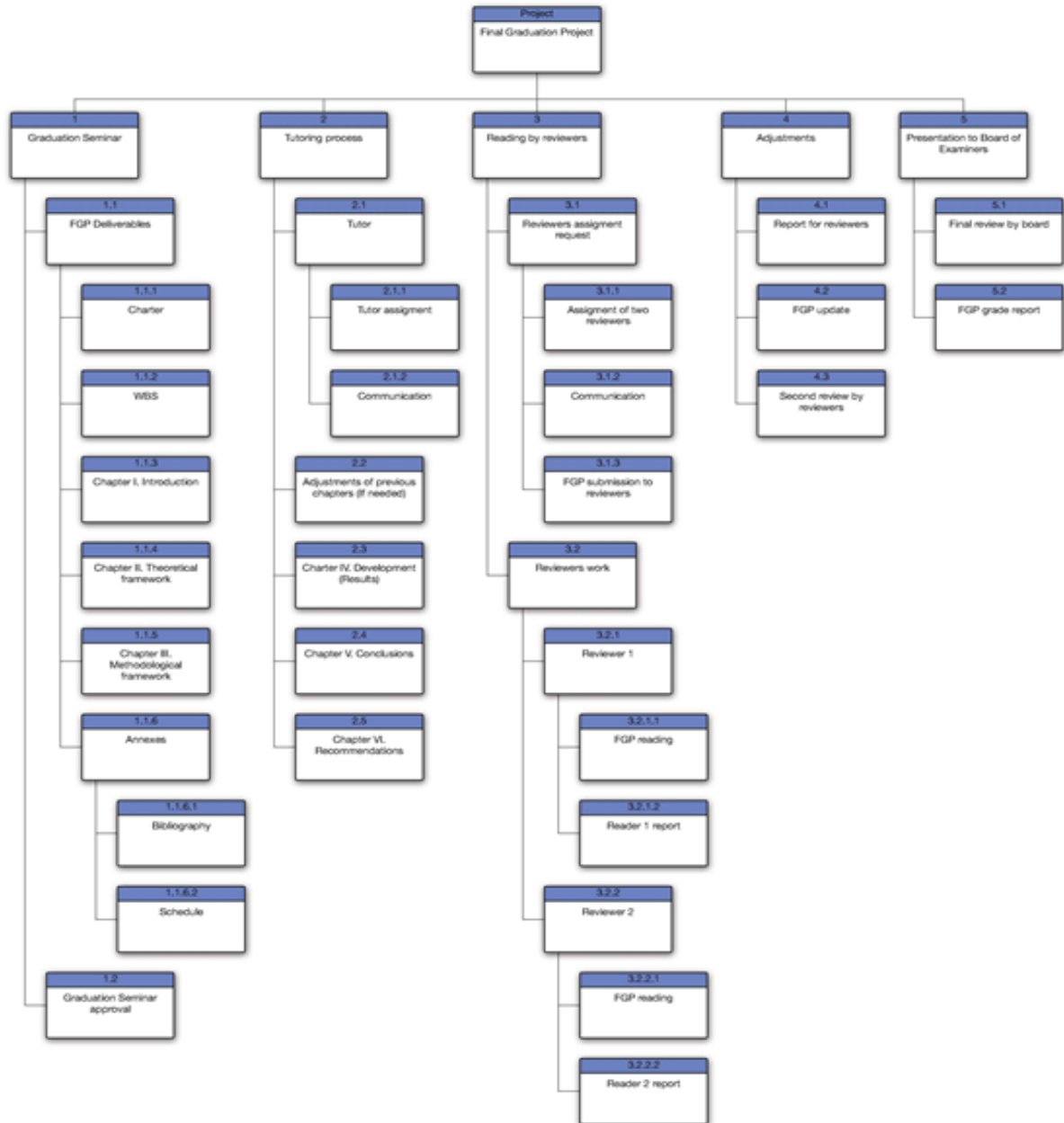
The software SAGE X3 was recommended and was to be implemented by Southeast Computer Solutions (SCS). SCS is a designated software implementor for SAGE X3 software. The Project Plan initially provided supported implementation time of 6 months. It is now 2019 and the software is still in the process of being implemented.

### **Stakeholders**

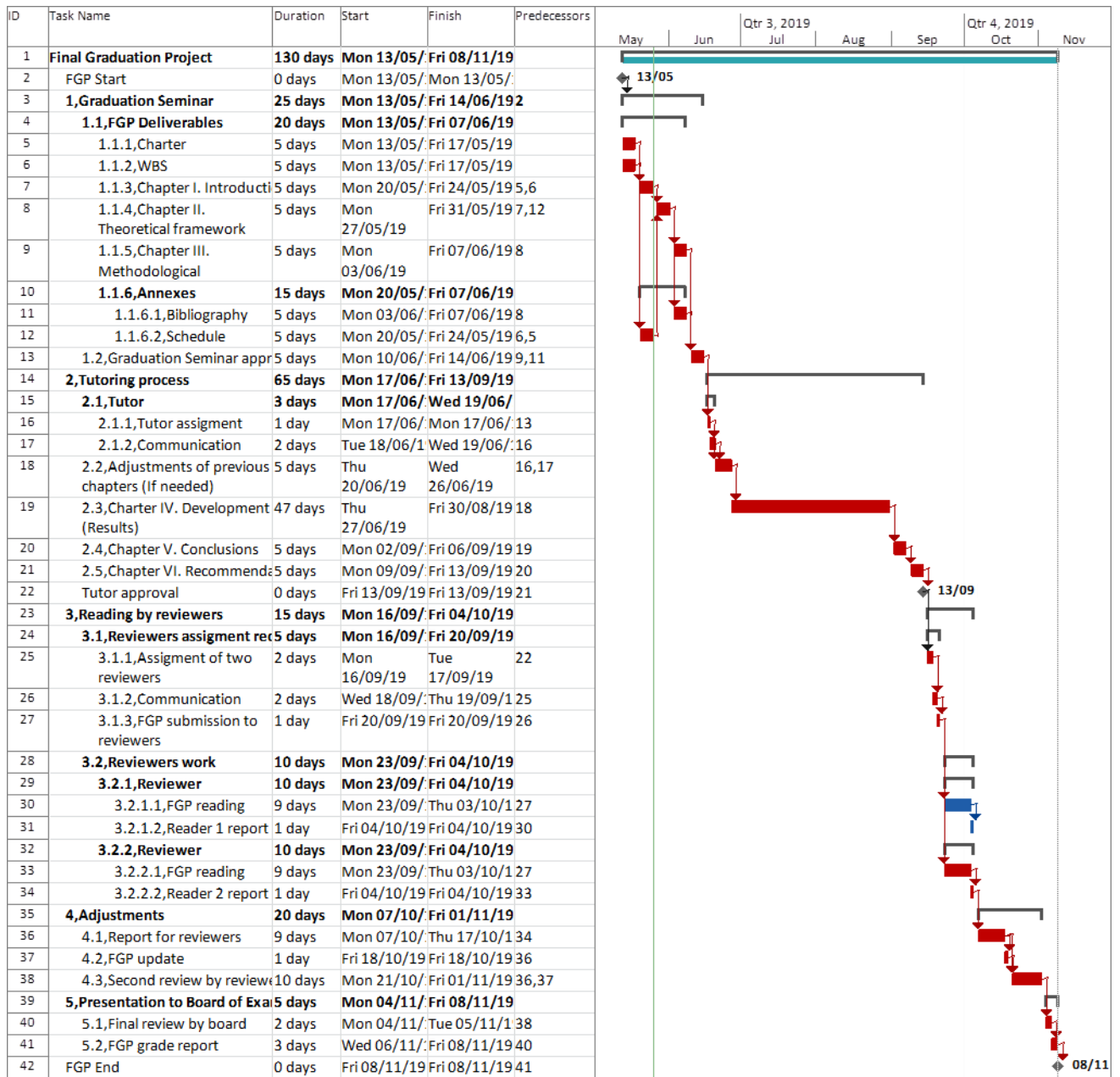
Direct stakeholders: Board of Directors, General Manager, Assistant General Manager Finance & Administration, Accountant, IT Steering Committee	
Indirect stakeholders: Accounting General Staff, Branch Manager & Office Administrators, Ministry of Finance, Central Bank of Belize, External Lending Agencies	
<b>Project Manager:</b>  Imani Janae Thompson	<b>Signature:</b> 
<b>Authorized by:</b>	<b>Signature:</b>

## Appendix 2: FGP WBS

## Final Graduation Project



### Appendix 3: FGP Schedule





## Appendix 4: Linguist Certification

---

University of Belize



University Drive,  
P.O. Box 340  
Belmopan

**Faculty of Education and Arts**

Tel: +501-822-3680  
Fax: +501-822-1107

5<sup>th</sup> March, 2020

**To Whom It May Concern:**

*RE: CERTIFICATION OF ENGLISH LANGUAGE PROFICIENCY FOR IMANI WADE'S  
FINAL GRADUATION PROJECT*

I, Kimberly T Stuart, a lecturer of English at the University of Belize, and a bearer of a Master of Arts in the Teaching of English (SCL) from the University of South Florida, USA verify that Mrs. Imani Wade possesses the level of advanced proficiency in the English language and can successfully participate in her Master in Project Management programme at the Universidad para la Cooperación Internacional.

Sincerely,

**Kimberly T Stuart (Ms.)**

**Lecturer, Faculty of Education and Arts  
University of Belize**

**(kstuart@ub.edu.bz)**

# University of South Florida

has conferred on

**Kimberly Therese Stuart**

the degree of

**Master of Arts in Teaching  
English Education**

together with all the rights, privileges and honors appertaining thereto in consideration  
of the satisfactory completion of the course prescribed by the Faculty of the

**College of Education**

In Witness Whereof the undersigned have affixed their names and the seal of the University  
at Tampa, Florida, this fifteenth day of December, 2012.

*Judy L. Eusefi*  
President of the University

*Ron DeSantis*  
Governor of the State of Florida

*J. B. R.*  
Chair of the Board of Trustees



*Karen Liller*  
Dean of the Graduate School

*Colleen S. Kennedy*  
Dean of the College