KUALA LUMPUR UNIVERSITY
OF SCIENCE AND TECHNOLOGY
吉隆坡科技大学

CSC 2332-SOFTWARE PROJECT MANAGEMENT
March 2026

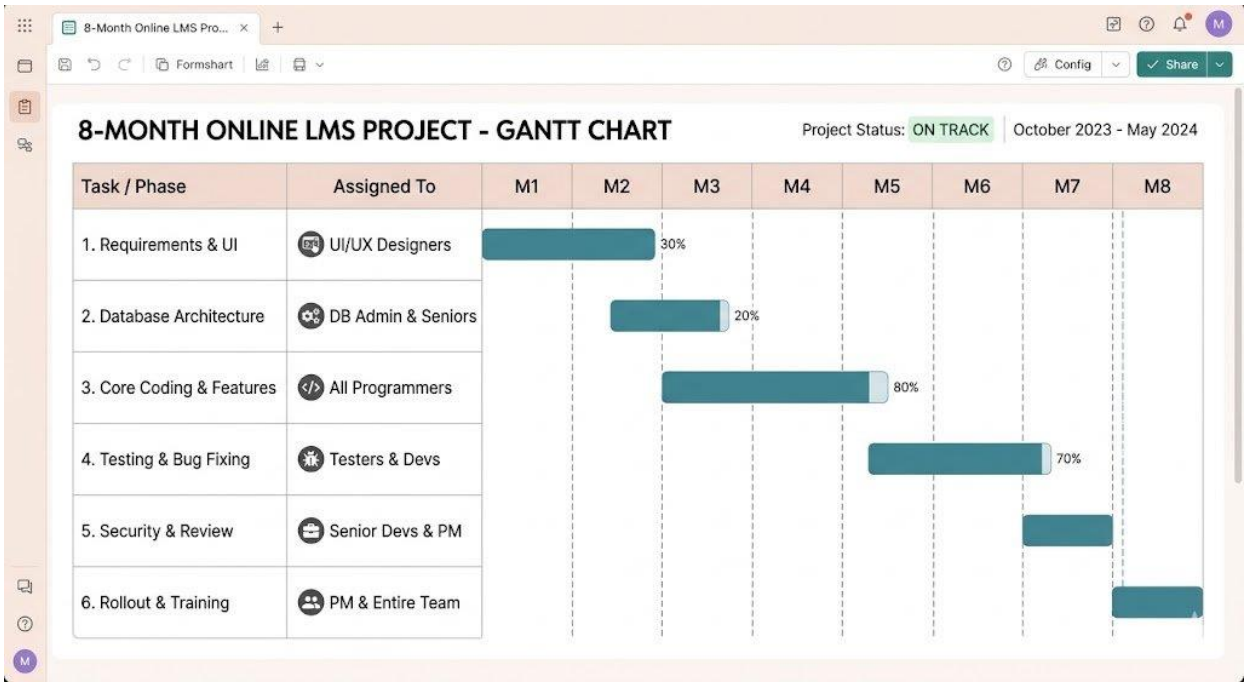
Individual Assignment

NAME	Abdirisaq Abdiqani Ismail
MATRIC NO.	
DATE	1/06/2026

Introduction

A university commissioned technova solutions to build an LMS (Learning Management System) in an eight-month period. The project team included programmers, ux/UI designers, testers, a database administrator, and a project manager. Since then several major human resource Issues have arisen and will threaten production, product quality, and project completion. This report will list the top four of these human resource Issues, propose five solutions to address them, and outline a new process using software for managing teams effectively.

Figure 1: 8-Month LMS Project – Gantt Chart



Source: TechNova Solutions Project Dashboard (October 2023 – May 2024).

Question 1: The Four Most major HR Issues

I.) lack of inter-team collaboration and communication.

The Developers are developing individualized modules without telling the testers what they are doing. The testers are submitting bugs about the developed modules but do not give enough detail about how to reproduce the bugs. Because of this lack of communication between the teams, there is much duplicated effort, many late bug discoveries and diminishing levels of inter-team confidence. Schwalbe (2019) states that communication is the most important project management skill. At technova, this disconnection has resulted in a two week time delay in the project timeline and could continue to compound itself unless corrected.

Ii.) senior Developers continuously failing to meet timelines.

Senior Developers are responsible for building the foundational architecture elements necessary for other team members to complete their tasks. When senior Developers miss timelines it creates delays for other teams such as integration testing, user interface development and deployment. While the primary problem with this behavior is the additional time lost during the project, it also sends a

negative message to the rest of the staff; junior staff see their seniors failing to meet commitments without consequences and over time accept that meeting deadlines is not mandatory (PMI, 2021).

Iii.) retaining critical information by small groups of staff.

Some staff retain all of the knowledge of key systems in the company; specifically database logic, and API integrations. In situations like this, when some staff members leave the company, or become unavailable, significant parts of the business can be impacted. Additionally, retaining critical knowledge within one group of people limits opportunities for cross training and learning among other groups. Documentation is an effective way to share knowledge and maintain sustainability of project-based HR (schwalbe, 2019).

Iv.) unauthorized disclosure of confidential company data.

One of the staff members disclosed confidential company data relating to the current LMS project, thereby creating an exposure risk to technova in terms of its obligations to Malaysia's pdpa, damage to reputation and loss of trust from clients. As well as creating exposure risks internally, it creates distrust in the staff regarding sharing information to help resolve problems and therefore worsens the existing knowledge hoarding issue. Ethics are one of the six core competencies identified by PMI (2021) for project managers, and the existence of a formal code of conduct and access controls would likely have prevented this unauthorized disclosure.

Table 1: Summary of HR Issues and Project Impact

HR Issue	Primary Impact	Area Affected
Poor Communication	Rework, late defect discovery	Quality & Schedule
Missed Deadlines	Cascading delays, discipline erosion	Schedule & Morale
Knowledge Hoarding	Single points of failure, slow onboarding	Risk & Continuity
Confidential Data Breach	Legal exposure, loss of client trust	Ethics & Security

Note. Based on PMBOK Guide principles (PMI, 2021) and Schwalbe (2019).

Question 2: Five Strategies to Manage the Team

(i) Situational Leadership

The project manager must adapt their style to each individual. Senior developers missing deadlines require direct one-on-one meetings to identify root causes excessive workload, unclear requirements, or personal factors rather than blanket oversight. Each team member should receive clear, measurable performance objectives, so progress can be assessed objectively (Schwalbe, 2019).

(ii) Collaborative Conflict Resolution

The developer–tester divide requires a joint workshop in which both teams co-create a Definition of Done (DoD) checklist covering unit test thresholds, code review sign-off, and smoke testing that developers must complete before submitting work. Embedding both teams in daily stand-up meetings reduces blame and builds shared accountability for quality (Schwalbe, 2019).

(iii) Workload Rebalancing and Recognition

A formal workload audit should map each team member's tasks against available capacity and redistribute assignments equitably. The project manager should also institutionalize recognition verbal acknowledgements in team meetings, written commendations, and milestone incentives where budgets permit. Motivated employees consistently produce higher-quality software with fewer defects (Schwalbe, 2019).

(iv) Code of Conduct and Data Governance

All team members must sign non-disclosure agreements (NDAs) at project initiation and complete a short orientation on what constitutes confidential information. Role-based access controls must restrict sensitive documents to those with a clear operational need. Following the breach, the project manager should investigate, apply appropriate disciplinary action, and notify the client as required under the PDPA (PMI, 2021).

(v) Structured Communication Plan

A formal communication architecture daily 10-minute stand-ups during active sprints, weekly full-team reviews, and a defined tool usage policy (Slack for peer queries, JIRA for task updates, email for client communication) must be implemented. Simplifying JIRA status reporting to a three-state model (To Do / In Progress / Done) reduces compliance friction and increases team adoption.

Table 2: Summary of HR Management Strategies

Strategy	Problem Addressed	Key Action
Situational Leadership	Lateness in meeting deadlines	Root-cause meeting with tester, customized objectives
Collaborative Conflict Resolution	Dev–tester tension	Joint Definition of Done workshop
Workload Redistribution	Low motivation	Workload audit + recognition programme
Code of Conduct & NDA	Data breach	NDA signing, role-based access controls
Structured Communication Plan	Information silos	Defined Tool Usage Policy & Daily Standup

Note. Strategies are grounded in PMI (2021) and Schwalbe (2019).

Question 3: Software-Supported HR Management Plan

(i) suggested Software -- jira, Slack, and microsoft teams

Jira (Atlassian) will be used as the central project Management and issue tracking Software. Slack will handle real-time communication among employees. Microsoft teams will provide structure to employee meetings and document Management. This combination was chosen because jira has better granularity than other simpler tools like trello when it comes to creating customized workflows and providing both burndown reporting and role-based access controls that directly address TechNova's data security gap.

(ii) task assignment and progress tracking

In jira, each assigned task includes a specific team member name, a priority level, an estimated effort, and a deadline. Also, automated 48 hour reminder notices are sent to employees if their task is due soon. If a task is past-due, it turns red in the application so everyone can see at-a-glance who needs help or is behind schedule. The Kanban board allows employees to view where work is currently located within the development process. It also shows current bottlenecks within the process. the Burndown Chart allows managers to evaluate how well they are meeting the requirements of their clients by showing them where they are within the development cycle. Managers can then take corrective actions before the client finds out there are problems. Each individual employee's task history including on-time completion rates and number of times a particular employee had to reopen a previously closed issue can be evaluated by managers during evaluations.

(iii) communication and reporting

The use of Slack channels limits communication within each channel to only necessary topics. There is One channel for general communications (#general), One for alerts related to jira issues (#alerts), One for development-team members to communicate about development-related topics (#Dev-team), and One for test-employees to communicate with each other about testing-related topics (#testing). All formal meetings and document exchanges are conducted using microsoft teams. Any meetings held using teams are automatically recorded, making sure that all participants have equal access to information regardless of whether they were able to attend the meeting. Also, all project documentation is stored in a centralized location called SharePoint. Each week, the team generates weekly internal status reports using jira. These reports include status updates on outstanding and resolved items. The status report is distributed internally. Every month, the team generates a monthly client progress report that summarizes all completed features and upcoming milestone deliverables along with any active risk items.

Table 3: Software-Based HR Management Plan

Area	Tool	Function	Issue Addressed
Task Allocation	Jira	Assign tasks, set deadlines and priorities	Missed deadlines
Progress Tracking	Jira (Kanban/Burndown)	Visual sprint monitoring, overdue alerts	Schedule slippage
Communication	Slack	Channel-based messaging, Jira integration	Information silos
Meetings & Docs	Microsoft Teams	Recorded meetings, version-controlled files	Data governance
Reporting	Jira + Teams	Weekly internal & monthly client reports	Accountability
Access Control	Jira Permissions	Role-based document access, audit logs	Data breach risk

Note. Jira is developed by Atlassian; Microsoft Teams is part of the Microsoft 365 suite (Microsoft, 2023).

Conclusion

The HR problems at TechNova (communication breakdowns, delayed responses, employees hoarding information & a data breach) will likely severely hinder the ability to successfully deliver the LMS if they are left unchecked. The five strategies that were proposed based on PMI (2021) and Schwalbe (2019) help deal with both the symptoms and roots of these HR problems. These tools also support the project manager using the project management tools Jira, Slack & Microsoft Teams to achieve a level of clarity, order & accountability for their team so that the team can be directed to achieve the objectives of this project. Ultimately, effective HR Management at TechNova comes down to creating a team environment where all members of the team have a sense of trust, shared responsibility & professional ethics.

References

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