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Abstract:

This project management and internal communication facilities guide describes the project structure, dissemination activities, administrative procedures and communication facilities of MASCOT. It is based on relevant chapters from the Technical Annex, on the dissemination and exploitation plan established in work package 4, and decisions of the Project Steering Committee regarding administrative procedures.

Contents

1	Project Management	5
1.1	Project Structure	5
1.1.1	Roles and Responsibilities	5
1.1.2	Project Coordinator (PC)	5
1.1.3	Project Steering Committee (PSC)	6
1.1.4	Work Package Leaders	7
1.2	Decision Making and Conflict Resolution Strategy	8
1.3	Reporting and Progress Monitoring	8
1.3.1	Reporting on Work Package Level	8
1.3.2	Reporting on Partner Level	9
1.4	Plan for using and disseminating knowledge	10
1.4.1	Publication Policy	10
1.4.2	IPR Policy Committee and IPR Management	12
1.4.3	Raising public participation and awareness	12
2	Communication	13
2.1	Meetings	13
2.1.1	Project Steering Committee Meeting	13
2.2	Content Management System: MASCOT Portal	13
2.2.1	MASCOT web-site	14
2.3	Mailing Lists	14

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Executive Summary

This deliverable outlines structures and procedures of the Specific Targeted Research Project MASCOT with respect to project management and communication. Chapter 1 *Project Management* describes roles and responsibilities, decision making and conflict resolution strategy, reporting procedures and dissemination. Chapter 2 *Communication* describes the communication facilities used in the project.

It is intended that this guide will evolve with time and therefore be updated as the project progresses.

Chapter 1

Project Management

1.1 Project Structure

1.1.1 Roles and Responsibilities

The main roles in the project MASCOT are the Project Coordinator, the Project Steering Committee, and the Work Package Leaders. The overall management structure is shown in the following figure¹

1.1.2 Project Coordinator (PC)

The Project Coordinator represents the MASCOT consortium towards the European Commission in technical, legal, and administrative matters. The main responsibilities are:

- organisation
- planning
- and control

of the project.

The PC is Dr. C. Mecklenbräuker, Key Researcher at ftw. and Professor at Technical University Vienna. He will be assisted by Prof. H. Boche from FhG-HHI.

Project Management Tasks

¹The overall management structure was outlined in the Technical Annex [3], Section 6.1, page 15.

- project initiation,
- administration,
- organisation,
- and technical management.

The project initiation task involves the establishment of rules and basic support for the cooperation between the partners and the definition of project conventions, documentation procedures, management decision schemes, and control procedures.

1.1.3 Project Steering Committee (PSC)

The Project Steering Committee(PSC)² consists of at least one delegate from each partner, including the PC.

The PSC has the following responsibilities:

- The PSC is the formal decision-making body of the consortium.
- Quality Monitoring: The PSC decides on the acceptance/rejection of deliverables
- Conflict Resolution: If necessary, the PSC will resolve conflicts by majority voting
- Coordination of internal and external project activities
- Assessment of the progress of the entire project (comparison planned vs. realized work) and taking corrective actions, if necessary.

The PSC will meet at least twice a year and will be chaired the PC. Additional PSC meeting may be called by the PC, or at request of partners. Each of the partners communicates with the PSC via its own PSC delegate.

The PSC delegates are:

²The responsibilities of the PSC were outlined in the Technical Annex[3], Section 6.1, page 15,16.

1	FTW	Dr. C.F. Mecklenbräuker
2	NOKIA	Dr. Ari Hotinnen
3	FhG-HHI	Prof. Holger Boche
4	PoliTo	Prof. Giorgio Taricco
5	VUT	Prof. Gerald Matz
6	ETHZ	Prof. Helmut Bölcskei
7	FBM-UPF	Prof. Ezio Biglieri
8	UNICAL	Prof. Emanuele Viterbo

Table 1.1: PSC delegates

1.1.4 Work Package Leaders

The Work Package Leaders are members of the partner organisations who manage the individual work packages(WP).

The specific responsibilities are:

WP1	Space-Time Code Design and Baseband Transceiver Algorithms	Prof. G. Matz (VUT)
WP2	VHDL Reference Disigns and Testbed Integration	Prof. H. Bölcskei (EHTZ)
WP3	Performance Limits	Prof. G. Taricco(PoliTo)
WP4	Dissemination and Exploitation	Dr. C. Mecklenbräuker (ftw.)
WP5	Project Management	Dr. C. Mecklenbräuker (ftw.)

Table 1.2: work package leaders

The WP leaders will also coordinate the contributions of the respective WPs to the annual project review reports and the final project report.

WP meetings and inter-WP meetings will be arranged when it is deemed necessary and will be combined with PSC meetings if possible. In order to facilitate this, all WP leaders are also PSC delegates.

1.2 Decision Making and Conflict Resolution Strategy

The PSC is the formal decision-making body of the consortium.³ Consequently, only the PSC has the authority to make global decisions within the project. The PSC arrives at decisions by voting with each partner having one vote, independently of the number of participants from each partner present at the meeting. The final ballot (if required) will be with the PC. Should a PSC delegate not be able to participate in a PSC meeting or voting, he or she may nominate a substitute and transfer the voting right. In urgent cases, PSC decisions can also be reached outside the regular PSC meetings through votes conducted per e-mail or phone conferences.

Within each WP, decisions may be taken in the first instance by the partners involved in that WP, where again each partner has one vote. Any major decisions made within a WP have to be approved by the PSC in order to ensure that decisions within WPs do not unduly impact other WPs. The likelihood of conflicts has been minimised in the first instance by clearly defining tasks and assigning responsibilities. Major controversies are unlikely to occur also because of the close relationship of the partners and the proven history of collaboration.

The conflict-handling philosophy of the consortium is in the first place based on prevention. To this end a Consortium Agreement will be put in place before the project starts. In case a conflict arises, it will immediately be tackled at the lowest possible level and, at the same time, brought to the attention of the PC. If necessary, the PSC will resolve conflicts by simple majority voting. With these conflict avoidance and resolution mechanisms in place, it is expected that decision making will for the most part occur on a consensual basis.

1.3 Reporting and Progress Monitoring

1.3.1 Reporting on Work Package Level

Each WP leader provides a quarterly written progress report to the PC. The Quarterly Progress Report is based on the quarterly review and assessment element within each task. These reports will form the basis for the quarterly report by the PC to the EC. At the biannual PSC meetings, the

³The decision making and conflict Resolution Strategy were outlined in the Technical Annex[3], Section 6.1.1, page 16.

last two progress reports will be distributed to the PSC and discussed at the meeting. The quarterly progress reports form the basis for the technical progress monitoring and enable the PSC to assess the progress achieved in the individual WPs. More specifically, the reports will contain a description of

- work done by each partner in the respective WP;
- task review and assessment
- realised progress vs. scheduled progress;
- problems encountered (if any) and measures taken or to be taken;
- steps to be taken during the next period (6 months);
- proposed deviations from the project plan if any (such deviations are subject to approval by the PSC).

The partner representatives (PSC delegates) are responsible for ensuring that commitments are met at the partner level. At any stage of the project, should indications become apparent that progress will deviate from the project schedule, the PSC may decide to take corrective actions. Only the PSC has the authority to alter the work plan to a significant degree. The PSC is furthermore responsible for monitoring the quality of the work undertaken. Quality assessment will be a mandatory agenda item for the PSC meetings. The PSC decides on the acceptance or rejection of deliverables. In order to ensure high quality of deliverables, each deliverable shall be reviewed by two independent reviewers chosen by the PC from among the project participants. The review process is coordinated by the PC. At the end of each project year, an annual review report will be written on the entire project containing a detailed description of the achieved goals, problems encountered and corresponding measures taken, as well as changes in the project plan.

1.3.2 Reporting on Partner Level

Each partner provides an internal Quarterly Management Report (QMR) to PC. This reports enable the Project Coordinator to monitor the progress in the project on the resource and financial level. A summary of the workpower and costs spent will be presented at the PSC meetings. Additionally the cumulated QMRs of one period will serve as a basis for the Annual Management Report and the Final Report to the EC commision.

In particular the QMRs contain

- issues and red flags in technical, administrative, financial, or other areas
- travel issues and meetings attended
- changes in staff
- dissemination activities
- workpower spent
- costs spent (personnel, travel, equipment, and other costs)

1.4 Plan for using and disseminating knowledge

A detailed description of the MASCOT dissemination and exploitation activities can be found in the workpackage description of WP4 [3] and the MASCOT Deliverable D4.2 [2].

1.4.1 Publication Policy

Publications serve to communicate research results to the international scientific and industrial communities, and thus they constitute an essential dissemination instrument. Consequently, all partners in the MASCOT consortium plan to produce high-quality papers for international top journals and conferences. The publication guidelines to be developed during the first quarter of the first project year will support the release of sound scientific and technical publications that are of high quality, originality, timeliness, and clarity of presentation. The publication policy will be designed to promote high scientific and technical accuracy of MASCOT publications, to ensure that fair credit is given to the authors and to other contributing parties, and to prevent violation of any of the partners' interests in MASCOT research results with respect to the filing of patents and licensing of VHDL code.

Formal Requirements

The PSC has to be informed about every publication at least 3 weeks in advance of the intended submission of the publication, and may veto within 10 days of receipt of such information. Publications written in the framework of MASCOT shall contain the following acknowledgement (or equivalent formulation):

This work is supported by the STREP project No. IST-026905 (MASCOT) within the sixth framework programme of the European Commission.

Electronic online archives of MASCOT publications shall contain the following copyright statement:

The publications on the following pages originate from the MASCOT project sponsored by the EC. Personal use of this material is permitted. However, permission to reprint/republish this material for advertising or promotional purposes or for creating new collective works for resale or redistribution to servers or lists, or to reuse any copyrighted component of this work in other works must be obtained from the MASCOT consortium.

Regulation of Publications

The publication of jointly developed results within MASCOT is regulated as follows: Given that each party involved in the publication is aware of its content; academic and industrial parties are co-authors of publications relevant to jointly developed activities; the confidentiality rules detailed in the Consortium Agreement are met, an abstract of the planned publication shall be supplied to the PSC at least 3 weeks before the intended submission. Within 10 days, either clearance of or opposition to the planned publication has to be provided by the PSC specifying reasons and/or amendments. With no reply within the 10-day time frame, the publication is automatically permitted. When there is opposition, the involved parties shall discuss how to overcome the justified grounds of opposition and the opposing party shall not unreasonably continue its opposition if appropriate actions are performed following the discussion. The justified grounds of opposition are for business or protection reasons concerning the inclusion of the opposing party's know-how. In these cases:

- The parties shall cooperate to achieve such protection of know-how.
- Provided it does not significantly adversely affect the timing or content of the publication, the publishing party shall delay for an agreed

period and/or modify the publication to enable the opposing party to take prompt action to avoid the proposed publication prejudicing the protection of the opposing party's know-how.

- The opposing party shall use all reasonable endeavours to overcome such barrier to publication as quickly as possible. The publishing party shall postpone the publication of such material until such barrier has been overcome. However, the maximum time of postponement shall be 3 months from the date of the opposition unless (exceptionally) the parties involved agree (or are required by law or enforceable regulation) to extend the postponement.

The publication strategy, including a list of targeted journals and conferences was further detailed in the Dissemination and exploitation plan [2], section 2.2 page 7.

1.4.2 IPR Policy Committee and IPR Management

The details of the IPR Policy Committee can be found in

- MASCOT Deliverable D4.2 [2], Section 3.1 on page 20.
- MASCOT Deliverable D5.3 [1], Section 2.5.1 on page 23.

1.4.3 Raising public participation and awareness

A public web-site will be maintained with public announcements and achievements. This web-site

<http://plone.ist-mascot.org>

will serve as the main portal to MASCOT results. See also section 2.2 on page 13.

Chapter 2

Communication

2.1 Meetings

2.1.1 Project Steering Committee Meeting

The PSC meetings will be held at least twice a year. Additional PSC meetings can be held upon request by the PC or a partner. The meetings will always be minuted by the PC in order to retain a copy of any decision made and discussions taking place in the project. The minutes are send out for review after the meeting and can be objected. The final version of the minutes is distributed by e-mail to the PSC and is made available on the MASCOT content management system.

PSC Meetings held in Period 1:

January 19 2006	Kick-Off Meeting and 1th PSC
April 20 2006	2nd PSC Meeting (Telephone Conference)
September 7 2006	3rd PSC Meeting in Florence at EUSIPCO Conference
December 12 2006	4th PSC Meeting (Telephone Conference)

2.2 Content Management System: MASCOT Portal

Throughout the MASCOT project, a public web-site is maintained with public announcements on events, tutorials, publications, deliverables, and achievements. This web-site serves as the main portal to MASCOT results. The web-site plays a central role in raising public awareness. The schedule

and programme of tutorials and ETHZ and FTW open-house events will be announced by email and on this web-site.

Selected results will be made public through contributions to IST Mobile Summits, WWRF, IEEE 802.11 task group n, and related bodies.

2.2.1 MASCOT web-site

During the first two months, a simple web-site was established. It is accessible through the following URL:

<http://www.ist-mascot.org>

MASCOT's external announcements (e.g. events, publications, deliverables) and internal file sharing are organised via the content management system *plone*¹. MASCOT's plone server is accessible via the MASCOT web-site or directly through the following URL:

<http://plone.ist-mascot.org>

2.3 Mailing Lists

The following mailing lists exist within the project:

- mascot_psc@ftw.at : Comprises all Project Steering Committee members.
- mascot_legal@ftw.at : Comprises all contacts from partners responsible for the legal issues in MASCOT.
- mascot@ftw.at : Comprises the whole project team.
- mascot_reporting@ftw.at : Comprises all contacts from partners responsible for the project reporting in MASCOT.

Additionally, individual mailing lists for MASCOT's work packages were installed. These contain the respective WP leader and the researchers working in the respective work package.

¹<http://plone.org>

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Index

- Eidgenössische Technische Hochschule Zürich, [14](#)
- Work Package Leaders, [7](#)
 - responsibilities, [7](#)
- WP, *see* work package
- Forschungszentrum Telekommunikation Wien, [14](#)
- WP leaders, *see* Work Package Leaders
- mailing lists, [14](#)
- MASCOT portal, [12](#), [13](#)
- PC, *see* Project Coordinator
- plone, [14](#)
- Project Coordinator, [5](#), [8](#), [9](#)
 - project management tasks, [5](#)
 - responsibilities, [5](#)
- Project Steering Committee, [6](#), [8](#)
 - delegates, [6](#)
 - meeting, [8](#), [13](#)
- PSC, *see* Project Steering Committee
- Publication Policy, [10](#)
 - acknowledgment, [10](#)
 - copyright statement, [11](#)
 - formal requirements, [10](#)
 - regulation, [11](#)
- QMR, *see* Quarterly Management Report
- Quarterly Management Report, [9](#)
 - content, [9](#)
- Quarterly Progress Report, [8](#)
 - content, [9](#)
- web-site, [14](#)
- work package, [7](#), [8](#)
 - Quarterly Progress Report, *see* Quarterly Progress Report