

***A Review and Evaluation of Effective Management Tools, Methods and Approaches: A
Case Study for Office Relocation***

BMSK: 5006 (Knowledge & information Skills)

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Introduction

Project management has been utilised as an effective tool to discipline the orientation and organisations of practical business functions. As there are now heavily competitive fields of work organisations are now beginning to understand the importance of practical strategizing and honing their most strong capabilities, to operate in an intense competitive environment. The objective of this assignment is to critically review and evaluate management tools and techniques that aid in the effective execution and completion of projects; in this case office relocation. The author of this assignment is the representative for the project and has liaised with Estates management to provide a project proposal that will facilitate a seamless, non-disrupted move. The key to the successful execution and completion of this project is to break the project down into tasks and sub-tasks and use project management tools such as a SWOT analysis, work breakdown structure, Gantt and PERT chart.

When initiating a project there are many problems and challenges that can be faced.

In order to reduce those problems, it would be important to first think about:

1. The type of project being initiated.
2. The problems that may be encountered and solutions.
3. What are the desired or expected outcomes and deliverables?

Project management is also a contributor to strategic direction giving management the opportunity to move from where they are now, to where they desire to be in the future. It has allowed them to shift their focus from traditional management methods to more consistent and concise approaches that facilitate action planning. Not all projects are carried out successfully because of management hastily rushing into executing the project instead of spending more time initiating and planning which ultimately results in a poorly managed and governed project.

Roudias (2015)

Project Proposal to Relocate Company Office to Stratford

Prepared by: (Project Representative)***Person 1 (Sponsor)******Mark Owen (Project Co-ordinator)******Presented to: The Board of at Company X******Date: December 5th, 2019******Location: Kensington, London***

In submitting this project proposal to The Board Committee and Senior Management, the representative has considered the complex aspects, time constraints, risk and cost factors associated with initiating this project and has made the informed decision to submit this project proposal for full approval. Through thorough planning, effective communication and collaborative efforts the successful completion of the project should bring about an array of benefits which enhance organisational functions, increase competitive position and inject continuous momentum of effectiveness and efficiency.

The project the representative has intended to initiate for the company is an office relocation from Kensington to Stratford. This project proposal has been centred on concerns about the location and accessibility of our offices; mainly commuting difficulties and a key operational reason to relocate has been identified as the need to be geographically closer to our clients. The current location of our offices is somewhat out of reach for our main clients including physical parking inconveniences and physical contact with our team resulting in the company being unable to retain current clients and reaching out to potential clients. A recent location which is closer to the Central Line and connects to most destinations has been made available to us, where our company will house the new representation of its services. The project is intended to produce the desired outcomes and deliverables which is to be in reach of the majority of our clients in a reachable distance; Senior Management agreed that obtaining new office premises would provide the company with the synergy and image necessary to support our clients. The representative of this proposal has also set out key points to consider (Appendix 1).

Assigning roles and defining responsibilities

As part of our project we have chosen a number of members to be a part of the team; these members are from various departments that will have some form of impact in the project going ahead. Most importantly, the representative recognises that there will need to be a nominated person whose responsibility is to communicate all information with the team members. For this project the person shall be referred to as the “Project Co-ordinator”.

Project Co-ordinator responsibilities include:

1. Assist with project resources, equipment, meetings, and information.
2. Act on behalf of the Sponsor and Senior management
3. Monitor and report planning progress, time schedules and ensuring that all activities are within the agreed budget and deadlines are met.
4. Chair meetings that involve stakeholders.
5. Documenting and following up on tasks that require actions.
6. Ensuring all information is documented, recorded, maintained and updated to date as possible.
7. Assess project challenges, risks and threats where applicable

What is a Project?

Projects have become a recent phenomenon of study amongst researchers and has taken its place in its own right and discipline as a functional way to go about organising tasks. Research suggests that projects have defined objectives and are usually temporary. The increase of major projects in industries such as construction, retail and information technology has seen the use of more agile management tasks. Smaller organisations can also benefit from the use of projects being that they are more person centred and individual value is attributed to some success. According to Munns and Bjeirmi (1996. p.81) a project is defined as “the achievement of a specific objective which includes various tasks that use up resources.” Munns and Bjeirmi also state that projects have set time scales of definitive start and end dates. In contrast to this Project Management Institute (2004, 2008, 2013) define a project as “a temporary endeavour undertaken to create a unique product, service or result”. Williams (2008) also defines project management as “everything you need to make a project happen on time and within budget to deliver the needed scope and quality” pg.2.

The assumptions we gain from both definitions is that a project combines determined objectives, followed by tasks but are short termed in nature, these can be referred to as common characteristics of a project.

Williams (2008)

Characteristics of a Project

According to Williams (2008) *there are* four main aspects of a project known as the balance quadrant:

Scope

1. What are the project objectives and efforts that are shared by senior management and the team as a collective?
2. Have these objectives been agreed, problems and solutions of relocating offices have been identified.

Quality

1. This is the approach to how the team will carry out the project from the initiation stage, execution and completion.

Time

1. Duration of project, what deadlines need to be met and how long will the move and relocation take?

Budget

1. What are the associated costs with moving and the agreed budget? This aspect considers the question of whether the costs of relocating exceed the budget and what expenses will the company incur as a result of this? Is it expensive or within the budget that has been set and agreed to by senior management?

Even though every project is unique and differs greatly from one another, majority of projects will include some of the commonalities outlined above. Roudias (2015) also outlines some other common features projects may share such as change, duration, uniqueness, cross functionalities and uncertainty.

Understanding the Phases of a Project Life Cycle

According to Roudias (2015) the phases of a project are called 'divisions' and helps to identify the efforts needed to effectively facilitate a project. Each phase has a set of activities which contribute to the success of the project and need to be monitored, controlled and completed effectively. Some phases will need more managing and controlling than others depending on the size and complexity of the project, however, each stage must produce some form of outcome or deliverable which will initially complete or close that phase. The series of activities included in a project phase are normally managed by individuals who are familiar or experienced in a specific area of work, similarly it inters -related activities or sub-tasks will be designated to the individual or dispersed to team members.

Roudias (2015)

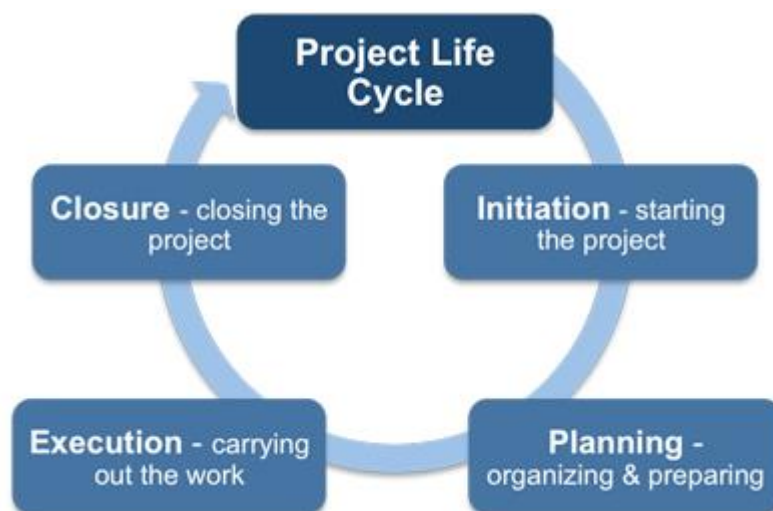


Image 1 – The Project Life cycle (image extract from Google images)

What is Project Management?

The need for project management has become increasingly significant as organisations strive for organisational efficiency, effectiveness, risk management, resiliency and agility through informed decision making and planning, for example when organisations launch new products and services, initiate new business strategies, manage large investments or downsizing and restructuring. According to Meredith *et al* (2012) project management has become more recent

in organisations due to the demand to reshape today's methods of management in contemporary organisations.

Where there is great competition in the industry, the use of project management is needed to orientate processes and manage the affairs related to a project, with an effective and efficient approach so that it synchronises along with other functions of business. As there are complex demands associated with projects within organisations Frigenti and Comino's (2005) state that general management for projects will no longer suffice for today's state of business, instead project management should be integrated into functions of the business as an imperative component of an organisation's framework. This is now known as organisational project management (OPM) which entails aligning practices and processes that fit into the organisational framework, providing support for achieving the organisation's goals and objectives by the means of "portfolio, program and project management"

(Organizational Project Management, 2018).

Organisational project management also enables management to foster a culture that includes a process flow of simultaneous collaborative elements, which are carried out in stages, and coordinate the management of tasks. Project management also helps to clarify roles, define responsibilities, stimulate or push individual and collective efforts and achieve desirable outcomes and deliverables.

The Project Management Body of Knowledge (A Guide to the Project Management Body of Knowledge, 2013, p.5) define project management as "the application of knowledge, skills, tools and techniques to project activities to meet the project requirements". The application of knowledge, skills, tools and techniques should be applied in each of the four phases which are: initiating, planning, execution and closure.

In all four phases there should be effective communication and leadership. Each phase will enable the project team to:

1. link project goals and objectives to customer needs
2. build effective working teams through collaboration ensuring boundaries are functioning.

Meredith (2012)

Initiation

The first phase of the project life cycle; initiation, management define the overall scope of the project objectives, aims, vision, goals, potential outcomes and deliverables considered desirable for the project. Management will also need to conduct a feasibility report in this phase to address the requirements of the project objectives and identify solutions for any risk identified. Issues of the feasibility report (“can the project be done and what approaches will be taken to ensure success of project”) and justification (“why should we do this project and what are the benefits”). A SWOT analysis can also be drawn up to identify where the company is at currently with their strengths, weaknesses, opportunities and threats (see Appendix 2). The Project Coordinator will also need to document all reports for reference and end evaluation; as everything is documented senior management and the sponsor are able to review the progress of the project.

Roudias (2015)

Initiation Team

The project efforts should be delegated to specific individuals or teams with clearly assigned roles and responsibilities, in. This stage also calls for project planning where all activities are organised according to specific goals intended for the project. This phase also sets out the management procedures, in terms of communicating roles job specifications

and how the budgeting will be managed. Management should identify any seniors who are experienced enough to make informed decisions and highly organised individuals who are experienced in multi – tasking. When appointing project team members it is important to also communicate the functions and responsibilities for each assigned role, integrate the team as a whole but also remind them that each role is defined with individual tasks for which they are responsible and will ultimately impact the success of the project. Management may also need to consider salary for each member.

Project Initiation Review (points to consider)

1. Document all results of initiation phase
2. Ensure all those needed to be consulted about the move are notified (heads of department, staff)
3. What are the communication channels in which the company will engage its stakeholders?
4. Are things on schedule, what are the time restraints at present, if any?
5. Has the budget been allocated and agreed, and is it sufficient enough to complete the project?
6. Deliverables and outcomes identified
7. Have the risks identified been mitigated?

Planning

The next step to the project is to initiate the planning process which involves outlining the scope of the project and what approach will be used in carrying out the project. Assign roles to members who can monitor the quality development of the project; this role entails strict monitoring and control of all phases of the project including costs, deadlines. This phase will require the most time, delegation and communication with team members. Within the planning process all tasks and sub-tasks will need to be scheduled according to its effect and importance and performed in an efficient manner.

Scope – specify requirements of the project and identify facilitation methods that will contribute to the project running smoothly.

Creating the Work Breakdown Structure (WBS) – assign tasks in blocks of smaller, more manageable tasks to team members. Ensure monitoring and control reports are carried out for each team member to report progress.

Schedule – ensure milestones and key dates have been established, e.g. signing off on company lease, obtaining new keys to premises. A commonly used tool known as the Gantt chart can assist with time management.

Resource and Financial Plan - Ascertain as to what equipment and materials will be needed and aim to identify any administration and labour costs.

Williams (2008)

Cost and Resources

1. Identify costs, rent, furnishings, technology fittings etc.
2. How will these costs be managed?
3. Create a draft budget plan. Identify any areas where costs may fall outside the allocated budget
4. What are the estimates of any potential costs at present, if any? Consider how this will affect the budget going forward
5. Identify what resources can be gathered and used
6. Review all costs and resources on a continuous basis

Create Quality Plan

1. Identify client needs and requirements
2. Identify quality issues and suggest improvements
3. What criteria will be used to ascertain quality standards?
4. Ascertain s to what potential deliverable are expected and how will this be achieved
5. How is the project being carried out?
6. Report on the overall level of quality at each stage

Risk Plan

1. Identify potential risks and consider how this may impact the project
2. Determine outcomes and deliverables and thin k about how this may be achieved
3. Categorise and prioritise each risk
4. Identify ways of reducing or preventing those risks

Communication (with Project sponsors, stakeholders and the project team)

1. What channel of communications will be used to engage key stakeholders?
2. Determine audience and formats of information
3. Incorporate a 360-degree feedback strategy; consider how communications can be maintained effectively so that it engages all members
4. Initiate a communications schedule/log between the company and stakeholders
Frigenti (2005)

Communicating with Project Sponsors, Stakeholders or the 'Initiation Team'

To avoid miscommunication and problems it is imperative to think of ways to effectively communicate with the team:

1. allow open channels of communication, so everyone can voice their concerns, ideas and views.
2. provide access to files which allow easy sharing of plans
3. visit potential site with some key stakeholders,
4. create small information posts about the relocation.

Frigenti (2005)

Project Planning Review (points to consider)

1. Is the project on schedule?
2. Have costs and expenses been identified, and if so, will the budget still be sufficient enough to go ahead with the project?
3. Is the allocation of resources being monitored and controlled?
4. What are the deliverables of the project at this stage?
5. Have the risks been controlled and mitigated?
6. Keep central records of all costs incurred.

Execution

The execution phase is where all efforts are put together in an actioned way to start the process of the project. The Project Coordinator will need reiterate all tasks to team members including its sub-tasks, dependencies and time schedules that may be associated with each task. The Project Co-ordinator along with the Representative will need to define a criterion in respect of each task and its completion date. The plan should initially be outlined at this stage and referred back to as a starting point for the team; outlining all resources, orientation and schedule.

Project Execution Review (points to consider)

1. What form of executive management do you have at present to support the project?
2. Is there some form of facilitation by those who have expertise in project management?
3. Is there still agility throughout the organisation/
4. Are the project objectives clear and defined?
5. Is the project going through full optimisation?
6. What are the levels of user involvement at this stage, are communication channels active and effectively operating?

Close out (closure)

The close out or closure phase is ultimately the end of the project, all documents and related records should be updated, finalised and signed off ready for handover. The Representative, project sponsor and project coordinator should carry out an end evaluation assessment and gather post project feedback. This will help hopefully give management a clearer perspective of how to go about running a project in the future.

Close out Review (points to consider)

1. Perform project closure evaluation stating the final outcome
2. Identify and key achievements and milestones
3. List any outstanding activities
4. Closing of contracts/ agreements
5. Communicate closure of project
6. Pre-completion of this will save time
7. Decide whether the project objectives were met and was the project within the scope that was outlined at the initiation and planning stage?
8. Assess final deliverables and outcomes
9. Assess the budget

Gantt Chart

The Gantt chart was first established by management scientist Henry L. Gantt (1910) and is now a commonly and traditionally used management tool used in organisations (Chartered Management Institute, a simple and useful in project management. Its graphical illustration shows specified tasks, sub-tasks and events in a form of a bar chart that are parallelly or sequentially related to one another (see Appendix 3). Each task is displayed against time schedules or deadlines which are part of the successful completion of the project. Its clear,

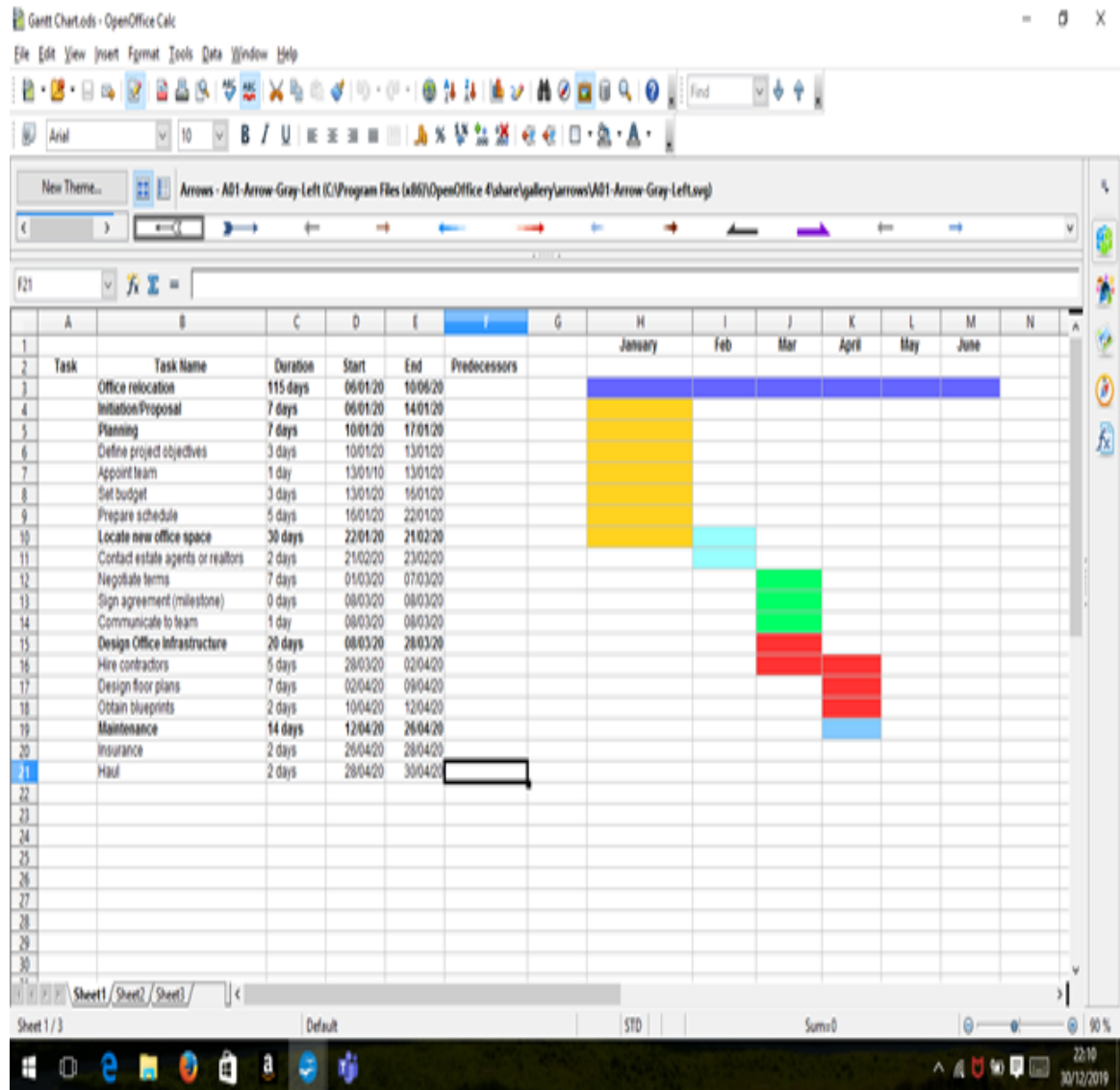
visual information helps managers to:

1. View, update and manage tasks and sub-tasks in a simple manner
2. View whether tasks are linked to one another
3. Establish initial start and end dates for each task
4. Monitor and record progress
5. Display key milestones and dates

Its use in projects today has been significant in breaking down large projects into smaller more manageable tasks (Seymour and Hussein, 2014). The overall purpose of a Gantt chart is to summarise tasks, activities, overlaps, responsibilities and time periods.

The use of the Gantt chart in our project will help manage seamless efforts in the process of execution.

Roudias (2015)



(CMI) Chartered Management Institute (2002)

Conclusion

Project management has found its way into organisations as a structured and governed way to manage organisational projects making it a diverse element of business. It is important that management actually understand the project life cycle in order for them to strategies' effectively their approach to the project. Moreover, it is important management understand, utilise and apply relevant management tools that contribute to managing projects. When projects do not achieve their goals, management need to refer back to and modify their initiation stage and most likely something has gone wrong within the planning phase. There are some cases where projects come with their own complexities in their own right, however, management should be well versed about each stage of the project and consider risks and limitations that could occur at each phase. While simultaneously going through each phase of project management, it is important that reviews and evaluations are carried out to ensure quality is upheld and risks are minimised. Such activities are carried out

at the initiation phase before planning and can be visually referred to from the use of a Gantt chart. The Project co-ordinator and the representative should ensure all activities are communicated to the sponsor and the project team and as stated before; a three sixty-degree feedback system that is open, active and accessible to all members of the project team. To further highlight the benefits of project management it would also be important to shed some light on the importance of quality management being incorporated into project management as a standard required task to be carried out during, and at the end of each phase.

Quality management is a concise reporting of the quality criteria or parameters to be used as a standard for which projects should be carried out. Quality management also benefits organisations in being a continuous improvement approach that encapsulates a blend of business agility and resilience; an important business function that should be maintained at all levels. Quality management is not just concerned with how well we do something, but instead is concerned with outcomes and deliverables that are value based. Quality management has also come to the forefront of studies because of a greater demand for leadership skills. To draw the discussion to a close it is important to consider the project life cycle when initiating projects, emphasise on building a vision between the team rather than managing a vision but also to reintroduce the main concepts of project management.

The core purpose of project management tools and techniques is to enable organisations to facilitate unique endeavours; such as projects, taking a more direct approach. Its systematic process hones a more organised way of getting things done. The more important aspect of project management is its main functions that are and should be an integral part of an organisations operation system:

1. It is essential that organisations organise their work environment, at the heart of chaos in business, members of the organisations can easily become disordered and engage in conflict. The various methodologies of project management propose distinct approaches to keep chaos, conflict and potential risks at minimal, ensuring teams collaborate effectively.
2. Management should incorporate project management into its business process and systems to provide a more efficient way to maintain imperative human and financial resources, that are important to the success of the project. Incorporating project management also adds value to the business.
3. Ensure that all communication channels are enforced and accessible to all members of the project team. The team will need to have some form of self-regulation.
4. Strategies success planning and time management for now and the foreseeable future. Ensure that there is sufficient resource allocation and all project planning activities are confirmed by project deliverables in established time frames, and hopefully avoid cost overruns.

5. Management and project team members will in some form go through a phase of change which they will have to adapt to. The environment within the organisation can change and projects will need to adjust accordingly to this or facilitate the current state.
6. It is imperative that risks are controlled and managed throughout the course of the project no matter how good the project journey may look. Recognising, preventing and minimising potential risks will ultimately determine the success of a project.
7. Assure quality is maintained during the project and reports conducted to determine final states of quality at each project phase. This also adds to value-based management.
8. Organisations must aim to ensure that all projects align with the organisation's strategic mission and success planning which unifies with all aspects of the workplace.
9. Create a project vision with the project stakeholders that can be referenced to as a 'blueprint' of what the project success should be at the end.
10. Provide the project team members with a clear understanding of accountability and how each responsibility assigned can impact the project.
11. Finally, identify project successors or champions that elevate efforts of the team, this also helps to identify potential candidates that may be assigned to future projects.

General project management benefits:

1. Better management of budget and resource allocation
2. Improved customer engagements
3. Efficient organisational integration
4. Higher levels of commitment and work morale
5. Team building

The key to a project's success will be determined by the informed decisions that form the project charter, initiation team, project schedule, risk, quality and communication plan; simply put, the success of a project will ultimately depend on meeting the scope, time and cost objectives in an efficient manner. This will be carried out by the project co Ordinator and representative and communicated with the sponsor. Management should also aim to explore the user needs and define the user scope in a separate method of reporting but still incorporate it within the project, this should include intended objectives for them that may better the rendering of services and products. Lastly, it is important to close by saying that project management is initially ideas put into action, it is important to be creative and ensure every project is unique in some form and adds value to the representation the organisation exhibits. All team members will need to be committed and responsible for their role in the success of the project which management should encourage throughout every phase of the project and ensure efforts are effectively and efficiently orientated as possible.

Munns (1996, p81)

Appendix 1***Key points to consider in administration and preparation before office relocation***

<i>Task</i>	<i>Sub-tasks</i>
Obtain and compare estimates for each aspect of moving that will require resources.	1. Get estimates of removal van costs 2. Hire skip or haulage if necessary 3. Obtain permits
Arrange to view physical office 6 weeks prior to move	1. Take measurements of flooring 2. Carry out layout plan of office, e.g. seating, equipment, desk placement. Obtain blueprint from specialist contractors
Notify clients of move and change of address details.	1. Set up standard email templates that can be sent to all clients, notifying them of change of address, contact number and updates about the relocation 2. Send out initial letters expressing support to all clients for their services here at the Kensington office
Obtain relevant insurance and permits for new premises.	1. Seek relevant permits and have senior management sign off on all permits released 2.
Create new Health and Safety checks and implement induction that	1.

reflects this. This includes
fire safety checks.

- | | |
|--|---|
| Post and telephone update | 1. Contact local mailing office notifying them of new address |
| Furniture, equipment, phone and IT communications will need to be disassembled | 1. Hire specialist contractors to disassemble IT comms |
| Arrange to physically view offices 2 weeks prior to move | 2. |
| Packing of old offices, documents, desk clean out etc. | 1. Clarify with van removal the schedule of relocating (time of arrival, cost of labour etc.) |

Appendix 2

SWOT Analysis

- | | |
|---|---|
| S | W |
| <ol style="list-style-type: none"> 1. Closer and more accessible to clients 2. Revive company culture 3. Establish company brand in main location 4. Easier to communicate with clients | <ol style="list-style-type: none"> 5. Currently still a small operating business 6. Funding maybe limited |
| O | T |
| <ol style="list-style-type: none"> 1. Chance to expand company and appeal to potential clients 2. An opportunity to collaborate in a like-minded field of work with other companies | <ol style="list-style-type: none"> 3. Subject to intense competition and will have reinstate strategies |

Roudias (2015)

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