

# PM

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BA (Honours) Business Management

Project Management (LCBB5005)

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Assignment Title: WBS Plan

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## 1. Introduction

A project is a one-time activity that produces a new product, event, or method of operation. It will have a specific start and end, but its duration could range from a few hours to a few years. In the same way that effective management is required for the day-to-day operations of a business or a household, effective project management is required for any form of change (Wells, 2019). To visualise a project a work breakdown structure must be created.

A work breakdown structure is an instrument for organising projects hierarchically. With a WBS, deliverables are broken down into sub-deliverables to visualise projects and identify critical dependencies (Raeburn, 2022).

This project will present the extension of the kitchen by knocking the wall between the kitchen and the utility room and building an extension on the back of the house. As well as the removal of the chimney from the kitchen, plumbing, replastering, retiling, installing a new window and fitting new cabinets with integrated appliances.

After determining the goals of the project, the budget assumptions should be done, followed by establishing the constraints, the stakeholders and their involvement, the project organisation structure, roles, and responsibilities. As well as determining the project control mechanisms, reporting framework and project planning with milestones.

## 2. Work-based structure

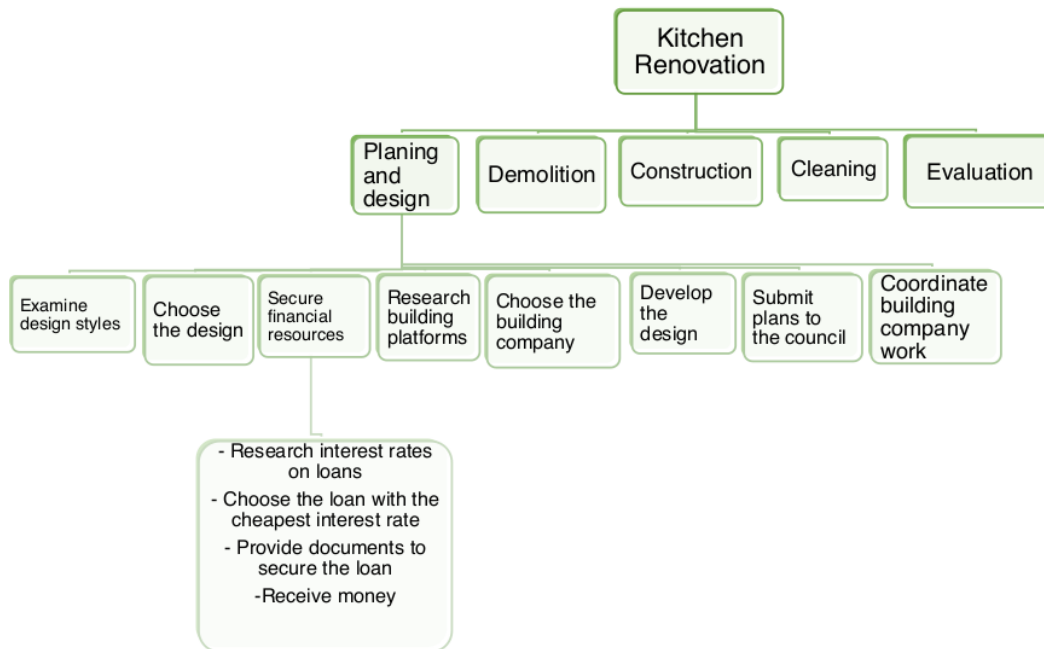
Work breakdown structures are used by project managers to assist teams in dividing complex project scopes, visualising projects, and dependency-related deliverables, and providing team members with a visual project overview as opposed to a list of tasks.

The two types of WBS are:

- ✓ Deliverable-based WBS: Deliverable-oriented hierarchical work breakdown, means looking at the project scope and dividing work down into deliverables that support it. This method is ideal for small, elementary projects.
- ✓ Phase-based work breakdown structure is suitable for major projects, for instance, increasing retention by 30% in the next 5 years (Raeburn, 2022).

The WBS chosen for this project is Deliverable-based WBS, as it is suitable for shorter projects with a clear result.

The figure below represents a WBS for the Kitchen Renovation Project.



### 3. Project Scope

Simon (2018) defines the project scope as the sum of all outputs, outcomes, benefits, and the labour necessary to produce them.

The project's scope is all the tasks that must be completed to meet the time, cost, and quality objectives. Reducing the project's scope reduces the required labour, making time and cost goals more attainable. The project's outputs are defined by the project's scope. Typically, outputs are physical objects, such as a document, a ceiling, or an engine. The quality of the project's outputs determines the level or standard to which they must be delivered. Some aspects of the scope (outputs) may be less tangible, such as staff behaviour adjustments. Defining quality may be more challenging in this situation, but it is still necessary (Simon, 2018).

The goal of the project is the extension of the existing kitchen, therefore having more space to cook, store the products, increase social space, and give it a modern look. As well as it will add value to the house, which means getting a lower interest rate when remortgaging.

The objective is to create a larger kitchen using high-quality materials and increase cooking and socialising space, now the kitchen has 14 square meters, and the aim is to have a 35 square meters kitchen.

The building materials, the pipes, and the tiles should be of superior quality. The furniture should be made of high-quality wood with a granite worktop, its design must be comfortable and effective for stakeholders to use, including ergonomic storage and chairs and table.

The project must be completed within 35 days, including fitting the kitchen cabinets and the overall cost should not exceed £34.000. The success of the project is determined by whether the main goal was attained within the timescale and the budget set, and whether the expectations of the client are met.

3. Budget Assumptions

Budget assumptions are an essential element of project planning. In the budgeting phase of a project, it is crucial to develop accurate cost estimates. The development of short- and long-term budgets contributes significantly to the creation of contracts and aids in keeping the total cost of the project within the budgeted amount. Salary costs for those working on the project, as well as wages for any subcontractors, cost of materials, cost of the machinery (such as new equipment purchased or leased for the project or, in some instances, the depreciation of existing equipment related to this project), and indirect costs, such as space rental, utilities, office supplies, and other peripheral costs, are typically included in a project budget (Indeed, 2022).

The chart below will include the cost assumptions of the project. The figures were collected from specialized websites such as Wickes, and B&Q. As well as My Builder Platform was used for finding estimated prices of building-related services.

The figure below shows the budget assumptions.

| Activity or material            | Cost   |
|---------------------------------|--------|
| New window and its installation | £120   |
| New kitchen cabinets            | £6,000 |
| Integrated fridge               | £900   |
| Integrated oven                 | £700   |

|                                                                                                  |         |
|--------------------------------------------------------------------------------------------------|---------|
| Integrated dishwasher                                                                            | £500    |
| New drainage pipes and plumbing in the kitchen                                                   | £280    |
| Splashback tiles for the kitchen 10m2 including tiling                                           | £1,400  |
| Chimney removal and bracket installation                                                         | £3,200  |
| Floor tiles including tiling                                                                     | £7,000  |
| Kitchen wall plastering including materials                                                      | £1,800  |
| Knocking off the wall between the utility room and kitchen                                       | £700    |
| Building the extension on the back of the house, including flooring, roofing, and interior works | £4,000  |
| The new door between the kitchen and dining room                                                 | £200    |
| Knocking off the wall between the utility room and kitchen and bracket instalment                | £4,000  |
|                                                                                                  | Total   |
|                                                                                                  | £33,600 |

#### 4. Assumptions and Constraints

Project constraints are the limitations or boundaries that a project must adhere to. These are usually established by the project sponsor, client, or other stakeholders, and they can impact the project's scope, timeline, budget, or resources. A fixed deadline, a limited budget, specific deliverables, regulatory requirements, and available talents are examples of project constraints. In contrast, project assumptions are opinions that are bound to be true or occur in the project but are not definite. These are founded on experience, knowledge, or expectations, and they can impact the project's scope, timeline, budget, and quality, as well as the risks involved. Examples of project assumptions include support from stakeholders, resource availability, market demand, technology dependability, and customer satisfaction.

Project planning starts with identifying limits and assumptions. Project restrictions and assumptions must be discussed with the project team, sponsor, client, or stakeholders. Equally, a SWOT analysis may also help identify the project's strengths, weaknesses, opportunities, and threats as well as its internal and external aspects. Lastly, communication with the project team, sponsor, client, and stakeholders can help ensure that the project's

constraints and assumptions are aligned with its objectives and stakeholder expectations (Linkedin, 2023).

The project conducted in this report has a fixed deadline, however, building an extension means being dependent on the weather. If it rains, for instance, the foundation would not be able to dry as rapidly which could extend the deadline. Another point is that a wall could collapse or crack when starting to knock off the wall between the utility and kitchen. Changing new pipes can cause leaks or even explosions, if it happens after replastering it can cause further issues and even replastering, not only postpones the time limit but increases the expenses. Problems with suppliers such as out-of-stock products, delayed delivery, poor quality building materials, and increased prices on the products are other risks.

Absenteeism in contractors due to sickness or family issues, as well as unskilled workers can delay the building works even further, as well as health and safety incidents.

The constraints of the project are the scope, quality, schedule, budget, and resources. Therefore, the scope is to create a large and ergonomic kitchen, using high-quality materials, within 35 days and not exceeding the agreed budget. However, as stated above, many factors could compromise the project's constraints, as it is impossible to know all the facts in advance.

## 5. Stakeholders and their Involvement

According to the Project Management Institute (2000), <sup>17</sup> stakeholders are individuals and organisations whose interests may be influenced positively or negatively by the project's execution or effective completion.

Each initiative includes various internal and external stakeholders or "clients." Throughout the various phases of the undertaking, these individuals frequently change, or their interests shift. The solution consists of identifying and coordinating project specifications with the acknowledged and uncommunicated demands of everyone who participated in the project. <sup>7</sup> The typical individuals or entities involved in a project are the project manager, the customer, the members of the performing organization's team, and the project sponsor. However, it should be noted that there exist a greater number of options beyond those mentioned above. A sound project initiation involves dedicating a proportionately limited amount of time initially to convene with the project team and deliberate, assess, strategize, and record the essential prerequisites of the project's primary stakeholders and their impact. The data mentioned above can be regularly monitored and reviewed during the course of the project to mitigate the potential tendency to solely focus on progress while disregarding the possibility of necessary adjustments to project expectations, communication patterns, and changes.

When applied to shape the planning, delivery, and management of a project, stakeholder analysis is of immense benefit. Effective stakeholder engagement entails that the project manager concentrates on comprehending various viewpoints and addressing these in order to achieve the desired results (Association for Project Management, 2023).

The steps of the stakeholder analysis are the following:

1. Identify your key stakeholders.
2. Classify and prioritise them.
3. Determine how to communicate with and gain the support of each stakeholder type (Institute Project Management, 2022).

| Stakeholder                                 | Stake in Project                                         | Type of Stake | Interest in project                                          | Influence on project | Approach to managing stakeholder                                |
|---------------------------------------------|----------------------------------------------------------|---------------|--------------------------------------------------------------|----------------------|-----------------------------------------------------------------|
| Project Manager                             | Managing Project                                         | Primary       | To have a successful project                                 | High                 | Effective communication with other stakeholders                 |
| Local Council (Building Control Department) | Check the quality of the works, give permission to start | Primary       | To ensure the safety of the house                            | High                 | Check the progress at every stage of the project                |
| Contractors                                 | Kitchen renovation and extension                         | Primary       | To build and renovate on time, as well as financial reward.  | High                 | Speak to the project manager daily and execute the requirements |
| Suppliers                                   | Supplying building materials                             | Primary       | To supply high-quality materials on time and be paid on time | High                 | Communicate via email and phone                                 |

|                       |                                                               |           |                                                             |      |                                                                 |
|-----------------------|---------------------------------------------------------------|-----------|-------------------------------------------------------------|------|-----------------------------------------------------------------|
| <b>Civil Engineer</b> | Drawing the plans                                             | Primary   | Draw an explicit plan considering the client's requirements | High | Meet before starting the project and communicate at every stage |
| <b>Client</b>         | Release funds and decide if the project was successful or not | Primary   | Live in a large and high-quality kitchen                    | High | Communicate daily and show the progress of the project          |
| <b>Neighbours</b>     | Control the time of work                                      | Secondary | Live in a quiet neighbourhood                               | Low  | Face-to-face communication                                      |
| <b>Bank</b>           | Release enough funds to the client                            | Primary   | Receive the payments on time                                | High | Initial meeting with a follow-up to show the outcome            |
| <b>Waste Removal</b>  | Remove the waste                                              | Secondary | Be paid and have good reviews                               | Low  | Communicate and show the amount of waste                        |

(Module UWTSD ac. UK. week 5, 2023).

## 6. Project Organisation Structure and Roles and Responsibilities

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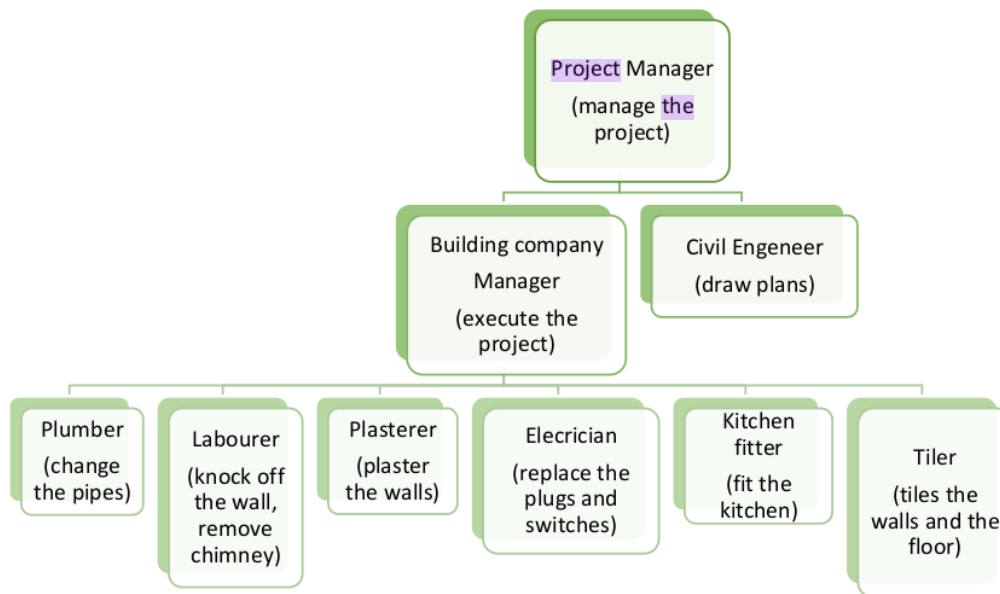
There are three primary organisational structures for project management:

- ✓ Project Organisational Structure
- ✓ Functional Organisational Structure
- ✓ Matrix Organisational Structure (Cavey, 2020).

The project organisational structure was chosen for the renovation as the project manager is in charge of making decisions. Team members are committed to the project and report directly to the project manager. This structure provides the most authority to project managers and facilitates communications within the organisation.

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The figure below represents the project organisation structure and roles and responsibilities.



## 7. Project Control Mechanisms and Reporting Framework

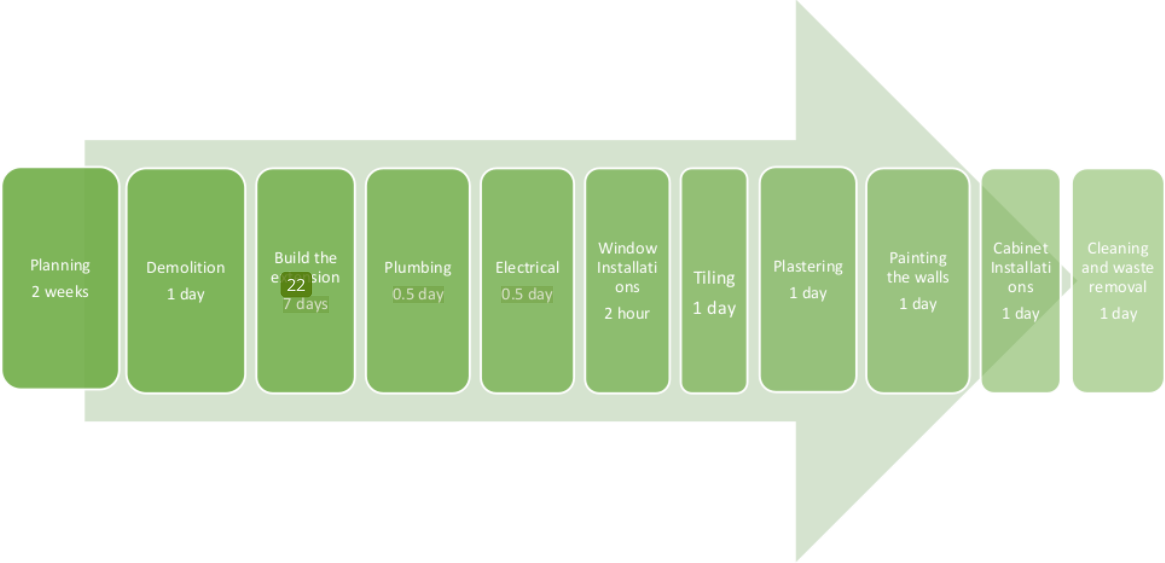
The project is controlled by the project manager, who is responsible for its successful outcome. As well as he works as a facilitator between the client, contractors, and civil engineers. He is accountable for implementing the requirements of the client by clearly communicating that to the subordinates and checking on their work and progress daily. Therefore, the civil engineer and the building company's manager report to the project manager, the plumber, the electrician, etc., report to the building company's manager. The whole project is controlled by the project manager who visits the site daily, sees the progress and discusses it with the contractor's manager. Equally, the client is consulted daily to ensure the expectations are met. The civil engineer meets with the project manager and the client before starting the renovation and then comes on-site weekly.

## 8. Project Planning with Milestones.

A milestone expects what the project will accomplish at a predetermined date. It should characterise the intended future state of circumstances. There are two essential aspects to consider. It focuses on what we intend to create rather than how we intend to create it. In addition to serving as project checkpoints, milestones allow stakeholders to confirm that the

project is progressing in the correct direction. The focus of milestones is on matters of concern and interest to the organization's core. They permit the project manager and the primary organisation to evaluate performance. It is impossible for observers to monitor an undertaking without understanding its goals. Additionally, project interest will increase as a result of milestones, and everyone can track its development and participate in milestone celebrations (Andersen, 2006).

The figure below represents the milestones of the project described in this report.



## 9. Conclusion

This report presented detailed steps for renovating and extending the kitchen. It started with defining the scope which include the main objectives, the timescale, and the budget, it served as a pillar for creating the Work Base Structure of the project, which broke down the scope into deliverables and assisted in visualising it. The goal of the project was the extension of the existing kitchen, therefore having more space to cook, store the products, increase social space, and give it a modern look. As well as it will add value to the house, which means getting a lower interest rate when remortgaging. To reach the goal, the budget assumptions were done, followed by establishing the constraints, the stakeholders and their involvement, the project organisation structure, roles, and responsibilities. As well as the project control mechanisms, reporting framework and project planning with milestones were determined, which served as project checkpoints. As well as milestones allowed stakeholders to confirm that the project was progressing in the correct direction.

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