



University of Wales, Trinity Saint David

Essay-Component 1

Module Name: Project Management

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Introduction

Aim of the project

The aim of this chosen project Google is to set up its new headquarters at King's Cross, London to provide accommodation for 4500 people. This project will aim to utilise a large area of land so that it can provide accommodation to 7000 employees. This project aims to create a campus of Google to provide the best suitable service to all its employees. Moreover, this project of setting up a Google campus will always help this company to achieve high productivity.

Project background

The company Google will be spending one billion pounds to set up this project at the headquarters of King Cross in London. The project will be utilising a large land area in King Cross Station. As per the opinion of Google. Co. in (2024), will consist of over 60,400 square meters of prime official space. The accommodation will be provided for over 4500 people who will be residing in an 11-storeyed building. The events and training center will be organised on the ground floor of the building.

Based on the information that was provided this project is a successful one, official accommodation will give space for this new building for setting up the cafes, game areas, pool facilities and gyms, also they don't have to travel and spend money on transport. This will attract many people to reside in this building as it provides a great community sustainable initiative. At the roof level of this new building, there will be a landscaped terrace and a running track to provide outdoor facilities for the employees. These areas will be utilised by the employees for their recreation activities (google.com, 2024). The entire Google Campus will be created by the new building and current building at 6 Pancras Square to give shelter to 7000 employees. This new building will be contributing to the Knowledge Quarter and the King's Cross's expanding knowledge-based economy.

Justification and Rationale for Project

The rationale for choosing this project for Google Campus is that it can create a lot of employee opportunities as compared to other competitors. The skills or talents that will be hired by this campus will automatically induce productivity and better outputs for the company and skilled talents will be attracted and their motivation to work will be satisfied. To gain a competitive advantage, this project will be carried out by Google. Another rationale for this project choice will be employee retention as due to several opportunities there will be limited chances of employee turnover.

Stakeholder Planning

Project Management Structure

The main project will be an office building which will be the new headquarters of Google in London. As per the structure, this building will be 11 stories. This building will be made to provide accommodation for a total of 4500 employees who are considered to be the stakeholders of Google. A training centre will be built on the ground floor of this building. The plan of the building is considered to be associated with the project management structure which is functional. This functional structure associated with the management of stakeholder is associated with communication with stakeholders, creating a relationship with stakeholders and making connections to stakeholders. As opined by Hao *et al.* (2020), this structure is composed of recognising the stakeholder and recognising their needs with proper analysis. Making them engaged is also a part of the functional structure associated with the management. Identifying the influencing factors of stakeholders can be considered to be a part of the structure associated with the overall management of the stakeholders. As acknowledged by Balaban and Đurašković (2021), this type of project management structure is associated with the managing stakeholders as per their functional involvement in the operations that can help to complete the project of building a new headquarters of Google in London. Identifying the plan for communicating with stakeholders is associated with the structure of the management of the project.

Project Stakeholders and their Roles

The internal stakeholders of this company Google include the shareholders and employees while the external stakeholders include the government and communities. The shareholders are the investors, managers and board of directors. The role of the board of directors in this company will be to set up the business objectives and goals (Miller, 2022). Their role is to set up a direction for Google. The managers role in this company will be to communicate a clear team vision and to provide the team clarity regarding their job roles. The daily operational management will be under the hands of managers like setting up of budget, policy, rules, and employee supervision. As per the opinion of Lauff *et al.* (2020), the capital will be provided to the company Google by the investors and their role will be getting the best return out of the company. Their role will be in the risk assumption that a new venture might fail and can be compensated in terms of return in areas of success. In addition to this, the employee's role in this company Google will be to finish their task of setting up the new campus by employing their right skills and talents. The employee role will be to deliver the best outcome for this project on the Google Campus (Journeault Perron and Vallières, 2021). On the other hand, the

role of the external stakeholder of government will be to provide political guidance and exercise the executive functions and regulatory powers. Their role will be to meet their vision of developing infrastructure, AI power, and security. The role of the communities will be to handle the skill gaps and to empower the employees for utilising their technical skills. Their role will be to support the economic development of the project.

Stakeholder matrix

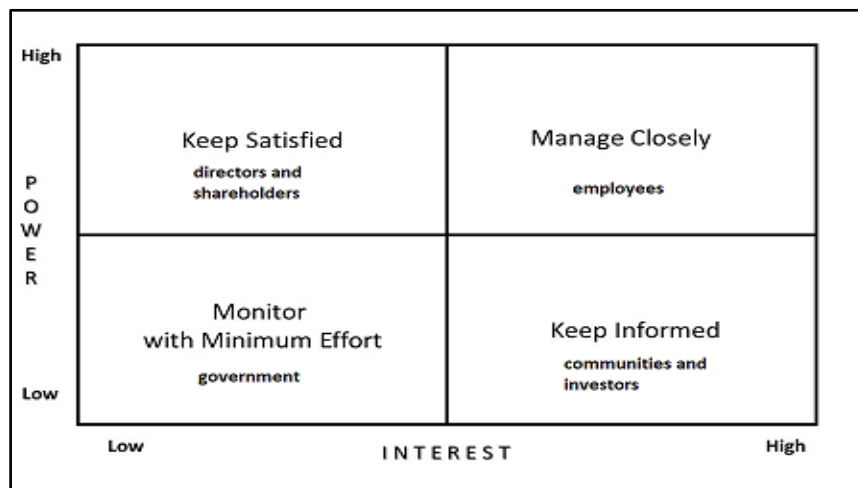


Figure 1: Stakeholder Matrix for Google's Headquarter Project

(Source: self-made)

According to the stakeholder matrix, the employees will have a high interest and the highest power. They will have high power as they will be mainly responsible for setting up the Google campus. The employees will be kept satisfied. Their power is to make the best campus so that it can provide accommodation to 4500 residents. The government which is the external stakeholder for Google will have both low power and interest. The government will be monitoring the works of building the project with minimal effort showing lower involvement. Their interest to build up this project is comparatively low. On the other hand, the directors and the shareholders will have the high power for setting up this project of Google but they will possess a low interest as they will expect the minimum from this project. The directors will be kept informed regarding the vision and decisions of this project of Google campus so they will have high power. The communities and the investors will have a higher interest in this project as they will be expecting a high return that will be gained from this project (Safapour, Kermanshachi and Kamalirad, 2021). The investors must be managed closely. However, the investors and communities will have low power. The communities will not have a high power because they will only be liable for skill gaps, identification of employees and to provide them empowerment.

Stakeholder Communication Plan

Plans for communicating with employees will be made here. Conducting a team meeting to communicate with the stakeholders of Google is considered to be an influential plan to communicate with stakeholders (Munro and Ika, 2020). Making a strong connection to the remote stakeholders is considered to be a plan associated with the communication of the stakeholders. Providing feedback regularly can be considered a crucial plan for communicating with all the stakeholders. Making the stakeholders aware of the mission, goal and vision of this project is a plan for improving communication with stakeholders.

Communication Type	Tools to be Used	Stakeholders Involved	Frequency of Communication
Communication for decision-making with the stakeholders	Collaboration with all the stakeholders can be considered to be a tool for improving communication.	All the internal and external stakeholders are found to be involved, such as employees, suppliers, investors and the internal community.	They will communicate weekly
Communicating while collaborating with stakeholders which are considered to be important.	As reported by Zoubi <i>et al.</i> (2023), using sophisticated languages and emotional intelligence during collaboration with all the employees.	All the interim stakeholders such as suppliers, employees, managers and others.	Two weeks in a month.
Communicating while decision-making	Using several communicational models, communication with the stakeholders can be possible,	Both internal as well as external stakeholders will be involved here.	A month.

Project Management

Work Breakdown Structure for Project

For this project Google Campus, at the first stage of initiation, there will be the appointment of the project's managers and the entire team which are the employees. The goals of this project will be set up like this here the goal will be to provide accommodation for 4500 people and to utilise the large space for giving accommodation for the employees too. In the second stage of project planning, the budget will be set up for different activities like: project planning, execution, risk planning, quality management, resource planning, closure cost, and promotion. A schedule plan will be created and the risk factors for building this project will be evaluated (Cerezo-Narváez *et al.*, 2020). The employee communication process will be initiated. In the execution stage, the proper documents for this Google campus project will be made. The actual progress of the team in building this Google campus will be evaluated in the execution stage. In the control stage, the quality of the project will be managed and the necessary improvements will be made. The employee performances will also be tracked in this stage. Finally, in the stage of closure, a meeting will be held by the managers, directors, employees regarding the finishing of the project. The discussion will be held regarding the lessons learnt at times of making this project. A project report will be formed in this stage and finally the project will be closed and will be delivered to the company.

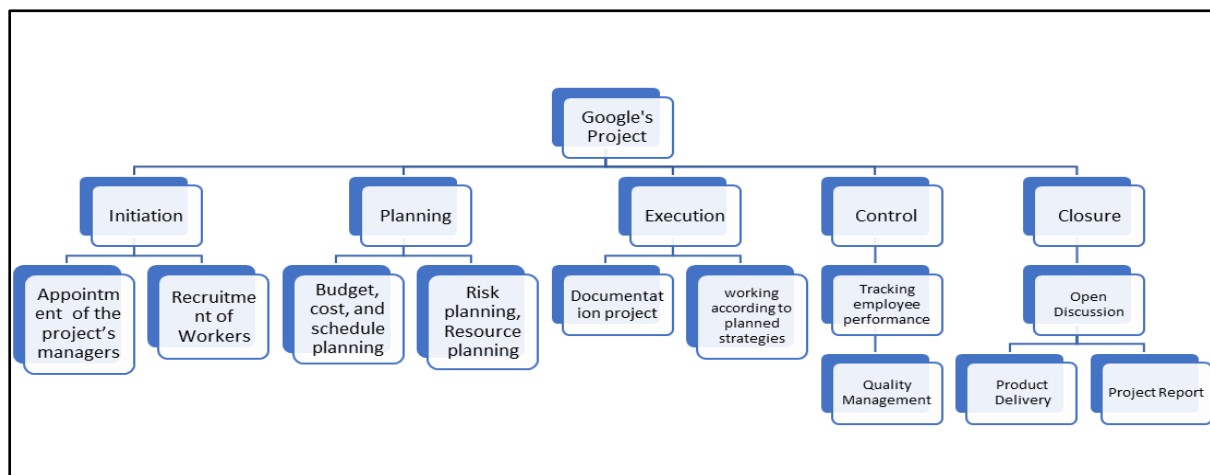


Figure 2: Work Breakdown Structure for Google's Project

(Source: self-made)

Cost Estimation of the Project

Key Areas of Costs	Estimated Costs
Planning risk audit	£2000
Recruiting workers	£3000
Cost planning for project report	£1500
Project execution	£4000
Resource Management	£5000
Quality management	£3200
Documentation and Legal Permissions	£1900
Project Monitoring and Improvement	£2600
Promotion of project	£2500
Project Closure Costs	£1500
Total Costs Estimated	£27200

Budget of the Project

Key Aspects	Budget (£)
Hiring workers	3,000
Resource Acquisition	4,000
Promotion associated with project	5,000
Quality Planning and Management	5,000

Project Planning and Execution	2,000
Regulatory permission and documentation	4,500
Monitoring and Scheduling Project Improvements	3,500
Delivery and Finalising of Project	4,000
Total Costs	£30,000

KPI of Project

Tracking the number of communication channels is considered to be a significant KPI which is used to communicate with the stakeholders to make them understand their job role associated with the building of the new headquarters of Google. This KPI is called the coverage associated with the stakeholder's engagement. (Blaskovics *et al.* 2023). The collaboration and partnership with investors can be considered to be a significant KPI of managing investment, costs of the project, and improving the stakeholder portfolio for the project. These two KPIs are considered to be important and these two are interassociated with each other. These KPIs help to identify the performance of project aspects.

Risk Factors of the Project

As acknowledged by Turner (2022), there are certain projected risk factors that can arise in managing stakeholders. **The structure of the project management** may be unsuitable for the stakeholders and as a result, communication issues can be found. **The creep in future scope** can be found for the stakeholders and may be considered to be hazardous. On account of the management structure, the activities of stakeholders might be complicated which can cause the resignation of stakeholders. **Legitimate complications associated with stakeholders** can be found here in the future because Google is managing stakeholders in a completely changed situation. **The lack of connection with the remote employees** can be found in Google which is considered to be a problem associated with the management of the stakeholders which is seen to be totally problematic. These risks associated with the stakeholders can create problems for inaugurating a completely new headquarters of Google in London. These all risks are found to be interassociated with each other. **Lack of expertise** can be a risk associated with the stakeholders (Thesing, Feldmann and Burchardt, 2021). This can occur due to the enhancement

of the responsibility for managing the new headquarters which is considered to be crucial. These all risks are found to be interassociated with each other. The incapability of taking responsibility can be considered to be a risk associated with the stakeholders. The incapability of stakeholders will be incensed by the increasing quantity of responsibility.

Project Deliverables

Some deliverables of the project associated with the management of the stakeholders are: motivation, employee engagement, deliverance of good salary and proper positive feedback. These all deliverables are interassociated with each other. Proper feedback can motivate the stakeholders and make them competent to manage the new headquarters of Google and to accomplish all the work of this new headquarters. On-time wages can stimulate the stakeholders and help to manage the stakeholders. This is completely associated with the project associated with the management of stakeholders. If the stakeholders get better salaries, monthly incentives and seasonal bonuses they will be satisfied and it is an important deliverable for controlling stakeholders. A proper plan can be considered to be a deliverable to satisfy the stakeholders which is associated with the management of the project. Stakeholder register is considered to be a document to manage projects associated with the controlling of the stakeholders. This is considered to be a document database that is used to procure or keep all the data of both internal and external stakeholders.

Timeline of the Project

Activities	W1 - W4	W5- W9	W10- W14	W15- W19	W20- W24	W25- W29	W30- W34	W35- W39	W40 - W44	W45- W49
Project Planning - Risk audit										
Project Execution - Budget set-up, Quality management, Promotion										
Resource management										

Recruiting workers										
Documentation and legal permission										
Monitoring of project										
Quality checking										
Project closure										

Conclusion

Evaluating the above lines it has been concluded that the several deliverables of managing the stakeholders to complete this project are: the proper salary, feedback and plans. Two KPIs have been used here to manage projects which are: the collaboration KPI and the stakeholder engagement coverage. This has been a project of making an 11-story building which has been considered to be the new headquarters of Google in London.

Some scopes of this project have been identified which are the scope of the collection of resources to conduct research for markets, scope of attaining new employees, scope of increasing the number of stakeholders to make this building for the headquarters. These all scopes are inter associated with one another.

Some recommendations for developing this project is to satisfy the stakeholders and increase their capability. This is considered to be a vital recommendation for developing this project which is to inaugurate a building which is considered to be a new headquarter of London. Another recommendation is to make a plan for protection which is considered to be important for Google.

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