

Skills for the Workplace

Module Assignment Submission

Student Name:	Mijanur Rahman
Student Number:	1604573
Module No:	BMSK5004
Module Title:	Managing Projects in the Organisation

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Contents

Introduction:.....	3
Project goals, critical success factors and objectives:	4
Project scope:	7
Analyzing risk associated with the project:	8
Assumptions about the project:.....	10
Project organization structure:	11
Project control mechanism:.....	12
Reporting framework:	13
Stake holder and their involvement:	15
Project planning milestones:	18
Budget assumptions:	21
The learner's ability to manage the project:.....	21
Conclusion:	21
References.....	22

Introduction:

Project planning is the process of outlining the whole procedure that will be adhered to for completing a particular project (A guide to the project management body of knowledge, 2017). The planning process determines the objectives and identifies the tools which are best suited for achieving the said objectives. For this report, the project is to renovate a cosmetic shop and relaunch it. The relaunch is scheduled to be within 6 months. The project plan will cover the step by step objectives required to be covered, the tools and techniques to be used in order to accomplish those objectives, stakeholders involved in the project and the monitoring mechanism to ensure proper execution of the plan. The project mainly focuses on renovating an old but renowned cosmetic company and relaunching it with a new brand.



Project goals, critical success factors and objectives:

The main goal of this project is to relaunch a cosmetic shop and restore its glory. This is the ultimate goal which will be facilitated by completing some particular tasks chronologically. These tasks can be defined by the objectives of this project. The objectives are broken down parts of the main goal. The objectives of this project are provided as follows:

- i) To renovate the existing shop by painting, decorating and redoing the plumbing and electrical wiring
- ii) To acquire adequate staff for running the cosmetic shop
- iii) To contact with suppliers and source authentic products from different brands
- iv) To conduct a proper advertisement for acquiring potential customers
- v) Set up an online presence (website)
- vi) To relaunch the cosmetic shop within the allocated time.

Critical success factors:

For this project to be successful, the renovation should be done perfectly so that it meets the standards of the target audience. If the potential clients are not satisfied with the ambience then they would not be intrigued to make purchases from the shop. Moreover, if the decoration is not unique then it would be difficult to appeal to the taste of the globalized customers as they have exposure to the market and they can make judgements about which fit their taste better.

The products sourced from different vendors should be original rather than knockoffs. As customers are very sensitive about what they use on their skin, it is crucial to avoid cheap

knockoffs to avoid chemical burns and other hazards. As a result of the sourcing part also becomes crucial for the success (Agile Project Management, 2013).

Acquiring the adequate number of staff with adequate skills to interact with customers is also crucial for the project to be successful. This is because if the customers don't feel comfortable while interacting with the sales representatives then it is more likely that the customers will not make any purchases.

Finally ensuring that the relaunch is done within the allocated time is crucial because it would portray the level of commitment of the company towards their customers. If the launch is delayed then all the hype created by advertising events will go in vain and the customer turn out will be quite less.

Besides these, an employee buys it should be ensured in order to induce a sense of ownership which will lead them to be more invested in the project.

**Expectations:**

The project is expected to establish a new and improved shop for selling top quality cosmetic products. This will provide a reliable outlet for customers to buy quality products and the business will also produce employment opportunities. It will empower the local workforce and increase the standard of living in the local society. It might also induce more entrepreneurial ventures by providing traffic of a particular demography (Davidson Frame, 2014).

Project scope:

The main purpose of the project is to establish a cosmetic shop by renovating it to a modern and unique state from its current state. It also focuses on ensuring that the cosmetic shop is successful which can be measured by the accumulation of customers after the relaunch. If a speculated 100,000 pounds worth of sales can be ensured in the first year of the relaunch then it would be cash flow positive by the mid of next year. Anything less than that might render the cosmetic shop to just break even.

The project will also provide new jobs to the local workforce. The employees will be trained prior to the employment and the skills acquired can be used for developing their career. In addition, the work experience can be utilized to pursue entrepreneurial ventures which will ultimately contribute to the local economy and ensure infrastructural development.



The project also provides an opportunity to form alliances with new brands who can commit to the quality. The promotion of new producers will reduce the dependence on foreign brands. Ultimately the national GDP will be benefitted by decreasing imports and inducing exporting trends among the new entities in the cosmetic industry.

Analyzing risk associated with the project:

To understand the risks it is necessary to understand the threats, the strengths which can counteract the threats, the weaknesses which make the project vulnerable to threats and the opportunities which can be utilized to minimize the effects of the threats. In this pursuit, A SWOT analysis of the project can be conducted. SWOT analysis analyses the aforementioned factors. The SWOT analysis for this project is as follows.

Strengths:

- i) The project is well defined and has clearly outlined what requires to be done
- ii) The project budget is adequate for sourcing all relevant products and personnel for advancing in the execution phase.

Weaknesses:

- i) The individuals associated with the project have not conducted any similar project in the past. Their knowledge lies in another type of projects.
- ii) It is difficult to ensure buy-in of employees on a concept which has not yet been established.

Opportunities:

- i) If the project succeeds, it would produce many employment opportunities and provide the target audience with an array of desired products under one roof.
- ii) It will contribute to the local economy by helping in entrepreneurial ventures by generating foot traffic in the surrounding areas (Gido., 2014).

Threats:

- i) Political unrest can increase the cost of products which would exceed the determined budget.
- ii) The resources might not be utilized properly due to the lack of experience in the particular type of project.

Risks are associated with all projects. This particular project is not indifferent to risk. There are some significant and some insignificant risks associated with this project. Here the techniques which will be used for assessing the risk is the risk screening technique. This method is based on two factors namely, impact and probability.

Probability	High	i) The project can be delayed. ii) Employees can get exhausted with the overwhelming nature of the project ii) the employees might get exhausted	i) The project cannot be completed within the allocated time due to the lack of resources or poor allocation of resources ii) The involved stakeholders can be rendered ineffective due to individual shortcomings.
	Low	The project might be delayed for environmental obstacles	The advertisement might fail to accumulate potential customers.
		Low	High
	Relative impact		

The risk which is most concerning is the one with the high probability and high impact. In order to reduce the chances of failing to meet the deadline, there should be adequate alternatives. Extra staff should be kept on standby and alternative suppliers should be contacted beforehand. If any problem is identified then the alternate route should be taken.

Moreover, to reduce the chances of the ineffectiveness of individual units associated with the project, a legal contract should be signed which will compel the actors to function in the most efficient manner as they would be subjected to the legal lawsuit if they fail to deliver. But good performance should also be rewarded by proper monetary rewards.

For mitigating other risks, awareness is required. The project manager should be cautious and sensitive to slight changes in the external environment. Preparedness will help to prevent them (HEALEY, 2017).

Assumptions about the project:

It is very difficult to be aware of all the dynamics involved with the project. In this regard, some assumptions can be made which do not have an absolute chance of occurring. The first assumption is the weather. The weather might not be favourable for the project and it might delay the relaunch date.

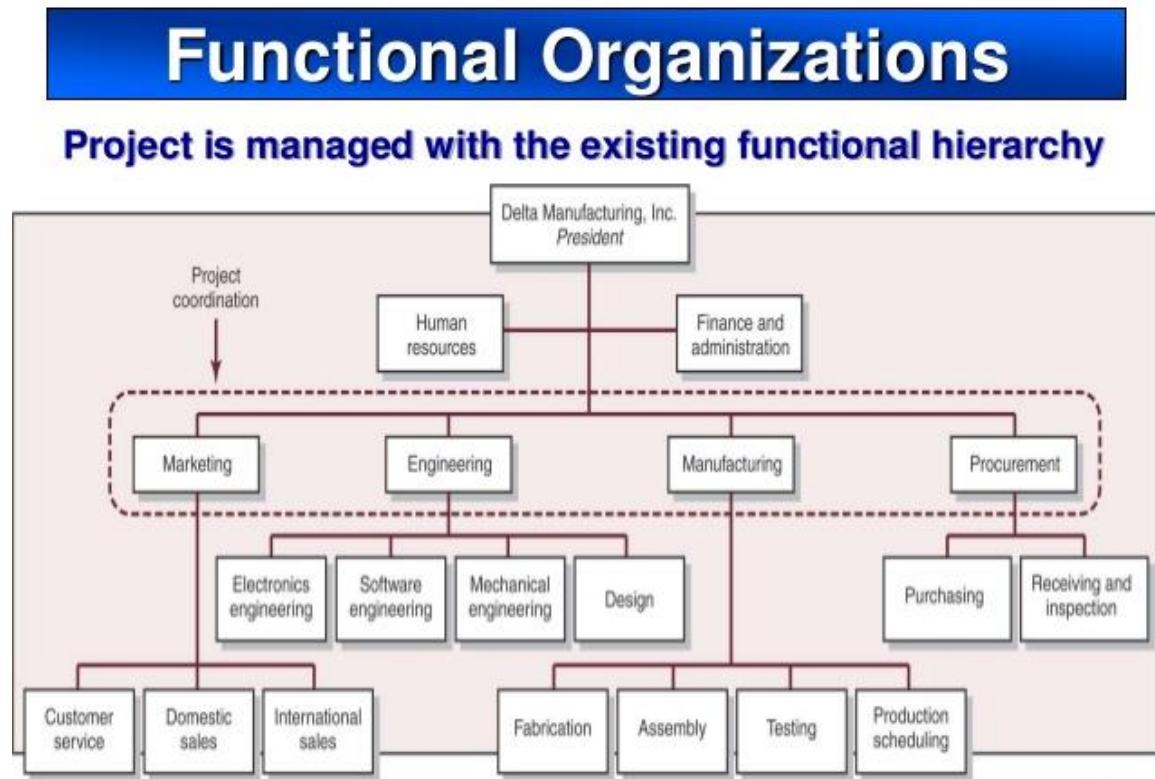
Moreover, the employees might also lose track of the progress midway. This might be occurred due to lack of proper orientation to the task structure and the project objectives. Under such circumstances, the employee contribution might be inefficient and ineffective in some manner.

Individuals might not be willing to work in teams due to varying thoughts and views. Under these conditions, lack of team coordination might render the whole project execution team to be inefficient.

Lastly, political instability can cause the project to be delayed due to unrest in the economy and the consumer market. The advertisements would also fail to be effective as the customers would be more concerned with the political situation than the cosmetic shop (Lawson, 2009).

Project organization structure:

The project organizational structure is a functional structure. This means that very low authority is vested with the project manager. The major decisions are taken by the head of departments of different functional units.



Source: (Lawson, 2009)

There are basically four functional units associated with the project. These units are marketing, engineering, manufacturing and procurement. The marketing unit is responsible for conducting all the advertisement tasks and acquiring customers for the relaunch of the cosmetic shop. They hold the responsibility of ensuring one of the critical success factors. Secondly, the engineering department is bestowed with the responsibility of renovating the physical place in which the cosmetic shop will be relaunched. They will oversee and carry out the task of renovation and ensure that all the plumbing and electrical lines are properly set up. Thirdly the manufacturing department will be responsible for sourcing all the necessary products from different suppliers and ensure that the quality of the product is up to par with the standards of the cosmetic shop. Lastly, the procurement department is responsible for hiring human resources and relevant expert individuals like interior designers and consultants so that all the activities of the project can be conducted with ease. They are also responsible for inspecting the whole process and its elements for ensuring maximum quality (Leech, 2014).

Project control mechanism:

The project requires to be controlled in order to achieve the intended outcomes by utilizing the scarce resources. This control will be established by adhering to a performance management mechanism. Performance management is basically a process which focuses on modifying the dynamics of a workplace which is able to extract the maximum performance from the individuals working within them. Some key performance indicators will be defined prior to the beginning of the project. The performance of the individuals involved in the project will be measured against these indicators and respective reward or penalty will be carried out.

The performance indicator for the renovation phase includes the completion of the painting, the completion of plumbing and the completion of electrical setup. The team assigned to the task would be rewarded with 10% extra pay if they are able to complete it with integrity within the allocated time period or less. For the advertisement phase, the key performance indicators are the formulation of advertisement campaigns, ensuring at least 200,000 customer accumulation in those campaigns and at least 300,000 dollar worth of pre-order form the website. Accomplishing these tasks will provide the team with 5% of the total sales locked in pre-order. The procurement phase will be assessed against the volume of authentic products sourced, the amount of money spend and the placement of the product on an online website and the physical store. If the team can procure the product at cheaper prices than the allocated money, then the extra money will go to them. Finally, the relaunch phase will be assessed against final check of the stock, ensuring the proper welcoming and checking out mechanism are present, ensuring all electronic devices are working properly and finally ensuring that the customers have adequate space to park.

The control mechanism will mainly be conducted by a third party. A dedicated team will oversee all the processes and will report to the departmental heads on a daily basis. The departmental heads can then take corrective measures if necessary to rectify the procedure and ensure maximum efficiency (Leybourne et al., 2014).

Reporting framework:

The dominant reporting framework for this project is the PMO reporting framework. PMO stands for project management office which follows a certain system of ensuring information flow among the individuals associated with the project. There are four steps of PMO reporting framework. These are discussed in the following segment.

i) Project reporting:

This involves each functional unit to produce a status report for their assigned tasks and objectives. The report contains the progress of each segment, highlight information that might help in coping with the whole system and the areas which can potentially be detrimental if not addressed with proper decisions. Any sub-work mechanisms will also be included in the report.

ii) Review:

The reports submitted by each functional unit should be reviewed by the project manager with an optional presence of the project sponsors who placed certain criteria of assessment while sponsoring the project. The project should be reviewed in terms of their logical ground and if they really add value to the whole process. The report should also be able to portray the consistency and maintenance of quality of work. Any falsified information should not be presented and all the information presented in the report should be supported with adequate proof and authenticated whenever convenient. All these are inclusive in the review phase.

iii) Consolidation:

The reviewed reports are modified in this phase. The modifications are done in regards to the inclusion of detail and pictorial evidence of the progress. This strengthens the report by legitimizing its claims. Ultimately, the consolidated report is submitted to the management report.

iv) Management report:

The consolidated reports from different functional units provide an overall report. This is known as the management report. The management report is directed to the central authority who make crucial decisions for addressing the areas of concern within the project. These decisions help to ensure efficiency and are empowered with information by the reports made by the functional units.

For executing the reporting mechanism effectively some tools and templates are used. These are discussed as follows:

i) Project report template:

A general pattern of reporting is used for submitting the report at functional levels. The structure mainly contains the current status, progress from the previous point, amount of work left, requirements of resources, availability of resources, areas of concern and special requirements. When all the reports are presented in the same format, then it becomes easier to assess the reports objectively. If it was not maintained then all the reports would have been assessed subjectively and stable results could not have been acquired (Ponnappa, 2014).

ii) Consolidation templates:

The template is utilized to ensure that all the relevant data are accumulated to a certain framework which will provide the bigger picture associated with the information. For example, all the progress data is accumulated together and compared against all accumulated finance data which provides the price to performance ratio of the whole process. This helps to objectively identify errors in the whole process and take effective decisions to make improvements.

Management report:

Management report mainly include committee reports, steering report etc. These are a concise representation of the consolidated reports. Consolidated reports contain the whole explanation, whereas management reports cover only the results and the necessary information required to make effective decisions (Russell, 2011).

Reporting calendar:

Reporting calendar helps to maintain the consistency of reporting. For this particular project, reporting has to be done once every two weeks. With the help of the reporting calendar, all functional units are reminded and cautioned about reporting requirements.

Reporting standards:

The reporting standards are defined by the generalized templates followed by all functional units. The standards are defined by how the information in the reports can add value to decision making and how easily can they be arranged to formulate useful information. Reporting done in a haphazard manner will not be effective in providing organized information which would consequently affect the decision-making process negatively.

Stake holder and their involvement:

The project stakeholders are individuals or entities who have the direct or indirect impact on the project. For this particular project of renovating and relaunching a cosmetic shop, there are many external and internal stakeholders whose contribution can define the success of the project. These stakeholders are described below.

Internal stakeholders:

The stakeholders who work from within the organization are known as internal stakeholders. For this project, the internal stakeholders are the employees of all the functional unit of the project. Their cumulative effort and contribution will ultimately decide if the project will be successful or not. If they are capable of performing at their peak then the outcomes will be as speculated. If their performance is not as expected then the outcomes are more likely to be detrimentally inclined.

Secondly, the sponsors or investors are also the internal stakeholders. Their investment is accompanied by some criteria and conditions. For this project the conditions are to be able to pay the money back with interest within the first year. For this, it is necessary that the cosmetic shop is able to acquire the significant number of customers. If they fail to generate customer traffic or fail to secure the predefined amount of preorder then the investment might be withdrawn which will render the project to be halted (Russell, 2007).

External stakeholders:

The external stakeholders are those entities who are not exclusive to the project but can significantly affect the final outcomes. For this project, the main external stakeholder is the customers. The cosmetic shop's main agenda is to do business by selling products to the target audience at a higher price point than the purchasing cost. To ensure that the transaction is secured the customers have to be intrigued by resonating with their requirements. If the preferences and need of the customers are not met then the project would not bear fruitful result after completion and would render to the whole process to be a loss.

One of the other external stakeholders are the suppliers who are responsible for delivering the required products in the required volume. If the suppliers fail to deliver the required products within the allocated time then the efficiency of the project will decrease significantly.

Besides these the civil society is also another external stakeholder of this project. The civil society or other pressure groups compel the organization to conduct the project within ethical boundaries by adhering to fair wage policies and adhering to safe environmental policies.

Stakeholder analysis:

The stakeholder analysis is the method of determining the different strategies that can be adapted to deal with different stakeholders. It basically identifies different stakeholders in regards to their interest and the power to influence decisions. The stakeholder analysis for this particular project is as follows:

Power to influence	High	Customers Suppliers	Employees Project manager Head of functional departments
	Low	Civil society Pressure groups	Consultants
		Low	High
	Interests		

Here it is observed that the stakeholders who have low interest in the execution of the project but a high power to influence are the customers and suppliers. This is because the customers have other options to purchase cosmetic products from and the suppliers are not exclusive to the project. But it is observed that these stakeholders have high influencing power. If the customers don't show up or if the suppliers can't deliver as promised then the project will be rendered ineffective and obsolete. So the project has to be formulated in such a way that these stakeholders are kept satisfied.

Secondly, it is observed that the employees, project manager and the functional heads have the most interest and most influencing power over the project. So it is necessary to engage them in the project completely and influence them actively to make themselves invested in the process. If they are motivated and invested, the project can definitely acquire expected outcomes or else the outcomes will not be as satisfactory (Tjahjana et al., 2009).

Thirdly it is observed that the stakeholders with the lowest power and interest are the civil society and the pressure groups. This is because they are more concerned with the process rather than the outcome. They have to be monitored with minimum effort and actions should be taken

to counteract any negative approaches they take towards disrupting the project else they can influence potential customer which can consequently change customer attitude.

Finally, it is observed that the consultants who have high interest in making sure that the project works, has low power to influence. This is because their input is taken as suggestions rather than definite instructions. These stakeholders are to be kept informed so that they can provide more objective suggestions for ensuring the project's success.

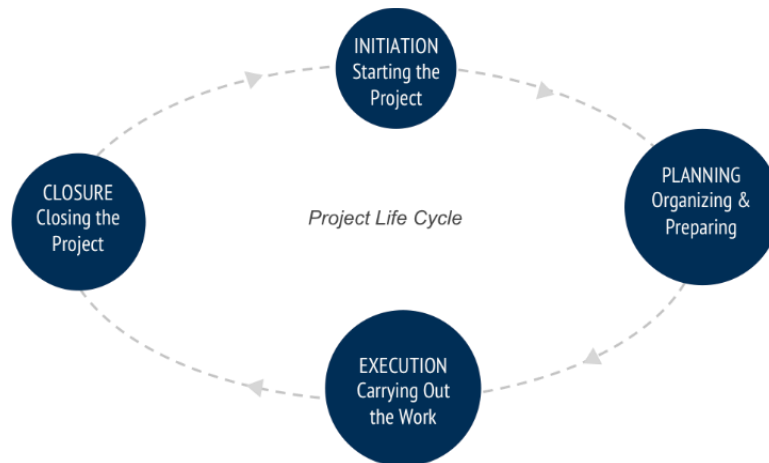
Project planning milestones:

The project lifecycle is the representation of the whole process from initiation to closure. It includes all the necessary steps required to be completed within the definite time frame. The project lifecycle is discussed in the following segment.

i) Project initiation:

in this stage, the business case is formulated. For this project the business case is as follows:

Business case: This project will renovate and relaunch a cosmetic shop which will produce employment opportunities and a marketplace for selling quality cosmetic goods. In the location of the shop, there aren't many cosmetic shops which provide original cosmetic products. It will also help the local producers who can maintain the quality standards.



Feasibility study:

The project is viable as all the resources are in order and the market is already there to be tapped into. Customers are more likely to choose the outlet for its quality.

Along with this all the teams and the codes of conduct are defined in the stage. This makes the following processes much smoother.

ii) Project planning:

In this stage, the rigorous plan is made in terms of the project. These include resource planning which involves allocating resources to necessary areas of operations, the financial plan which allocates monetary resources to each functional units etc. Along with these the quality standards plan, risk management plan communication and procurement plan are also defined in this stage. In addition, the suppliers who are responsible for providing raw materials and cosmetic products for the shop are also contacted and confirmed (Gido., 2014).

iii) Project execution:

In this phase every aspect of the project is managed including time, cost, quality, risk etc. according to the predefined plans. Monitoring is done to ensure that all the aspects are being conducted with the utmost efficiency. If not, the procedure is addressed with change inducing decisions.

iv) Closure:

Closure, the project is subjected to closure when it is finished and the achievements are on par with what was speculated. Finally, the completion is reviewed.

The project milestones help to keep the activities focused on a definite goal. This does not only provide direction but also provides motivation for properly aligning individual skillset in pursuit of the prized achievement. The project milestones can be presented via a Gantt chart which includes the timeframe in which the milestones are required to be completed when they begin and the milestones themselves.

The Gantt chart for this project is given below.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Acquire adequate amount of staff							
Paint the complex							
Mend the plumbing and electric wiring							
Advertise the relaunch							
Source products from suppliers							
Monitor the progress							
Relaunch the cosmetic shop							

Budget assumptions:

The total budget required for renovating and relaunching the cosmetic shop has been estimated to be 350,000 pounds. This is completely funded by external investors against interest and/or equity.

The learner's ability to manage the project:

The learner has shown great promise in managing projects. The knowledge seems to be quite adequate and the all the phases are logically explained in relation to the practical application. Moreover, the phases were formulated using established tools and techniques used in project management. It can be safely stated the learner has the potential to develop the existing project management skills by reading and applying his knowledge more in practical scenarios (Lawson, 2009).

Conclusion:

The project plan has effectively identified different tools for managing project and it has also analyzed their effectiveness in ensuring efficient project completion. The project plan includes all the phases of the project life cycle within a particular organizational setting. The implementation plan covers all the relevant aspects extensively and thus it is more likely that it would fetch intended outcomes with ease. The ability of the learner was also evaluated In terms of managing the project.

References

A guide to the project management body of knowledge. (2017). Newtown Square, Pennsylvania, USA: Project Management Institute.

Agile Project Management. (2013). [Place of publication not identified]: J. Wiley & Sons.

Davidson Frame, J. (2014). Reconstructing Project Management. *Project Management Journal*, 45(1), pp.e2-e2.

Gido. (2014). *Successful Project Management*. Cengage Learning.

HEALEY, P. (2017). *PROJECT MANAGEMENT*. [S.l.]: ROUTLEDGE.

Lawson, K. (2009). *Successful project management*. Sydney: New Holland.

Leech, C. (2014). *Successful project management*. London: Routledge.

Leybourne, S., Warburton, R. and Kanabar, V. (2014). Is project management the new management 2.0?. *Organisational Project Management*, 1(1), p.16.

Ponnappa, G. (2014). Project Stakeholder Management. *Project Management Journal*, 45(2), pp.e3-e3.

Russell, D. (2011). *Succeeding in the project management jungle*. New York: American Management Association.

Russell, L. (2007). *10 steps to successful project management*. Alexandria, Va.: ASTD Press.

Tjahjana, L., Dwyer, P. and Habib, M. (2009). *The program management office advantage*. New York: American Management Association.

