STUDENT NAME

**Akhter Ali**

**STUDENT I.D**

**1711149**

**ASSIGNMENT TITLE**

# Managing Projects in the Organisation

**MODULE**

(BMSK5004_BIRM)

**GROUP**

2

**LECTURER**

Ernest Ovia

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

# Contents

Introduction ..... 2
Vintners Organisation Overview ..... 2
Vintners Corporate Structure: ..... 3
Dennis Vintner (Project Sponsor) ..... 3
Doreen Vintner (Finance Manager) ..... 3
Suha Madani (Customer Relations) ..... 3
Omar King (Specialist Repair) ..... 4
Paul Ranson (/Representative/Liaison) ..... 4
Project Risk Assessment ..... 5
Shortage of Supplies and Materials ..... 5
Bad Weather and Travel disruptions ..... 5
Workers/Contractor absence. ..... 6
Accidents and injuries at work. ..... 6
Project Management Tools, Techniques and Methods ..... 6
User Stories (Method) ..... 7
The MoSCoW Chevron (Tool) ..... 7
The Iron Triangle (Tool) ..... 8
The Delphi Technique ..... 9
Roberts Method ..... 10
Gantt Chart ..... 11
Waterfall Methodology ..... 11
Communication of Project Plan to Stakeholders ..... 12
Personal Reflection and Self-Development plan to improve own performance. ..... 13

# Introduction

The aim of this report is to describe in detail the planning phases and approach undertaken for the Vintners Business relocation Project. The report will provide a critical assessment of the risks associated with the project and provide information on the decision making techniques and processes used to mitigate those risks. The report will further highlight the communication and updating methods and channels between the Project Management Team and Vintners Antiques.

The primary consideration of this report will be to identify and clarify issues in the following five areas:

- Describe the organisation for which the project is being developed.
- Provide a critical assessment of the risks associated with the project.
- Describe the project management tools and techniques being used in the case study.
- Show how the project plans will be communicated to the stakeholders
- Provide a personal reflection of your own ability of managing the project with future recommendation and self-development plan to improve own performance.

# Vintners Organisation Overview

Vintners Antiques is a third generation family businesses owned and operated by the Vintners family with a few key employees. The business comprises of two properties, a retail outlet located in Shirley High Street and a large warehouse in Spark Hill which is used for storage.

Vintners have recently had an offer from Tesco Express, who wants to buy the retail outlet in Shirley High Street. Vintners are seriously considering to sell the retail premises and relocate their entire operations to the Spark Hill warehouse. In order to do this, the Spark Hill warehouse needs to be converted to a fully functioning ‘All in one Antiques centre’ complete with showroom, repair factory, storage area, office, bathrooms, customer collection points and customer car park. Vintners aim to replicate a similar model of operations to the highly successful “Salvage Hunters” system (as seen on TV). Vintners Antiques have decided to

employ the services of a ‘Project Management Team’ to undertake all aspects of the relocation and have requested a plan for the project.

## Vintners Corporate Structure:

- **Dennis Vintner (Project Sponsor)**

  Dennis is the Managing director of Vintners Antiques and makes the major decisions for the company, and as such will be the head of the ‘Steering Group’ responsible for giving directions for the project as well as the ‘Project Sponsor’. The Project Sponsor is the initiator of a project and considered the overall leader and decision maker. They are mainly responsible for keeping the project progress operations in line with the project proposition. They are the highest ranking person on the project and usually head the steering committee which formulates plans and strategies. A main part of the Project Sponsor is liaise and coordinate with the rest of the project leaders and make sure the overall project is achieving the organisational objectives, goals and budget targets. The Project Sponsor must stay abreast of all project related information and dealings in order to successfully carry out their responsibilities.

- **Doreen Vintner (Finance Manager)**

  Doreen is Dennis’s sister and an equal shareholder in the company. She is the commercial Manager and responsible for all financial aspects of the business, She will be the person in charge of the expenses and cost issues relating to the project and serve on the steering group in that capacity.

- **Suha Madani (Customer Relations)**

  Suha Madani is responsible for all aspects of customer relationship matters. She handles customer enquiries and sales related matters and has a very good understanding of customer expectations and needs. Suha’s input in the

project and on the steering group will provide a customer user viewpoint perspective.

- **Omar King (Specialist Repair)**

  Omar has been with the Vintners for a very long time and is the expert craftsman. Omar is responsible for all repairs and is familiar with every piece of antiques in the warehouse. He is an expert repairer and has a lot of tacit knowledge of antiques. Omar will also be on the steering group and provide useful user stories for the layout of the different sections of the warehouse as well as storage and layout of current and future antique pieces.

- **Paul Ranson (/Representative/Liaison)**

  Paul is a lifelong friend and advisor to the Vintners and posses excellent communication skills. His expert knowledge has helped the Vintners develop their business, and will be their representative to the Project Management team.

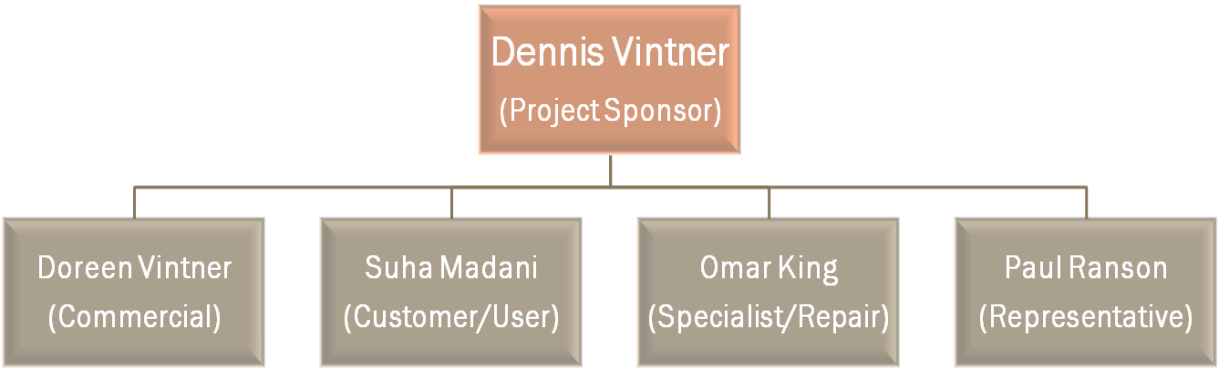



***Figure 1:*** *Vintners Corporate Structure*

# Project Risk Assessment

Risk is defined as an uncertain event or condition that can occur which can have an impact on the outcome of a project (Bridges, 2014). Early assessment and anticipation of risk can help project managers to plan for them and put procedures in place to reduce or mitigate risks later on in the project (Roberts, 20110) whilst lack of planning could become very detrimental. Risks can be the results of two factors (a) the unexpected consequences of an event and (b) the probability of an event that could occur (Kendrick (2009).

It is very important to consider the risks in terms of Kendrick's suggestion and take precautionary measure. Although the unexpected risks can't always be planned for the probable risks can. Often times Project managers will apply tacit knowledge acquired from past projects to anticipate the probabilities of risk in current and future projects. Once the risk assessment has been carried out and documented, it should be relayed to all stakeholders to ensure everyone is aware of them and for the effective progression of the project. The Vintners Project will also be subject to some risks which need to be anticipated and planned for. The most probable risks associated with the project will be as follows:

- **Shortage of Supplies and Materials**

  There is a possibility that supply shortages could occur prior to or during the project phases. Materials shortage and supply delay is considered one of the most essential factors leading to project delay (Rahman et al, 2017). Research for resource suppliers should therefore be planned and prepared beforehand. Resource availability, tracking and distribution data and methods should therefore be considered beforehand to mitigate these issues (Bridges 2019).

- **Bad Weather and Travel disruptions.**

  Bad weather can have severe consequences for the Vintners project. Often bad weather puts constraints on certain types of work and restricts work progress. Heavy rain or snow would affect the ability to carry out construction work (The Veterinary record, 2015) whilst heavy winds could delay the transportation of goods and supplies for the project. Gusty winds have been known to topple heavy loads and it

is difficult to anticipate bad weather in advance since weather forecasts are not always one hundred percent accurate (Tobias, 2020).

- **Workers/Contractor absence.**

  Personal shortage may stem from a multiple of causes, ranging from illnesses to accidents and acts of god. Staff absence has a costly impact on all businesses, but they are especially costly for projects which have a time constraint. Absence of staff, contractors and management level key workers can leave skill gaps in the project that cannot be compensated by others and cause, disruption, delays and increase project cost and length (Cruikshank, 1976). It is therefore important to analyse and configure tasks and jobs based on the available skill sets of employees. If more than one person knows how to carry out every specialised tasks, then the risk factor decreases accordingly (Rosenhead, 2017)

- **Accidents and injuries at work.**

  Accidents and injuries at work can sometimes occur despite all precautions and safety protocols, and can lead to delays and disruptions. Safety procedures and training should therefore be provided to all people involved in the project. Safety guidelines should be followed by workers and visitors and first aid equipment and facilities provided for emergencies.

## Project Management Tools, Techniques and Methods

Successful Project Management requires Knowledge, Skills and Expertise to be used in alignment to the project requirements. Although innovation can be useful at certain times, it can also cause difficulty since it has not been tried before. Project Management relies on some time tested Tools, Techniques and Methods to achieve accurate and successful results. Listed below are some of these items and methods used for the Vintners Project:

- **User Stories (Method)**

  User stories is a term which describes features of an undertaking or project as seen from the point of views of users (Thamrongchote and Vatanawood, 2016). It usually consists of three elements which once asked and answered can lead to a better insight into what improvements or provisions are needed. The three key consideration are (a) Who (b) What and (c) Why. If Omar King made a request for a separate room within the new premises for the purpose of drying of glue-repaired antique pieces, then that user story would capture the his identity, requirements and identify areas of improvement. The Project Management Group could then decide on 'How' to address his need, and create a solution. Successful identification and implementation of User stories within projects can deliver value back to the user (Rehkopf, 2020).

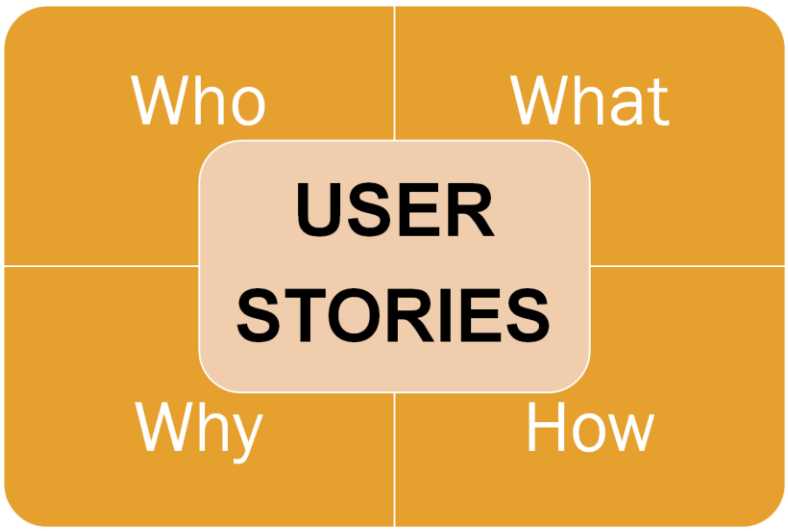



***Figure 2:*** *User Stories*

- **The MoSCoW Chevron (Tool)**

  The MoSCoW Chevron was a very useful tool for identifying and prioritising tasks within the project and allowed us to understand the significance of individual elements. This tool allowed us to put the very vital (MUST), needed (SHOULD HAVE), desirable (SHOULD HAVE), luxurious (WILL NOT NEED)

elements in their allocated categories. This allowed for the abandoning of less vital element within the project. As a result two prices were quoted to Vintners by the Project Management team, one without the WILL NOT NEED items and one with everything included.

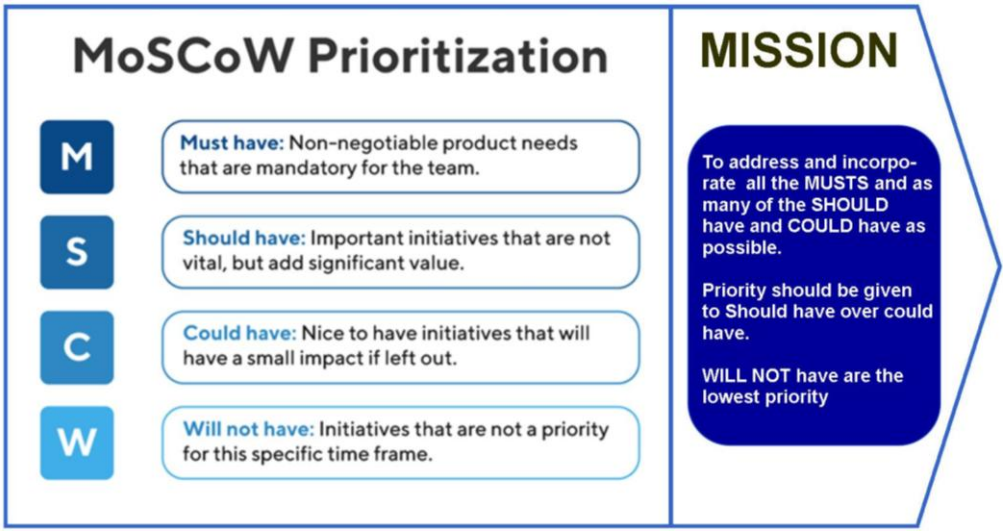



***Figure 3:*** *MoSCoW Chevron Prioritization Tool*

- **The Iron Triangle (Tool)**

The iron Triangle was used to evaluate Quality, by balancing the Time, Scope and Cost dynamics of the projects. Since one of the defining elements of a project is allocated timeframe, everything has to be done within that time frame. The less the time the more the resources required and higher the cost. If more time is available then tasks can be achieved with fewer resources such as manpower, saving cost. If a project is very complicated in its scope then it may require more time, money and experience greater difficulties. A project that does not have sufficient funds would be prone to lower quality. The project management team needed to keep a balance between all three of these aspects, within the established project objectives without compromising on quality.

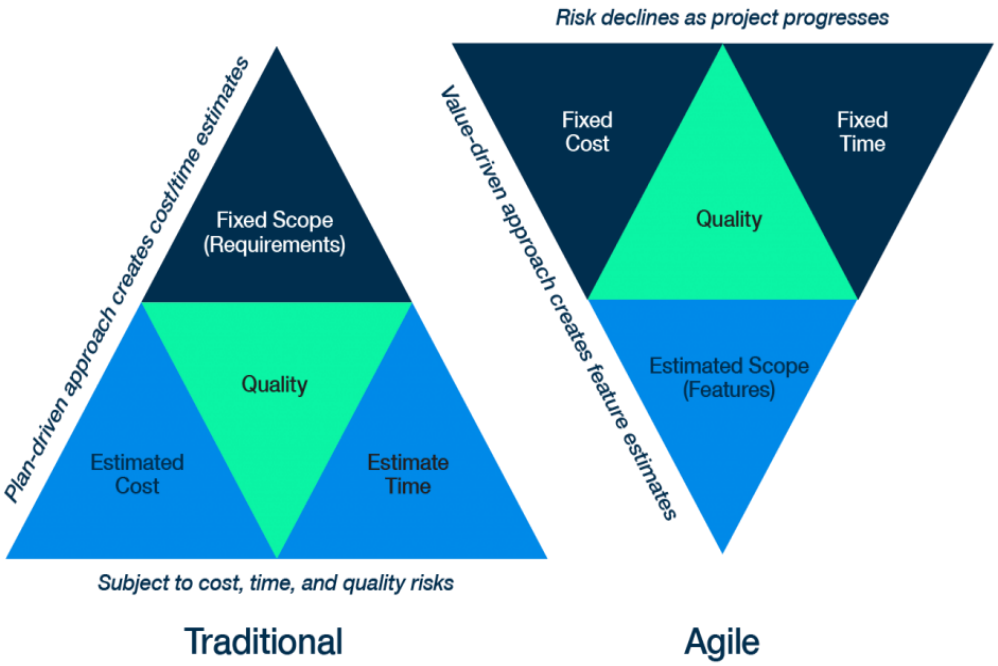



***Figure 4:*** *Iron Triangle*

- **The Delphi Technique**

The ‘Delphi Technique’ was originally developed in the US during the Second World War and named after the Greek Oracle at Delphi. Also known as the ‘Wisdom of the crowd Technique’ it is incredibly accurate at forecasting the correct outcome of situations, by using collective estimation of large groups (The Psychologist, 2020). The method is well proven, and works by taking random numerical estimation from people (usually experts), totalling the value of the numbers and dividing the total by the number of people asked.

Using this technique allowed the Project Management Team to reduce anxiety over decisions which involved estimating time, cost and effort elements. Since this technique is widely accepted in the industry and has been scientifically verified as more accurate than individual estimation, it reduces risk and gives project managers confidence in the decision making process.

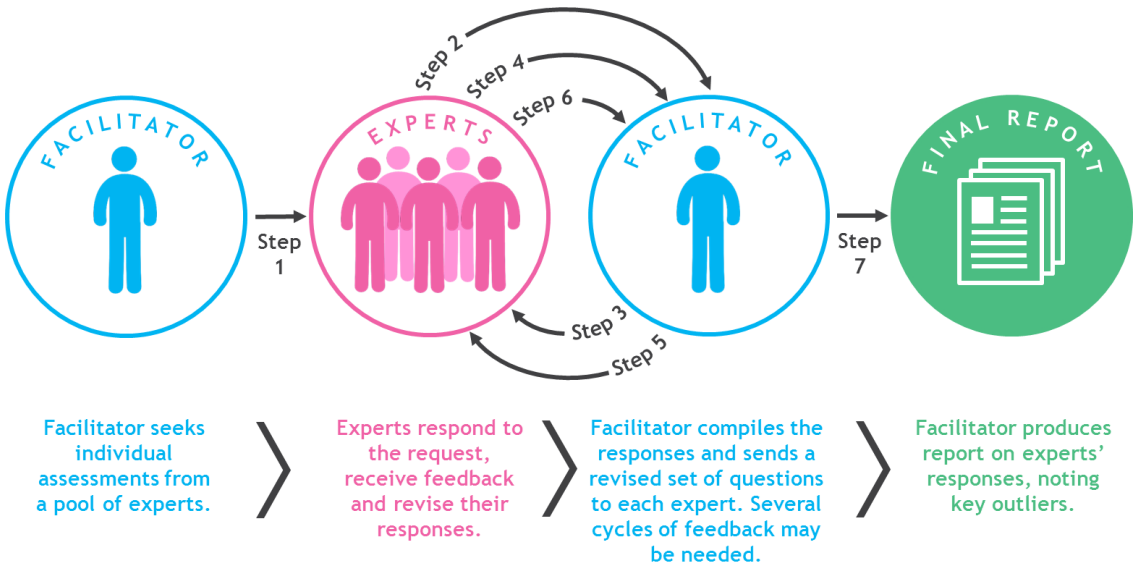



**Figure 5:** *The Delphi Technique process* (Portal.healthworkforce.eu. 2020)

- **Roberts Method**

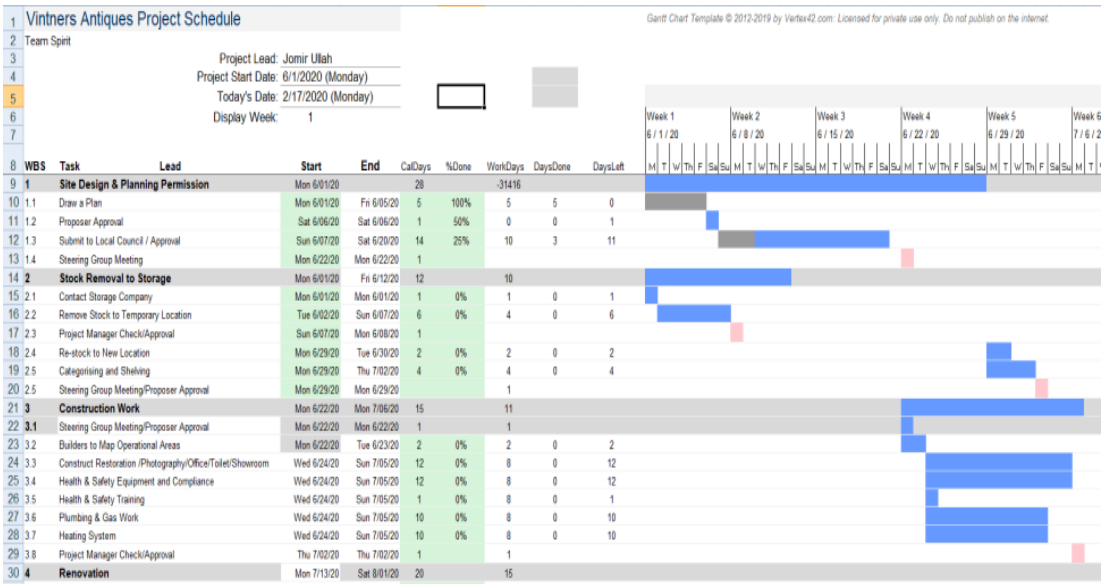
Roberts Method is a very simple tool used to determine the time required for specific tasks, based on the tasks complexity and size. Robert's method is useful in the sense that it allows the user to make an estimation based on limited knowledge. Numerical values were placed on each task and its complexity and size, and time for completion of the task was allocated accordingly. The time allocation was then incorporated in a 'Gantt Chart, to estimate the total time needed for each task.

| Size \ Complexity | Low | Medium | High |
|---|---|---|---|
| Small | 1 | 3 | 5 |
| Medium | 4 | 8 | 11 |
| Large | 7 | 12 | 19 |

**Figure 6:** *Roberts Method*

- **Gantt Chart**

Gantt Charts can provide a number of benefits, including improved costs, increased efficiency and better timed outcomes (Anderson, 2016). Gantt Charts outline a projects timeline and the timeframe for individual elements within the project; they are the 'Blue Prints' for projects and offer insights on the projects order, tasks and duration. They display at a glance the different elements of the project and the time allocated for their completion with a beginning and end date for each (Doyle, 2011. The Gantt chart is the guideline and reference point for every project stakeholder, and used to measure progress of individual tasks and the project as a whole 'The Project Management Team' gave priority to tasks on the Gantt chart based on the waterfall methodology.



Vintners Antiques Project Schedule

Team Spirit

Project Lead: Jomir Ullah
Project Start Date: 6/1/2020 (Monday)
Today's Date: 2/17/2020 (Monday)
Display Week: 1

| WBS | Task | Lead | Start | End | CalDays | %Done | WorkDays | DaysDone | DaysLeft |
|---|---|---|---|---|---|---|---|---|---|
| 1 | **Site Design & Planning Permission** | | Mon 6/01/20 | | 28 | | -31416 | | |
| 1.1 | Draw a Plan | | Mon 6/01/20 | Fri 6/05/20 | 5 | 100% | 5 | 5 | 0 |
| 1.2 | Proposer Approval | | Sat 6/06/20 | Sat 6/06/20 | 1 | 50% | 0 | 0 | 1 |
| 1.3 | Submit to Local Council / Approval | | Sun 6/07/20 | Sat 6/20/20 | 14 | 25% | 10 | 3 | 11 |
| 1.4 | Steering Group Meeting | | Mon 6/22/20 | Mon 6/22/20 | 1 | | | | |
| 2 | **Stock Removal to Storage** | | Mon 6/01/20 | Fri 6/12/20 | 12 | | 10 | | |
| 2.1 | Contact Storage Company | | Mon 6/01/20 | Mon 6/01/20 | 1 | 0% | 1 | 0 | 1 |
| 2.2 | Remove Stock to Temporary Location | | Tue 6/02/20 | Sun 6/07/20 | 6 | 0% | 4 | 0 | 6 |
| 2.3 | Project Manager Check/Approval | | Sun 6/07/20 | Mon 6/08/20 | 1 | | | | |
| 2.4 | Re-stock to New Location | | Mon 6/29/20 | Tue 6/30/20 | 2 | 0% | 2 | 0 | 2 |
| 2.5 | Categorising and Shelving | | Mon 6/29/20 | Thu 7/02/20 | 4 | 0% | 4 | 0 | 4 |
| 2.5 | Steering Group Meeting/Proposer Approval | | Mon 6/29/20 | Mon 6/29/20 | | | 1 | | |
| 3 | **Construction Work** | | Mon 6/22/20 | Mon 7/06/20 | 15 | | 11 | | |
| 3.1 | Steering Group Meeting/Proposer Approval | | Mon 6/22/20 | Mon 6/22/20 | 1 | | 1 | | |
| 3.2 | Builders to Map Operational Areas | | Mon 6/22/20 | Tue 6/23/20 | 2 | 0% | 2 | 0 | 2 |
| 3.3 | Construct Restoration /Photography/Office/Toilet/Showroom | | Wed 6/24/20 | Sun 7/05/20 | 12 | 0% | 8 | 0 | 12 |
| 3.4 | Health & Safety Equipment and Compliance | | Wed 6/24/20 | Sun 7/05/20 | 12 | 0% | 8 | 0 | 12 |
| 3.5 | Health & Safety Training | | Wed 6/24/20 | Sun 7/05/20 | 1 | 0% | 8 | 0 | 1 |
| 3.6 | Plumbing & Gas Work | | Wed 6/24/20 | Sun 7/05/20 | 10 | 0% | 8 | 0 | 10 |
| 3.7 | Heating System | | Wed 6/24/20 | Sun 7/05/20 | 10 | 0% | 8 | 0 | 10 |
| 3.8 | Project Manager Check/Approval | | Thu 7/02/20 | Thu 7/02/20 | 1 | | 1 | | |
| 4 | **Renovation** | | Mon 7/13/20 | Sat 8/01/20 | 20 | | 15 | | |



**Figure 7:** *Gantt chart*

- **Waterfall Methodology**

The waterfall methodology is useful when one task is dependent on another; this method allows tasks to be ordered in such a way that as soon as one is finished another can begin.

**Figure 8:** *Waterfall Method*

## Communication of Project Plan to Stakeholders

Communicating the plan in a clear and precise manner allows the stakeholders to assess whether the plan meets their needs, and allows them to suggest new user stories if needed. Likewise, keeping stakeholders apprised of the project progress is also very important during the work phases (Alexandru, 2020). The Team Spirit Team submitted a detailed project plan to the Vintners representative 'Paul Ranson'. The plan was followed up a week later by a Skype Call to clarify any areas of confusion. Contact numbers of Team Spirit Specialists and the Team Manager were provided as well as access to Gantt charts and any other information. Information relating to regular communication with the stakeholders has also been provided on slide number 11 of the Project Plan.

**Figure 9:** *Project Phases and Stakeholder communication dates*

## Personal Reflection and Self-Development plan to improve own performance.

Considering that this was my first Project Management Plan, the outcome has been better than I had anticipated. The project seemed very daunting at first, but became easier when I learned about the existence of the Tools, Techniques and Methods. Once I started applying them to individual tasks (as needed) the whole process of project management became almost a routine process with minor differences.

I believe that in future my ability to draw up project plans will become far easier due to the experience, Techniques and Methods I have now acquired. My newfound knowledge of Theories such as 'The Delphi Technique' and tools such as 'Roberts Method' reduce uncertainty and risk over the decision making process, which would normally hinder my ability.

I think that in future project plans, I would include slides on 'Risk Assessment and Mitigation' as well as Health and Safety Protocols.

# Reference


Bridges J. (2014). What Is Project Risk? *Project Management 101*.

Roberts, P. (2012). Effective Project Management. London. UK: Kogan

Kendrick T (2009). *Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project*. USA: AMACOM.

When winter weather disrupts work. (2015). *The Veterinary record,* **176**(1), pp. 26.

Tobias M. (2020). Managing Weather Risks in Construction Projects. *Nearby Engineers*.

CRUIKSHANK, G.E., 1976. No-Shows at Work: High-Priced Headache. *Nation's Business (pre-1986),* **64**(9), pp. 37.

Rosenhead R. (2017). How will you deliver projects with a skills shortage? *Project Agency.*

Rahman, M. Motiar & Yap, Yok Hoe & Ramli, N & Dullah, M & Shamsuddin, M. (2017). Causes of shortage and delay in material supply: a preliminary study. IOP Conference Series: Materials Science and Engineering. 271. 012037. 10.1088/1757-899X/271/1/012037.

Rehkopf M. (2020). User Stories with Examples and Template. *Atlassian Coach*.

Thamrongchote, C. and W. Vatanawood, *(2016).* "Business process ontology for defining user story," *IEEE/ACIS 15th International Conference on Computer and Information Science (ICIS)*, Okayama, 2016, pp. 1-4.

Thepsychologist.bps.org.uk. 2020. *The Delphi Method | The Psychologist*. [online] Available at: <https://thepsychologist.bps.org.uk/volume-22/edition-7/delphi-method> [Accessed 9 March 2020].

Portal.healthworkforce.eu. 2020. *Portal | » PILOT STUDY EXPERIENCES IN BELGIUM USING HORIZON SCANNING AND DELPHI*. [online] Available at: <http://portal.healthworkforce.eu/pilot-study-experiences-in-belgium-using-horizon-scanning-and-delphi/> [Accessed 30 March 2020].

Anderson B. (2016). What is the Purpose of a Gantt Chart? *Successful Projects.*

Doyle, C. (2011). GANTT chart. In A Dictionary of Marketing. : Oxford University Press. Retrieved 22 Mar. 2020, from https://www-oxfordreference-com.ezproxy.uwtsd.ac.uk/view/10.1093/acref/9780199590230.001.0001/acref-9780199590230-e-0753

Alexandru, B. (2020).Annals of the University of Oradea: Economic Science COMMUNICATION STRATEGY ABOUT BUSINESS MODELS: STAKEHOLDERS PERSPECTIVE. 1222-569X (Print); 1582-5450 (Online): University of Oradea.