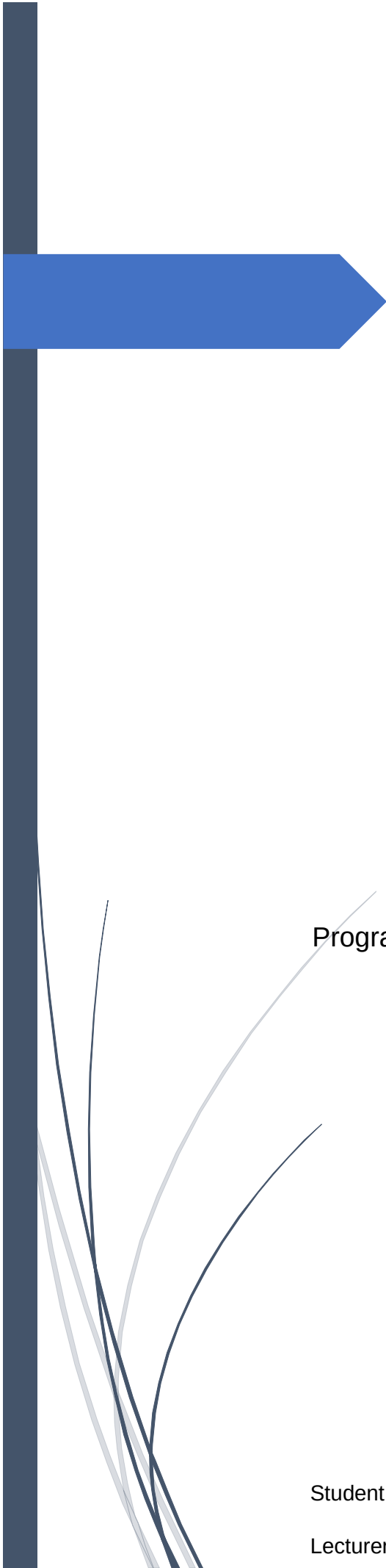




Managing Projects in the Organisation

Programme: BA (Hons) Leadership and Management Skills for
the Workplace

Module: Managing Projects in the Organisation

Module Code: (BMSW5104)

Student name: **Isabel Gallardo Gomez 1915303**

Lecturer name: **Balendran Kandasemy**

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1.0 INTRODUCTION

Project management is a process in which a series of activities such as systems, techniques and people are combined to complete a project within the established goals of time, budget and quality (TL, 2020).

It is the way to organize and plan a series of activities of one or more people who have the same specific objective.

What has motivated the Indian restaurant roti chai in central London is the need for an additional service due to the coronavirus, because there are many customers who want to continue enjoying our food but do not want to go near the place to avoid catching the virus. as the restaurant is located in central London and it tends to be a very busy place. The idea of implementing a take away service came from the general manager of the restaurant since he had employees who had a lot of experience in the take away service of the restaurants where they had previously worked. The take away service will help all customers to continue benefiting from the restaurant's food without having to move from home and will avoid losses to the restaurant since we have currently lost almost half of the customers we had a year ago and it is not for reasons of poor quality of food, it is for the reason that people prefer to eat at home and if we do not implement this new service we will have losses that must be avoided because we continue to have customers who prefer our restaurant before others but are obtaining service from other restaurants that are direct competitors because the other restaurants have already established takeaway service before the roti chai restaurant.

The take away project will last approximately one month and may have changes, with a start date of 04/13/2021 and end of 05/11/2021.

The managers who will be in charge of making this project a success and a good organization have a lot of experience with organization skills, people training, communication. All these skills make the development of the project easier and it is not necessary to make changes during the process because from the beginning they will have a detailed idea of exactly the type of project that is needed and it is not expected to be carried out changes to the project during the process, in order to avoid unnecessary costs and avoid that the project is finished outside the period of time that we had marked in the initial phase.

Project management is the process in which, with the use of different tools and systems combined with people, it is possible to complete a project within time, budget and quality limits (Labarre, 2021).

For the roti chai restaurant, which is an Indian restaurant that was created 5 years ago, the project of adaptation to the new normality due to the coronavirus will be very important, since thanks to the adaptation to be able to create space where take away services can be carried out , creating space so that drivers can come to collect orders, training staff to know how to use new systems. Training staff so that they can organize themselves differently, will help create a new way of working to be able to move forward efficiently and adapt to The new situations in which customers can not leave home as much for entertainment reasons.

This new idea of take away operation occurred for the first time to the owner of the restaurant in order not to lose money since if they continued to maintain the old way of working where there was no take away service, customers and money would be lost by not being able to compete with direct competitors offering services that are better suited to offering food to customers without having to move from home.

This adaptation project has a start date of 04/10/2021 and an end date of 05/10/2021, the total duration will be one month including the installation of new electronic systems and the training of staff, what is the longest of all the tasks.

2.0 GANTT CHART

It is a tool that allows planning the activities to be carried out in a company, facilitating an overview and monitoring of the project (Dionne, 2018).

This tool has many advantages when used for a takeout service project, which is why it is one of the tools that will be used in our project.

- **2.1 Gantt graphic advantages:**

- Identification of the critical points of our project, knowing which ones are more important (since the installation of systems is more important than finding space to store new material).

- The project can be managed reducing scheduling problems, since we can have more control of the start and end dates. Delays can also be calculated and tasks can be rescheduled
- It is easy to use and has a low cost. For reasons of the coronavirus where the company has lost a lot of money, it is a great advantage by not producing new expenses.
- It is a tool that is especially used for any project, especially if it is simple as a takeout service project, but also for a construction, IT, education or marketing project.

A possible disadvantage of this tool is that it cannot be carried out manually, as it would not be totally accurate and special programs are needed, these programs will reduce the time when carrying it out and we will be able to carry out the project with greater precision than if it is carried out manually.

3.0 PERT DIAGRAM

It is a project management tool that is used to analyze the tasks necessary to carry out a project. Pert diagrams are used for large, large-scale projects to know the exact time it takes to complete each task, with a short, long or more probable term (Kasser, 2019).

This tool will not be used for our project since the project that we have for a take away service in a restaurant is simple and not very complicated, we must also bear in mind that we do not need to adjust with excessive precision to the end dates of our project as we can be flexible.

This tool is often used for large and complex projects where it is important to adhere to dates and deadlines to avoid costs.

This tool is very useful when you need:

- Clarify time constraints
- Provide in detail the frequency of completion of the tasks
- Gerstional time and resources efficiently
- Reduce costs with during the development of the project.

For our coronavirus adaptation project in a restaurant we will not use the pert diagram because we do not need to accurately calculate the duration of the project, nor do we need to break the project down into very small tasks.

What we are looking for in our project is to schedule tasks by dates and show how much work has been completed, so we will use the gantt chart.

4.0 PRINCE2

It is a structured method of management and control of all types of projects (Willis H. Thomas, 2018). This method organizes projects into manageable phases for efficient control of resources, focusing on obtaining concrete results and not only on planning the activities to be carried out (Commerce, 2002).

This tool could also be used for our project because it gives flexibility in decision making, periodic reviews of progress, an organized and controlled beginning and end of development. It also has the advantage that both the management and the rest of the organization have good communication to carry out the project and are involved in the right place and time.

5.0 NETWORK DIAGRAM

Series of graphs that are interconnected, representing all the tasks in which a project is divided, the dependencies that exist, and the direction that the project must follow for its execution (Verma, 2021).

This diagram indicates everything that needs to be done in a project because a representation of all the tasks that make up the project is achieved and how some tasks are related to others, planning the project in a visual way

- **5.1 Benefits of Network Diagrams:** Network Diagrams help justify your time estimate for the project, Network Diagrams aid in planning, organizing and controlling, Network diagrams show interdependencies of activities, Network Diagrams show workflow of the project activities, Network diagrams identify opportunities to compress the schedule (Kukhnavets, 2020).

This type of diagram can usually help you find activities that are important or how long they will be delayed of one of the project activities, getting enough time to train the indicated team, it can also be easily observed what type of tasks are the ones that most depend on other. This type of diagram is usually difficult to make and special care must be taken not to make mistakes, because that would make it very difficult to visualize the diagram and would negatively affect the project. This is the reason why it will not be used for our take away project.

6.0 WATERFALL

It is a method that is based on the development of a project sequentially and that requires defining the details of the requirements so that it can begin, it begins with the analysis and design phases and ends with the commissioning tests. The phases of this method can vary but usually include: requirement gathering and documentation, system design, implementation, testing, delivery / deployment, maintenance (Sherman, 2015).

It is the way that a person has to see the development of a software process so that it seems like a succession of different stages producing products that are intermediate

6.1 Advantages of waterfall:

- The client works with the work team throughout the project process.
- The client carries out a complete monitoring of the project and can make decisions and request changes in some phase of the project
- It is possible to launch a basic version of the program and then complete it
- All development is customer-centric
- Linear model that can be implemented simply

6.2 Disadvantages of waterfall:

- Not all clients want to be involved in the project

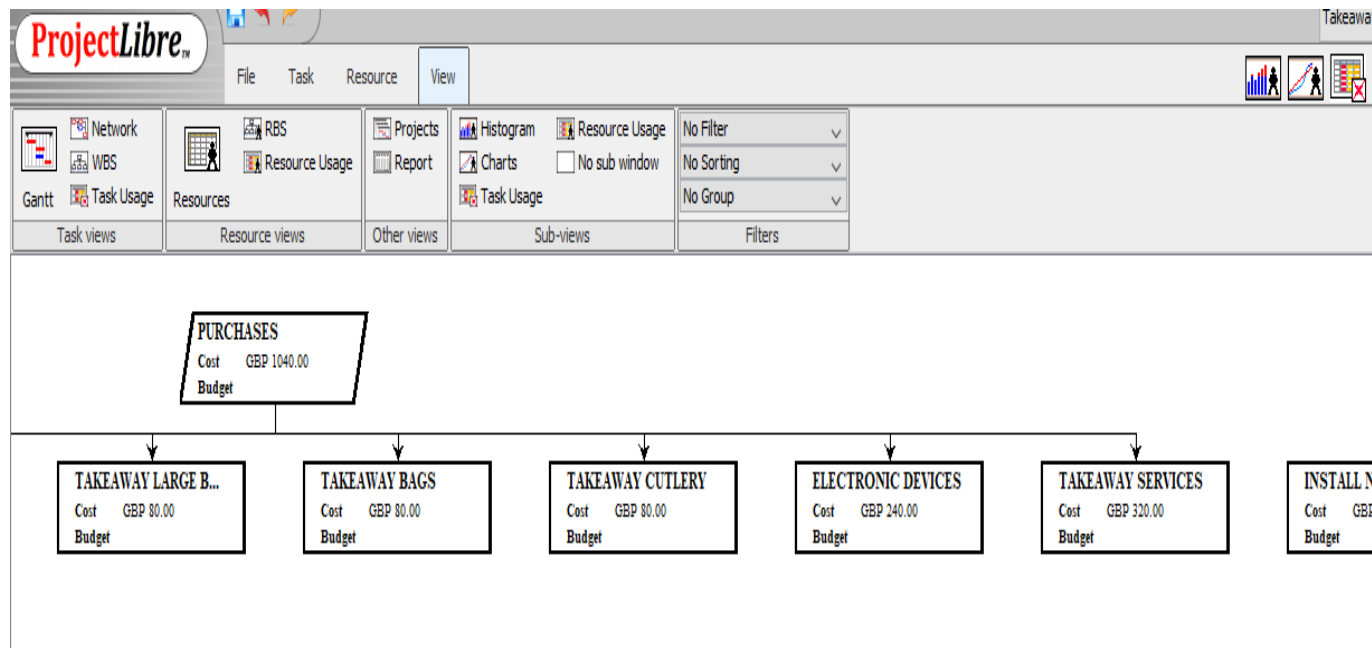
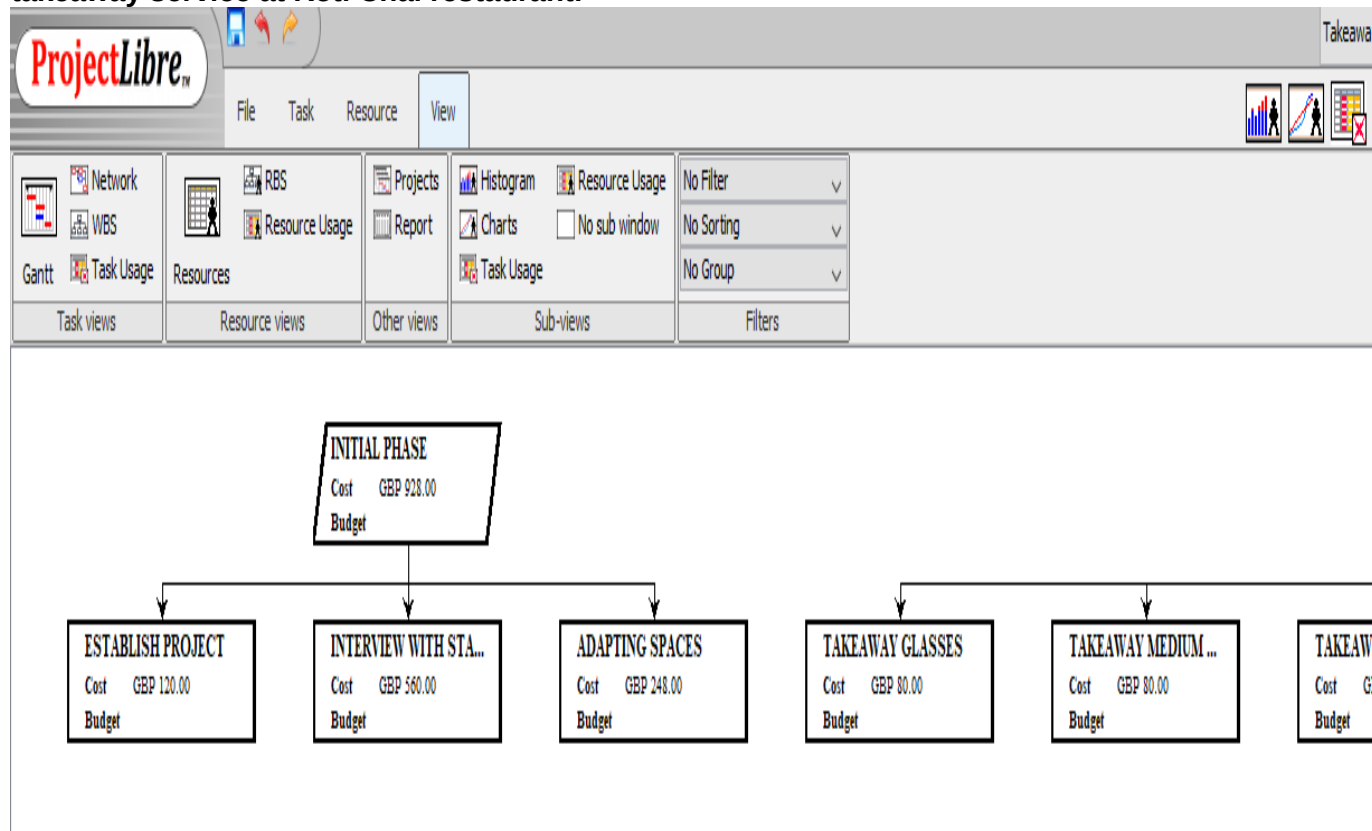
- The project may have an increase in cost and duration due to the changes that clients make during the process
- Some elements are not complemented in the process due to the changes that have been made and the project has a higher cost than at the beginning.
- This method is usually used when the project requirements are totally clear from the beginning and you do not just have a general idea of what you want without specifying the details of the project.

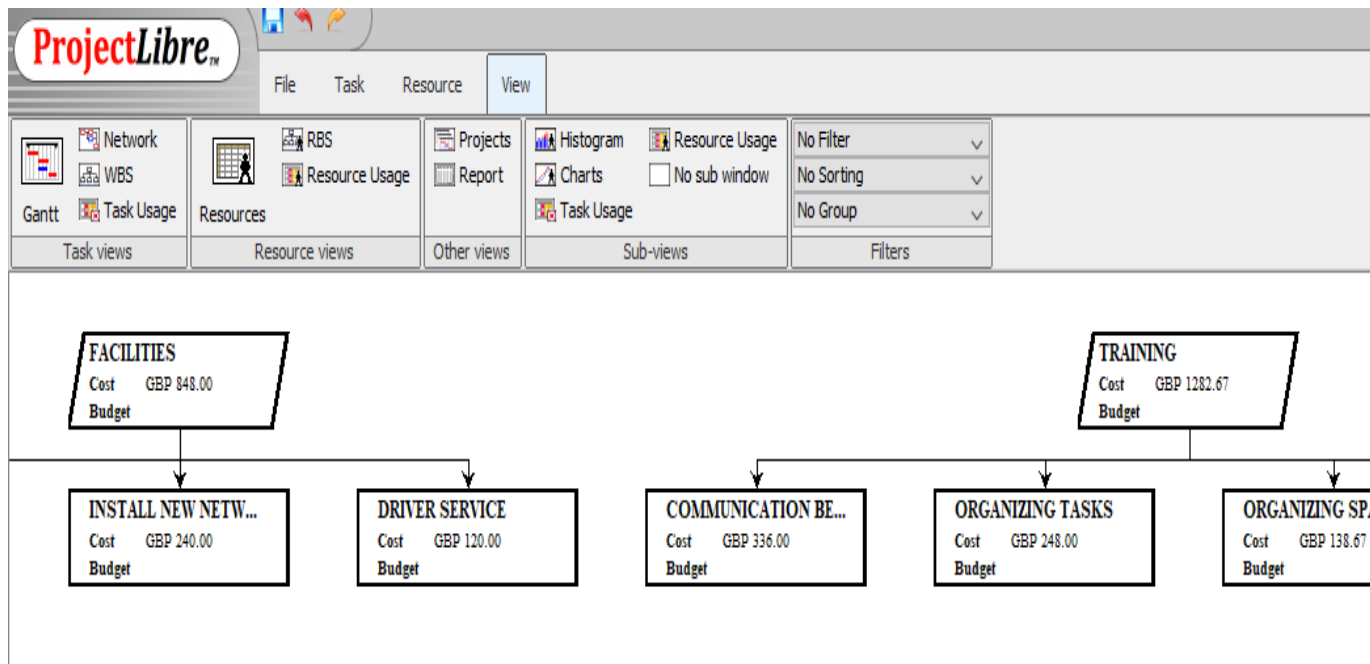
7.0 WORK BREAKDOWN STRUCTURE (WBS)

It is a work analysis structure that is used to define, manage and break down complex activities into more manageable parts obtaining an overview of each task that must be performed to achieve the project objective (J. M. García-Fornieles, 2003).

This tool will be used for our project being process oriented defining the work phases and their functions. This type of WBS is going to be focused on the steps that must be taken to complete the project. Project managers will be able to assign precise costs and delivery dates to simplify planning and tracking of the project.

7.1 WORK BREAKDOWN STRUCTURE (WBS) of the project to implement the takeaway service at Roti Chai restaurant:

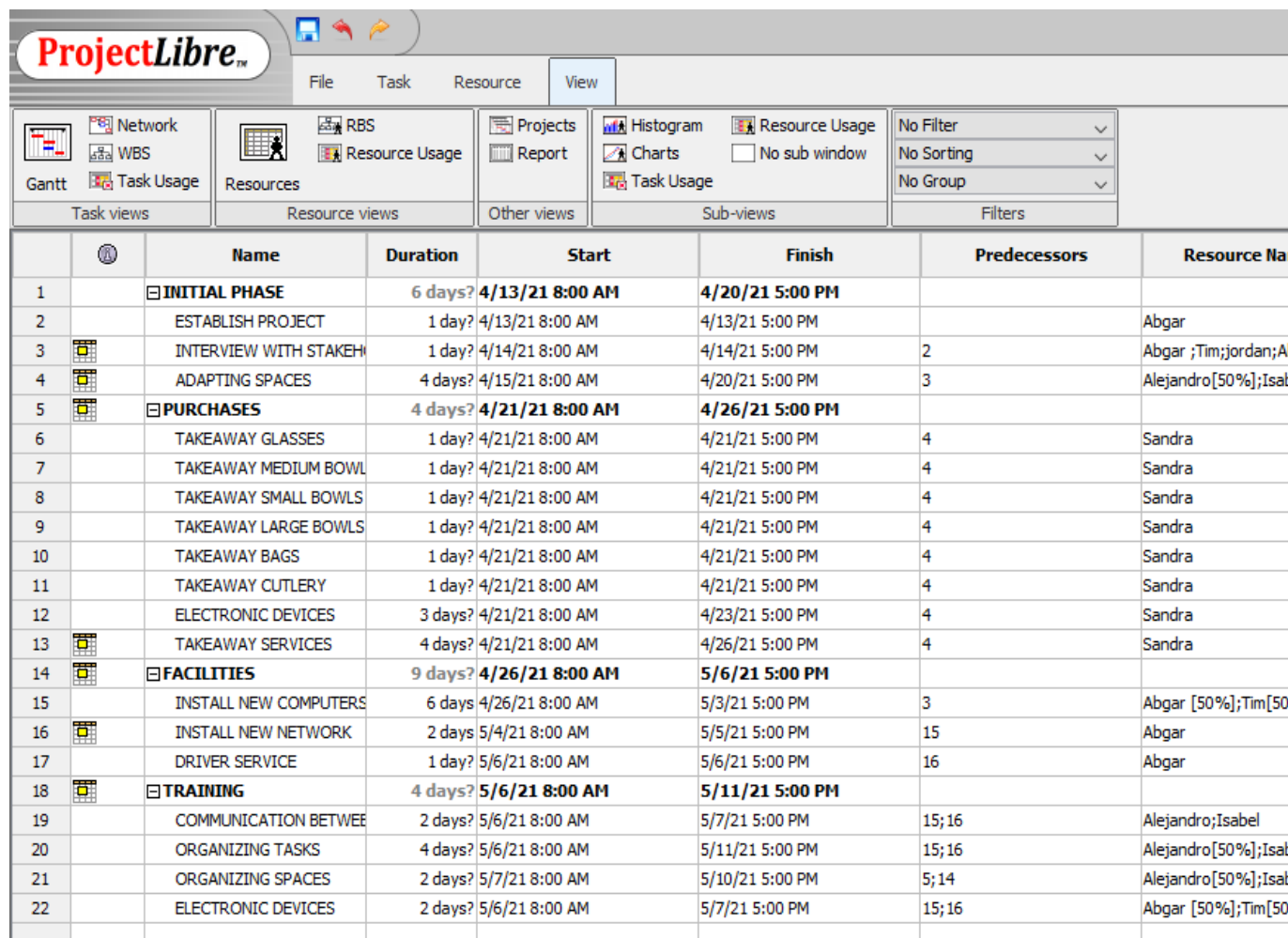




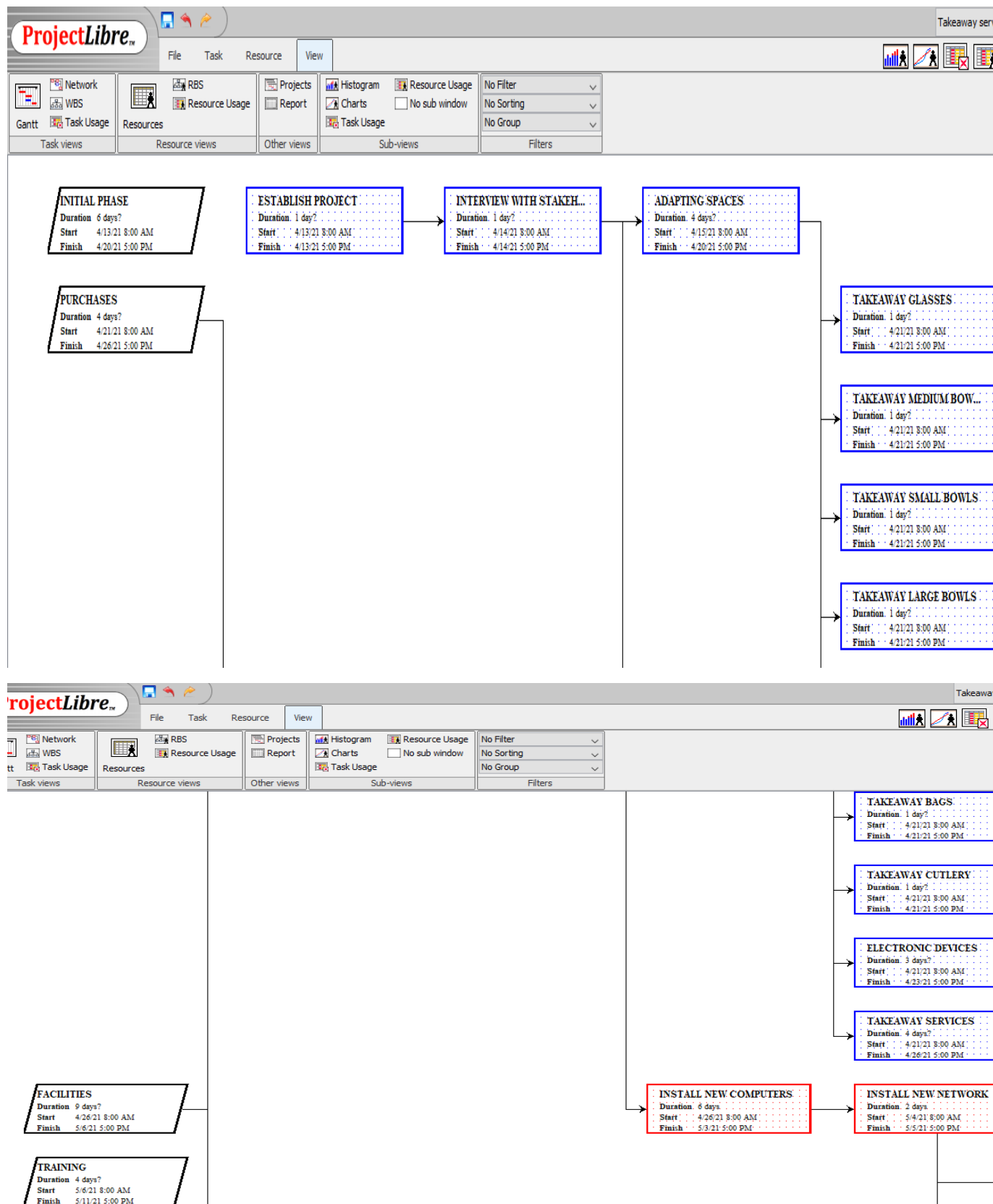
Activity	Predecessor	Optimistic time (days)	Normal time (days)	Pessimistic Time (days)	Expected Time (days)	Cost
Initial phase	0	5	6	7	6	554,67
Establish project	0	1	1	2	1	120,00 Pounds
Interview with stakeholders	2	1	2	3	2	186,67 Pounds
Adaptation of spaces	3	2	3	4	3	248,00 Pounds
Purchases		3	4	5	4	1040,00 Pounds
Glasses of take away	4	1	1	2	1	80 Pounds
Medium bowl of take away	4	1	1	2	1	80 Pounds

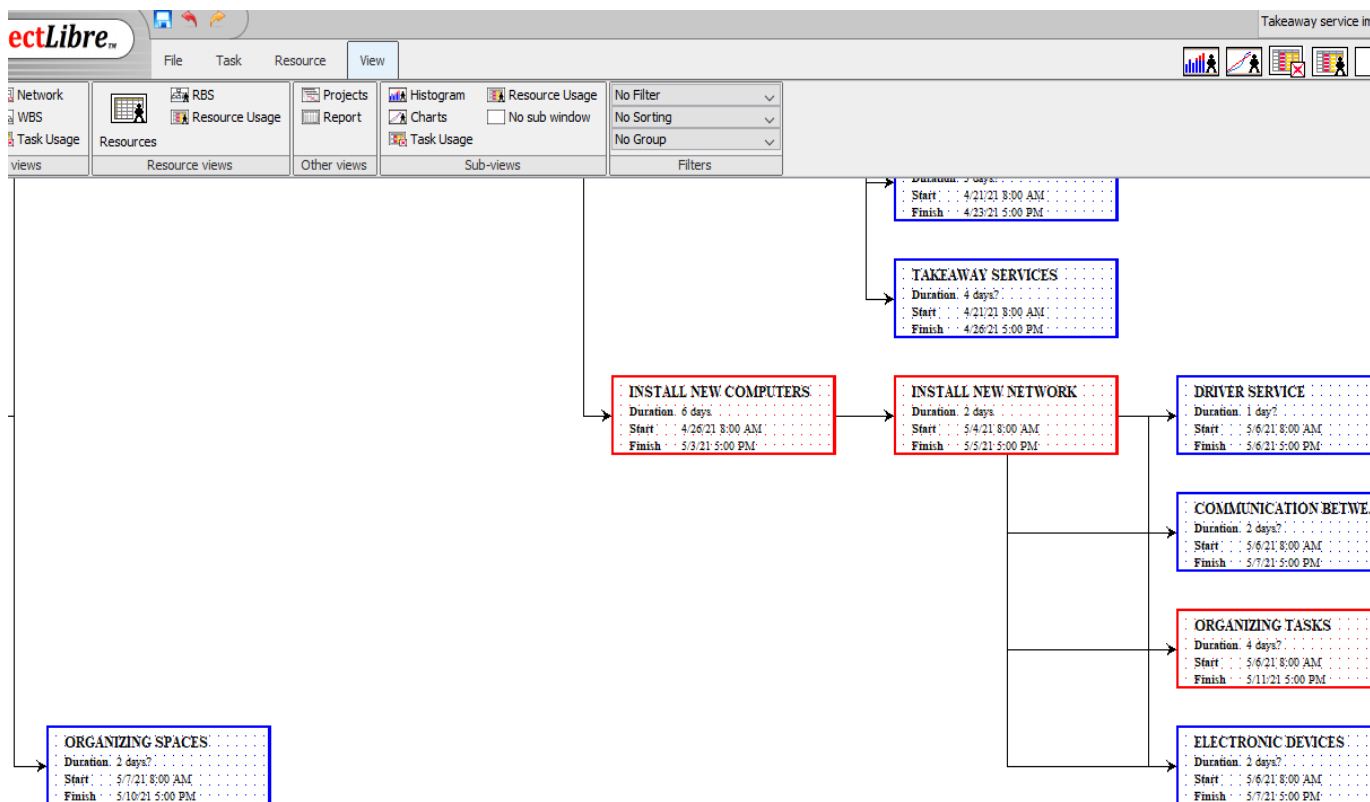
Small bowl of take away	4	1	1	2	1	80 Pounds
Big bowl of take away	4	1	1	2	1	80 Pounds
Bags of take away	4	1	1	2	1	80 Pounds
Cutlery take away	4	1	1	2	1	80 Pounds
Electronic devices	4	2	3	4	3	240,00 Pounds
Take away food services	4	3	4	5	4	320 Pounds
Facilities		6	7	8	7	880,00 Pounds
install new computers	3	4	5	6	5	520 Pounds
Installing new network	15	1	2	3	2	240 Pounds
Install drivers service	16	1	1	2	1	120,00 Pounds
Training		6	7	8	7	1402,67 Pounds
Communication between employees	15;16	3	4	5	4	336,00 Pounds
Organization of tasks	15;16	2	3	4	3	248,00 Pounds
Organization of spaces	5;14	1	2	3	2	165,33 Pounds
Electronic devices	15;16	6	7	8	7	653,33 Pounds

8.0 GANTT CHART OF THE IMPLEMENTATION PROJECT OF THE TAKE AWAY SERVICE TO THE ROTI CHAI RESTAURANT



9.0 NETWORK CHART OF THE TAKEAWAY SERVICE IMPLEMENTATION PROJECT AT ROTI CHAI RESTAURANT

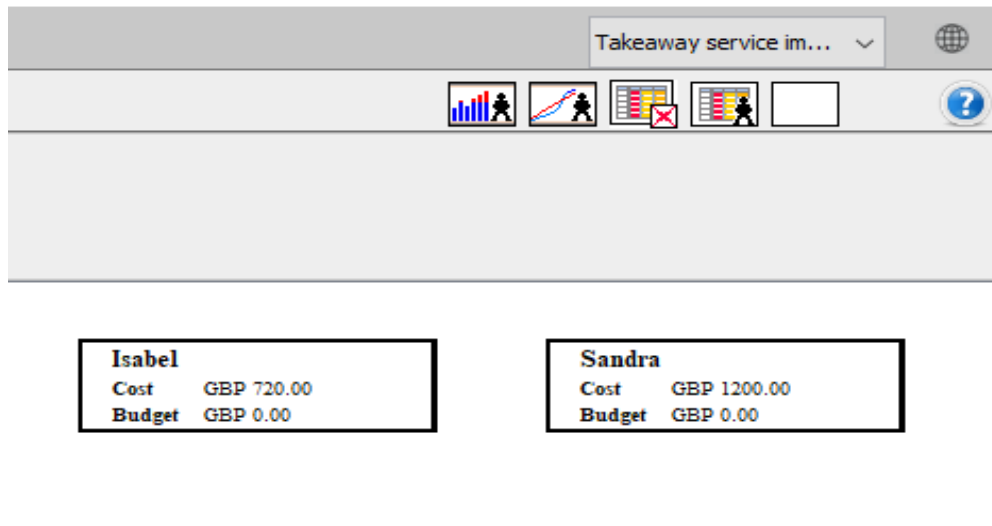




10.0 RESOURCES

ID	Name	RBS	Type	E-mail Address	Material Label	Initials	Group	Max. Units	Status
1	Abgar		Work			a		100%	Available
2	Tim		Work			t		100%	Available
3	Jordan		Work			j		100%	Available
4	Alejandro		Work			A		100%	Available
5	Isabel		Work			I		100%	Available
6	Sandra		Work			S		100%	Available

Name	Cost	Budget
Abgar	GBP 920.00	GBP 0.00
Tim	GBP 480.00	GBP 0.00
Jordan	GBP 192.00	GBP 0.00
Alejandro	GBP 586.67	GBP 0.00



11.0 ADDITIONAL MEASURES AGAINST THE SPREAD OF CORONAVIRUS

During all the meetings held at the roti chai restaurant to discuss the details, implementation and control of the takeaway service project, it will be mandatory to enter the establishment with a mask and use the handsanitaser dispensers throughout the day, keeping a distance of two meters with each person who is inside the premises and with whom we have to share information. We will try to hold meetings from home whenever possible with the use of technological applications such as microsoft teams or zoom and will only go to the restaurant establishment when it is essential and it is not possible to carry out the meeting online.

12.0 PROJECT COMMUNICATION PLAN

A communication plan of a project explains information such as who is involved in the project, how often, the goals of the project, the way in which the parties involved will communicate with each other and how the results of the project will be notified (Dianova, 2017).

Stakeholder	Title/role	Interest: how much does the project affect them (1,2,3)	Influence: how much do they have? (1,2,3)	What is the stakeholder most important goal	How will he/she contribute	Best way to manage
Abgar	Restaurant owner, Project manager	1	1	Avoid delays and do not go over budget	Daily lead; will delegate small project but ultimately responsible	Daily phone calls, high-level milestone updates, weekly email, summaries, and face-to-face meetings 1-2 times a week
Tim	General manager	1	1	Budget, organization	Daily lead, communication coordinator, delegating	In-person meetings, phone call

Stakeholder	Title/role	Interest:how much does the project affect them (1,2,3)	Influence: how much do they have? (1,2,3)	What is the stakeholder most important goal	How will he/she contribute	Best way to manage
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Tim	General manager	1	1	Budget, organization	Daily lead, communication coordinator, delegating	In-person meetings, phone call
Jordan	Manager	2	2	Budget,organization	Daily lead, delegating	In-person meetings, email
Sandra	Dutty manager	2	2	Budget and timeline	Daily lead, delivery	In- person meeting, email
Isabel	waitress supervisor	3	3	Want to feel valued	Daily lead, trining	In- person meetings, email
Alejandro	Manager	2	2	Budget and timeline	Communication coordinator	In-person meetings, email

For the take away service project, it is necessary to involve the most experienced roti chai restaurant staff with more past experience in this type of service. The take away project is small and not very complicated and can be carried out in a short period of time, it will start on 04/13/2021 and end on 05/12/2021 with a duration of 1 month. The stakeholders in the project have already worked together before and efficiently, so a successful completion of the project is expected within the completion time.

Communication with each member of the team will be daily in the workplace or sporadically with the manager by phone call or email. Evaluation of results will be carried out daily and will be notified by email.

13.0 BENEFITS OF THE PROJECT

The benefits of the project are very broad, the project itself will not be complicated to carry out nor will it entail a high cost for the restaurant, so it can be started immediately without waiting for a long period of time.

Due to the coronavirus, we have obtained many losses during the time that we have been closed as a company and during the time that we have been open, the number of clients has been considerably reduced, making it very important to find a solution and obtain new ways to perform the service.

The take away service never before performed in the roti chai restaurant will be of high benefit for the consumption of our products because the reason why customers do not come to the establishment is because they do not want to be in contact with other people but not because they do not want our products. By having the opportunity to order from home, they will stay safe from being infected and will be able to continue consuming even more than before the coronavirus because now it will be easier and faster for them to obtain our services.

14.0 DEFINITION OF GOALS AND STAKEHOLDERS

All managers and supervisors are interested parties in the project since it is of high importance that it can be completed in time for the reopening of the restaurant and avoid losses due to not being able to perform the take away service that is in high demand due to the current situation of the coronavirus

The goals are:

- Finish the project on time
- Do not spend more money on orders and installations than is necessary for the project
- Have a good organization
- Have sufficient spaces available for orders and technical equipment

- That all those involved in the project have taken advantage of the training and developed the necessary skills

15.0 RISK MATRIX

It is a quantitative and qualitative technique that measures the impact that a risk produces, identifying dangers and evaluating risks (Obicci, 2017).

A risk matrix has a preventive effect because it keeps the alert that a risk materializes allowing the risks to be visualized from the planning stage, thus increasing the opportunities so that the risks can be managed on time, minimizing the negative impact on the project.

to carry out a risk measurement, 5 stages must be carried out (Markovic, 2019):

- IDENTIFY THE RISK: poor organization, poor leadership, poor cost estimates, poor time estimates, poor communication
- ANALYZE THE RISK AND ASSESS THE FINANCIAL IMPACT
- REPORTING THE RISK: during the restaurant meetings, the action plan to avoid possible risks will be discussed daily, bearing in mind that each party involved in the project has enough experience to find a solution. These meetings will be held keeping a safety distance of two meters and always wearing a mask due to the coronavirus
- DEFINE THE ACTIONS TO TAKE: the staff has extensive experience, being able to identify when a risk is occurring and to immediately apply the exact solution that is known thanks to the experience or training carried out, the communication must be daily about any type of risk, informing to each party involved in the project so that new information can be obtained, it will also be informed by email and in reports

- CONTINUOUS RISK SUPERVISION: the general manager will carry out daily supervisions reading emails, reports or face to face with the employees involved to avoid extra costs in time by acting quickly if we need to do something different.

15.1 Sample Probability/Impact Matrix (Obicci, 2017):

N°	Stages	Adverse event	Causes	Consequences	Probability	Impact
R 1	Inadequate organization	Completion of tasks out of time	Inexperience	Time will be wasted on simple tasks	5	2
R 2	Poor leadership	Lack of motivation	Overconfidence in other parties	Lack of productivity	4	2
R 3	Poor cost estimates	Lack of money	Lack of time, distraction	Poor quality products	2	4
R 4	Poor time estimates	Stress	Lack of time, distraction	Lack of fluidity in the project	3	3
R 5	Bad communication	To make mistakes	Work overload	Unnecessary errors will occur	5	1

Probability
5 Frequent once a day
4 Moderate once a week
3 Occasional once every two weeks
2 Remote once every three weeks
1 Unlikely once a month

Impact
5 catastrophic irreparable consequences
4 higher high consequences
3 moderate medium consequences
2 lower low impact on the project
1 negligible minimal impact

PR OB AB ILI TY	R5	R1				5 4 3 2 1
		R2				
			R4			
				R3		
	1	2	3	4	5	
	IMPACT					

16.0 DEVELOP SELF ASSESSMENT PLAN

Swot analysis is a tool that allows strategic planning, evaluating the situation and its characteristics, identifying its strengths, weaknesses, opportunities and threats (Yaraddi, 2019).

This tool allows us to have an objective appreciation of the situation and to have a better self-knowledge that will be useful to us in order to improve and develop ourselves as people or any project (Perera, 2017).

STRENGTHS	WEAKNESSES
Leadership Communication Organization responsibility	Inexperience Impatience Unsafety Arrogance
OPPORTUNITIES	THREATS
Wide offer Good relationship with bosses Expansion Additional services	Little investment capacity New Competitors Inactivity

16.1 Smart objectives

Smart objectives are measurable, achievable, specific, relevant and temporary objectives, they are concrete goals that can be measured waiting to be achieved in a certain time ((NAEMSE), 2019).

16.2 My smart goals:

- Increase my experience in managing projects for my workplace in the next 30 days
- Increase my organization in the next two weeks

- Recognize and solve problems quickly during the next week increasing my skill by 10%

16.3 Duration:

- In a short period of time I would like to have achieved all my smart goals in one month I should have almost all of them
- In a medium period of time: I would like to develop the objectives obtained and find new skills that need to be improved to improve myself at work
- In a long period of time: I would like to see positive results in the administration of any project in which I work quickly and easily

16.4 Skills and Knowledge to be Learned:

- I would like to develop new skills to improve my use of project management tools such as Network diagram, Gantt diagram, Raci graph, Project communication plan, The terms of reference, Risk register.
- Learn to focus on the details to improve projects in detail and communicate effectively

16.5 Next Steps:

- Start short courses that focus on project management skills and take them over the next 2 months
- Study with specialized books on skills necessary for project management and watch videos and tutorials on the internet
- Develop my active listening and learn from co-workers who have experience in managing projects and using their same skills

16.6 Duration:

- Short-Term Time Frame: in a short period of time I will be focused on developing and learning the skills necessary to be a good project manager in the future but I will not be focused on seeing immediate results, giving priority to learning and listening to experts

- **Mid-Term Time Frame ::** for a half-term I will continue to give great importance to learning but now I will be more focused than before on starting to see results and trying to put into practice the things that I have been learning with the help of my colleagues and be supervised by a general project manager, but trying to make improvements in new projects.
- **Long-Term Time Frame:** during this period I will no longer be so focused on learning and obtaining new knowledge but on trying to put into practice everything I have learned and have the initiative to be able to carry out small projects by myself without making mistakes and seeing a clear improvement in the development of necessary skills.
- **When will I start ?:** next week
- **When do I expect to finish ?:** in two months in a short period of time and in a long period of time expanding skills would finish in 6 months.

17.0 CONCLUSION

A short introduction defining the meaning of project management, helps to have a more detailed idea to better understand each part of a project and what it consists of. There is also a small introduction of the take away service project, explaining the reasons why it is necessary to be carried out and whose idea was and who will help its implementation with the start and end date of the project.

Then a small definition is made of: gantt chart, pert diagram, prince2, Waterfall and work breakdown structure, with its benefits, drawbacks and it is explained in what type of projects they are used and why it is better to use them in a type of project and not in another.

A detailed explanation of the steps to follow in the implementation of the project has been made, where several charts of work breakdown structure and gantt chart will appear where details such as the cost of the project, which people will participate in the project, the estimated time and duration will be shown of the project in days and a list of all the tasks and subtasks that will be carried out in it.

The communication plan that will be carried out for our project has also been defined and the steps to be followed in how the people who will be involved in our project and how often they are involved, the project goals and the way in which they are involved. Stakeholders will be communicating during the process and with what frequency, thus knowing how the final results of the project will be notified.

Afterwards, a risk matrix of the take away project has been made in which five stages have been carried out: risk identification, risk analysis and financial impact assessment, risk reporting, definition of actions to take and continuous risk supervision . An impact matrix table is also displayed.

Finally, a personal development plan has been carried out where the tool for swot analysis and intelligent objectives are discussed where they are defined and identified so that they can be of help in the identification and development of project management skills, next steps to take and in what periods of time to obtain new skills needed.

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