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Introduction

The project is a single shot and one time endeavor undertaken by individual or organization to achieve specified purpose or goal by utilizing the limited time, cost and resources. It is a temporary task or unique activity which can be large or small based on the nature of the project and which has limited time period and specific cost. Organization or individual undertake project to achieve specific purpose or goal which facilitates the current function or operation of the organization. On the other hand, the practice or exercise of initiating, planning, executing, controlling and closing the project by applying the limited time and cost is called project management. In this report, the learner is going to undertake a project of launching a new mobile app. To launch a new mobile app, Marks and Spencer is selected as their sales reduced due to Covid-19. The Marks and Spencer initiated to develop a new mobile app for their customers to sell products and deliver the desired products to the customers at their house or flat. Through the mobile app, the customer will be able to order by seeing the product information and have the product delivered. Due to the lockdown in the UK, the customer cannot visit their stores and purchase their clothes, this mobile app will help the customers to collect their desired clothes by sitting at home.

Part 1: Project management:

Project risk management:

In the risk management plan of the project, the project manager will identify the major risk of the project and their sources. After identifying the risks, the risks will be evaluated concerning their impact and probability. Based on their impact on the project implementation, the risk will be controlled through several mechanism. There are several risks associated with the project and to avoid those risks, the project manager has to prepare or plan the risk assessment analysis (Dalcher, 2014). The mitigation plan for the risk will be incorporated in this project implementation to handle the major risks.

Identification of risk:

In the risk identification stage, the project manager will identify the major risks and their sources. The project manager will introduce checklist for identifying both specific risks and thinking about the risk. The categorization of the sources of risk will be helpful to explore the potential risk on the project. To identify the sources of risk, the project manager will categorizes the sources of risk such as technical, cost, schedule, contractual, financial etc (Deeproose, 2017). The major risks of the project will be financial risk, schedule risks, communication risks, contractual risk, and marketing risks. The technical risk of this project includes requirements, technology, interface, performance and quality. The external risk includes contract, market, suppliers etc. and project management risks include planning, schedule, control and communication.

Risk register:

The following risks assessment matrix will consider the crucial risks associated with the project and their mitigation strategy:

Risks name	Sources of risks	Likelihood (out of 5)	Impact (out of 5)	Score (out of 25)	Mitigation plan
Financial risk	Over or under estimation of cost	5	5	25	• Estimating cost properly • Allocating fund properly • Avoiding the risk
Technical risk	Lack of knowledge and experience about the IT	5	4	20	• Employing skilled and experienced IT specialist

					Transferring the risk
Communication risk	Use of inappropriate communication tools	4	4	16	- Use of effective tools and techniques - Convincing the stakeholders
Time based risk	Over estimation time for the project	4	4	16	- Avoid the risk - Allocating time effectively
Marketing risk	Lack of knowledge and experience	3	4	12	- Transfer the risk - Avoid the risk

Risk analysis:

In the risk analysis, the project manager will examine the impact of the risk on the outcome of the project. The qualitative and quantitative impact of the risk on the project execution will be explored and analyzed in order to appropriate steps or initiatives can be taken to mitigate them (Hillson, 2016).. The impact and probability of the risk on the outcome will be measured in terms of quantitative score. Based on the score, the project manager will identify the most affecting risk.

Mitigation plan:

The mitigation plan for the risk of this project is following:

Risk	Mitigation plan
Financial risk	The financial risk will be mitigated through transferring the risk to the authority or sponsor of the project. The sponsor will provide the funds for the project to execute the project.
Technical risk	The technical risk of this project will also be transferred to the expertise. The project manager will contract with experienced and skilled apps developer to implement in this project.
Communication risk	This type of risk will be mitigated through avoiding (Chapman & Ward, 2003). The project manager will apply effective tools and techniques to communicate with different parties.
Time based risk	This type of risk will be mitigated through controlling the performance of the team members. He will allocate time for each task effectively and prudently to avoid the delay of the completion of the project.
Marketing risk	The project manager will employ experienced marketing personnel to promote the project and achieve the outcome.

Project time management:

In the project time management plan, the project manager will apply and implement Gantt chart, WBS, Scheduling, and budget and network diagram. The time management plan for the project is following:

Tasks of the project:

To implement or launch new mobile apps for Marks and Spencer, the project manager will separate the whole project into several tasks to allocate resources and time for each task. The project of launching new mobile apps for Marks and Spencer has to divide into several important sub-task to complete the whole project within the time and properly. The tasks for the launching of new mobile apps for Marks and Spencer is following:

Task No	Activities
1	Initiation stage
	Developing aims and objectives
	Analysing the stakeholders
	Getting the approval for the project
2	Planning stage
	Preparing the budget for the project
	Contracting with the suppliers of IT infrastructure
	Contacting with the mobile app developer
	Collecting necessary deliverables for the project
3	Execution stage
	Implementing new mobile app
	Collaborating the performance of the team members
4	Controlling stage
	Monitor and control the performance
5	Closing stage
	Testing and reviewing the performance of the App
	Project closure and handling

Work Breakdown Structure (WBS):

The work breakdown structure of a project shows the hierarchy of the project work and deliverables in a project and organizes the whole project into smaller, more manageable pieces. This is the pathway for the project manager to allocate the time and cost to each task to complete the whole project within the limited time. In WBS of the project, the project manager will divide the whole project into five stages and these five stages will

contain several tasks for completing the project (Meredith, Shafer & Mantel, 2018). The WBS for the project of Launching New Mobile Apps for Marks and Spencer is following:

WBS for the project				
Initiation stage	Planning stage	Execution stage	Controlling stage	Closing stage
Developing aims and objectives	Preparing the budget for the project	Implementing new mobile app	Monitor and control the performance	Testing and reviewing the performance of the App
Analyzing the stakeholders	Contracting with the suppliers of IT infrastructure	Collaborating the performance of the team members		Project closure and handling
Getting the approval for the project	Contacting with the mobile app developer			
	Collecting necessary deliverables for the project			

Gantt chart:

The Gantt chart is the visual display of the task of the project including the starting and ending date of each task. They represent critical information such as who is assigned to what, duration of tasks, and overlapping activities in a project. Gantt chart will help the project manager to allocate time for each task by considering its importance in the project completion. This will direct the responsible person which task must be completed after which task to complete the whole project within estimated time.

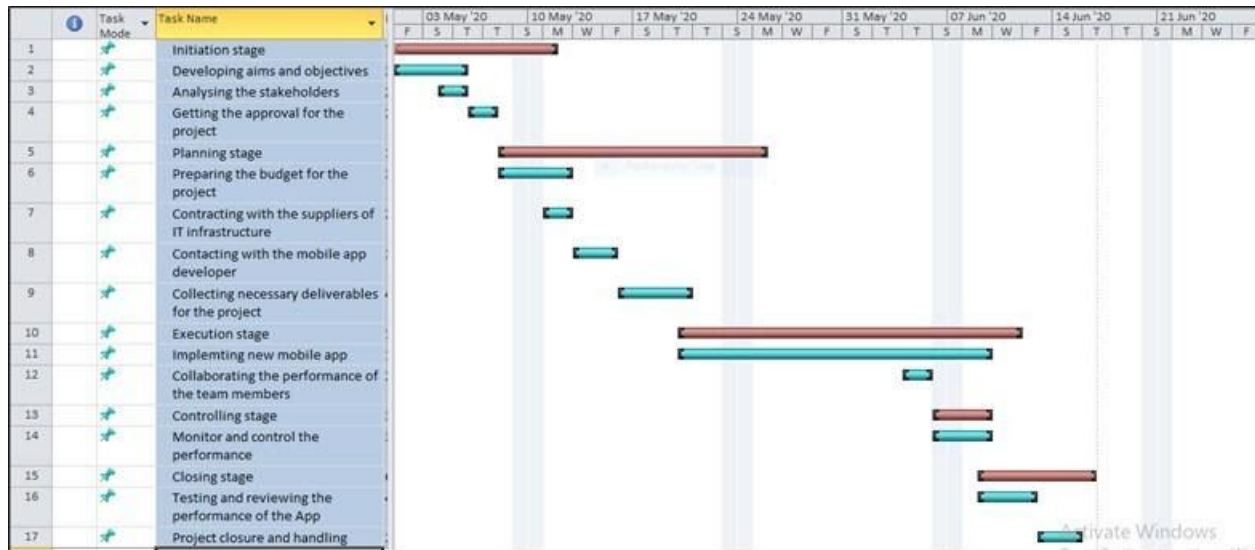
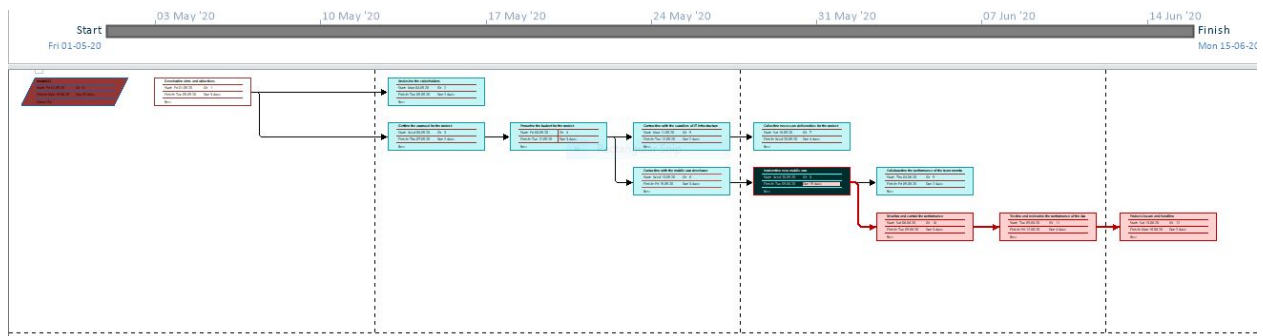


Figure: Gantt chart (source: author)

Network Diagram:

The network diagram tells the project manager which activity will start before, which activity will start after or at the same time with another activity to complete the whole project within the stipulated time period. The network diagram for the project of launching new mobile apps is following:



Budget for the project:

To prepare the comprehensive budget for the project, the project manager will identify the required deliverables and resources and their cost. Based on the estimated budget

for the project, the project manager will collect the required fund from the board of directors of the organization. The detailed budget for the project of launching new mobile apps for Marks and Spencer is following:

Project Budget	
Salary of project manager	£ 5,000.00
Salary of team members	£ 7,000.00
Developing aims and objectives	£ 5,000.00
Development of communication system	£ 2,000.00
Contracting with the supplies of IT equipment	£ 10,000.00
Contracting with the Apps developer	£ 5,000.00
Collecting the materials	£ 2,000.00
Testing the apps	£ 2,000.00
Other cost	£ 2,000.00
Project handover	£ 500.00
Total	£40,500.00

Monitor and control:

To control the performance and deviation of the project planned, the project manager will supervise the execution of each task of the project. The project manager will apply and implement several control mechanisms for the project to identify the deviations and discrepancies of the project. Based on the deviation and discrepancies of the project performance, the project manager will undertake a solution for those deviations. In order to control the cost of the project, the zero-based budget will be developed by allocating the fund for each task. The PERT will identify the slack for each task and take the corrective action for the time behind in the project.

Part 2: Project implementation:

Kotter's eight steps model:

In the project implementation plan, it is going to apply the Kotter's 8 steps change management model. After successful implementation of this model, all employees of the organization will be fully prepared for and committed to the project. The Kotter's 8 steps model in this project implementation is following:



Figure: Kotter's 8 steps model (source: Kotter, 1996)

Create urgency: In this stage, the manager will create urgency among the employees about the need for change. To create urgency, the authority will identify the potential threats and opportunities of the project in the organization. The authority will discuss the matter to convince about the project.

Forming a powerful coalition: In this stage, the project team must be formed who will be able to understand the goals of the project. This team members will encourage all employees to aid in the implementation of the project (Auguste, 2013). To form a team and manage the team, there need a good leadership skills.

Creating a vision for change: In this stage, the project manager will develop vision, goals and strategies for the project or change in the organization. The vision, goals,

objectives will be clear so that everyone can understand them easily. Employees can be involved to create the vision and for encouraging them for further support.

Communicating the vision: The project manager will communicate the vision, goals and strategies of the project among the employees and stakeholders. All the issues arising from different parties will be handled strongly and convincingly. The vision must be connected with all the crucial aspects like performance reviews, training etc.

Empowering action: The team members who will implement the project or change in the organization, they should possess all the resources, skills, experience and confidence. The leader or change manager will empower his followers to be the best through coaching, training, mentoring and any other method (Kötters & Eklund, 2020). The leader must remove the obstacles in the process.

Creating quick wins: The project manager must break down the project into smaller and short-term goals. The project manager also need to attach short-term wins for individuals to achieve the goals. This will motivate individuals to perform better to achieve the task or goals.

Building on the change: In this stage, the project manager must analyze the short-term wins what went right and what went wrong. The leader has to improve the performance of the team members continuously. The project manager has to be open to accept the failure and listen to any suggestion form the team members.

Making it stick: To make the change stick, the change should become part of the core of the organization. The project manager has to talk about the progress of the change and success stories among the team members.

Project life cycle:

Project initiation stage:

In the project initiation stage, the project manager will develop the main aim and purpose of the project that will be achieved through the project of launching of new mobile apps for Marks and Spencer. In this stage, the project manager will identify all

deliverables and resources for the project and the project manager will communicate with the different stakeholders to convince them about the benefit of the project in the current situation of the market (Hillson, 2016). The main target of the project manager in this stage is to define the specific objectives and purpose of the project and their importance in the organization. The elements of the initiation stages are following:

Projects aim:

The aim of the project is to implement new mobile apps for Marks and Spencer to accelerate the sales of the products to the customers of the UK.

Objectives of project:

To implement the new mobile apps in the sales division of Marks and Spencer, the project manager will separate and develop some small piece of objectives which will facilitate the implementation of the whole project within the budgeted time and cost.

Objectives of the project are following:

- ☐ To developing new mobile apps for the customers so that they can buy their desired goods and products by sitting at home.
- ☐ To facilitate the purchasing system of the customers through the launching of the new mobile apps.
- ☐ To increase the sales revenue of the organization to overcome from the loss of the unpredicted condition of the market.
- ☐ To ensure the financial stability and profitability of the organization through implementing new apps in the sales division.
- ☐ To collect the necessary resources and deliverables for the new apps.
- ☐ To collaborate all the employees and customers in a place to convince the benefit of the new apps in the sales.
- ☐ To analyze the marketability and attractiveness of the new technology in the operation of the organization.

Stakeholder matrix:

Through the stakeholder matrix, the project manager will determine the actions to align goals of the different stakeholders with the project. This matrix will identify the important stakeholders of the project and their interest and contribution to the implementation of the project (Kerzner, 2018). By considering the interest and contribution of the stakeholders, the project manager will determine the necessary actions to convince them towards the project. The stakeholder matrix analysis for the project of launching new mobile apps for Marks and Spencer is following:

Stakeholder	Contact person	Impact	Influence	Contribution to the project	Strategy for engaging
Board of directors	Project manager	High	High	Approval of the project	Round table meeting with the board of directors
Team members	Project manager	High	Medium	Execution of the project	Regular meeting and communication
Suppliers of IT infrastructure	Project manager	High	High	Development of mobile apps	Meeting and contract
Employees of M&S	Manager of M&S	High	Medium	Consent for implementing the project	Round table meeting every week
Finance department	Project manager	High	High	Providing necessary funds for the project	Communication and meeting

Project organogram:

The project organogram will create clear path for the responsibility of the different stakeholders of the project. This is the hierarchy of the responsibility and reporting of the performance (Maylor, 2017). This will shows who will direct whom and who will report to whom for completing the project within the time. In the project organogram, the

project manager will lead entire team members of the project and he will take the responsibility to lead the project. The project organogram is following:

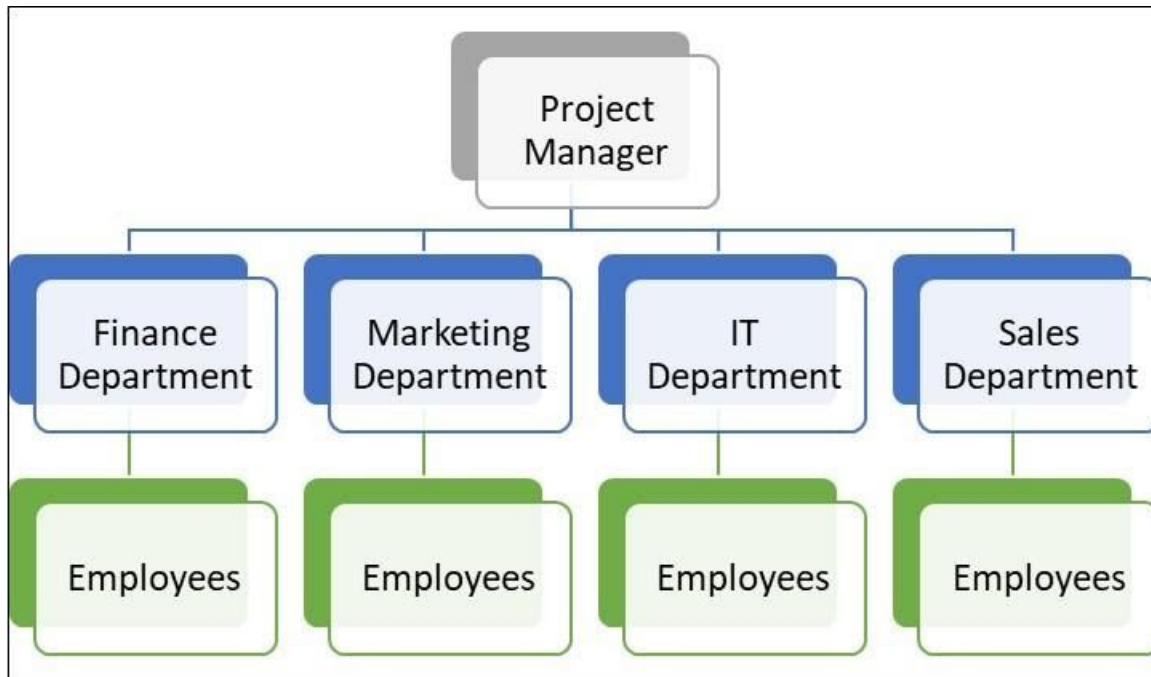


Figure: Organogram of the project (source: author)

Planning stage:

In this stage, the project manager will develop the plan for implementing the project within the time and budget effectively. In this stage, the WBS for the project, Gantt chart, Network path, and risk assessment matrix for the project will be developed. This stage will act as the blueprint for the whole project and according to this stage, the whole project will be implemented appropriately. The estimation of time for the project and estimation of cost for the project will be developed by considering various factors of the project properly (McManus & Wood-Harper, 2016). The success of the project depends on this stage and this section is crucial for the project manager. To plan the project implementation process, the project manager requires especial skills, knowledge and experience.

Implementation stage:

In this stage, the project manager will take necessary steps to implement the project appropriately. The project manager will provide the direction to the team members to perform their respective duty and responsibility to each task to implement the project effectively. The team members will perform their respective duties and responsibilities and carry out the order of the project manager to execute the project. The team members will record their daily performance and update of the project (Tinnirello, 2016). The coordination of the all task and responsive person will be done by the project manager to ensure the higher quality of the project. The one by one completion of the tasks of the project will ensure the entire completion of the whole project.

Controlling stage:

This is the stage for controlling the performance of the team members in the execution of the project. To control the performance and deviation of the project planned, the project manager will supervise the execution of each task of the project. The project manager will apply and implement several control mechanism for the project to identify the deviation and discrepancies of the project. Based on the deviation and discrepancies of the project performance, the project manager will undertake solution for those deviation. In order to control the cost of the project, the zero-based budget will be developed by allocating the fund for each task. The PERT will identify the slack for each task and take the corrective action for the time behind in the project.

Project closure:

In this stage, the project manager will take necessary measures and action to close the project by handing the project to the authority of the project. To close the project, the project manager will prepare all necessary documentation for the project and handover those documents to the sponsor. Before closing the project, the project manager will test and run the project finally and then identify any deviation by comparing with the planned performance. If any deviation, corrective measures are taken and if not, the

project is handover to the authority with all necessary documentation. After the handover of the project, the project manager finished his responsibility in the project.

Communicating the project plan:

The project manager will develop communication strategy to communicate with different parties or stakeholders of the project from time to time. Through the communication matrix, the project manager will communicate with the related parties about the status of the project. The different stakeholders of the project will be informed regular basis about the outcome or update of the project. Different communication tools such as mobile, internet, telephone, email, and presentation will be used in this project communication strategy. The communication matrix for the project of launching new mobile for Marks and Spencer is following:

Audience	Information	Method	Frequency	Responsible person
Project team	Project status	Email	Daily	Team leader
Team members	collaboration	Email and meeting	Weekly	Team leader
Stakeholders	Approval	Email or voice mail	As required	Project manager
Stakeholders	Project status	Meeting	Monthly	Project manager
Vendors	Collaboration	Email	Weekly	Project manager
Vendors	Detailed project status	Email	As required	Project manager

Figure: Communication Matrix (source: author)

Part 3: Personal development:

Gibbs reflective cycle:

In the personal reflection, the Gibbs' reflective cycle will be applied to learn from the experience. This model will allow me to learn and plan from the project that went well or not went well. The Gibbs model is following:



Figure: Gibbs' reflective cycle (source: Gibbs, 1988)

Description: In order to do this assignment, I divided the whole assignment into three part though this contained three part. Three tasks or parts, I wrote separated and allocated time for each part. I took the responsibility of the project manager in this project of launching new mobile app in Marks and Spencer, I divided the whole project into several tasks for the team members. To prepare the report, I discussed with my few classmates and my course instructor. After completing each part, I combined each part in one paper.

Feelings: This project was a challenging task for me to manage as I was new in this field. I took the responsibility of the project manager in this project of launching new mobile app in Marks and Spencer. Initially, I was frustrated about the report as it was new for me. I took help from my course instructor and classmates who made the report clear and understandable to me. By completing the report, I am feeling satisfied as I put my experience and knowledge in the work.

Evaluation: Though this was challenging task for me, I took this as an opportunity for developed my skills and knowledge. This was motivated me to work hard and complete the report properly (Sekarwinahyu, Rustaman, Widodo & Riandi, 2019). This project

helped me to learn new knowledge and experience and manage lots of crucial task. If I score myself as a project manager it will be 8 out of 10.

Conclusion: As a project manager I encountered some difficulties and problems while implementing the project. While executing the project I identified some strength and weakness in me which might be removed to be successful. The strength that exist in me are strong financial skills, technical skills, leadership skills, and management skills. These strength must keep in me to be successful in the future and to achieve my dream position in the organization. The weakness that I identified in this project are presentation skills, communication skills, and project management skills and experience.

Action plan: In future, when I took the responsibility as project manager I will be able to apply this learning more effectively and properly to produce better output from the project. I am confident that this current experience will be enough if anyone give this type of task.

Belbin team skills:

The Belbin Model is a useful tool for team building processes by identifying the patterns and underpin their strengths and weaknesses. The Belbin team roles model identifies special expertise or skills of each team member in one field. It helps to combine them in one place to perform in a group. The Belbin model is applying in the team skills management:



Figure: Belbin team roles (source: Belbin, 1981)

Shaper: In this assignment, I worked as a project manager and to implement the project, I had to form a team. I took the challenge to win and drive the team forward. I was passionate and energetic for achieving the result or output from the project.

Completer: I performed the roles of completer to prevent teams from making errors and mistakes. I have to assess the talent of my team members to complete the project properly and accurately.

Implementer: In this project, the team workers performed the roles of implementer by carrying out my order and direction properly and effectively. They were very talented and enthusiastic for performing their roles and responsibilities (Fisher, Hunter & Macrosson, 2000). They were flexible and had clear expectations.

Resource investigator: I had to communicate with different people to seek opportunities and negotiate with them. This roles in the team building helped me to identify the new ideas and chance to implement the project effectively.

Co-coordinator: The project manager acted as the coordinator roles in the project to complete the project within the time. He has to co-ordinate the team members to

perform their respective duties and responsibilities. All the team members delegated tasks for the project.

Team workers: The team workers were very helpful and aware to support their team members. They were the most sensitive people and they are purposefully looking for the mutual connection. They helped each other for personal interest and organizational interest.

The Plant: One of our team members works as the plant to solve the complex problem as he had creativity and innovative ideas. He engaged in conceptual or thinking issues to solve the problem arising in the team works.

Monitor evaluator: One of my team mates worked as a monitor evaluator as he had the analytical and deep thinking power to make decision to avoid the strategic errors. I also evaluate the performance of the team members to achieve the target according to the plan.

Specialist: The team members were specialized in their respective field to work in the group to implement the project successfully. Some were especial in finance, IT and other field to together all part in one thing.

Personal development plan:

In order to overcome the weakness and face the challenges more effectively in the future in my organization, I have to develop my future plan that will help me to achieve a lucrative career. The future plan will take some time and effort to overcome those weaknesses and attain new knowledge and experience. The strength that exist in me are strong financial skills, technical skills, leadership skills, and management skills. These strength must keep in me to be successful in the future and to achieve my dream position in the organization. The weakness that I identified in this project are presentation skills, communication skills, and project management skills and experience. The existing weakness in me must be overcome to undertake more complex project in future that will help me to develop my personal career and attain the objectives of the organization. The personal development plan is following:

Weakness	Action plan	Time required
Presentation skills	Attending course	6 months
Communication skills	Attending seminar and course	3 months
Project management skills	Attending course and seminar	6 months

Conclusion:

The successful follow of the above steps and implementation of those steps will provide the success of the project implementation of new mobile app launching for Marks and Spencer. This project will increase the skills, knowledge and experience of the learners to develop a new project plan that will be effective and significant. This project will provide practical knowledge towards the learners and it will help the learners with clear understanding about the project management plan. The success of the project management plan depends on the effective utilization of resources and deliverables in the project. This project will provide the scope and opportunity towards the management of Marks and Spencer to increase the sales revenue and overcome the chance of loss due to the crisis of covid-19 at the recent time.

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