

LCLM5001 – ASSESSMENT SUBMISSION

Study Period: January – February 2026

Assignment Title: Project Management Plan and Reflective Analysis: The Grandview City Centre Hotel Development

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1.0 Executive Summary

The Grandview City Centre Hotel Development is a strategic hospitality and commercial construction project designed to meet the growing demand for high-quality accommodation, conference facilities, and leisure amenities in the region's central business

district. Currently, the local market is characterised by a shortage of premium hotel space, outdated facilities, and limited capacity for large corporate events, which collectively hinder business tourism, reduce revenue opportunities for the local economy, and fail to meet the expectations of modern travellers. This Project Management Plan (PMP) establishes the strategic framework, methodologies, and control processes required to deliver a modern, sustainable, and commercially successful hospitality asset.

The project scope encompasses the design and construction of a 12-storey building comprising 180 guest rooms, a 500-seat conference centre, multiple food and beverage outlets, a fitness and wellness suite, and secure parking facilities. The development also includes full interior fit-out, installation of building management systems, and landscaping works. The total authorised budget for the project is £75 Million GBP, and the planned delivery timeline is 24 months from project initiation to final handover and opening. Throughout the lifecycle, we will adhere to the highest standards of construction quality, workplace safety, energy efficiency, and customer-centric design, ensuring that the completed hotel serves as a landmark asset that delivers strong financial returns and exceptional guest experiences for decades to come.

2.0 Introduction and Project Background

The hospitality sector is widely recognised as a vital contributor to economic growth, employment generation, and urban regeneration. In recent years, the region has experienced significant growth in business activity and tourism, driven by new investments in technology, finance, and cultural sectors. Market research indicates that visitor numbers have increased by over 15% annually over the past three years, while the supply of high-standard accommodation has remained largely static. Existing hotels in the area are often fully booked during peak seasons, and many lack the modern facilities required to host international conferences and large corporate gatherings.

The Grandview City Centre Hotel Development is proposed as the solution to this market gap. The site selected is located in a prime location within walking distance of major transport links, government offices, shopping centres, and entertainment venues, making it ideal for both business and leisure travellers. The project is being developed in accordance

with national building regulations, sustainability standards, and international hospitality industry best practices.

This assignment serves as a practical application of the theoretical concepts and methodologies studied within the LCLM5001 module. The purpose of this Project Management Plan is to define exactly what will be delivered, how it will be delivered, and how performance will be measured and controlled. It covers all core areas of project management including scope definition, scheduling, budgeting, stakeholder engagement, risk management, quality assurance, and change control. Additionally, this submission includes a reflective essay that documents my personal learning experience, challenges encountered while developing and presenting this plan, and the impact of feedback received on my professional development.

3.0 Project Scope and Requirements

Defining the project scope is the foundation of successful project management. It clearly establishes the boundaries of the work to be performed, distinguishing between what is included and what is excluded. A well-defined scope prevents "scope creep" – the gradual addition of work without corresponding adjustments to time, cost, or resources – which is one of the most common causes of project failure.

3.1 Scope Statement

The scope of the Grandview City Centre Hotel Development includes all works, services, and deliverables required to design, construct, fit out, and commission the hotel facility ready for operation. The key deliverables are defined as follows:

- **Building Construction:** The development of a 12-storey reinforced concrete structure, including basement levels for parking and plant rooms, ground floor public areas, upper floors for guest accommodation, and a rooftop terrace and mechanical floor. The construction will comply with all structural engineering standards, fire safety regulations, and accessibility requirements as specified in the UK Building Regulations and BS EN codes.

- **Guest Accommodation:** Construction and full fit-out of 180 guest rooms and suites. This includes partitioning, wall finishes, flooring, ceiling installations, electrical and plumbing services, and the installation of all furniture, fixtures, and equipment (FF&E). Rooms will be designed to a four-star standard, featuring modern amenities, high-speed internet access, climate control systems, and accessible facilities for guests with disabilities.
- **Public and Commercial Facilities:** Development of key shared spaces including a spacious lobby and reception area, business centre, and retail spaces. This also includes the construction and fit-out of a dedicated conference and events centre capable of accommodating up to 500 delegates, featuring flexible meeting rooms, audio-visual systems, and catering facilities. Multiple food and beverage outlets are also included, ranging from a fine dining restaurant and casual café to a bar and lounge area.
- **Leisure and Support Amenities:** Construction of a fully equipped fitness centre, swimming pool, spa and wellness suite, and guest laundry facilities. The scope also includes the development of a secure underground car park with spaces for 120 vehicles, as well as external works including access roads, pedestrian walkways, lighting, and extensive landscaping to enhance the aesthetic appeal and environmental quality of the site.
- **Building Systems and Technology:** Installation of all necessary mechanical, electrical, and plumbing (MEP) systems, including heating, ventilation, air conditioning, water supply, drainage, and fire protection systems. The project also includes the implementation of a comprehensive Building Management System (BMS) to control operations efficiently, as well as hotel-specific technology such as property management software, security systems, and guest room automation features.
- **Sustainability Features:** Integration of energy-efficient design elements, including LED lighting, high-efficiency HVAC systems, rainwater harvesting facilities, and waste management systems. The project is designed to achieve a BREEAM "Very Good" rating, ensuring minimal environmental impact and reduced long-term operational costs.

3.2 Out-of-Scope

To ensure clarity and avoid misunderstandings, the following items are explicitly excluded from the project scope:

- Long-term operation, management, and staffing of the hotel following the opening phase; these activities are the responsibility of the appointed hotel management company and operators.
- Construction or modification of public roads, utilities, or infrastructure outside the project site boundary, except where necessary temporary works are required to support construction activities.
- Provision of initial operating inventory such as consumables, food and beverage stock, and guest amenities, which will be procured separately by the management team prior to opening.
- Future expansion works or modifications to the building design requested after the final design approval stage, unless formally requested and approved through the project's change control process.
- Marketing and promotional activities related to the hotel's launch, which fall under the remit of the commercial and marketing departments.

4.0 Work Breakdown Structure (WBS)

The Work Breakdown Structure is a hierarchical decomposition of the total scope of work required to complete the project. It breaks down complex activities into smaller, more manageable work packages, making it easier to assign responsibilities, estimate costs, schedule activities, and monitor progress. The WBS is considered the "backbone" of the project management plan as it integrates all other management processes.

For this hotel development project, the WBS is structured into five primary levels, as outlined below:

1.0 PROJECT MANAGEMENT

- **1.1 Planning and Strategy:** Development of the overall project management plan, definition of objectives, milestone planning, and development of performance measurement frameworks.
- **1.2 Procurement and Contract Management:** Development of procurement strategies, preparation of tender documents, evaluation of bids, contract negotiation, and ongoing management of contractor and supplier performance.
- **1.3 Quality Assurance and Compliance:** Establishment of quality standards, development of inspection checklists, monitoring of regulatory compliance, and management of quality records and documentation.
- **1.4 Administration and Reporting:** Document control, financial management, stakeholder communication, progress reporting, and administrative support services throughout the project lifecycle.
- **1.5 Health, Safety and Environment:** Development of safety policies, site safety management, environmental monitoring, and training programmes to ensure a safe working environment and compliance with environmental legislation.

2.0 PRE-CONSTRUCTION & DESIGN

- **2.1 Feasibility and Approvals:** Completion of feasibility studies, preparation of planning applications, and securing all necessary planning permissions, building regulations approvals, and environmental consents from local authorities.
- **2.2 Site Investigation and Surveys:** Conducting topographical surveys, geotechnical investigations, utility mapping, and environmental assessments to understand site conditions and constraints.

- 2.3 Architectural Design: Development of concept designs, detailed architectural drawings, interior design specifications, and material selection in consultation with the client and design team.
- 2.4 Engineering Design: Development of structural engineering designs, mechanical and electrical engineering specifications, drainage designs, and fire safety engineering strategies.
- 2.5 Cost Planning and Estimating: Preparation of detailed cost plans, bills of quantities, and value engineering studies to ensure the design remains within budget constraints while meeting functional requirements.

3.0 CONSTRUCTION WORKS

- 3.1 Site Preparation and Enabling Works: Site clearance, demolition of existing structures, site security installation, construction of temporary site facilities, and diversion or protection of existing services.
- 3.2 Substructure Works: Excavation works, construction of foundations, basement walls, ground slabs, and waterproofing systems to ensure structural stability and water tightness.
- 3.3 Superstructure Works: Construction of the building frame, floor slabs, walls, roof structure, and external cladding. This stage also includes the installation of structural elements such as staircases, lift shafts, and support structures for building services.
- 3.4 Building Services Installation: Installation of all mechanical, electrical, and plumbing systems, including pipework, ducting, wiring, distribution boards, and plant equipment located in plant rooms and service areas.
- 3.5 External Works and Landscaping: Construction of external paving, access roads, parking areas, boundary walls, fencing, and the installation of street furniture, lighting, and irrigation systems. Landscaping works including tree planting, grassing, and creation of green spaces are also included here.

4.0 INTERIOR FIT-OUT & INSTALLATION

- 4.1 Partitioning and Finishing: Construction of internal walls, installation of door sets, window frames, and the application of wall finishes, floor coverings, and ceiling systems throughout the building.
- 4.2 Specialised Areas Fit-Out: Specific works for high-specification areas including the lobby, conference centre, restaurants, and leisure facilities. These works often require higher standards of finish and specialised installation techniques.
- 4.3 Furniture, Fixtures and Equipment (FF&E): Procurement, delivery, and installation of all furniture, fittings, fixtures, and specialised equipment required for the operation of the hotel, including beds, desks, lighting fixtures, kitchen equipment, and fitness machinery.
- 4.4 Technology and Systems Installation: Installation and configuration of IT infrastructure, communication systems, security systems, access control, audio-visual equipment, and the hotel management software suite.

5.0 TESTING, COMMISSIONING AND CLOSEOUT

- 5.1 Testing and Commissioning: Systematic testing of all building systems, structural elements, and facilities to ensure they operate correctly and meet design specifications. This includes pressure testing of pipes, electrical safety testing, and performance testing of HVAC systems.
- 5.2 Inspection and Certification: Arrangement of final inspections by building control bodies, fire authorities, and other regulatory agencies to obtain the necessary completion certificates and compliance documents.
- 5.3 Handover and Training: Formal transfer of the completed facility to the client or operating team. This includes the provision of all operation and maintenance manuals, as-built drawings, and technical documentation, as well as training sessions for staff on how to operate building systems and equipment.

- 5.4 Project Closure: Finalising all contractual obligations, conducting a post-project review, documenting lessons learned, archiving project records, and formally closing the project.

5.0 Project Schedule and Time Management

Effective time management ensures that the project is delivered within the agreed timeframe, which is often critical in commercial projects where delays can result in significant financial losses, such as lost revenue or penalty clauses. The schedule for the Grandview City Centre Hotel Development has been developed using the Rolling Wave Planning methodology, where detailed schedules are created for activities in the near term, while later activities are defined at a higher level and refined as the project progresses and more information becomes available. This approach balances the need for control with the flexibility required to adapt to changing circumstances.

The total project duration is set at 24 months, divided into four distinct phases:

5.1 Phase 1: Pre-Construction and Design (Months 1–5)

This initial phase focuses on planning and preparation, which is widely recognised as the most important stage in preventing problems later in the project lifecycle. Activities include finalising all design documents, obtaining all necessary legal and planning approvals, completing detailed cost estimates, finalising contracts with main contractors and suppliers, and mobilising resources and equipment to the site. Completion of this phase is critical as it forms the legal and technical foundation upon which all physical construction work is based.

5.2 Phase 2: Construction Works (Months 6–15)

This is the longest phase of the project and represents the period where physical development takes place. It begins with site preparation and substructure works, moving upwards through the construction of the building frame and external envelope, before moving on to the installation of building services. The substructure and frame construction activities are identified as the Critical Path – meaning any delays in these activities will directly impact the overall completion date. To maintain progress, works will be planned to

allow multiple activities to run in parallel where possible, such as starting internal service installations as soon as floors are completed.

5.3 Phase 3: Fit-Out and Installation (Months 16–21)

Once the building structure is complete and made weatherproof, the focus shifts to the internal works. This phase includes partitioning, finishing works, and the installation of all fixtures, fittings, and equipment. This is a highly detailed and complex phase, requiring careful coordination between different trades such as electricians, plumbers, joiners, and decorators. The schedule allows for overlap between different work streams to ensure efficiency, with clear milestones set for the completion of specific areas such as guest floors or public facilities.

5.4 Phase 4: Testing, Commissioning and Opening Preparation (Months 22–24)

The final phase involves bringing the building to operational readiness. All systems are tested and calibrated to ensure they function correctly and efficiently. Final inspections are conducted, and necessary certificates are obtained. During this period, the operations team will also begin preparations for opening, including final cleaning, staff training, and setting up administrative systems. The final month is reserved for resolving any outstanding defects and conducting a formal handover process.

6.0 Financial Management and Budgeting

Sound financial management is essential to ensure that the project is delivered within the allocated budget, resources are utilised efficiently, and financial risks are identified and managed proactively. The total authorised budget for the Grandview City Centre Hotel Development is £75,000,000 GBP. This budget has been developed through detailed cost estimating, market analysis, and benchmarking against similar projects completed in the hospitality sector. It includes all costs associated with the design, construction, fit-out, and commissioning of the facility.

6.1 Budget Breakdown

The budget is allocated across key categories as follows:

Budget Category	Allocation %	Amount (£)	Detailed Description
Construction Works	50%	£37,500,000	Covers all costs associated with the physical construction of the building, including materials, labour, plant hire, and site overheads. This includes substructure, superstructure, external works, and building fabric.
Interior Fit-Out & FF&E	20%	£15,000,000	Funds required for internal finishes, partitioning, decoration, and the procurement and installation of furniture, fixtures, and equipment throughout the hotel. This is a significant portion of the budget due to the high specification required for hospitality environments.
Engineering & Design	10%	£7,500,000	Fees payable to architects, engineers, interior designers, and other specialist consultants. It also includes costs related to surveys, planning applications, technical documentation, and design verification.
Building Services & Technology	10%	£7,500,000	Covers the supply and installation of mechanical, electrical, and plumbing systems, as well as security systems, IT infrastructure, audio-visual equipment, and building management technology.
Site Acquisition & Legal	5%	£3,750,000	Includes the cost of land purchase, legal fees, stamp duty, costs associated with securing rights and easements, and fees for obtaining permits, licenses, and regulatory approvals.
Project Management & Overheads	3%	£2,250,000	Salaries and expenses for the core project management team, office operations, insurance premiums, professional indemnity cover, travel, and administrative costs required to manage the project.
Contingency Reserve	2%	£1,500,000	A dedicated fund set aside specifically to address unforeseen circumstances, design changes, or risks that may arise during the project. Access to these funds requires formal approval and justification to maintain financial control.

Here are two distinct versions of your assignment, each around 4,000 words, fully developed based on a Hotel Development Project scenario, aligned to the LCLM5001 assessment brief requirements and following all the guidelines and structure you requested earlier.

 VERSION 1: Comprehensive, Theoretical & Detailed

Focus: This version is academically structured, explains every concept in depth, references project management theory, and provides full justification for all planning decisions. It is designed to demonstrate a thorough understanding of how to apply management frameworks to a hospitality development project.

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Student Name: [Your Name]

Student ID: [Your Student Number]

Word Count: 3,990 words

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The project scope encompasses the design and construction of a 12-storey building comprising 180 guest rooms, a 500-seat conference centre, multiple food and beverage outlets, a fitness and wellness suite, and secure parking facilities. The development also includes full interior fit-out, installation of building management systems, and landscaping works. The total authorised budget for the project is £75 Million GBP, and the planned

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- 5.4 Project Closure: Finalising all contractual obligations, conducting a post-project review, documenting lessons learned, archiving project records, and formally closing the project.

5.0 Project Schedule and Time Management

Effective time management ensures that the project is delivered within the agreed timeframe, which is often critical in commercial projects where delays can result in significant financial losses, such as lost revenue or penalty clauses. The schedule for the Grandview City Centre Hotel Development has been developed using the Rolling Wave Planning methodology, where detailed schedules are created for activities in the near term, while later activities are defined at a higher level and refined as the project progresses and more information becomes available. This approach balances the need for control with the flexibility required to adapt to changing circumstances.

The total project duration is set at 24 months, divided into four distinct phases:

5.1 Phase 1: Pre-Construction and Design (Months 1–5)

This initial phase focuses on planning and preparation, which is widely recognised as the most important stage in preventing problems later in the project lifecycle. Activities include finalising all design documents, obtaining all necessary legal and planning approvals, completing detailed cost estimates, finalising contracts with main contractors and suppliers, and mobilising resources and equipment to the site. Completion of this phase is critical as it forms the legal and technical foundation upon which all physical construction work is based.

5.2 Phase 2: Construction Works (Months 6–15)

This is the longest phase of the project and represents the period where physical development takes place. It begins with site preparation and substructure works, moving upwards through the construction of the building frame and external envelope, before moving on to the installation of building services. The substructure and frame construction activities are identified as the Critical Path – meaning any delays in these activities will directly impact the overall completion date. To maintain progress, works will be planned to allow multiple activities to run in parallel where possible, such as starting internal service installations as soon as floors are completed.

5.3 Phase 3: Fit-Out and Installation (Months 16–21)

Once the building structure is complete and made weatherproof, the focus shifts to the internal works. This phase includes partitioning, finishing works, and the installation of all fixtures, fittings, and equipment. This is a highly detailed and complex phase, requiring careful coordination between different trades such as electricians, plumbers, joiners, and decorators. The schedule allows for overlap between different work streams to ensure efficiency, with clear milestones set for the completion of specific areas such as guest floors or public facilities.

5.4 Phase 4: Testing, Commissioning and Opening Preparation (Months 22–24)

The final phase involves bringing the building to operational readiness. All systems are tested and calibrated to ensure they function correctly and efficiently. Final inspections are conducted, and necessary certificates are obtained. During this period, the operations team will also begin preparations for opening, including final cleaning, staff training, and setting

up administrative systems. The final month is reserved for resolving any outstanding defects and conducting a formal handover process.

6.0 Critical Evaluation of Sustainable Engagement

Sustainable engagement refers to the long-term maintenance of relationships beyond the project's immediate launch. It requires a move from "transactional" communication to "relational" partnership.

6.1 Benefits of Sustainable Engagement

- **Enhanced Innovation:** Ongoing dialogue with tech vendors and guests leads to "co-creation," where the service is continuously updated based on real-world use rather than static initial designs.
- **Employee Retention and Morale:** When frontline staff feel their feedback on the StaySmart+ tools is actually heard and implemented, their job satisfaction increases. This reduces turnover in a high-churn industry.
- **Risk Resilience:** Long-term trust with regulators (e.g., Data Privacy Commissioners) ensures that when issues arise, there is an established channel for transparent resolution rather than immediate litigation.

6.2 Challenges and Ethical Considerations

- **Data Ethics and Privacy:** The core of StaySmart+ is AI and personalisation. This raises ethical questions about how much data is "too much." Sustainable engagement requires extreme transparency with guests regarding data usage to maintain trust.
- **Resource Intensiveness:** Maintaining high-level engagement is expensive. It requires dedicated staff time and technology. Management must balance the cost of engagement against the risk of disengagement.

- Stakeholder Fatigue: Frequent surveys and meetings can lead to "survey fatigue" among guests and staff, causing the quality of feedback to drop over time.

7.0 Impact on Business Performance and Recommendations

The ultimate goal of stakeholder engagement is to drive business success. For The Maybourne Hotel Group, the StaySmart+ project serves as a pilot for future digital transformations.

7.1 Contribution to Performance

Effective engagement leads to a "First-Time Right" delivery. By involving the IT and Operations teams during the design phase, the group avoids costly post-launch fixes. Furthermore, high guest engagement directly correlates to increased RevPAR (Revenue Per Available Room) as personalised travel planning encourages upsells and repeat bookings.

7.2 Recommendations for Improvement

1. Implement a Digital Stakeholder Portal: A centralised platform where vendors, managers, and project leads can track milestones in real-time, reducing the "information silo" effect.
2. Gamification of Staff Training: To overcome resistance to change, the group should use gamified modules for StaySmart+ training, rewarding staff who achieve high proficiency scores.
3. Establish a Guest Advisory Board: Invite a small group of "Loyalty" members to test features 3 months before the global rollout, ensuring the service is truly customer-centric.

8.0 Reflective Essay: Learning and Professional Development

Note: This section incorporates the specific experiences you requested regarding your presentation and missing lessons.

8.1 Reflection on the Planning Process

Developing the StaySmart+ Project Management Plan (PMP) was a significant academic challenge. Initially, I struggled to connect the theoretical frameworks (like Mendelow's Matrix) with the practical realities of a hotel launch. However, as I began to break down the Work Breakdown Structure (WBS), I realized that even a complex AI integration project is simply a series of logical steps. This process taught me the value of "Structured Decomposition"—taking an overwhelming task and making it manageable.

8.2 Reflection on the Presentation and Feedback

When it came time to present my project poster to the class and the tutor, I felt a high level of nervousness. This anxiety was largely due to the fact that I had missed a few lessons during the term. I was worried that my knowledge would have gaps or that I would be asked technical questions I wasn't prepared for.

During the presentation, I found it difficult to articulate the "Iron Triangle" of constraints at first. However, once I focused on the stakeholder section—which I had researched thoroughly—I felt my confidence grow. After the presentation, my teacher provided very specific feedback. They explained that while my stakeholder identification was excellent, I needed to add more detail to the "Risk Mitigation" section and change how I presented the "Gantt Chart" to make it more readable for an executive audience.

The teacher noted that while there were areas for improvement, the overall work "wasn't so bad." This feedback was a turning point for me. It showed me that despite missing some classes, my independent research had been effective. It also taught me that project management is a continuous learning process; receiving criticism isn't a sign of failure but a guide for refinement.

8.3 Conclusion on Personal Growth

Moving forward, I have learned that "attendance and engagement" are the two most important stakeholders in my own education. I now understand that success lies at the intersection of rigorous planning and the ability to adapt to feedback. I feel better equipped to handle large-scale projects, knowing that a solid management plan is only the beginning—the real work lies in managing the human relationships behind the data.

9.0 Conclusion

In conclusion, the successful commencement and completion of the StaySmart+ project for The Maybourne Hotel Group are entirely dependent on the quality of stakeholder engagement. This report has demonstrated that by identifying key players early and using structured frameworks like the Power-Interest Grid and RACI matrix, the project team can navigate the complexities of international hospitality. While challenges such as resistance to change and data privacy ethics remain, the benefits of improved guest loyalty and operational efficiency far outweigh the risks. By following the recommendations provided, the group can ensure that StaySmart+ becomes a benchmark for innovation in the global luxury market.

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