

Managing Projects in the Organisation (BMSW5104_LON)

Lecturer: Alfred Mensah

Student: Gabriel Munteanu (1919362)

Executive Summary

The outline of the project states that "Speranta" will be located within a large manufacturing organisation which is based in Southeast London. In this context, the restaurant project will also be able to leverage the greater population of Southeast London for generating an expansive amount of customers. Concerning this prospect, "Speranta" will be a multi-cuisine restaurant which will provide a variety of options regarding food choices ranging from continental, Italian, and Chinese to French, Spanish and Indian cuisines. On the other hand, the project needs to keep its stakeholders satisfied for achieving efficient completion within the deadline. Thus, the use of an agile project framework will allow the project manager to incorporate project flexibility and complete it within the designated deadline.

Table of Contents

Task 2: Project Management Plan.....	4
Introduction.....	4
Project Outline and Scope.....	4
Stakeholder Analysis.....	5
Work Breakdown Structure.....	7
Drafting cost and resources.....	8
Consideration of Resources.....	8
Project Schedule.....	9
Risk Assessment.....	10
Conclusion.....	13
Reference List.....	14

Task 2: Project Management Plan

Introduction

The report is focused on providing a project management plan for the Onsite Restaurant “Speranta”. In this instance, the outline of the project and its scope was outlined along with the analysis of relevant stakeholders associated with the project. Concerning this prospect, the work breakdown structure of the project along with different tasks were highlighted. Therefore, a draft of cost and resources and the affinity of resources towards completing project tasks were highlighted. The project schedule was highlighted in the format of a gantt chart. Thus, in this manner, the risk assessment of the project was also depicted with suitable strategies for mitigation.

Project Outline and Scope

The Onsite restaurant project “Speranta” will be located within a large manufacturing organisation which is based in Southeast London. In this instance, the main objective of the business will be to foster a reduction in staff movement during breaks while simultaneously creating a healthy lifestyle for employees. According to Krekel et al. (2019), it is important for organisations to improve employee welfare in the workplace for better representation of their ethics and gain increased productivity. In this instance, the project will deliver a restaurant as well as preparation for the opening day.

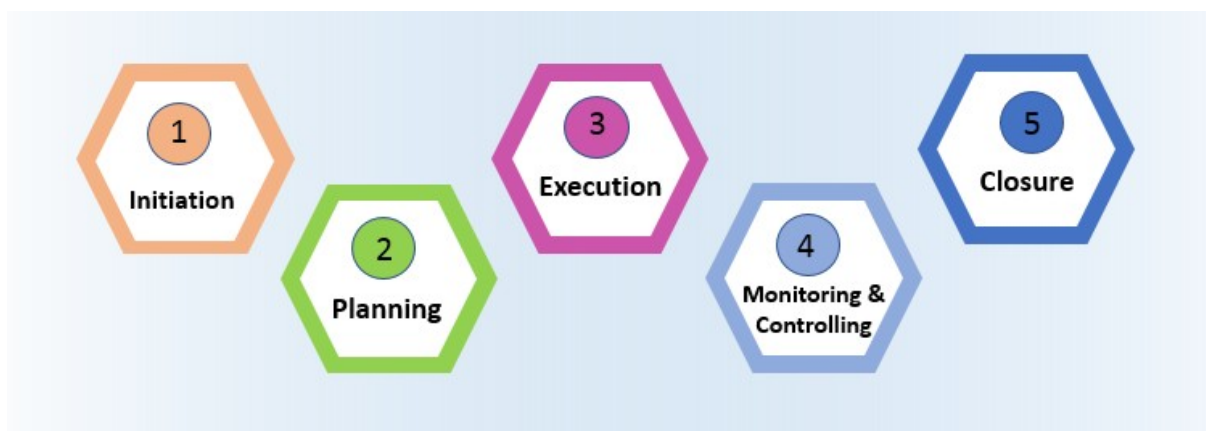


Figure 1: Project Life Cycle

(Source: Inspired by Demirel and Kesidou, 2019)

In the initiation phase, the location of the restaurant project will be determined which within a large manufacturing organisation will provide it with the required exposure in terms of maintaining stable profits. According to Demirel and Kesidou (2019), it is important for businesses to know the market demands for gaining better business profitability as a whole. In this context, the restaurant project will also be able to leverage the greater population of Southeast London for generating an expansive amount of customers and increase business

profitability in the long term. This will also contribute towards the growth of the business in the long term.

In the planning phase, the scope of the project will be determined such as facilitating affordable onsite restaurants which will help to mitigate potential risks related to staff absenteeism. In this prospect, by resolving staff absenteeism, the onsite restaurant project will be able to gradually increase its productivity in the long term while gaining better restaurant preparation as a whole. According to Siddiqi et al. (2022), restaurant businesses need to maintain hygiene and the quality of food to retain customers over a sustained time period. In the execution stage, the nature of "Speranta" will be established as a multi-cuisine restaurant which will provide a variety of options regarding food choices ranging from continental, Italian, Chinese to French, Spanish and Indian cuisines. The monitoring stage will oversee the profitability aspect of the restaurant while being more flexible in nature. Thus, the closing stage will oversee the fulfilment of the original vision of the onsite restaurant.

Stakeholder Analysis

Stakeholder Analysis is the process of identifying people or a group of people who will be essential for the core operations of a project based on their levels of participation, interest as well as needs and expectations (Wojewnik-Filipkowska and Węgrzyn, 2019). In consideration of the onsite restaurant project of "Speranta", the relevant stakeholders include the project manager, project team members, project sponsor, employees, steering committees, subcontractors and customers. It is important for the project to satisfy each of these stakeholders for ensuring the uninterrupted flow of the project and contributing towards a desirable outcome. Therefore, the stakeholder analysis has been highlighted below:

Stakeholder type	Stakeholder	Power	Interest	Role	Responsibility
	Customers	Low	High	To indulge in the services offered by the restaurant	To provide proper feedback for improving restaurant systems such as food quality and hygiene
	Employees	Low	High	To ensure all operations are optimised	To uphold quality service levels to keep customers satisfied
	Subcontractors	High	High	To work on the project as per contractual obligations	To ensure the fulfilment of designated project tasks in a satisfactory manner
	Steering committees	High	Low	To provide advisory support	Ensuring delivery of project outcomes and achievement of project outputs
	Project Sponsor	High	Low	Appointing project manager and team, defining success criteria	To ensure the successful delivery of the project while meeting its designated objective
	Project Manager	High	High	To adopt the use of project assurance roles, preparation of project and appropriate execution	To manage the production of required project deliverables
	Project Team members	Low	High	To contribute towards fulfilling overall project objectives	To complete their work within the budget and provide their expertise to meet project objectives

Table 1: Stakeholder Analysis

(Source: Self-Developed)

In terms of the above table, the distinct roles and responsibilities associated with the stakeholders of the onsite restaurant project “Speranta” are highlighted. In this context, it is important for the project manager to efficiently manage the production of designated project deliverables for ensuring the successful completion of the project. This can also contribute towards generating better outcomes for the project. On the other hand, it is also important for the project sponsor to identify a competent project manager and closely work with their team members for ensuring the successful completion of the onsite restaurant project for keeping customers satisfied.

In this instance, subcontractors and steering committees must ensure the timely delivery of project variables. The employees of the project must ensure to maintain good service quality in terms of contributing towards reinforcing the outcome of the onsite restaurant project. Thus, this can also contribute towards more refined project activities in the long term while increasing the profitability of the restaurant in the future.

Keep Satisfied • Steering committees • Project Sponsor	Manage Closely • Subcontractors • Project Manager
Monitor	Keep Informed • Employees • Customers • Project team members

Table 2: Stakeholder Matrix

(Source: Self-Developed)

In terms of the above table, the position of the stakeholders in terms of power and interest can be ascertained. This provides an in-depth understanding of their contribution and effectiveness towards the success of the onsite restaurant project.

Work Breakdown Structure

Work Breakdown Structure or WBS is a visual representation of project tasks completed systematically (Cerezo-Narváez et al., 2020). In this instance, the onsite restaurant project of "Speranta" has adopted the use of an agile project management framework for greater flexibility.

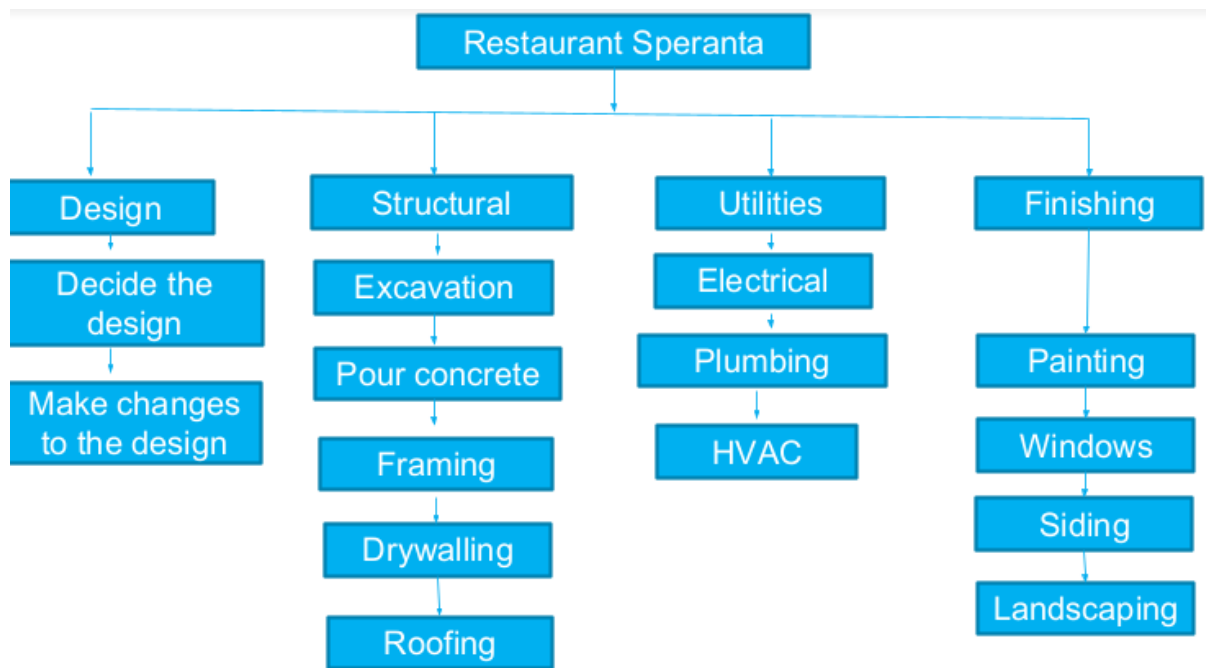


Figure 2: WBS of “Project Speranta”

(Source: Self-Developed)

The above figure describes the different tasks involved in the project of the onsite restaurant in an agile framework. An agile project management methodology helps to break project tasks into several phases while involving constant collaboration with stakeholders as well as continuous improvement at every stage (Marnada et al., 2022). In this prospect, the project manager of the onsite restaurant project will focus on deciding on the design first while making appropriate changes as the project progresses. The structural tasks of the project will be completed in a systematic manner through proper excavation, pouring concrete, framing, drywalling and roofing. On the other hand, the utilities of the restaurant will be covered by electrical, and plumbing leading into HVAC.

Hence, the finishing of the restaurant will be initialised through painting, implementing windows with sliding features and completing the finishing touches with landscaping by constructing a small rooftop garden. Thus, in this manner, this can improve the overall favorability of the project in terms of its outcome as a whole.

Drafting cost and resources

In terms of conducting project management operations, the drafting of costs and resources is an essential component which contributes towards understanding the requirement of supplies. According to Venkataraman and Pinto (2023), it is essential for project managers to create a draft for cost and resource estimation to avoid going over budget during the project. In this context, the estimated construction hard cost is £450.000 followed by the construction soft cost at £100.000. In this prospect, the total price will amount to £550.000 with an additional 20% VAT which will amount to £660.000.

In this instance, the different resources available for the onsite restaurant project include building materials, tools and equipment, technology and software, human resources, subcontractors and finances. As per Relich and Nielsen (2021), the drafting of resources is important to ensure the project manager has all the necessary tools required for completing the project in a desirable manner. Concerning this prospect, the project manager needs to focus on guiding operations cost-effectively to avoid going over the estimated budget. This will help to bring the vision of the onsite restaurant business to fruition while eliminating any unnecessary risks along the way.

Consideration of resources

In terms of completing a project, it is important to identify the correct resources such as people with the required competencies, equipment, a suitable location as well as the required finances for efficiently completing it without any interruptions (Güldeş et al., 2022). In this prospect, the resources of the onsite restaurant “Speranta” will incorporate emerging technologies and software in terms of increasing both employee and customer accessibility. On the other hand, the building materials along with tools and equipment will be kept at another secure location in terms of avoiding any issues related to theft. Concerning this aspect, the subcontractors will also be leveraged in terms of providing the necessary resources to avoid any shortages during conducting the project. Thus, in this manner, by effectively adhering to the different operational functions and resources of the project, the project manager will be able to fulfil its vision effectively.

Project Schedule

Project scheduling assists in getting a general overview of the project which consists of the tasks, timeline and associated dependencies. As per Güldeş et al. (2022), it is an important requirement for project managers to adhere to the construction of an efficient and flexible project schedule for systematically completing project tasks. This can also contribute towards properly organising project activities which can also help in prioritising them in terms of completion times. Hence, project managers are also responsible for encouraging and guiding project team members in terms of conducting activities in an effective format for completing the project at the requested deadline while fulfilling all its associated variables.

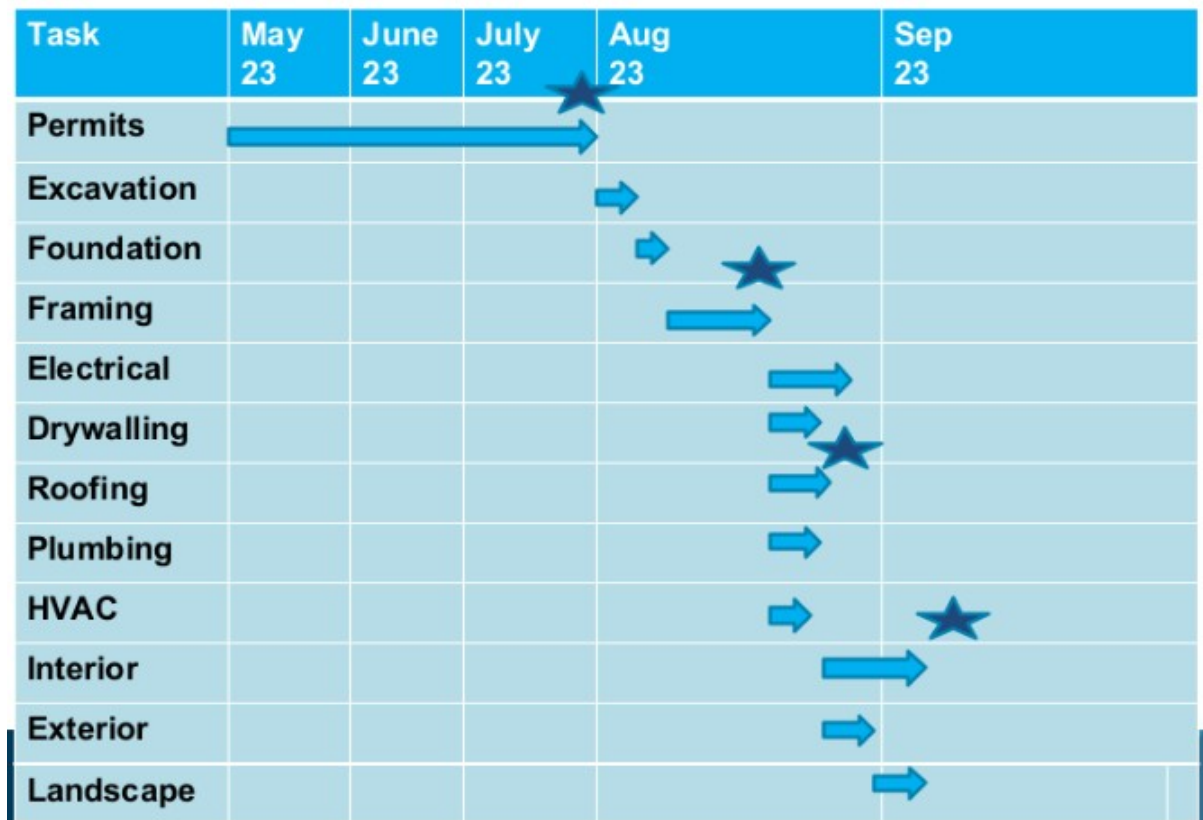


Figure 3: Gantt Chart of “Project Speranta”

(Source: Self-developed)

The above figure depicts the gantt chart of the project with tasks laid systematically while properly indicating the initialisation and finalisation of project activities. Concerning this prospect, the project will be initiated in May 2023 and is expected to be completed by September 2023. In this prospect, the procurement of project permits will take place over 3 months with excavation starting shortly after in August 2023. The foundation and framing of the project will be completed within a week. The electrical and drywalling will take another 2 weeks. In this prospect, the roofing, plumbing, and HVAC will extend up to the last few days of August 2023. The interior and exterior decor and design will be completed within the first three weeks of September 2023. Thus, landscaping will be completed within the final week to make the project ready for delivery in September.

Risk Assessment

Risk Assessment in project operations is important to reduce the exposure of projects to risks with an emphasis on clear decision-making in the context of key issues across every project phase (Li et al., 2019). Concerning this prospect, in terms of the onsite project “Speranta” the major risks identified include construction weather delays, insufficient resources (workers, materials, finances or time), food allergies, and risk of changes in customers' preferences. Therefore, it is important to focus on alleviating these risks through the use of possible mitigation strategies for generating a better project outcome as a whole.

This can also contribute towards generating better project performance and accelerating the operations of the project while increasing its flexibility. Hence, the risk register of the project is constructed below to provide an in-depth understanding in regards to the severity and impact of risks for “Project Speranta”:

Risks	Impact	Severity	Priority	Mitigation Strategies
Weather delays (Unpredictable weather patterns can halt project operations altogether which can make it difficult to meet the designated project deadlines)	High	High	High	The project manager can focus on creating project contingencies which can assist in terms of unpredictable weather patterns to maintain project consistency
Insufficient resources (Shortage of resources may put a constraint on the project budget in terms of procuring more with a risk of going over budget)	High	High	High	The project manager must focus on efficiently maintaining project inventory and ensure to use of every resource at the disposal for highly optimised project operations related to the fulfilment of project perspectives
Food allergies (Food allergies are inconsistent and entirely dependent on the customers rather than the use of normal ingredients in restaurant food)	Low	Low	Low	Customers can customise their food palette through preferred ingredients which will provide them with the choice to avoid any unnecessary medical incidents due to allergies

items)

Table 3: Risk Register of “Project Speranta”

(Source: Self-Developed)

The above table depicts the risk register in context to severity levels, impact as well as consistent mitigation strategies for efficiently generating a favourable project outcome for the onsite restaurant “Speranta”. Therefore, it can be determined that it is important to reduce the impact of unpredictable weather delays by focusing on project contingencies. This will help the project to gain greater affinity in terms of being completed within the designated deadline.

On the other hand, it is important to address the possible risk of insufficient project resources such as workers, materials and more. Hence, the project manager can focus on using software to monitor project inventories to ensure everything is proceeding at optimal levels. This can contribute towards alleviating issues related to resource procurement in the long term. In this prospect, the restaurant must also contend with any food allergies of their customers. This risk can be easily resolved by focusing on customers customising their food palette with the choice of removing any allergic ingredients from their food items for avoiding unnecessary medical incidents. This can contribute towards a healthier onsite restaurant where customers will be more enticed to spend their time.

In this instance, the restaurant will also be affected by changing customer preferences over a time period. Hence, the onsite restaurant needs to focus on keeping pace with food trends in the market in terms of providing customers with their desirable food palettes for better business outcomes as a whole. Thus, in this manner, the restaurant will also be able to effectively maintain its profitability by alleviating associated project risks.

Conclusion

The report addresses the project management plan for the Onsite Restaurant “Speranta” whose scope is to facilitate affordable onsite restaurants which will help to mitigate potential risks related to staff absenteeism. Concerning this prospect, the main objective of the business is to foster staff movement reduction during breaks. In this context, the relevant stakeholders of the project include the project manager, project team members, project sponsor, employees, steering committees, subcontractors and customers. Hence, the project sponsor needs to identify a competent project manager and closely work with their team members for ensuring the successful completion of the onsite restaurant project. Therefore, it can be determined that the project will follow an agile framework in terms of inducing project flexibility while improving the quality of particular tasks at any point in time. Thus, the project manager needs to maintain the budget of the project for effectively fulfilling its vision.

Reference List

- Cerezo-Narváez, A., Pastor-Fernández, A., Otero-Mateo, M. and Ballesteros-Pérez, P., 2020. Integration of cost and work breakdown structures in the management of construction projects. *Applied sciences*, 10(4), p.1386.
- Demirel, P. and Kesidou, E., 2019. Sustainability-oriented capabilities for eco-innovation: Meeting the regulatory, technology, and market demands. *Business Strategy and the Environment*, 28(5), pp.847-857.
- Güldeş, M., Atici, U. and Şahin, C., 2022. Fuzzy Resource-Constrained Project Scheduling Under Learning Considerations. In *Intelligent and Fuzzy Techniques for Emerging Conditions and Digital Transformation: Proceedings of the INFUS 2021 Conference, held August 24-26, 2021. Volume 1* (pp. 631-637). Springer International Publishing.
- Krekel, C., Ward, G. and De Neve, J.E., 2019. Employee well-being, productivity, and firm performance. *Saïd Business School WP*, 4.
- Li, X., Jiang, Q., Hsu, M.K. and Chen, Q., 2019. Support or risk? Software project risk assessment model based on rough set theory and backpropagation neural network. *Sustainability*, 11(17), p.4513.
- Marnada, P., Raharjo, T., Hardian, B. and Prasetyo, A., 2022. Agile project management challenge in handling scope and change: A systematic literature review. *Procedia Computer Science*, 197, pp.290-300.
- Relich, M. and Nielsen, I., 2021. Estimating production and warranty cost at the early stage of a new product development project. *IFAC-PapersOnLine*, 54(1), pp.1092-1097.
- Siddiqi, U.I., Akhtar, N. and Islam, T., 2022. Restaurant hygiene attributes and consumers' fear of COVID-19: Does psychological distress matter?. *Journal of Retailing and Consumer Services*, 67, p.102972.
- Venkataraman, R.R. and Pinto, J.K., 2023. *Cost and value management in projects*. John Wiley & Sons.
- Wojewnik-Filipkowska, A. and Węgrzyn, J., 2019. Understanding of public–private partnership stakeholders as a condition of sustainable development. *Sustainability*, 11(4), p.1194.