



BA (Hons) Leadership and Management Skills for the Workplace

Managing Projects in the Organisation

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1.Introduction

Many organizations have been dramatically affected by the novel coronavirus that started in 2019. This kind of virus has affected our lives that made us adapt certain things that we don't used to do before. Today, because of this kind of disease the government has implemented rules that everyone should follow to avoid getting the disease.

These new rules that everyone should follow will go on to have a significant change in many organizations. Project managers should implement these changes, starting internally from their staffs and externally to the customers or clients.

The chosen organization is Uniqlo Co, Ltd is a Japanese clothing brand manufacturer and retailer, a company subsidiary owned of Fast Retailing Ltd. As a staff member for almost three years, I have seen how busy the company before the Covid-19 was hit worldwide. It has impacted specially the sales. Managers have proposed to implement self-checkout systems in stores that will help to stop the spread of the disease and reduce the contact from staffs to customers by implementing tool guides of social distancing.

To be successful in each project, a project methodology and project management tools and techniques are required to follow such as producing a work breakdown structure, Gant chart and a network diagram, this tool will help the project manager to plan and control the entire project.

2. Company background “Uniqlo”

Uniqlo is a clothing brand designer, manufacturer, and retailer from Japan. It is a company subsidiary of Fast Retailing Co. Ltd and in 2005 Tadashi Yanai became the C.E.O of Uniqlo and the vice president is Takahiro Wakabayashi. Uniqlo had been established in May 1984, Ogori Shoji opened a retail store called Unique Clothing Warehouse where originally the company were supposed to name the store as Uni-Clo from the contraction of Unique Clothing. However, when they were registering the name of company, they misheard the letter “C” from “Q” therefore the name “Uniqlo” was born. The company continues growing by providing high quality of clothes going through the whole process from product planning, production, distribution, and marketing, making it affordable for everybody. As of 201, the firm announced 1920 stores open worldwide (*Mirza et al 2020*).

Uniqlo began as an autonomous apparel retail store that makes the majority of all its product from different textiles suppliers and sold it to its own stores. It is moderately started to think about their own style and contracted manufacturers from China. It began contracting firms to act an intermediary to unknown suppliers to avoid higher cost of the production. Yanai recognized that contracting Chinese suppliers was a bit hard when you order was only

about a few units comparing to his rivals which is the Gap and H&M, until then the firm managed to contract independent suppliers. Uniqlo is a growing a company that almost doubled the sales from 2000 and 2001 and to keep expanding rapidly, it has selected new supplier as new partner from China. To achieve effective technical support, the company sent Takumi to support included both construction abilities improvements and operation management progress. Takumi needed to teach staff members in China, involving tacit knowledge as frequent visits in site and join problem solving were all the necessary skills will get transferred effectively to the staffs (*Usui et al 2017*).

Fast retailing, which the company's subsidiary owned by Uniqlo has beaten Spain's Inditex owner of Zara, becoming the world's most profitable clothing retailer today. As of 2021 Fast retailing market funds stands at \$105.6 billion beating Zara with \$98.2 billion H&M left behind. Fast retailing has ascended as much to do with the future as its past. When it comes to sales, Zara and H&M are still higher, but their share has oscillated with the global pandemic of Covid-19 while Uniqlo has been stable (*Brain, 2021*).

3. Project definition

A set of big or small activities shared in places by private or public places are formed as projects. In independent firms' projects, the greatest objective is to get the organization a better profit, straight away or not, with the enhancement in its competitiveness. In societies projects like in the government, the responsibility is with the government which represents the country. In this case the objective of the project should be examined widely social to secure that the project will gain profits and contribute to destined development. There are several challenges that project could face and must overcome to achieve its success, it could be the lack of competence between the planners, avoiding the hidden agendas during planning, underestimating, or overestimating the budget, impractical and unpredictable hypothesis, how to ensure the necessary data planning and fair contract terms. Majority of these challenges can be defined as the lack of systematically or political processes. However, the importance of the final decision-making stage should be acknowledged to make the project governance strong (*Samset and Volden 2016*).

Project can also be defined as a temporary firm to which assets are in charged to work and benefits changes. Temporary is the contrary of permanent, they are related to the timescale. Whenever the organization have achieved the goal of the project that means the project has been done and will be dissolved (*Macheridis, 2017*).

3.1 Project management methodology

There are several methods of project management that project manager uses to plan, control, and execute the project to be effective. In this project Waterfall methodology has been chosen as the project is simple which will have a work breakdown structure, Gant chart and network diagram.

Waterfall methodology theme is simple, it is consisted in solid planning. It is easy to understand as project manager makes a good plan and deliver it. All the necessities are given from the start and at the top of the waterfall before the project starts. It works similarly with a cascade like a water going down, through the steps of the project. Therefore, each phase should be done before starting another phase and there is not any overlapping (*Aston, 2021*).

A various number of software tools are now commonly used which is available in the market that allows to plan and manage projects, however there is practical application that is called the work breakdown structure, this calculates the complexity of certain types of works or projects generally (*Polianskii & Chukalova, 2020*).

Using the Gant chart or diagrams will be helpful as we will be following the activities with the results, we would know who is responsible for each task, the activities that are already due or the task that do not have a limited time to finish, therefore the critical activities, the financial resources and the total duration of each tasks can easily identify. Thus, we will be able to identify or anticipate any mistakes and will complete the project in the target time frame and planned budget (*Shaqiri et al ,2018*). The project chosen is simple therefore, the tools that have chosen to use is Gant chart, work breakdown structure and network diagram.

A Gant chart is a project management tool that helps to plan and schedule the project in all perspectives, it is mostly used in complex projects. Project management time scales and activities are shown in horizontal bar charts, showing the beginning and the end of each task as well as expectations, timescale, and target date, combining activities completed per stage and who is the responsible of each activity. This is convenient to manage task under control specially when the team is big and when several stakeholders are involved (*Management, 2020*).

In general tools and techniques that are commonly used is Gant chart and network planning. Network planning is one the management tools and techniques effective to control or manage the project. A project schedule network diagram represents graphics of the logical relationship, also referred as dependencies, amid the project time frame tasks. There

are two basic tools used in network diagrams (both are not used in this project as project is simple), one is the Critical Path Method (CPM) and Program Evaluation Review and Techniques (PERT). CPM is a time-oriented style leads the time determination. Pert is also a time-oriented method that led a time determination and probabilistic time (Kholil et al 2018).

4.Planning the project

Strategic planning is an extensive process for determining what an organization should turn into and how it can best accomplish the goal. It evaluates the full potential of the firm and explicitly associates the business objectives to the actions and assets to achieve them. Strategic planning suggests a systematic process to answer and ask the most demanding queries confronting a management team, mostly large, irrevocable resource commitment decisions (*Romano, 2017*).

Considering the situation of the amid Covid-19 pandemic, Uniqlo has decided to plan a minor remodelling of its stores. The main objective of this project is to comply with the advice of the government to reduce the risk of containing the Coronavirus. As we know that the Covid-19 virus is very contagious and can get it through the droplets of people, therefore almost all the businesses especially in retail has implemented shields between self-checkouts, staff checkouts, in taxis, stores, staff rooms and so on. Uniqlo used to have like six to seven staff check out before the pandemic but due to situation and technology advances, it has begun to propose to implement self-checkouts. This will also benefit the productivity of the staffs rather than serving customer in staff check-outs, there will be more time to do something else such as replenishing or helping customers that leads the company's better customer service.

4.1 Project Scope

The term "scope" indicates the content of the product or what it has as a whole product. It is designed as the summary of the whole task, for the successful management of which is necessary to define: the work that needs to be done, sequence of works, work timescale, requirements of the project and budget. It defines as the process of necessary for analysing and describing works and results, as well as only the required work and results. The aim of defining the project scope is to determine the significance of the project scope, its objectives, results, requirements, and limits by identifying the final states of the object (*Derenskaya, 2018*).

4.2 Scope Description for the chosen project

This report has chosen Uniqlo as an organization and will discuss the usefulness of the chosen project in light the Covid-19 pandemic. The company have decided to make a minor remodelling of the store such as storing new self-service check-outs for customers to

prevent most contacts with the customers, this will help to reduce the risk of spreading the Covid-19 virus. Also, the company have decided to implement shields separators in each self-checkout and for staff check-outs, because still the store offers staff check out for refunds or exchanges and cash related payments as self-check outs are not accepting cash payments yet and for people are not techy which opt for a staff check out instead of self-checkouts. For staffs, the company also have proposed to implement shields in tables where the staffs eat in staff room. The main purpose of the project is to reduce the contact to each other to prevent containing the Covid-19 virus.

4.3 Project scope management

Project management has been created mainly for the scope of the organization as an instrument to reach strategic goals and to reach routine tasks that could only be achieve with high difficulty if organized in traditional ways. The development of project management can be acknowledged not only because of the business implementation but also because of the systems used, professionals are beginning to be hired and guaranteed as project managers and several degree programmes were establishes in management schools and in universities in various countries (*Ribeiro and Da Silva 2016*).

As we can see a project is the object of the project management, according to Ribeiro (2016) there are several definitions of project which can be identical, shorter, or more extensive. A project can consider as a multitask job that consist in performance, cost, time, and scope requirements which can be done only one time and if its repetitive it won't be called as a project. A project should have a time scale, a budget for the cost, a clear scope requirement and a specific requirement that should reach. There are several steps and models that a project goes through during its life cycle. The appropriate life cycles contain the following phases: defining the problem, developing of solutions options, executing the plan, monitoring, and controlling the progress, and closure of the projects.

Project management consists of applying knowledge, abilities, tools, and techniques to project task to achieve the vital part of project and it is accomplished when you apply and integrate the process of the project through initiation, plans, execute, monitor, control, and close (*Heagney, 2016*).

4.4 The role of the Project Manager

The role of the project manager is often misunderstood because many project managers reach their positions as natural promotion from their professions, both they and their bosses see the job as technical. The main responsibility of the project managers is to make sure that all work is accomplished on time with the budget and scope at the correct

production level. Its main role is to manage and check the project not to do the job (Heagney, 2016).

5. Project requirements

5.1 Overview

The project manager will begin to plan a design for the new self-check out machines that will ensure the requirements of the stakeholders, director, and board members. Afterwards the approval of the design, project manager will have to contact the supplier of the machines which will require to its suppliers to get have a quote for total cost of the machines. Then the project manager will look for a general contractor that will do the actual job such as installing the new machines, the shields and uninstalling the old tills.

All materials used will have to be recorded as well as installation of mechanical, electrical wires, cabinetry, and floors. All of these will have to proceed on safety and efficiency standards. The space between each till will have to consider the main purpose of the project which is the distance between the individuals.

5.2 Project Boundaries

- **Inclusions:** this project includes the designs of the machines, planning the location of the machines, minor demolition of the area where the self-checkout goes, construction, testing, integration, and acceptance
- **Exclusions:** It does not include any maintenance or any problems with the internet connections or any troubleshooting

5.3 Project deliverables

- Store minor remodelling project plan and design layout
- Self-check-out machine design layout
- Flooring repair

5.4 Product Acceptance Criteria

The project will fully be accomplished once finished the instalment of the self-check-out machines, shields and meets its requirements to comply with the social distancing. The stakeholder and board of directors sign off the contracts with the suppliers and contractors.

5.5 Project Constraints

Maximum amount of the project is £16,500, and it will not take more than nine weeks from planning, designing, and installing.

5.6 Project assumptions

The project is assumed by project manager to have the available funds for the whole time once it is installed it would not get to re-installed as we do not deal with technical issues but only for the physical machines.

5.7 Risk Management

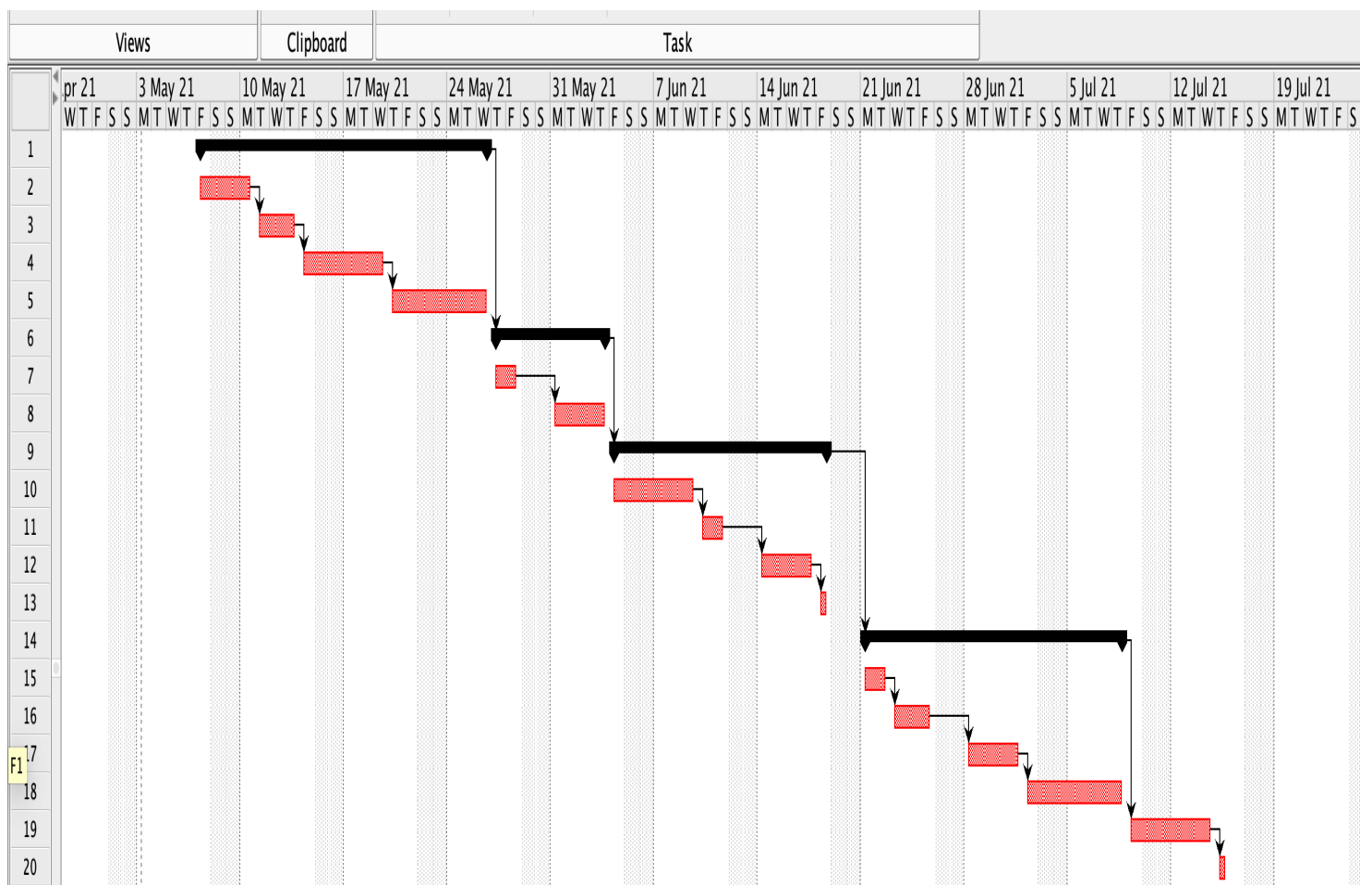
The project manager will keep an eye during process of the instalments of the products and refurbishing the store, it will be done through updates from store managers. The store managers then will ensure the complete process of the project, considering the health and safety of its workers and contractors throughout the refurbishment.

5.8 Scheduling the project work

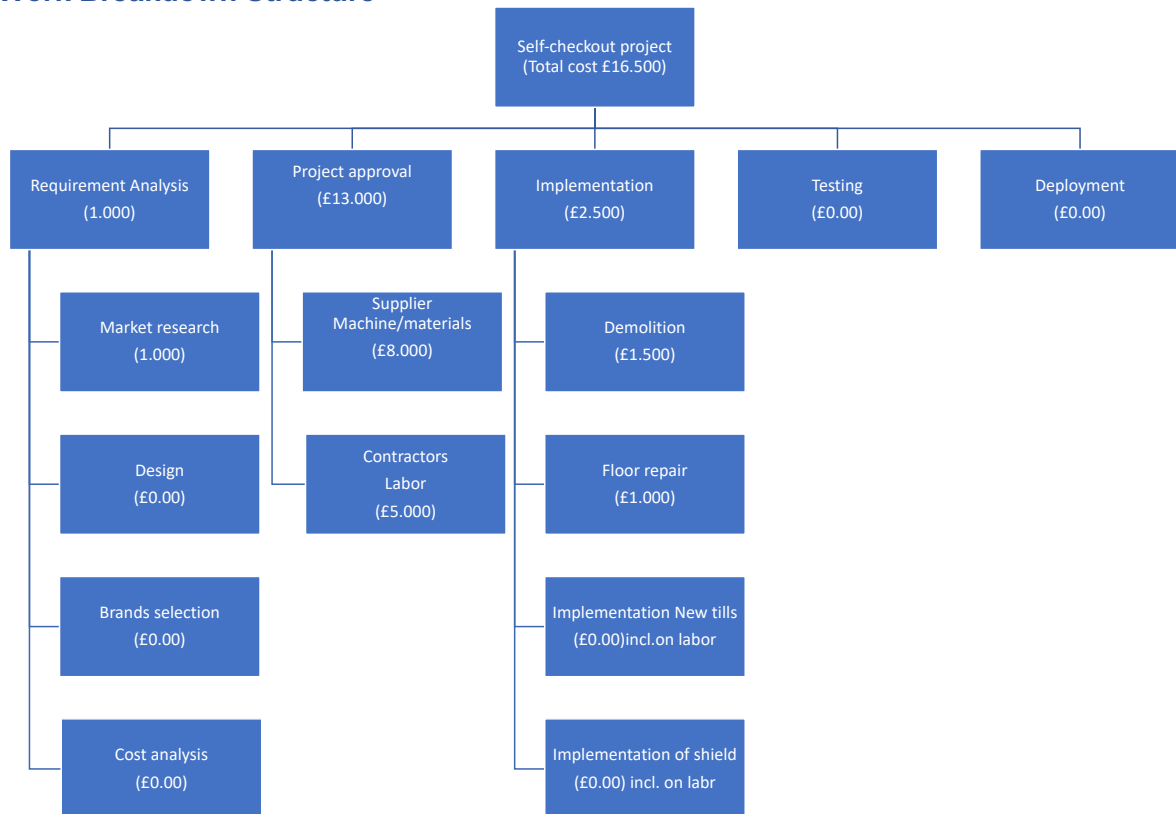
- Requirement analysis will be completed by 26th^h of May 2021
 - Market Research by 07th of May 2021
 - Planning Designs by 11th of May 2021
 - Machine Brand selection by 14th of May 2021
 - Cost analysis by 20th of May 2021
- Project approval will be completed by 03rd of June 2021
 - Supplier research/negotiation 28th of May 2021
 - Contractors/negotiation by 03rd of June 2021
- Implementation completed by 18th of June 2021
 - Demolition of old tills 09th of June 2021
 - Floor repair by 11th of June 2021
 - Implementation of new tills by 17th of June 2021
 - Implementation of shield by 18TH of June 2021
- Testing completed by 08th of July 2021
 - Units Testing by 22nd of June 2021
 - System testing by 25th of June 2021
 - Integration testing by 1st of July 2021
 - Acceptance testing by 08th of July 2021
- Deployment completed by 14th of July 2021
- Finish the project by 15th of July 2021

6.Gant Chart

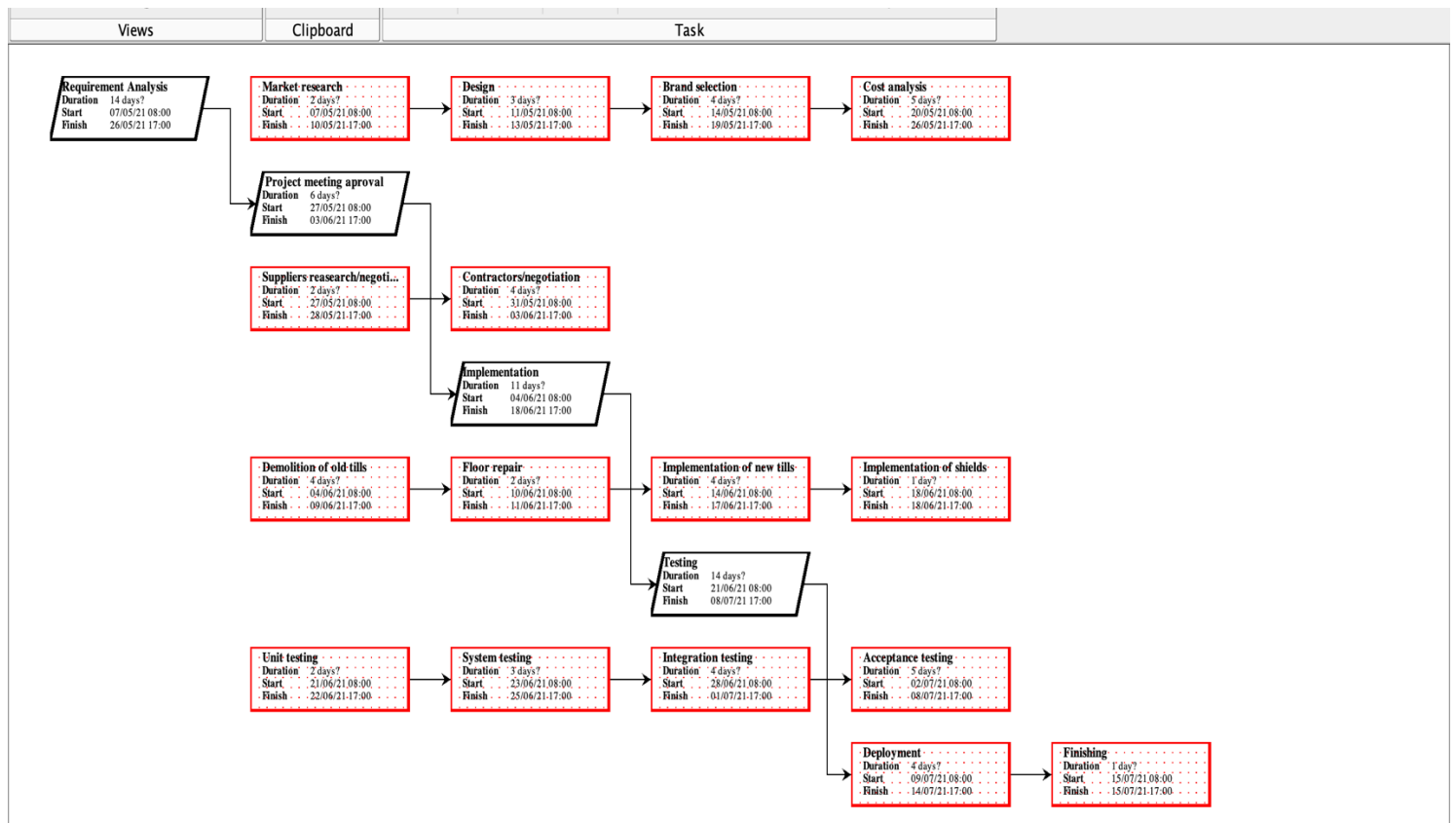
		Name	Duration	Start	Finish	Predecessors
1		☐ Requirement Analysis	14 days?	07/05/21 08:00	26/05/21 17:00	
2		Market research	2 days?	07/05/21 08:00	10/05/21 17:00	
3		Design	3 days?	11/05/21 08:00	13/05/21 17:00	2
4		Brand selection	4 days?	14/05/21 08:00	19/05/21 17:00	3
5		Cost analysis	5 days?	20/05/21 08:00	26/05/21 17:00	4
6		☐ Project meeting aproval	6 days?	27/05/21 08:00	03/06/21 17:00	1
7		Suppliers reasearch/negotiation	2 days?	27/05/21 08:00	28/05/21 17:00	
8		Contractors/negotiation	4 days?	31/05/21 08:00	03/06/21 17:00	7
9		☐ Implementation	11 days?	04/06/21 08:00	18/06/21 17:00	6
10		Demolition of old tills	4 days?	04/06/21 08:00	09/06/21 17:00	
11		Floor repair	2 days?	10/06/21 08:00	11/06/21 17:00	10
12		Implementation of new tills	4 days?	14/06/21 08:00	17/06/21 17:00	11
13		Implementation of shields	1 day?	18/06/21 08:00	18/06/21 17:00	12
14		☐ Testing	14 days?	21/06/21 08:00	08/07/21 17:00	9
15		Unit testing	2 days?	21/06/21 08:00	22/06/21 17:00	
16		System testing	3 days?	23/06/21 08:00	25/06/21 17:00	15
17		Integration testing	4 days?	28/06/21 08:00	01/07/21 17:00	16
18		Acceptance testing	5 days?	02/07/21 08:00	08/07/21 17:00	17
19		Deployment	4 days?	09/07/21 08:00	14/07/21 17:00	14
20		Finishing	1 day?	15/07/21 08:00	15/07/21 17:00	19



7. Work Breakdown Structure



8. Network Diagram



9. Budget

The total budget of the store renovation is £16.500, each level of the work breakdown structure has a designated budget for each department.

- Planning and Design: £1.000
- Demolition: £1.500
- Floor repair: £1.000
- Construction: £5.000
- Machine and materials: £8.000

10. Communication Plan

10.1 Overview

According to Venzin (*Venzin, 2021*) communication plan strategies consist of planning codification and prioritizes all the market ideas into a single comprehensive document which serves a roadmap for a unit. The purpose is to give a set of goals, techniques, and measurements to develop awareness of an organization and make a better relationship with stakeholders internally and externally.

10.2 Stake holders

Stakeholder is a person or a group who are affected by or are responsible for the outcome of a specific project. It can be classified as a customer or other individual. Some examples of stakeholders are managers, directors, employees, investors, owners, suppliers' unions and from people where the business takes its resources (*Li et al 2020*).

Project managers are required to evaluate the stake holders that is involved in project which is interested in the strategies for the project issues, they collect stakeholders' knowledges, achieve their interests and capability to the influence of the project while determining what actions are relevant to the project, therefore they can collect and appropriately modify project actions. Project stakeholder management is a useful action that needs examinations over the stakeholder signals and anticipating those are related to the organization as the can affect the company goals. Afterwards those indicators needs to be explained to determine and discern "What do they want?" and "How are they going to try to get it?" (*Sperry et al 2019*).

The stakeholders in the store renovation project are individual that are involve of the board of directors, the project manager, the contractor, the supplier, and the store manager.

10.3 Information needs, sources, and dissemination methods

The communication plan is very important to be in touch with the stakeholder. In every decision made will need to communicate with each stakeholder. Therefore, each of the stakeholder will be asked information to discover what is the main objective that matters to them. The result will be shown in the following table. The project manager has the designs from the designers and will get approval from the board of directors. The file will be then including blueprints for the locations of the self-checkouts, designer plans and will be emailed to all stakeholders. The communication plan method will be by emails and phones.

11. Risk Management plan

11.1 Methodology

A risk of a project could be anything that could affect the main objectives of the project performance timescale, performance, or a budget. Therefore, risk management could be expressed as a process of identifying, categorizing, prioritizing, and planning for any risk that could happen prior to the project delivery (Khatleli, 2019).

The project of the store renovation has a potential negative risk especially in electricals instalments and every risk could also associate in each department.

11.2 Roles and Responsibilities

Risk manager are responsible of each task designated to control risk.

- **Project manager:** responsible for the whole project
- **Supplier:** responsible for the functions of the machine and quality of the shields
- **Finance:** responsible for the budget
- **Contractors:** responsible for the installation, demolition of the old tills and quality of materials
- **Designer:** responsible for the blueprints
- **Store manager:** responsible for the outcome of the finished product feedback.

11.3 Risk Categories

The project risk is categorized in four levels: technical, external, organizational and project management.

- **Technical:** Design and quality of the machines, shield, and paints
- **External:** Contractors, suppliers and building permits.
- **Organizational:** Scope, budget, timescale, and resources
- **Project management:** Estimating the total cost, planning the project, communication, and sign offs.

12. Evaluation

The efficiency and capacity of business depends on the quality work of its staff members. A project team, performs greater when staff members are cooperative to each other, meaning that there is no issue between others or any disagreement especially attitudes. The project manager has been recognized the responsible for leading the entire project construction. This focussed on the value of leadership for project managers, therefore the style of leadership is the focus to be able to deal with the project management competence (Aretoulis, 2018).

It is important to identify the abilities of a project manager before hiring or handing over the project to a project manager.

Applying the knowledge, skills, tools, and techniques is the process of the term project management, applying it to the activities and project requirements. The Project managers are not only focused on the project time scale, scope cost or the quality and project requirements, but they also need to reach the expectations of the people who are involved the entire project (Shaqiri et al 2018).

(Project Manager personal Swot analysis)

STRENGTH -Confidence -Good communication skills -Customer service experience -Positive approach -Three languages spoken	WEAKNESSES -Impatience -Working under pressure -Emotional -Qualifications
OPPORTUNITIES -Promotions in my current job -Accessibility in different professions or industry due to experiences	THREATS -Flexibility shifts issues due to family. -Lack of qualifications

(Project Manager Personal Development Plan)

What Do I want/need to learn?	What will I do to achieve this?
• Communication skills • Leadership • Organization • Team Management • Time Management • Problem solving skills • Active listening • Interpersonal skills • Adaptability	• Develop skills and put on practice to get the job done effectively • Learning from mistakes. • Focus on the goals and targets • Implementation of skills.

What resources or support will I need?	What will my success criteria be?
• Mental support from the company or from the family	• Project success • Success on company target • Promotions • Bonuses • Good benefits for the company

Target dates for review and completion
1-2 years promotions in the company 2-3 years to run an entire business 5-10 years to own a business becoming C.E.O

13. Conclusion

This project will be truly helpful especially with the current situation of Covid-19 pandemic. The implementation of self-checkout will be mainly having a positive result as this machine would be faster and more efficient. As it will require less staff support it will really help to reduce the contact between the customers and staff members. It will increase store capacities as it does not require workforce, it will then save space. Also, it will increase customer service satisfaction as the store will have more staffs to be attending whenever the customer needs help.

Most of the organization uses projects to improve the services or the business itself. With the help of the tools and techniques that have been mentioned in this report, the project results are more effective and have a better success. The project manager uses this tools and techniques that allows them to plan and to control the project, from the main activities, tasks, time scheduling, budgeting, and finishing.

Project manager has been recognized as the responsible for leading the entire project therefore it requires for him or her to apply all his knowledge and skills which have a focus on the importance of the leadership.

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