

BMSW5104

Managing Projects in the Organisation

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Introduction

Project management requires coordinating and managing an organisation's resources to push towards the accomplishment of a given mission, project, or job. It may include a one-time event or continuous operation, which involves staff, budgets, infrastructure, which intellectual property protection tools (Adams, 2002). Project management is also synonymous with infrastructure and design fields and, more specifically, engineering and IT fields, which usually include a complicated collection of items that need to be constructed and integrated in a specified manner to produce a measurable outcome (Meredith and Mantel, 2006). The managers of Argos want to know the impact of globalization on the business functions of the organisation. Therefore, they want to develop a team to design and implement the overall project. The title of the project is “The Impact of Globalization on Different Business Functions of Argos”.

Project Stakeholders

Stakeholders of a particular project are those with some involvement in the results of the enterprise. They are usually project staff leaders, project administrators, managers, project partners, clients, and consumers. Stakeholders are individuals who are interested in the project and who would be influenced at some stage in the path by the project so their feedback will have a significant effect on the result (Maylor, 2010). The project stakeholders can be divided into three common categories:

- **Key stakeholders** – These are the people who will be directly influenced by the outcomes of the project. They contribute a great deal to the success of the project. The key stakeholders of the project undertaken by Argos are managers of various departments, the policymakers, board of directors, and so on (Kerzner, 2006).
- **Primary stakeholders** – Certain people and groups who are directly impacted by an event whether positively or negatively are recognized as the primary stakeholders of an initiative (Schmidt, 2009). The current employees working in Argos can be the primary stakeholders of this project because there might be some changes in the organisational structure based on the result of the project (Horine, 2012).
- **Secondary stakeholders** – Secondary stakeholders are any those persons or entities with a position, involvement, or indirect role in the project. The potential employees of Argos can be the secondary stakeholders of this project.

Project Sponsors

A project supporter or sponsor is one step beyond the project manager. They will not oversee the program's daily activities but ensuring all the mechanisms are in order, support the project, and assume ultimate accountability for the project's progress (Schmidt, 2009). They work for the project's market aspect (Adams, 2002). The project taken by Argos will be financed and managed by the organisation itself. The project managers will rely on the retained earnings of the organisation to successfully finance the project. Also, a team will be developed by selected employees from all departments to run the project successfully.

Project Scope

Plan scope is the aspect of project preparation including the identification and recording of a set of particular project priorities, deliverables, activities, expenses, and timelines (Maylor, 2010). Documenting the range of a project, which is called a mission description outlines the project parameters, defines roles for each team leader, and develops processes for reviewing and authorizing the finished research (Kerzner, 2006). The objective of the Argos is to evaluate the effectiveness of globalization in different business functions and how globalization can improve better collaboration in the workplace (Schmidt, 2009). This project includes developing a questionnaire and asking the employees to rate some important aspects of globalization in the workplace (Williams, 2008). Data collected from the employees will be visualized using various tools, and observations will be drawn based on the pattern of responses.

Benefits of Project Management

The project management process is an order that is utilized to adequately oversee a plan and the success of the project management team to achieve the ultimate objective of the project effectively (Horine, 2012). It is generally utilized by a wide range of associations likewise with it come a huge number of advantages for all included. By developing a project management plan, Argos can be benefitted from the following ways.

- By developing a project management plan, Argos can provide a guideline to its team so that the members can easily aware of their responsibilities. A detailed project management plan involves the fruitful project completion at the end. The risks and issues associated with a project can be easily identified by the project management map, and therefore, the team can accomplish its tasks more efficiently satisfying all the stakeholders associated with the project (Meredith and Mantel, 2006).

- A successfully conducted project can lead to a happier client as project management lets the organisation to effectively manage time and control budget (Williams, 2008). These two aspects are very important for a client and it ensures the accomplishment of a project on-time and within the budget limit (Adams, 2002). Keeping the stakeholders satisfied is a major objective of running a project, and Argos will be able to ensure repetitive client if it follows the project management process effectively.
- A well-defined project management scheme keeps the team focused and aligned as well as improves collaboration among the members of the team. Before getting started on project work, Argos has to clearly define the goals and purpose of undertaking the plan and what outcomes they are expecting (Kerzner, 2006). For example, the project of Argos is to measure the impact of globalization in its different business functions. If a positive outcome the managers of Argos observe from the project outcome, they will redesign the recruitment process of the organisation so that a diversified workplace can be ensured.

Assessing the Usefulness of Tools and Techniques of Project Management

Project management has multiple different tasks which are a daunting job. Luckily, there are several resources available to effectively carry out the duties and fulfil the obligations (Maylor, 2010). Some involve a software-supported computer, while others can be managed using a manual system. For managing the project of Argos two most widely used tools named PERT and Gantt Chart will be used.

PERT

PERT, an abbreviation of the Program Evaluation Review Technique, is a development and planning mechanism used to identify and handle the activities required to execute a plan. PERT maps and Critical Path Process (CPM) maps are mostly used synonymously; the main distinction being the estimation of job times. All maps represent the complete project with all the planned projects shown in order. The activities listed indicate these are in conjunction, certain functions that can be carried out concurrently (Meredith and Mantel, 2006). A visual depiction termed a "Project Network" or "CPM Diagram" is used to visually illustrate the interconnections between the components of a project to display the sequence in which the operations are to be carried out (Williams, 2008).

Benefits of using PERT include:

- Enhanced planning and task management.
- Better resource market prediction.
- Verification of common planning trends that can be replicated with many programs, rendering the development phase easier.
- Capacity to see and reschedule tasks according to the priority rules that represent inter-project commitments and resource limits (Kerzner, 2006).

Gantt Chart

Gantt maps are used to display allocations to calendar period duties based on days, weeks, or months. The platform utilizes graphical representations to display the beginning, run, and delivery dates of each job within a plan. Gantt maps are useful if you want to document development (Adams, 2002). The amount of time currently required to accomplish a mission hitting a target should be contrasted with the number expected or projected.

Benefits of using a Gantt chart:

- Gives a graphic representation of the scheduled period of a mission or operation and is simple to comprehend (Schmidt, 2009).
- Making the "what if" possibilities fast to create.
- Enables greater management of the initiative by facilitating direct coordination (Williams, 2008).
- Become a negotiating device.
- Includes real progress toward the timeline expected.

A Gantt Chart is created for the project drawn by Argos:

Tasks List	Aug	Sept	Oct	Nov	Dec
Analysing the scenario					
Defining the theme of the project					
Outlining the key objectives					
Organising a team					
Preparing questionnaire, interview, data analysis					
Compiling the outcome and preparing a report					
Communicating the result to the concerned parties					

Project Schedule

Project schedule plan will serve as road signs in the plan and prevent the team from overdoing a certain task of the project (Williams, 2008). A project schedule plan has been established for Argos:

1.	Title	Impact of Globalization in the Business Functions of Argos
2.	Project Aim	Determining the impact of diversified environments in Argos's business performance
3.	Objectives of the Project	To analyse whether globalization can bring more efficiency in the productivity of Argos

4.	Project Conductor	A dedicated team of Argos
5.	Required Funds	Around £422,000
6.	Sources of Funds	A portion of the company's retained earnings will be used for the project
7.	Duration	5 months
8.	Starting and End Date	August 1 to December 31

Preparing a Plan for the Implementation of Project

Organisational Structures to Support Project

Organisational structure for project management is essential to the progress of any management team; the company or project team that is organised facilitates the research being performed (Maylor, 2010). Unbalanced project management departments or organisations have a detrimental effect on the result of the task. It is mainly because the hierarchical framework affects the responsibilities of the employees working in a project based on their roles, hence impacting how the tasks are managed (Horine, 2012). There are three organisational structures that Argos can develop for its project.

Functional Structure

Inside a functional organisational framework, one will see the elements of a hierarchical framework in which the authority-driven decisions on the budgetary plan, and facility management plan fall on the hands of a competent supervisor with a considerable degree of experience in the similar area (Meredith and Mantel, 2006). This implies that the role of a project manager, in this form of organisation, has little or no power here; in other practical organisations, the role does not apply (Adams, 2002). It is interesting in this style of hierarchical arrangement is that workers tend to be more knowledgeable in their respective divisions, contributing to greater job performance (Williams, 2008). Everybody understands how to keep responsible if anything goes wrong because accountability has been assigned already.

Projectized Organisational Structure

This framework is the total reverse to the functional project structure, though the organisation often organises workers as per their job responsibilities. In any situation, the project management team is structured in such a manner that the team leader has control over the whole task (Kerzner, 2006). He or she has authority regarding the cost of the project, the timeline, and the project personnel. The project manager is considered the head of the organisational hierarchy, making all the decisions; with workers performing lead roles throughout the task (Schmidt, 2009). After the project, leaders of the project team are discharged and funds are diverted into more important fields.

Matrix Organisational Structure

The organisational framework of the matrix can be located anywhere between the actual management structure and the projected organisational structure, based on the form of a matrix system in use (Maylor, 2010). For example, the compelling organisation culture of the matrix has certain resemblances to that of the projected management structure in the context that the team leader is accountable for the project (Horine, 2012). Unless the organisation had a fragile matrix system, the project jurisdiction will collapse into the lap of the operational boss – as it does in a functioning enterprise.

Project Life-Cycle

Meeting the objective of the project is the primary goal of a project team that works on the sequential task of a project. Every project has to be carried out by following a distinct process that starts with the initiation phase and ends with the closing phase, also known as the project cycle (Williams, 2008). Like a standard project, the initiative taken by Argos has also four stages.

Initiation Phase

In this stage, the goal or necessity of the project is recognized; this could be a market concern or an incentive. An acceptable reaction to the need is recorded in a particular scenario with suggested options for solutions. A viability review is undertaken to examine how each alternative meets the purpose of the project and to evaluate the finally suggested approach (Adams, 2002). The reason behind Argos is trying to measure the impact of globalization in the business functions is that it wants to establish a culturally diversified workplace environment.

Planning Phase

The preparation process is where the project strategy is formulated in as much depth as practicable and the measures taken to achieve the goals of the project are prepared (Kerzner, 2006). All the research to be completed in the project need to be identified in this stage. The objectives and financial and non-financial resource requirements of the plan are defined, including the plan to achieve them (Schmidt, 2009). This is the phase where the project team of Argos has to determine the risks and issues associated with the project.

Implementation Phase

In the third step of the execution process, the development strategy is adopted and the design of the project is carried out (Meredith and Mantel, 2006). It is vital to retain control and

interact, if required, throughout the rollout phase. Performance should be tracked constantly and necessary modifications are required and reported as deviations from the initial schedule (Maylor, 2010). Throughout project execution, people carrying out activities should communicate their progress status in a daily meeting through report format.

Closing Phase

The emphasis during the closing or conclusion process is on the delivery of final projects to the client, the transition of project documents to the company, the termination of resource arrangements, the distribution of project budget, and the notification of the closed project to all stakeholders (Horine, 2012). The last phase of the Argos plan is to analyse the whole studies and identify what went well and what didn't. In this method of study, the knowledge of the whole project is passed back to the concerned parties to support their decision-making process (Schmidt, 2009).

Project Management Methodology – PRINCE2

PRINCE2 is an abbreviation of Project in Controlled Environment which is a methodology of managing a project (Williams, 2008). As noted, it has mainly been employed by the government in the United States, although it is still widespread in the corporate sector in the UK and elsewhere in the world. The main aspects of PRINCE2 concentrate on strategic logic, describing the operational framework of the project team and adopting a sustainable strategy (Adams, 2002). Focus is made on splitting the task into achievable and manageable phases, with consistency. PRINCE2 involves seven stages that Argos can follow to design and implement the project.

1. **Start-up the project** – That is where it is decided if the proposal is feasible. Once started, the project board must endorse it. It involves a project summary comprising the business scenario, the appropriate approach to carry out the project, the identity of the individual selected to conduct the project, and a comprehensive step schedule outlining the research that needs to be completed before the implementation phase (Kerzner, 2006).
2. **Initiate the project** – According to Meredith and Mantel (2006) several issues need to be answered throughout this process: what research needs to be completed in the endorsed project? What are the motivations for the initiative, along with the costs and advantages, and how they can be defined and fixed? To react, describe the context of the project, including where the goods will be distributed without sacrificing quality (Lewis, 2002).

3. **Direct the project** – This system is designed to allow the project team to remain responsible to the client in its action. They have the right to start the task, produce the output, and end the proposal (Larson and Gray, 2011). They will have guidance and influence throughout the process. They collaborate alongside organisational organisations or plan managers and evaluate post-project incentives.
4. **Control the project** – In this stage, the project manager of Argos performs assignments, manages the job, deals with any problems occur and updates on the success of the job to the project board (Burke, 2010). Key activities involve agreeing on a job kit for the team, evaluating its progress, and, once finished, testing its consistency.
5. **Manage the project outcome delivery** – This method handles the production of the business result and monitors the collaboration between the project manager and his or her team. Activities connected with this phase involve authorizing a work schedule, implementing it, and provide feedback to ensure it is complete.
6. **Manage limitation** – There are two steps in this stage: first of all, the team leader gives the project panel analysis of the results, reviews the project strategy and overall scenario, and plans a road-map for the next step (Wysocki, 2009). Second, the input received by the project leader can help the project panel evaluate the present step, authorize the next step, and evaluate the revised schedule (Meredith and Mantel, 2006).
7. **Closing the project** – This phase is intended to ensure that the project has accomplished its aim and goals by the timeframe. Project leaders often brace for the expected closing and early termination, but this is not appropriate (Wysocki, 2009). Compulsory tasks involve turning over the work, reviewing the plan, and suggesting its termination to the Project Panel to be formally completed (Adams, 2002).

Risk Management Techniques

Risk is implicit in the operation of programs, and so is the requirement to monitor it. This approach is called risk control, which is as critical as preparation to ensure that the activity takes place on schedule, within the plan, and inconsistency (Larson and Gray, 2011). The more a project leader defines and reacts to challenges, the greater the result. For minimizing the project risk, the project team Argos can utilize the following tools:

Brainstorming

To start the brainstorming phase, Argos will determine the threats that may affect its project. This continues with a study of the project documents, an analysis of relevant evidence and

lessons learned from previous programs, a comparison of publications, and internal process materials (Pinto, 2010). Something that will offer an understanding of the problems that may emerge during the implementation of the scheme.

Root Cause Analysis

An analysis of the root cause is a methodical procedure used to recognise the essential hazards involved in the plan. It is a method that suggests efficient leadership is not only sensitive but proactive (Burke, 2010). This is geared at treating triggers rather than effects. Yet it should be extended to risk management when moving over the principles of every root cause study, which asks: What occurred? How did this occur? Why did this occur to the organisation?

SWOT

It is an acronym of strengths, weaknesses, opportunities, threats. Start with the strengths and decide whether they are relevant to the mission. Next, mention the limitations or issues that should be changed or omitted from the proposal. It is where the probability of detrimental risk decreases, while a favourable threat results from the detection of advantages (Lewis, 2002).

Stakeholder Analysis

Once it comes to every corporate undertaking, all relevant individuals and departments participating or influenced by the initiative are called upon to participate who are known as the stakeholders of the project (Berkun, 2015). The stakeholder analysis is a method of classifying these individuals before the work starts; to organise them as per their degree of involvement, engagement, and impact throughout the process; and to decide how best to engage and address each of these key stakeholders in the project (Pinto, 2010). For identifying the stakeholders, the following matrix can be utilized.

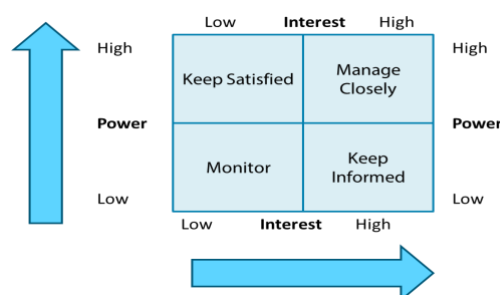


Figure: Stakeholder Analysis Matrix

- **High power, high interest** – They are the most significant partners and Argos will offer importance to helping them grow with the success of its project (Larson and Gray, 2011). The board of directors, shareholders are this type of stakeholder in the project taken by Argos.
- **High power, low interest** – Because of their presence in the business, Argos is expected to try to keep certain people happy. Just if they haven't expressed a great deal of interest in the project of Argos, they might shut them off if the parties try to over-communicate with the organisation (Lewis, 2002).
- **Low power, high interest** – Argos has to keep these people updated and consult with them periodically and ensure this party is not facing issues with the ongoing project (Burke, 2010). The potential employees of Argos come under this category.
- **Low power, low interest** – This category of stakeholders has little power over the project and also has little interest. But the organisation may become legally or ethically bounded to report to this party. Therefore, it is important for Argos to keep this section informed, but the organisation should avoid overdoing it. The state government comes under this section (Nelson and McEvoy, 2012).

Project Communication Methods

People may think communication is a very simple task, but they forget to think that communication engages different human beings with different perceptions, ideas, and personalities which presents a challenge to the project manager (Berkun, 2015). A project manager has to communicate with his or her team, patron, and other stakeholders keeping those parties aware of the status of the project (Pinto, 2010). The project manager of Argos may need to communicate the following items of a project:

- The project status
- Timeframe and deadline
- Issues and hazards

For communicating the above-mentioned matters of a project to the various stakeholders, Argos can use the following communication methods:

A Project Board

Each project requires a way to document the research that is designed, in motion, and accomplished. Argos can use Pivotal Tracker, Jira, and Trello some of the well-known

project management board depending on the size of its project (Wysocki, 2009). Using these tools, Argos can maintain communication with every individual of the project detailing the acceptance criteria and project feature (Larson and Gray, 2011).

Email

Email is considered one of the best communication methods for one-to-one communication that does not require the simultaneous appearance of the sender and reader (Nelson and McEvoy, 2012). Through email communication, the status of the project can be easily communicated by attaching the files and documents that will help the reader to get an overall knowledge about the current project's status (Burke, 2010). As email does not provide simultaneous communication, it is less likely to be used in project management.

A Discussion Board

Basecamp is a popular discussion board, better than email communication because it provides a platform where the members of the project management team can share their ideas through an asynchronous and archived conversation (Lewis, 2002). Basecamp is better than email in the sense that everybody of the project management team can participate in the discussion easily and newcomers can go over the previous conversations that had taken place before they joined (Pinto, 2010).

Weekly Report

Proper written communication is a successful way to regularly comment on the initiative and track development. Argos can compile a weekly update sheet that is distributed to those interested in the plan to express its awareness of project success and to address what they believe are project threats in a systematic, recorded way (Berkun, 2015).

Critically Evaluating My Ability to Manage A Project

Characteristics of A Project Manager

The project management process begins with the launch and concludes with the execution of the task. So that increases the need for professional project managers around the world who can utilize different project undertaking approaches to maintain all facets of the project coordinated (Larson and Gray, 2011). Becoming a project coordinator is a particular form of leadership role, involving some qualifications and essential attributes. In this segment, some remarkable features and the essential attributes of the effective project manager will be highlighted, which will enable Argos' manager to effectively operate the project (Wysocki, 2009).

Effective Communicator

A key characteristic that separates successful project managers from other managers is their capacity to interact with stakeholders at all stages (Nelson and McEvoy, 2012). Because the project manager requires consistent coordination on tasks, priorities, results, objectives, and input – a successful project manager may be expected to have an entire deal of all these key attributes (Lewis, 2002). To develop e better communication skills, the project manager of Argos needs to consider some important factors such as communication media, style of message, high or low cultural context, and so on (Burke, 2010).

Prudent Negotiator

There will be time during the execution of a project where a project manager has to perform the position of the delegate. The most noticeable moment is when the context shifts occur. Instantly, the project leader of Argos may be thrust into the responsibility of a negotiator, because he or she will assemble an estimation with the aid of his staff to deliver the plan to the appropriate party (Nelson and McEvoy, 2012). Besides, the project manager may have to fight for a limited resource like funding for the research project.

Strategic Decision Maker

Strategic decision-making capabilities are not only essential to career. Successful project leaders are encouraged to make numerous choices that can aim to assess the course of the project (Larson and Gray, 2011). We know that a single slight incorrect action made may potentially endanger the whole plan. The project manager should also be able to reason rapidly and respond firmly.

Appreciation of Soft Skills

Soft skills enable a project leader to build a plan for a specific project. It's a vital element of the management that any team leader requires to inspire his crew. That also involves being able to render the abstract simple to grasp across a variety of diverse forms of team leaders (Pinto, 2010). Therefore, the project manager will be willing to show his or her team how to interpret the mission and what his or her role is in it (Lewis, 2002). The following soft skills need to be presented in my characteristics to be a successful project manager.

Leadership Skill

As a leader, it's crucial to realize how team functions and what the attributes of a strong team are. Teamwork is an ever-changing collaborative process in which goals are addressed, proposals are debated and actions are reached in an attempt to accomplish explicitly defined objectives (Burke, 2010). Before starting on a new project, the objectives and priorities will be well described and recognized by all on the team.

Communication

Weak coordination threatens the performance of the mission. Interacting plainly and freely is a must, but it is necessary to note that such interactions move both directions (Pinto, 2010). Effective and truthful feedback from top leadership tends to maintain the same openness and loyalty in the other team members (Larson and Gray, 2011). Effective listening enables project students to develop and participate with colleagues and stakeholders.

Conflict Management

The application of dispute management techniques helps make successful communication possible for the staff through tough periods (Berkun, 2015). Clashes are unavoidable, particularly when it comes to handling a wide number of people. Conflicts usually result from rivalry for limited capital, device failures, coordination discrepancies, management practices, and undefined criteria, to mention a couple (Lewis, 2002).

Strengths and Weaknesses

A successful project manager needs to be skilled in the proper implementation of a project. These attributes include strategic thinking, risk management, effective communication, and so on (Burke, 2010). For examining my abilities as a project coordinator, I have taken the feedback of my colleagues and identified my strengths and weaknesses:

Strength

- Based on the feedback of my fellow teammates I am capable of making good judgment and prioritizing tasks of mine. While making my decision, I always consider the project schedule and budget.
- Empowering team members is a critical trait that a project manager should possess to keep the team going. I believe in exerting autonomy to the team members so that they can make their decisions freely.
- As mentioned earlier, to get connected with the project team, several technologies and software such as discussion and chat groups are utilized. Also, various data analysis and presentation tools are used while handling a project. I am very comfortable with these techs to maintain communication with my team.

Weakness

- Successful communication depends on understanding the emotional state of the message receiver. While communicating with my team members I fail to recognize their emotional state.
- Sometimes, I take some harsh initiatives and turn into a very tough guy to handle while working with my team members. This mainly happens when someone does not want to work by the rules and pretend to avoid responsibility.
- Conflict may arise while managing a project, and I feel very uncomfortable when this type of situation arises. This actually happens because I tend to give a lot more focus on the relationship with my team members.

Personal Development Plan

A personal development plan for myself has been prepared after analysing my strengths and weakness as a project manager:

Weakness	Tools	Importance	Time Duration
Building emotional intelligence	Training and role-playing	Understanding the work environment and observing the reaction of colleagues at a certain situation	2-3 months
Refining my managerial skills	Meetings and seminars	Understanding the different managerial functions and attributes of a good manager to perform the functions effectively.	4-5 months
Developing communication expertise	Role-playing training	How to better communicate with team members.	3-5 months

Conclusion

Managing a project is a complex initiative taken by an organisation that requires greater enthusiasm and a well-defined plan (Pinto, 2010). Project management can bring marvels in Argos if the team has the required resources and understanding of the project. Besides increasing productivity, project management will be able to improve collaboration among employees by resolving the various issues of the workplace (Berkun, 2015). The process of project management is not the same as it was a decade ago. The project teams are no longer confined in a geographical location or departmental position because of the rise of various online-based project management program (Larson and Gray, 2011). The project leader can easily track the progress of the task through the consistent supervision and communication with team members, which allow him or her to provide feedback easily.

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