

Managing projects in organization

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Introduction

Frederick Taylor and Henry Gantt were the first who studied and started to apply project management tools and techniques. Gantt moreover studied the process of building and managing US Navy warships during the First World War and at that time Taylor and Gantt were colleagues. Gantt divided shipbuilding into processes and tasks, measured and documented the execution of the tasks, and prepared special diagrams for this purpose. They enabled them to review and analyze the different processes and contexts of shipbuilding and to monitor the progress of construction (on schedule, behind schedule, etc.). Gantt charts have been a crucial tool in project management for 100 years, and Gantt's work was a precursor to many of today's modern management tools, including resource allocation and WBS. (Wikipedia Online Resource of Project Management)

In this report I am going to reflect on the process of how to achieve sets of targets and goals such as the practice of initiating, executing, planning, controlling, and closing within a specific time in a frame of

project management and these 5 elements are the elements of the subject. In terms of meeting all defined project objectives and requirements by implementing all project constraints in a well-defined way (Alotaibi, Sutrisna and Chong, 2016).

Managing process in organization and project management have been affected multiply ways during the pandemic success criteria was vague with every day since planning and all the things that belongs to the process was out of human hands. We started to work in the virtual world, and we completely changed our resources including software, human resources, technology to something unknown.

My chosen organization is John Lewis founded in 1864, which company operates in the retail industry and Partners with supermarkets, having banking and financial services, and other retail-related activities. This company available in Great Britain, Ireland, and Australia.

This report focuses on introducing CSR on John Lewis. Moreover, it shows my understanding about project communication methods, benefits of project management, types of projects, risk management techniques, different tools. I am going to write about such techniques as SWOT, which are useful in risk management, and brainstorming or Delphi techniques will be applied too harmonized with covid-19.

Main Body

Critical assessment of project tools and techniques and their importance during covid-19

Corporate Social Responsibility (CSR) according to Wikipedia is a regulation integrated into the business model. CSR policy acts as a built-in self-regulatory mechanism through which business monitors and ensures active compliance with the spirit of the law, ethical standards, and international norms.

However, the process is responsible for the company's activities in groups, customers, individuals within the company, stakeholders and so many areas while the company motivates these individuals to the ethical goods and valuable things which will lead to success and common goals.

There are techniques that John Lewis already uses such as ISO26000 which is one of the most well-known techniques all over the world since global organizations are encouraged to develop their CSR strategies in line with the ISO 26000 standard to recognize their gaps, controlling specific areas for improvement. It is an essential obligation of any organization and a basic part of their social responsibility.

According to Hahn (2013) The standard ISO 26000 aims to provide guidance on social responsibility and help all types of organizations contribute to sustainable development. Such guidance is important since there is still no consistent understanding of what corporate sustainability and social responsibility (CSSR) encompass. Many companies lack a strategic approach to CSSR and instead follow unsystematic procedures; thus, formal strategic planning could improve operational efficiency.

John Lewis company based on the 2021 annual report had more than 517M £ loss, and Sharon White's group immediately responded and said they will concentrate better on digital investment and updating its product offering to reach more effectively the community. She said "As employee-owners, we share the responsibility of securing the Partnership for future generations of customers and Partners. Tough decisions taken now will hopefully set the course for those next generations." (S. White)

Furthermore, they are planning to rent out those stores which they could not open, for example the ones in Oxford Street have already been applied and make an expected 40% profit after the reconstruction of offices from stores.

In my understanding John Lewis company applied business expansion projects and construction project effectively and has the right plan to get through this process even if the pandemic made an enormous impact on the retail sector.

John Lewis & Partners	<u>2020</u>	<u>2019</u>	<u>2018</u>
<u>Turnover</u>	3,778	3,887.2	3,961.1
<u>Employees</u>	80,800	83,900	85,500

Based on the numbers, John Lewis must work with CSI in several departments such as the beauty department to reach more consumers. They should offer bio and vegan products and bioeconomy products such as bottles and boxes, systematic communication of innovative programs for the community, initiations, legal actions, and development. On the other hand, CSI requires training and sometimes more individuals in the company for the common goal. For that reason, it requires every single stakeholder of the project to support each other and contribute to the monitoring and training, strategy, or project management (CSR) ethical sourcing team, with responsibility and completing their role at the company level.

Tools and Techniques

There are several techniques and project management tools that could help in a crucial way to identify and complete in the quickest all the resources and processes that we want to be done.

When the company has difficulties with scheduling and time management (which can apply with also WBS), cost estimating and budgeting then Gantt diagram is the right tool moreover Gantt diagram help to understand consecutive activities as well as activities dependent on other tasks.

During the pandemic PERT project management techniques were useful in John and Lewis company because it is a review and evaluation technique which made it easier to follow and understand the process which has changed regarding the virus more often than usually.

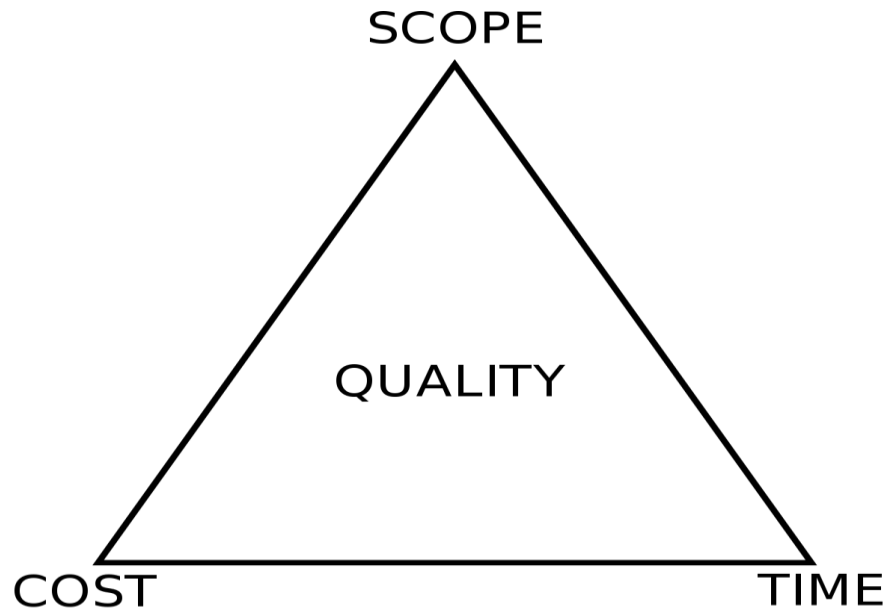
Benefits of Project Management

What are the benefits of project management? I have already mentioned some of the tools and techniques, those tools help increase efficiency, increasing the potential of team collaboration, team effectiveness and these members will be focused and aligned and distinguishing the roles of all the individuals and terminates chaos.

According to Gomes and Romao (2016) Project Management is one of the most effective tools in terms of gaining advantages in the organization. However, it helps to achieve effective and efficient manners and helps in resolving problems more quickly and finishing with it without wasting time.

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Project Management Triangle (Wikipedia)



“The project success definition has been studied and developed from the simple attainment of cost, time and quality criteria, also known as the iron triangle, or triple constraint. But these criteria are part of a multi-dimensional variable, which includes factors involving not only the project results, but also the customer’s satisfaction and the organization. The definition of success is so broad that its meaning varies across the different communities or cultures. As project success depends more on the perceptions of the stakeholders, there is no absolute success in project management, but simply a perceived success. Projects that failed to meet the original goals of the iron triangle criteria were not necessarily perceived as failed projects. In the literature we found many examples of projects that successfully fulfilled the iron triangle criteria but turned out to be an unsuccessful business experience. On the other hand, there are projects that have not met the time, cost, and quality constraints, but later became successful. Project success is evaluated against the overall objectives of the project, whilst project management success is mostly evaluated against the iron triangle. As project management evolved, however, there was an increased focus on the behavioral aspects of project management and on the management skills of managers.” (Gomes and Romao, 2016).

Since managers must be confident in showing the employees, he could handle the various kinds of situations in an efficient and particularly effective way.

Regarding the project manager’s tasks to monitoring, solving problems, allocating resources, I can say it is a big responsibility to coordinate a team. Managers must have essential skills like being patient, excellent communication skills, ability to deal with changes effectively, ability to inspire others, and many more that they must provide to the team. They must also be good problem solvers but for that they must know the individuals very well, because the manager decides who is suitable for various

positions and sometimes, they must apply constructive criticism to prevent disappointments and negative vibes which affect the working moral in the workplace.

Project Communication Methods

There are three major types of communication, and all these methods are effective in a unique way.

The first one is **interactive communication**, which can even be a phone call, a video call, or meetings to talk about essential things relevant to the job.

Not only in John and Lewis company but everywhere on the planet regarding the pandemic must have to practice with this method and maintain communication within the company staff.

It is also good because leadership can be shared with a large audience and you do not have to leave the speech to third parties, moreover if there is an image or text it gives the opportunity to think and get the information more effectively.

Push Communication It is information but only in one direction. It is usually a form of report or update we all are using it day to day basis. I would recommend it as an automated update of meetings, shifts, deadlines. On the other hand, it does not show empathy or critical thinking, so the uses recommended for limited things.

The last one is **Pull communication**. It means I pull out when I need to, likewise when I need to use such as Google, YouTube, or Wikipedia I pull out the information pull out my sources. It is useful in meetings with large audiences as well and pictures the speech in a more effective and efficient way.

Techniques, Analysis's, tools in my organization.

Root cause analysis techniques that we applied when in John Lewis our marketing strategy was not enough effective therefore, we were promoted widely our product on every single platform includes YouTube, Instagram, Facebook, Tik Tok, and so many other platforms. For effective root cause analysis, we did try to find out how to do the best marketing but just using the best platforms was not enough.

There are several principles as well, like we tried to focus what caused the problem and concentrate on the solution and not on who is responsible for the failure.

It is also a principle that how the root cause can be replicated or prevented since covid-19 brought already several changes and we must be ready to step immediately.

SWOT

I already learnt SWOT last year and this is one of my personal favorites because you can get a clear picture of your business or organization, and you can analyze the risk and evaluate as well. It is about strengths, weaknesses, opportunities, and threats but in this case, we only take threats and weaknesses since we are looking for risk sources which might negatively affecting our organization and as a project manager must handle the situation, prioritize risk, and allocate the right person to resolve it. We need to concentrate on the weaknesses and always build a better plan from learning from the past.

We needed to realize that for the best result the project manager must collect all the leaders from the departments and when he collected the representatives from everyone then we had an entirely different perspectives which was crucial in aim of successful SWOT analysis.

Conclusion

The project manager based on this report is always required to handle the situations in the organization and use the tools effectively well executing, planning, controlling and so many other things.

He has the responsibility but when he finds the gaps, he can allocate someone to solve the problem with the right communication skill not to blame anyone instead of focusing on the solution as Root cause analysis techniques showed us. The three-communication type helped me to understand which one is useful in the organization and what their benefits are. Finally, regarding the pandemic these techniques, tools, and skills what I have learned will help me to clearly see the project management process and prevent negative things but planning the most powerful environment with my team.

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