



## Skills for the Workplace

### Module Assignment Submission

|                 |                                       |
|-----------------|---------------------------------------|
| Student Name:   | David Ojugo                           |
| Student Number: | 1604570                               |
| Module No:      | BMSK5004_LON                          |
| Module Title:   | Managing Projects in the Organisation |
| Tutor Name:     | Dr Rexion Nting                       |

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**Introduction:**

Project management is defined as a discipline of applying strategic and specific processes and principles to help initiate, plan and execute a project. Knowledge gained by project managers, assist in learning how to handle changes and implement them effectively within a finite timeframe (Axelos.com)

Before anyone chooses to do anything, planning in advance is considered the most sensible approach to achieving the desired outcome (Cobb, 2012). With good planning, goals and objectives are met. However, without setting out a concrete plan of action, the foundations of any project can be seen as weak, allowing the project scope to creep. Subsequently, leading to deadlines not being met (Berkun,2008)). This paper aims to look at project management tools and techniques managers can use to help initiate and implement the smooth running of a project. Also, how project managers are constantly evolving, evaluating and assessing the project to ensure it is fulfilled within the time line forecasted for the project (Newton, 2013)).

**CASE STUDY:**

A plan is something thought about, and mapped out in advance before the plan of action takes place (Wysocki, 2013). Agbon Development Union UK discussed the feasibility of building a new palace for the King back in Isiokolo Delta State Nigeria the traditional headquarters of Agbon. The union felt it was befitting to do such a gesture for the tribe. Usually the King resides in his own house referred to as a palace. However, by building this new palace, whoever becomes the King in the town is eligible to move to the new palace. For example: Buckingham Palace in London is a monumental masterpiece a befitting structure for the current Queen and any future Kings or Queens to reside in. The prospect of building such a structure will bring pride to the community, as within the palace grounds is an Ogwa (hall, museum) this will also give local community members a chance of being part of the project. A planning board and committee was formed consisting of Project Manager(s) in both London and Nigeria, Chiefs, Stakeholders, Sponsors and some members of the community both in Nigeria and diaspora.

**SECTION 1:****1.1 SMART MILESTONES:**

It is vitally important to set smart milestones on a project, it maintains a clear plan of action on the progression of the project (Anthony, 2014). Milestones are major events during the duration of a project, once a key milestone has been achieved the Project Team will be able to measure the next phase of the project. This systematic technique is a key instrument when implemented correctly can benefit the Project Team (Anthony, 2014). Subsequently, enabling the team to deliver the required deliverables on time. Maintaining that the critical path is handled appropriately for the smooth running of the project (Thornley, 2013)

- **Specifically** what the union was setting out to achieve.
- **Measured** how the project is going to take shape, systematically using all necessary tools and techniques to ensure it runs smoothly.
- **Achievable** can the union do it, and most importantly do it well.
- **Realistic** is it worth doing? What are the cost implications? and
- **Time bound** how long is the project going to take?

On February 12<sup>th</sup> 2002 in response to a question about perceived weapons of mass destruction in Iraq, Donald Rumsfeld eluded to the idea of implied knowledge that runs concurrently with the inevitable antithesis that is ignorance. Ultimately the search for weapons of mass destruction in Iraq proved fruitless, but Rumsfeld's speech however tenuous a link does elude to the project manager's approach to risk management and whether or not risks materialise (Rumsfeld, 2002, 2011).

Projects have both Tangible and Intangible value within them, somethings can be quantified and measured (Tangible) whilst other items which are qualitative (Intangible) are not necessarily measurable, but are equally as important such the pride in being involved in completing a project, a sense of achievement.

- Raining season is a known known – extreme weather conditions occur in a time of the year that is not conducive to building works.
- The pride and satisfaction in completing a project and the secondary benefits are non-physical and are therefore intangible.

Accepted Criteria Irrespective of Project Proposals

- The land is deemed sacred and an appointed board of union members including local town Chiefs are custodians of the land by the Royal Household.
- The Royal Household have been granted permission to build a suitable structure on this land in honour of the Royal household.
- It is not acceptable to erect a building in swamping areas, therefore surveys are necessary.

The preparation of the land requires a lot of manpower clearing the site was a task the project manager felt the local community could get involved in. Applying Bono's, (1991), (2009), thinking hat theory within the project team, part of the budget had been set aside for this task. The more people you employ the quicker the job can be done (Taylor, 1911). However, using a scientific approach can have a negative impact on the workforce, being able to apply various management styles and theories has been found to be the best approach (Senge, et al., 1990). Learning how to think critically and outside the box when managing projects is a necessity. Knowing when to take the most suitable actions and approaching them to help eradicate any problems (Senge et al., 1990). As mentioned earlier the locals in the community are getting involved, giving them the opportunity of feeling part of this monumental project.

Feeling appreciated is a very important factor when you are working. Project Managers know the value of a work force. Halpern (2015) describes what is needed from leaders, navigating the volatility of the "new normal." Applying cognitive skills and strategies when dealing with a workforce is paramount, being able to critically think will enhance productivity as the workforce are being engaged in certain decisions about the project. The project manager already knows; by making the workforce feel as if they are the ones who came up with some suggestions or ideas can only make desirable outcomes more likely. Project managers should learn to adapt to Watson-Glasers theory. First introduced in 1925 acknowledges that it is imperative to think differently other than critically, as this drives behaviour and behaviour drives results (Berberick, et al., 2017).

**1.2 Project Initiation Document:**

A **PID** (Project Initiation Document) is a perfect tool to help deliver the objective the union set out to achieve (Leal, 2014). The PID forms the genesis for the management of a project, it is arguably the most important document for a successful project (Leal, 2014). Projects can easily lose direction, causing the scope to creep. Subsequently leading to unnecessary cost implications and the likelihood the time frame will no longer be met (Taylor, 2015). The PID will enable the project manager and project board, access to key content information in regards to the project. Any additional amendments and questions can be addressed to suit all parties. Once everything is approved by the Project Board, the PID will be referred to on any major decisions about the project. Also be a reference on completion of the project to measure how successful the project was and if any lessons could be learnt from the project. (Williams, 2008) explains it will be easier to clarify whether the project was managed well and were the expectations met? Has the project delivered the desirable outcomes and outputs expected by the sponsor, stakeholder, user and customer/community?

Although the initial PID will not be subject to change, the supporting documentation can change in response to the needs of the project. Project milestones and key review stages can be amended and changed once approved by the project board (Pennartz, 2014). The structure of the PID covers the essential questions about the project. What is the project aiming to achieve? Why is the project important? What is the budget? What is the project scope? Who is going to be involved in managing and planning the project, and what are their roles and responsibilities? Who are the project stakeholders? How and when will the project be delivered? How will risk be managed? How will quality be managed? Key information about the Project Initiation Document expands on the information in the initial Project Brief (Wiegers, 2007). The project manager is responsible for orchestrating the PID and making sure the project sponsor(s) are active and ongoing deliberation is necessary for the success of the project. Project team members can contribute to the relevant sections of the PID, this maintains transparency within the project planning (Zambruski, 2008). Project managers aim to produce a brief and focussed document which is supported by a more comprehensive document which can be made readily available for the Project Board as appropriate. This is vitally important as all members of the team involved in the project can peruse the PID and see what part the next stages are in the project (Zambruski, 2008). Communication is the

most important aspect of a project (Hargie, 2006) (Kliem, 2007). Can you imagine a project with communication breakdown? It has been found that lack of communication leads to poor management, morphing failure which is not part of the planned agenda of the Union.

### 1.2.1 COMMUNICATION:

A **Communication Plan** is essential for a successful project, often on projects there are two facets of communication: the first focuses on the internal communication between the project team and internal stakeholders, and how the project is going to be delivered. The second focuses on both the internal and external communication of the project, the objectives and deliverables to all people involved in the project (Kliem, 2017). **Internal Project Communication** was set up within the project team to establish the project charter describing how the team aimed to proceed and action the plan. Discussing the budget was interesting and was established that the forecasted budget would cost in the region of (£1,200,000) one million two hundred thousand pounds. There was a discussion about contingencies, initially it was agreed that the forecast budget would include contingencies. However, a 10% contingency of (£120,000) one hundred and twenty thousand pounds would be held separately in addition to the forecast budget and would only be made available (from toll road revenues) as a last resort if the forecast budget tolerance was likely to be exceeded. How was this money going to be raised? Is there a sponsor or stakeholder willing to put up part of the budget? Below is a Project Funding table which summarises funding sources and amounts raised:

### PROJECT FUNDING TABLE

| SOURCE                                                                                                  | AMOUNT             |
|---------------------------------------------------------------------------------------------------------|--------------------|
| Royal Household Grant                                                                                   | £250,000           |
| Local, State, Federal Government                                                                        | £750,000           |
| Agbon Union UK including Executive Members and Project Board,                                           | £26,000            |
| Chiefs                                                                                                  | £20,000            |
| Fund Raising Party Contributions                                                                        | £200,000           |
| *Contingency Funding- from Toll Road Revenue (only to be looked at when main budget has been exhausted) | £120,000*          |
| <b>SUB TOTAL</b>                                                                                        | <b>£1,246,000</b>  |
| <b>TOTAL</b>                                                                                            | <b>£1,366,000*</b> |

The project was partly being sponsored by the local, state and federal government. Also the Royal Household grant; Together the funds accumulated was in the region of (£1000,000) one million pounds. The project team decided all members of the union in the UK (1000) one thousand members in number would contribute/pledge a minimum of (£25.00) twenty-five pounds forecasted at raising (£25,000) twenty-five thousand pounds to be paid in full or instalments within a 6-month period. Executive members (10) ten would contribute (£50) fifty pounds projecting (£500) five hundred pounds to be paid in full or instalments within a 6-month period. Members of the Project team (10) ten a minimum of (£50) fifty pounds would realise (£500) five hundred pounds and the Chiefs of the Union (200) two hundred members a minimum contribution was set at (£100) accumulating (£20,000) twenty thousand pounds all contributions should be paid in full within a 6-month period. However, the Chiefs insisted on paying their share upfront to get the project initiated. The funds in place as it stands is (£1,046,000) one million forty-six thousand pounds, the deficit is (£154,000) one hundred and fifty-four thousand pounds. The Union also discussed hosting a fund raising party. It was felt that this was a good way to get local community stakeholders to buy into the project by making monetary contributions, however modest. The community has a healthy proportion of flamboyant and philanthropic people willing to assist for this worthy cause. All donations would be documented and registered as part of the palace fund. It has been found that some individuals wanted to show off and pledge more than their fellow compatriots, to avoid unnecessary conflicts it was felt that all donations would remain anonymous but each contributor would receive certification of their individual contributions.

This exercise was set at a later stage within the project plan and would not be critical to funding tolerances. The project board agreed to inform all members of the plan to keep the process transparent. When the fund raising party took place the Union raised a generous (£200,000) two hundred thousand pounds which was not unexpected and gratefully received. The use of the community donated funds would be put to the community for a vote decision on options. The Union discussed the scope of all the necessary tasks involved for the project, and how they proposed to deliver them within the project timeline.

The project was to be delivered in phases, and a series of regular progress reports were necessary, enabling the project manager to maintain an effective audit trail of information shared and an overview of the programme. Project managers are the central hub of

everything within the project. Hagemann (2017), explains that Project managers and leaders in general need to be able to decipher information expeditiously to all relevant parties, therefore it is essential all internal stakeholders and project team members share information relevant to the project briskly, to avoid the run of unforeseen risks. It is essential to state any concerns early so contingency plans can be put in place (Rothstein, 2007). **External Project Communication** as explained earlier during the Internal Project Communication meetings involving the community was part of the vision and dream and once the idea was shared with the community the response was overwhelming. It was established that all members would contribute towards the palace and selected members assist in organising a fund raising party. Information about the progress of the palace was at first very tacit and only maintained within the project team, however, the project manager felt explicitly about the sharing of the knowledge so on a quarterly basis the progress reports were shared on the community website, videos and pictures shared via social media, and members who attend the monthly union meetings were kept up to speed about the project. These forms of communication are necessary and can minimise if not help eradicate the rumours that the Union set out to steal their money. Negative gossip tends to stem from jealous minded individuals who are enemies of progressive movements. Having the correct mind-set when taking on a project of any magnitude is an essential asset, being able to reorganize the brain (neuroplasticity) to tackle any problems. Critically thinking what solution is best suited for any given situation (Harasym, 2008). Being able to visualise the project is something project managers and anyone who plan on doing something do, having a mental picture of what it looks like (Kliem, 2007, 2017).

### **1.2.2 RISK REGISTER:**

**Risk Register** is the perfect tool to peruse to help manage risks. Risks are something that are inevitable in most projects, how they are handled is vital to the success of the project (Hillson, 2017). It was quickly established that the building work would start after the rainy season, despite the contrary the lands were cleared and foundations were set. Managing risk is essential to an organization's success. Even the largest corporations cannot control the economic and competitive environment around them. Unforeseen events occur that must be dealt with quickly, to avoid negative financial consequences or scope creep to materialize, making it more difficult to manage. Planning encourages the development of "what-if" scenarios, as expressed earlier (Rumsfield 2002), where managers attempt to

envision possible risk factors and develop contingency plans to deal with them. The pace of change in business is rapid, and organizations must be able to rapidly adjust their strategies to these changing conditions (Harasym, 2008).

### **1.2.3 PROJECT LIFE CYCLE:**

This process highlights the steps taken in the project management cycle. By incorporating each step of the model into the planning stage, project managers can effectively forecast the deliverables and avoid losing value through accurate assessment of the margins (Westland, 2007). The project control cycle is a very important component of quality control, not only does it verify the delivery of good quality but also identifies where in the project things went wrong (Westland, 2007). This allows the Project team to address such failures and lessons can be learnt. The cycle is constantly evolving and project managers need to be able to plan effectively, do things efficiently, check things simultaneously whilst acting appropriately on the project (Westland, 2007).

### **1.2.4 PROJECT EVALUATION TECHNIQUE:**

Evaluation is a process of selection, validation, justification and improving research for projects (Patton, 1987). Evaluating and planning is not only constrained to projects, it is something that is part of our everyday lives (Ojugo, 2017). "Project management has evolved continuous planning, co-ordinating and controlling are required for successful projects. Project managers must be able to adapt to the complex and diverse activities of modern, industrial, commercial and information technology projects (Lock, 2007, 2009).

According to Portney (2001), the process of good Project Management, is being able to evaluate and refine, this is a major part of learning whilst initiating and implementing the project. The project outcomes through recognition, enables the manager to reflect on the highs and lows of the project, drawing on conclusions which will become beneficial for future decisions.

**SECTION 2:**

This section of the report will discuss project forecasts, and scope why it is important to maximise the tools and techniques that project managers now have at their disposal. Also Gantt charts and why this visual tool is extremely useful in identifying the critical path of the palace project.

**2.1 Project Plan Forecast:**

Gray and Larson (2006) explain that whilst monitoring a project it is important to have a system that involves collecting data, how the data is collected ,when it is collected and who collects it. The system helps project managers forecast the project plan and analyse the data collected; similarly with a communications plan, which updates how the project is progressing and how it will be reported to the various project stakeholders, sponsors and executives.

It is imperative when giving a status report, to uphold a positive image whilst maintaining the truth. Planning helps to maintain the course of action to achieve the projects goals. Envisioning the results and determining the necessary steps that are needed for the goals and objectives to be met. The process begins with reviewing the current operations and taking any corrective action is set in place for the upcoming months and years of the project Gray and Larson (2006).

**2.2 Project Scope Management:**

Project scope is a foundational part of the planning of the project. It defines the parts of the project that are relevant and not. It helps establish what the purpose of the project is, what the objectives are and how to effectively reach the goal (Roseke, 2016, 2017). Agbon Union established early on that a befitting structure be built for the King.

Why Scope is Important?

According to the Project Management Institute scope changes are the biggest single cause of project failure. When project boundaries are poorly planned it usually leads to one thing. However, with a strong project manager being able to communicate and control the project

effectively, can help eliminate the possibility of scope creep (Roseke, 2016, 2017). Project managers must maintain communication with the project team, stakeholders, sponsors and Chiefs by writing a scope statement. This will outline the boundaries of the project. The project has been given the definition and shape so therefore the scope will define the tolerances of the project. It was well established the project must be completed within the 3 year period.

### **2.2.1 Gantt Chart:**

The work of a Gantt chart within project management is culturally important as it helps to illustrate what the schedule is for the project (Clark, et al.,2018) It is essentially a working tool to assist the project team (Rebiere & Rebiere, 2017). The way the Gantt chart is used helps project managers organise the work to be done. Whether you are an expert or novice, on a daily, monthly, quarterly or yearly basis, the chart can be put into phases. The Gantt chart is a visual aid for the planning of a successful project (Clarke, 1938) (Harvey, 2009). The Gantt chart is part of the knowledge base of any project (Gantt, 2018) when perused correctly can identify what areas of the project need extra slack to meet key milestones. At the same time it can highlight areas what do not need as much time as initially accessed (Rebiere & Rebiere, 2017).

### **Summary of Findings, Self-Development Plan and Conclusion:**

- Lessons learnt – it may have been prudent to have employed other roles within the project team such as a separate Programme Manager and Finance Manager.
- Improve personal performance by taking on training such as:
  - Conflict resolution course
  - Chairing Meetings course
  - Financial Management course

**Conclusion:**

During this report the main principles of project management tools and techniques were established. This brief summary will just reinforce earlier discussions and highlight some of the key points. Before you begin a project, the question you must ask is, is it worth doing? What are the benefits, cost implications and how to communicate effectively to all parties involved in the project? Once this is established some key phases must be looked at (Ojugo, 2017)

Once the project has been defined and approved by the board the planning and forming of responsibilities are delegated to the necessary individual(s).

The use of project management tools are paramount for a successful project. Such as the PID and Gantt which are vitally important and can help assist in maintaining focus. Smart targets and evaluation techniques are also fundamental to a successful project. Project managers use these tools and techniques to help monitor the progress of the project. If needed the project manager can apply the corrective actions to enable the milestones, targets be met. Being able to maintain team and community spirit is essential and vitally key as this enhances morale and maintains a positive pleasant working environment (Ojugo, 2017). Together Everyone Achieves More, a motto Agbon Union UK adopted as part of their mission statement. Once the project is complete the project team will give a summative evaluation. Looking at outcomes and deliverables of the project. The history of the project will be looked upon and this will determine what went to plan and what did not. Lessons that were learnt will be logged and documented under project post-completion. It was established that the project manager should have employed a programme and finance manager. Also some training would be required in some areas to improve on the project managers personal performance (Ojugo,2017)

**SECTION 3:****APPENDIX 1: PROJECT INITIATION DOCUMENT****1. Introduction**

- The Agbon Development Union UK discussed the feasibility of building a new palace for the King in Isiokolo, Delta State, Nigeria. It was agreed that the project should take no more than 3 years to complete inclusive all designs, approvals and construction. The land on which the building to be erected is owned by the Royal Household who have delegated powers to a union consisting of local members and town Chiefs and have given their approval for the project to go ahead.

**2. Project goals, objectives and main success factors**

- The main aim of the project is to build a prominent landmark using traditional materials with a nod to local heritage with modern elements befitting a civic building. The building will eventually become the residence of the Royal Household when they are visiting the area. It is highly likely that infrastructure projects at a state level will improve the visibility of the project area giving the building prominence and local residents a sense of pride and ownership of the local build project. There are also opportunities increase visitor numbers and develop revenue streams based on tourism.

**3. Project Scope and Overview**

- The project area will fall within land owned by the Royal Household of Isiokolo, Delta State, Nigeria. The main purpose of the project is to create a lasting legacy and further improve the reputation of the region as a whole by erecting a quality building befitting occupation by the Royal Household.

**4. Main Project Risks**

- The table below identifies some of the project's main identified headline risks and ways to mitigate them.

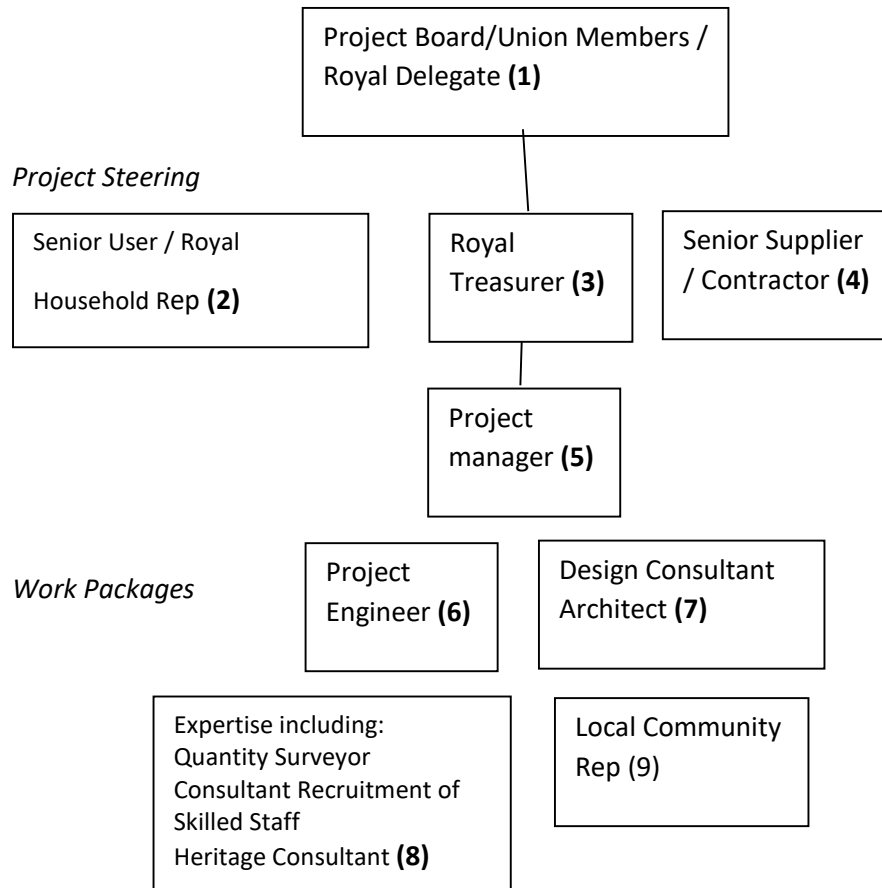
| Description of Risk                                        | How Likely | Likely Impact | Mitigating Actions                                                                                                                |
|------------------------------------------------------------|------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Design is not approved by Project Board                    | Low        | High          | Maintain regular communications with stakeholders and develop the design whilst maintaining a relationship with the Project Board |
| Approval is not granted for the project by local authority | Low        | High          | Meet with the local authority for pre-application meetings ahead of full proposals being submitted                                |
| Funding approved is insufficient to complete the project   | Medium     | High          | Employ a quantity surveyor to appraise the funding required ahead of submitting funding proposals/bids                            |
| A lack of skilled works locally                            | Medium     | Medium        | Appoint a recruitment consultant to source appropriate skilled personnel                                                          |
| Local occupiers complain about noise                       | Low        | Low           | Maintain regular communications with local occupiers as part of stakeholder engagement throughout the life of the project         |
| Adverse weather conditions affect the programme            | Very High  | Very High     | Raining season occurs at a defined period every year between May and October. Works will not occur during this period             |

**5. Main project assumptions**

- The land is deemed sacred and an appointed board of union members including local town Chiefs are custodians of the land by the Royal Household.
- The Royal Household have been granted permission to build a suitable structure on this land in honour of the Royal household.
- It is not acceptable to erect a building in swamping areas, therefore surveys are necessary.
- The project is to last for 3 years.

## 6. Project Organisation Structure and Roles and Responsibilities

- Organisational Structure chart.



## 7. Project Control Mechanisms - who will be involved

- The Project Manager will report to a Steering Group monthly. The Steering Group will in turn report back to Project Executive involving Union Members and the Royal Household Delegate periodically. The Project manager will manage work packages from the Project Engineer and Design Consultant Architect. The Project Engineer and Design Consultant will in turn manage project expertise to help the project remain affordable, viable and appropriately sourced with skilled personnel. Other responsibilities will include managing the local community representation and their contribution to the design.

## 8. Reporting Framework and Communications

- A Design Team will be created involving the Project manager and those producing the work packages such as the Project Engineer and The Design Consultant Architect. There will also be regular meetings/bulletins with stakeholders in mind as the design is developed.

### 9. Stakeholders and their Involvement

- Below are summary tables of project stakeholders separated into internal and external groups. The internal stakeholders are responsible via the Project Manager, for the project governance and managing the programme, communications, risk and issues resolutions as well as key milestones. They have been identified as crucial to project delivery and decision making over design, change controls and sign off of work packages.
- External stakeholders are identified below as essential for the project delivery and implementation. It is expected that in order for the project to run smoothly the external stakeholders remain subordinate to the internal stakeholders who manage project tolerances.
- The Project Manager is central to the governance of the project and assumes a role that has an overview of the project programme, communications, risk management and work packages. The Project Manager will see approval at each project milestone from the Project Board to move through the project stages and phases. The Project Board provide steering on the project and will sign off items such as: project scope, change control and budget tolerances.

#### STAKEHOLDERS

| Internal Stakeholders |
|-----------------------|
| Project Board         |
| Union Members         |
| Royal Delegate        |
| Royal Treasurer       |

| External Stakeholders          |
|--------------------------------|
| Senior Supplier (Contractor)   |
| Quantity Surveyor              |
| Project Engineer               |
| Design Consultant Architect    |
| Recruitment Consultant         |
| Heritage Consultant            |
| Local Community Representation |

- A monthly bulletin will be distributed to local stakeholders electronically and a copies will be made available on local bulletin boards in local institutions such as libraries, schools and churches.

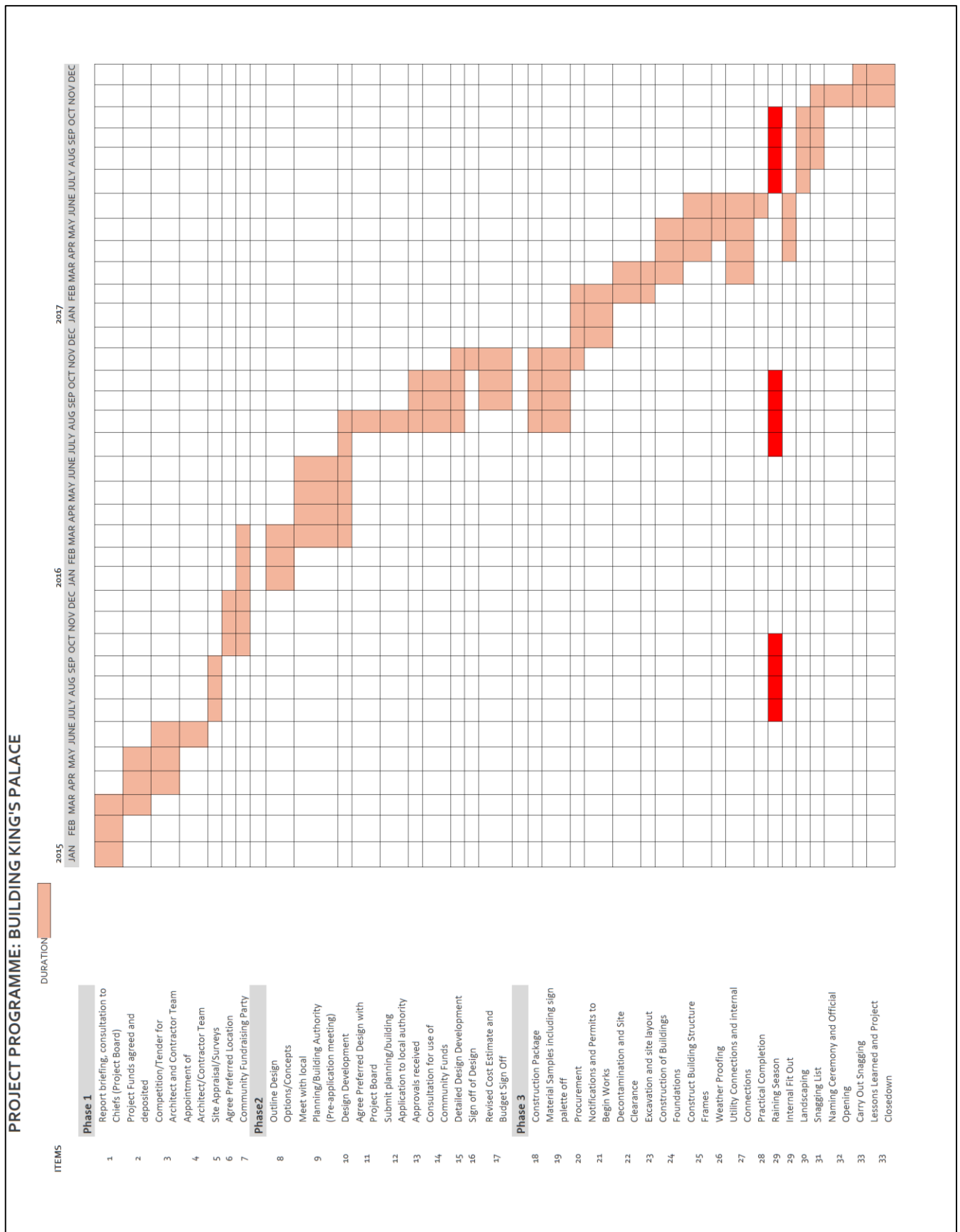
**10. Project Planning with Milestones**

- The Project Programme sets out the steps involved in project delivery and informs the plan for successfully completing the project. Some Key Milestones in this project have been identified as:
  - Budget being agreed
  - Sign-off of Design from Project Board
  - Approval from Local Authority of proposals
  - Construction Package Completed
  - Agreed Palette of Materials Sign-Off
  - Construction is Implemented

**11. Budget assumptions**

- The Project Board set the project budget tolerances and it was agreed that the budget available would be in the region of £1.2m with a Contingency of 10% of the total, approximately £120,000. The Contingency was to be sourced from Toll Road Charges revenue budgets if required. Although the project was expected to be delivered within the main budget tolerance the Contingency would only be made available if the main budget was forecast to exceed the agreed main budget tolerance of £1.2m.
- The Project Manager would need to report to the Project Board and make the case to extend the budget tolerance.

## APPENDIX 2: PROJECT PROGRAMME (GANTT)



APPENDIX 3:PROJECT IMAGES





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