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MANAGING PROJECTS IN THE ORGANISATION

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INTRODUCTION

In this assignment the author will be attempting to understand and analyse what the project is, also he will be discussing the project management process and the relevant tools and techniques needed to make the project a success. The proposed project will be implemented within organisation chosen by the author. The author's choice was Abbey Cars UK Group, in this assignment it will be called Abbey Cars for short. Brief introduction of the company: was founded in 1968 as a family venture to be operating in transportation business. Today it's one of the largest private hire and taxi operator in UK. Company's head office is in Greenwich, East London and it has branches in areas such City of London, Hammersmith, Harrow, Greenwich, Stratford, White City and London Stansted Airport. company is employing over 4,800 drivers on full – time, part – time and zero hours basis. Company's list of transportation services includes minicab private hire, chauffeur service, PCO licencing, PCO licenced cars for hire and sale, coach and bus hire in UK and Europe, plus school and hospital transportation and food delivery. Abbey Cars main competitors on the market are London's black cabs, Uber, ViaVan, SkyEx and Addison Lee. Author joined Abbey Cars workforce as part – time shift driver, later he was promoted to become controller in company's Hammersmith branch. Currently he works as a part – time shift controller and branch manager assistant on weekends.

DEFINITION OF THE PROJECT AND PROJECT MANAGEMENT

After brief introduction of Abbey Cars the author will try to identify and discuss the project, he will be involved in within the organisation mentioned above. Firstly, the meaning of the project and project management will have to be established. During his research the author came across this definition of the project, given by Association for Project Management or APM (2018): "A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits". This phrase describes the target of the project plan. Delivering the result is the main aim of any project plan and vast majority of the projects are customer orientated. Diagram shown below describes the five key characteristics of the project plan:



Diagram 1: Key characteristics of the project plan, based on source: (Coley Consulting, 2018)

More detailed description of each characteristic is given here by Coley Consulting (2018):

1. **Scope**: describes the topic covered by the project, also defines project relation to other running or planned projects, nature of the work to be accomplished, identifies project sponsors and stakeholders, states project deliverables, budget and project closure procedure.
2. **Resource**: what means can be used to meet the project's target.
3. **Time**: allocates certain periods of time to each task described in the scope to be completed.
4. **Quality**: complying to the certain standards during the whole duration of the project.
5. **Risk**: potential dangers to the plan on route, methods and ways to recover the situation.

To control and to keep the project going in the right direction the project management must be applied. How it's done and what activities are used during this process is defined by APM (2018): "Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives". Collins (2015) gives 3 key characteristics of management processes. They are described in the diagram shown below:

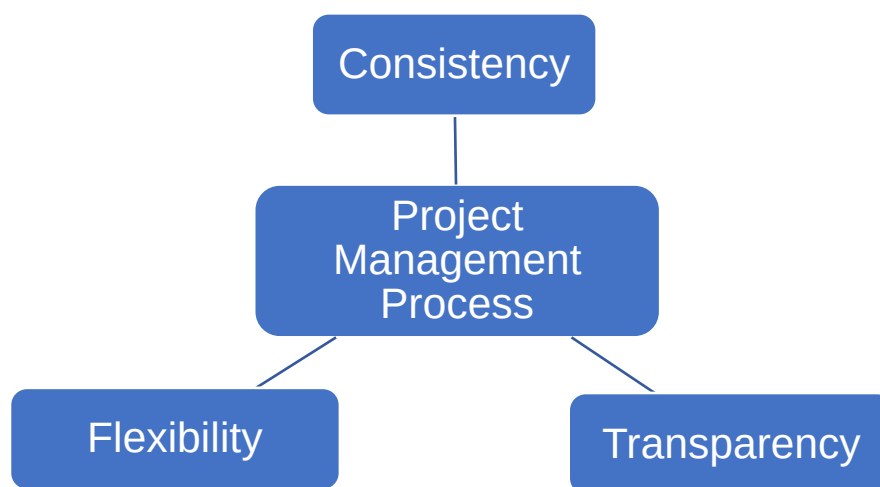


Diagram 2: Key characteristics of management process, based on source: (Collins, 2015)

More detailed description of those key characteristics:

1. **Consistency** – one of the very important characteristics of the project management process. Project must be consistent, that means only following the identical standards during the whole length process will make it success. Identifying some areas of the project which can be eliminated, reduced or changed together with avoiding of being stuck in bureaucracy procedures will make the guaranteed delivery of the project to customer.

2. *Flexibility* – another vital part of management process. Being flexible doesn't mean drastically changing well established plan instantly in minutes. Flexibility means that we must be ready for unexpected issues arising during the project and being ready to deal with those issues swiftly.
3. *Transparency* – important part of the management process. Constant communicating and updating all the parties involved in the project, especially sponsors and stakeholders will make sure that every pound spent will be accounted for. Communication can be done by organising meetings at certain stages of the project or videoconferences.

In the next part of this assignment the author will start discussing the actual project he was involved in while working for Abbey Cars.

PROJECT DESCRIPTION

For the past 10 years the author was living in the area of Heathrow Airport. He observed the changes that were constantly happening to this biggest airport in UK and one of the largest in Europe. Therefore he offered proposal of building the third runway to increase Heathrow's capacity and to improve its possibilities as the only hub airport in UK were seeming to be logical enough. It was already backed up by the British Government and currently is undergoing the stage of consultation, the next one will be held on 8 of January 2019, according to the airport's official website heathrowexpansion.com (2018). In the light of all those events senior management of Abbey Cars Group UK together with management of Abbey Cars Hammersmith branch have organised a joint meeting and decided to open a new branch of Abbey Cars in the area postcode UB3, which is very close to Heathrow airport. The author of this assignment was appointed as a project manager. There were a few reasons for that decision: firstly the author worked as a branch manager assistant and in the new open branch he will be doing the same job, later leading to the manager's position. Secondly, the author lived in the area postcode UB3 for many years and knows the area very well. This knowledge will help him and his team to locate appropriate premises for the business address. As a *project manager* author will be responsible for successful completion of the project and its delivery. Also *project sponsor* from Abbey Cars Group UK top management team and *executive sponsor* from the company's upper management level were appointed during this joint meeting. During his pre – project research the author came across Villanova's University (2018) description of the main duties of *project manager*, *project sponsor* and *executive sponsor*.

Project manager's main duties will include:

1. *Developing* project plan, objectives and project scope.
2. *Identifying* and managing deliverables according to the project plan.
3. *Recruiting* project team and assigning tasks to each member of the team.
4. *Leading* and managing the project team.
5. *Identifying* and using appropriate methods to manage the project.

6. *Communicating* with project sponsor and executive sponsor to provide them with updates on the project progress.
7. *Liaising* with stakeholders regarding the progress of the project and discussing any issues arising during the project.

Project sponsor's main duties will be consisting of:

1. *Making* key business decisions during the project.
2. *Approving* the budget of the project.
3. *Communicating* with financial organisation involved in the project as stakeholder.
4. *Providing* full availability of the recourses required for the project.
5. *Communicating* with project manager and executive sponsor regarding the progress of the project.

Executive sponsor's main duties could be described as:

1. *Carrying* ultimate responsibility for the project.
2. *Approving* all the recent changes made to the project.
3. *Approving* of project's deliverables, scope and budget.
4. *Communicating* with ACH Team, project manager and project sponsor.

In the next part of this assignment the author will be analysing project's objectives followed by the project scope.

PROJECT OBJECTIVES

According to Clarizen (2018) the project objectives are one of the most important components of the project management. They are the results and deliverables which will be crucial to the success of the whole project. The project objectives must be formulated very clearly and briefly so they can be easily understood by the members of project team and other stakeholders.

Firstly, the name of the project had to be established. Because the new branch will have name Abbey Cars Heathrow or ACH for short, the name of the project will be ACH Project. Secondly, the author has briefly identified main objectives or tasks of the project, more detailed they will be described later in the project scope:

1. Find and locate a suitable for business purpose property in the area postcode UB3 or *Location Task*.
2. Negotiation with estate agency or local council the rent agreement for the property chosen. Negotiation with the local council to acquire four parking spaces near the ACH branch for the shift drivers, it will be called *Negotiation Task*.
3. Starting preparation of the premises to be fully operational, *Preparation Task*.
4. Finishing office and car park spaces preparation, testing all communications, branch opening or *Delivering Task*.

To make the timescale set up for each task more visible the author used Gantt Chart technique, the result is shown below:

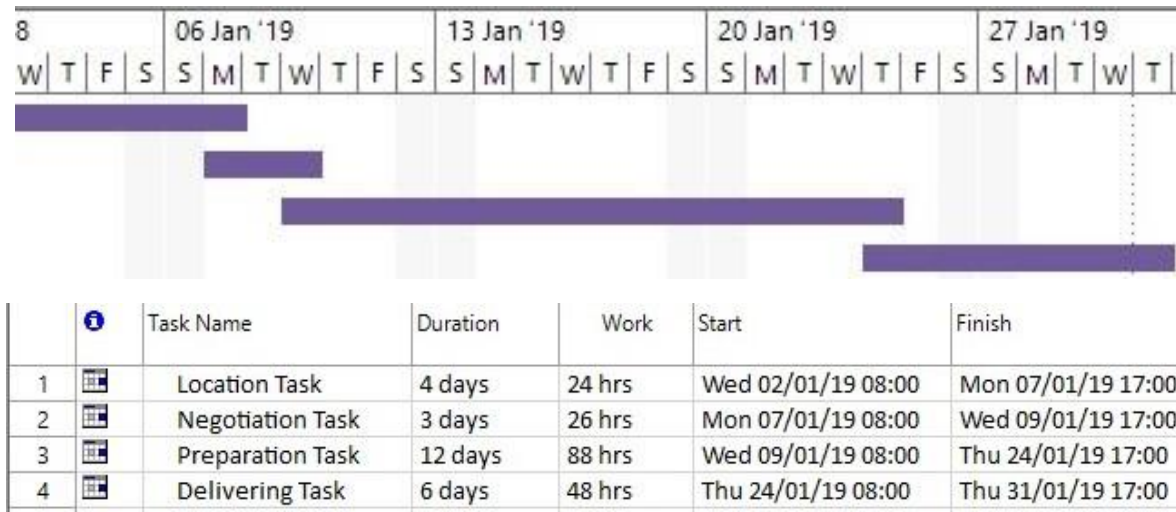


Figure 1: Gantt Chart of ACH Project tasks, based on source: (Project Plan 365 & Author's research)

In the process of setting up project objectives or goals the author used methodology called S. M. A. R. T. Goals, originally created by George T Doran in Spokane, Washington, in 1981. At that time he was a consultant and former director of corporate planning for the Washington Water Power Company. The figure shown below describes this method the best:



Figure 2: S.M.A.R.T. Goals, based on source: (Haughey, 2018)

Haughey (2018) gives a brief description of each goal and author will try to analyse whether this description can be applied to ACH Project:

1. *Specific*: distinct and clear to understand by anyone who has elementary knowledge about the project. In the case of ACH Project all four tasks were precisely identified.
2. *Measurable*: every task must have ability to be measured in order control the progress of task completion. Every task of ACH Project can be measured by the time scale.

3. *Agreed Upon*: all the tasks must be agreed with the stakeholders involved in the project in order to be achieved. All the tasks of ACH Project were agreed with stakeholders during the meetings.
4. *Realistic*: each task must be based on agreed and allocated available funds; completed within reasonable time scale and supported by intellectual resources. In the case of ACH Project it was all done during meetings with members of ACH Team and stakeholders involved.
5. *Time – Based*: to make sure that enough time allocated to complete each task is available, also to avoid the project being dragged beyond the deadline. In ACH Project it will be achieved by strict control from the project manager.

PROJECT SCOPE

The importance of well – articulated and detailed project scope was confirmed by Rouse (2018) in her article “CIO Guide to Project Management Basics, DevOps and Agile: Project Scope”. She states that the project scope is the most critical part of project management and must include a list of project goals, work to be accomplished, project sponsors, stakeholders and of course deliverables, costs and deadlines. After critical assessment of the project goals the author and his team has created the project scope which was later agreed with project sponsor and executive sponsor and approved after their remarks and advices. Later the project scope will be presented to all the project stakeholders and after their approval the work will start as scheduled. As a part of the project scope management the project manager should seek approvals and sign – offs from all the stakeholders involved. During the project the responsibility of the project manager is to constantly communicate with various stakeholders to obtain their approvals to the changes in the project to make sure the finished project will meet the needs of all parties interested. The table below represents key features of the project scope, more detailed information regarding some features will be supplied later in the next part of this assignment:

Project scope keystones	Brief description	Deadline to meet
Keystone 1 The purpose of the project	To establish branch of Abbey Cars Heathrow as new business in the area postcode UB3.	02/01/2019
Keystone 2 Project relations to the running or planned projects	None	None
Keystone 3 Work to be accomplished	1. To find and to acquire suitable property to establish the business in the area postcode UB3. 2. To negotiate with local estate agent and council renting arrangements of the property and four parking spaces. 3. To refurbish the property to the required standards by using preapproved building subcontractors. 4. To connect all the communications and infrastructure by using preapproved subcontractors. 5. To prepare four parking spaces by using preapproved subcontractors. 6. To test all the comms and equipment. 7. Branch opening.	04/01/2019 09/01/2019 24/01/2019 24/01/2019 30/01/2019 31/01/2019
Keystone 4 Project deliverables	1. 1 office. 2. 1 restroom with kitchen and toilet facilities. 3. 1 reception area. 4. Car park with 4 parking spaces.	None
Keystone 5 Project stakeholders	1. Local council – provides appropriate permits, parking spaces. 2. Local estate agency – provides the required property for the business. 3. Abbey Cars Group UK – supplies the name to the business, finances and relevant support. 4. Barclays Bank – provides financing and advising on the relevant issues. 5. Residents – they must be fully aware of planned opening of the new business, they must not obstruct the entry to the site and car park, they also must observe and comply with all notices being issued by ACH Team or council in relevance to the project. 6. ACH Team – planning, controlling and delivering the project.	None None None None None None
Keystone 6 Budget and resources	1. The estimated budget of the project is £90,000. 2. Resources: 2.1 Employees. 2.2 Subcontractors. 2.3 Rent of premises. 2.4 Council tax, gas, electricity and water rates. 2.5 Internet and phone line rental. 2.6 Materials and equipment. 2.7 Advertising. 2.8 Miscellaneous (parking permits, etc.)	02/01/2019 02/01/2019
Keystone 7 Project closure	1. To close the ACH Project. 2. To recycle and dispose all the supplementary materials and equipment. 3. To reassign all the members of ACH Team to their roles within the company.	31/01/2019

Table 1: ACH Project scope, based on source: (Author's research)

PROJECT TOOLS AND TECHNIQUES

Now, after establishing project scope, the author will have to show what tools and techniques can be used in order to manage the project successfully and meet the targets. One of the techniques already used by the author was the *Gantt Chart* tool named after US engineer and consultant Henry Gantt (1861-1919) who reviewed the technique in the 1910s. According to Rosenhead (2018) this is one of the four most popular and useful tools used in project management and project planning. The other three are *Brainstorming*, *Fishbone/Ishikawa Diagrams* and *Critical Path Analysis Flow Diagrams* or *CPA*. These four techniques and tools author will be using in the process of managing the project. Gantt Charts are good models for scheduling and budgeting, also they good visualising tools to report and present the progress of the project to stakeholders involved. Based on conclusions made by Rosenhead (2018) the author has created the table showing the relations between four main project management tools and key stages of the project and their importance to each of the technique:

Key stages	B	F	C	G
Brainstorming meeting, setting up the concept, getting ideas, identifying goals and targets, closing the project	3	2	0	0
Collecting and identifying all key elements	1	3	2	0
Scheduling and setting deadlines	0	0	2	3
Setting up the budget and listing resources	1	1	2	3
Controlling and monitoring	0	1	2	3
Communications, updates and progress reports	0	1	1	3

B – Brainstorming, F – Fishbone/Ishikawa Diagrams, C – Critical Path Analysis Flow Diagrams, G – Gantt Charts

Importance index: 0 – not important, 1 – can be useful, 2 – secondary tool, 3 – very important

Table 2: Key stages of the project, based on source: (Rosenhead, 2018 & Author's research)

From this table we can clearly see the importance of *Gantt Charts* and where they will be used during the length of the project. Apart from being already used to describe the time schedule for completing four main tasks of the project, the Gantt Charts will also be used to present *Keystone 3* and *Keystone 6* of the project. Regarding *Brainstorming*, it's very important technique on the early stages of the project, as well as the closing stage of it. It's mostly free – thinking and casual technique. However, the use of *Fishbone/Ishikawa Diagrams* in this case as a second tool will be helpful for the stages of early planning and to help to identify some hidden factors which can cause collapse of the project. This tool was named after Japanese professor Kaoru Ishikawa (1915-1989), he was specialising in industrial quality management and devised this technique in the 1960s. The *Fishbone Diagram* shown below describes the possible sources which can result in the ACH Project failure and cancellation:

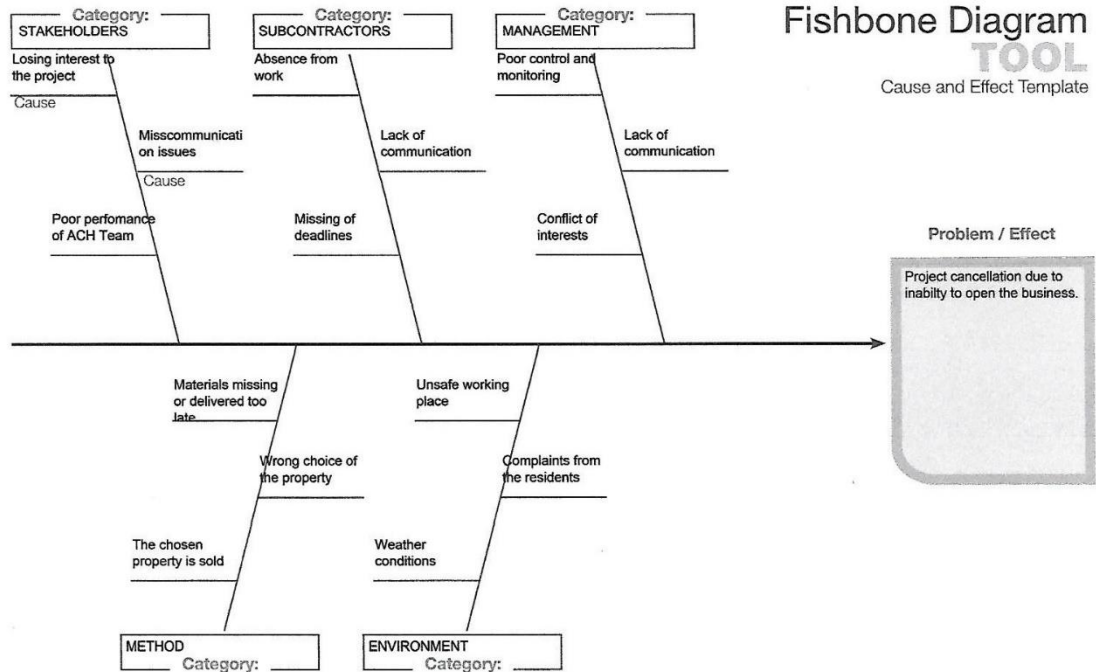


Diagram 3: Fishbone Diagram of ACH Project, based on source: (templatelab.com & Author's research)

Keystone 3 of ACH Project scope will be presented in the tracking Gantt Chart shown below:

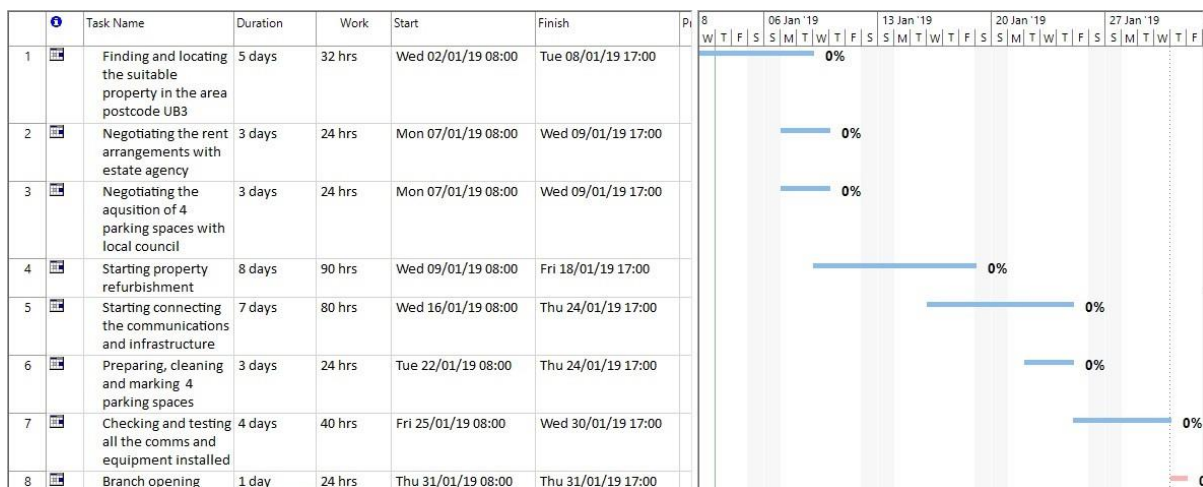


Figure 3: Tracking Gantt Chart of ACH Project, based on source: (Project Plan 365 & Author's research)

Keystone 6 of ACH Project scope can also be presented as the Gantt Chart:

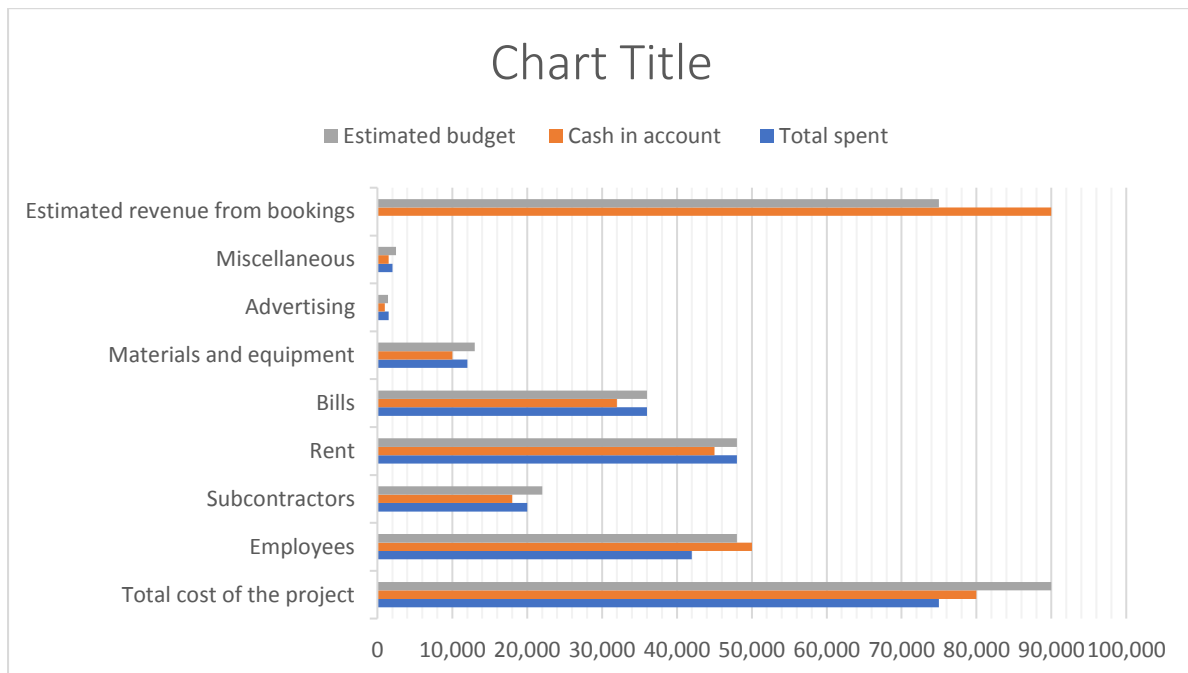


Figure 4: Estimated budget, revenue and expenditures within 12 months period for ACH Project, based on source: (Author's research)

Now the author will analyse the fourth tool of the project management and project planning, *Critical Path Analysis Flow Diagrams* or *CPA* for short. According to Mind Tools (2019) it was developed in USA in the 1950s to control large defence and military projects. CPA along with Gantt Charts is helping to plan all the tasks to be completed during the project on time. On the other side, Program Evaluation and Review Technique or PERT is one of the variations of CPA and it helps to look at the project stages duration in more sceptical way. Mind Tools (2019) is advising how to use this technique correctly. Firstly, we need to estimate the shortest possible time needed complete certain task of the project, then we need to know the most likely of the time it will take to complete it. And finally, the longest period must be established. Then the following formula can be used to calculate the most realistic time needed for each stage or activity of the project:

$$\frac{\text{shortest time} + 4 \times \text{likely time} + \text{longest time}}{6}$$

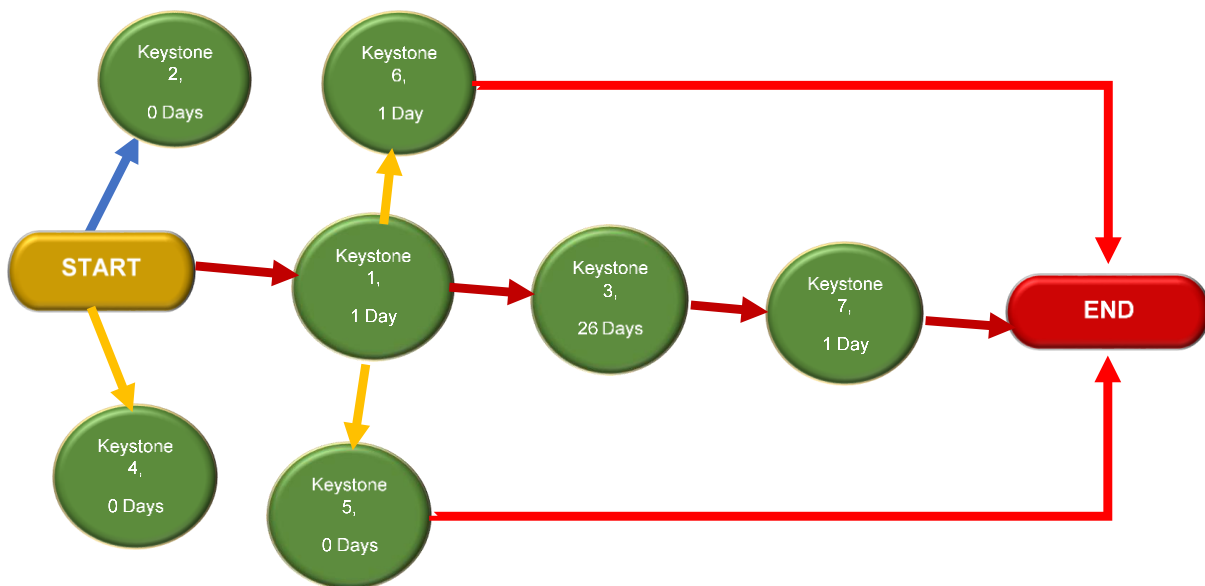
According to this formula the realistic time for all the keystones of ACH Project was calculated, and the results are shown in the table presented below:

	<i>Project time, days</i>	<i>Realistic time, days</i>
Keystone 1	1	1.2
Keystone 2	0	0
Keystone 3	26	26.7
Keystone 4	0	0
Keystone 5	0	0
Keystone 6	1	1.3
Keystone 7	1	1.7

Table 3: Comparing project and realistic time, based on source: (Author's research)

As we can see from the table mostly all the ACH Project keystones are falling within the estimated time deadlines created in the project scope, so there is no need to change the timetable of the project scope now.

The PERT Chart presented below shows the connections between keystones of the project, their relations and importance of those relations, their sequence and the amount of days allocated to complete each keystone:



Arrows colour coded to describe importance of relations:

1. Medium to Low →
2. High to Medium →
3. High →
4. Very high →

Figure 5: PERT Chart for ACH Project, based on source: (templatelab.com & Author's research)

And finally, in this part of assignment the author will analyse all the most relevant risks to the project and will discuss the ways how those risks can be avoided or minimised:

Risk Identification							Response Planning						
Risk ID	Risk Category	Trigger Point	Potential Outcome	Raised By	Date Raised	Source	Impact	Probability	Matrix Score	Risk Strategy	Response Notes/Plan	Owner	Status
1	Tech - Scope	Missing the deadlines of project scope keystones.	Failing the project.	Project Manager	01/02/19	Status Meeting	0.8	0.3	0.24	Avoid	Constant monitoring the planning, controlling and closing stages of the project.	Project Manager	Analysis Complete
2	Tech - Performance & Reliability	Poor performance of ACH Team.	Failing the project.	Project Manager	01/02/19	Status Meeting	0.8	0.5	0.40	Avoid	Constant observing and monitoring the performance of ACH Team, reporting to Project Sponsor.	Project Manager	Triggered
3	Ext - Subcontractors & Suppliers	Subcontractors are not turning up for work or arriving late.	Delaying the project closure.	Project Manager	01/04/19	Status Meeting	0.4	0.3	0.12	Mitigate	Constant observing and monitoring the performance of subcontractors by the member of ACH Team.	Project Manager	Triggered
4	Ext - Subcontractors & Suppliers	Delaying with supply of materials.	Delaying the project closure.	Project Manager	01/05/19	Other	0.4	0.3	0.12	Mitigate	Pre-planned ordering in advance, have an alternative material supplier on standby.	Project Manager	Resolved
5	Org - Project Dependencies	Some of stakeholders pulling out of project.	Failing the project.	Project Executive	01/02/19	Stakeholder	0.8	0.3	0.24	Avoid	Regular meetings with stakeholders with updates on the project progress.	Project Executive	Resolved
6	Org - Funding	Losing of project financing	Failing the project.	Project Sponsor	01/02/19	Stakeholder	0.8	0.1	0.08	Avoid	Regular meetings with stakeholders with updates on the project progress, have an alternative finance provider on standby.	Project Sponsor	Resolved
7	Org - Prioritization	Setting the priorities in the wrong way.	Delaying the project closure.	Project Manager	01/04/19	Status Meeting	0.4	0.1	0.04	Accept	Constant monitoring of the planning, controlling and closing stages of the project.	Project Manager	Resolved
8	PM - Planning	Poor planning of the project.	Delaying the project closure, possibly leading to project failure.	Project Manager	01/02/19	Status Meeting	0.8	0.3	0.24	Accept	Constant monitoring the planning, controlling and closing stages of the project.	Project Manager	Triggered
9	PM - Communication	Poor communication between Project Manager and ACH Team.	Delaying the project closure.	Project Executive	01/02/19	Stakeholder	0.2	0.1	0.02	Accept	Regular communication with Project Manager, Project Sponsor and ACH Team.	Project Executive	Resolved

Table 4: Risk Identification and Response Planning for ACH Project, based on source: (templatelab.com & Author's research)

IMPLEMENTING PROJECT WITHIN THE WORKPLACE

To implement the project within the workplace the author will use PRINCE2 – Project Initiation Documentation template provided by stakeholdermap.com:

Project Name:	ACH Project		
Date:	02/01/2019	Release:	Draft
Author:	Mr Vadim Kozlov		
Owner:	Abbey Cars Group UK		
Client:	Abbey Cars Heathrow		
Document Number:	ACH0001		

Project Definition

To establish branch of Abbey Cars Heathrow as new business in the area postcode UB3.

Background

In the light of possible expansion of Heathrow Airport senior management of Abbey Cars Group UK together with management of Abbey Cars Hammersmith branch have organised a joint meeting and decided to open a new branch of Abbey Cars in the area postcode UB3, which is very close to Heathrow airport.

Project Objectives

1. Find and locate a suitable for business purpose property in the area postcode UB3.
2. Negotiation with estate agency or local council the rent agreement for the property chosen. Negotiation with the local council to acquire four parking spaces near the ACH branch for the shift drivers.
3. Starting preparation of the premises to be fully operational.
4. Finishing office and car park spaces preparation, testing all communications, branch opening.

Desired Outcomes

To have fully operational office facility in the area postcode UB3 to take bookings and serve customers on site as well as online and via the phone.

Project Scope in Keystones

Keystone 1: The purpose of the project - To establish branch of Abbey Cars Heathrow as new business in the area postcode UB3.

Keystone 2: Work to be accomplished -

1. To find and to acquire suitable property to establish the business in the area postcode UB3.
2. To negotiate with local estate agent and council renting arrangements of the property and four parking spaces.
3. To refurbish the property to the required standards by using preapproved building subcontractors.
4. To connect all the communications and infrastructure by using preapproved subcontractors.
5. To prepare four parking spaces by using preapproved subcontractors.
6. To test all the comms and equipment.
7. Branch opening.

Keystone 3: Project deliverables – 1 office, 1 restroom with kitchen and toilet facilities, 1 reception area and car park with 4 parking spaces.

Keystone 4: Budget - The estimated budget of the project is £90,000.

Keystone 5: Project closure - To close the ACH Project, to recycle and dispose all the supplementary materials and equipment, to reassign all the members of ACH Team to their roles within the company.

For more detailed project scope please see the separate sheet attached.

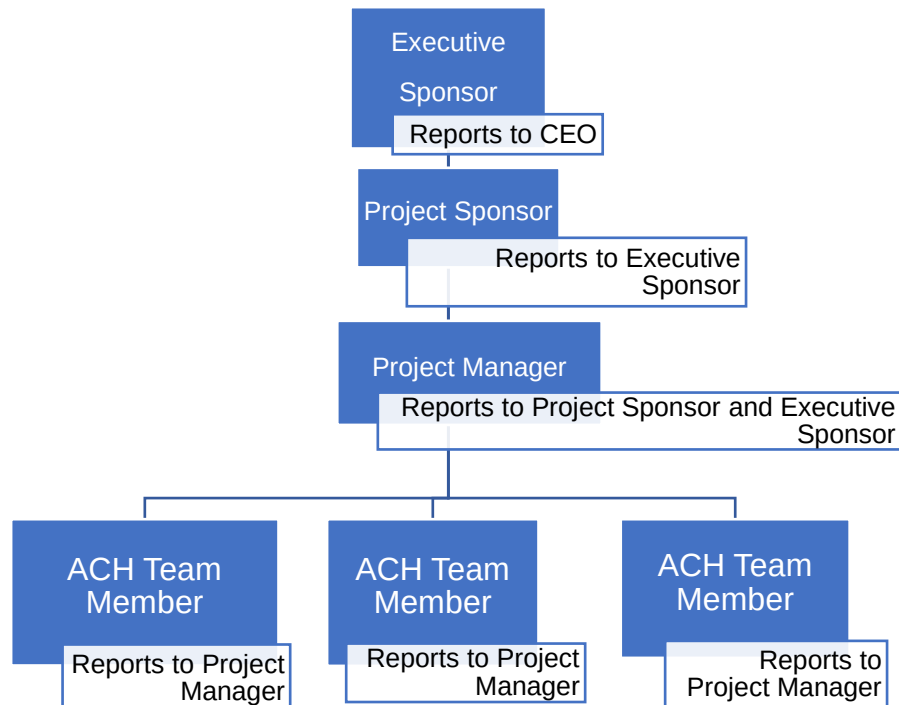
Project Stakeholders

1. Local council.
2. Local estate agency.
3. Abbey Cars Group UK.
4. Barclays Bank.
5. Residents.
6. ACH Team.
7. Project manager.
8. Project sponsor.
9. Executive sponsor.

Project Approach

ACH Team under supervision of project manager, project sponsor and executive sponsor has set up the project scope which was later agreed with all the stakeholders involved. After that the completion of keystones will commence.

Project Management Team Structure



Quality Management Strategy

Customer focused, the main target is to deliver high quality transportation service from Heathrow Airport and its surrounding areas. Total commitment from employees is required together with constant quality monitoring during the completion the keystones of the project.

Risk Management Strategy

To identify all the possible risks in relation to the project and complete Risk Identification and Response Planning document using the specially designed template. This document is available to view on the separate sheet of paper.

Communication Management Strategy

To organise and to hold interviews with ACH Team members, joint meetings with project sponsor and executive sponsor. WhatsApp group to be created to communicate between ACH Team members and management. Meetings with stakeholder to be organised at least once a week during the completion of the project. Also e-mails to be sent to all the stakeholders to make sure they all are up to date with the progression of the project.

Project Controls

Constant monitoring and control of all the stages of the project. Resolving the incoming issues through active methods of communication between all the parties involved. To complete short questionnaire by all the stakeholders to evaluate the success of the project and the ability of the project manager to manage projects more effectively.

EVALUATION OF THE ABILITY TO MANAGE THE PROJECT

To evaluate the author's ability to successfully manage the project including the current one, the short questionnaire will be handed out to all the stakeholders involved in the project during the project and after its completion. Here is one of the questionnaires already completed by the stakeholders during the completion of the project. In total 20 people were questioned, and their responses are displayed in the table shown below.

	Question	Yes, Agree	No, Disagree
1.	Are you satisfied with the way the Project Manager communicated with you during the completion of the project?	20(100%)	0(0%)
2.	Did you understand the project scope, goals and deliverables explained to you by Project Manager?	20(100%)	0(0%)
3.	Were the deadlines of the project met so far?	20(100%)	0(0%)
4.	Did the ACH Team performed well and was the Project Manager cooperating with team members well enough?	19(95%)	1(5%)
5.	Did you feel that Project Manager was getting enough support from Project Sponsor and Executive Sponsor?	19(95%)	1(5%)

Table 5: Project Questionnaire, based on source: (Author's research)

As we can see so far into the middle of the project completion all the stakeholders are very happy with the way communications and explanations of the project's keystones were delivered. Some problems with performance of the ACH Team and cases of miscommunication between project manager and upper managements were identified and resolved already. Similar questionnaires will be handed over again after completion of the project in order to analyse the whole picture of the quality of managing the project by the project manager.

CONCLUSION

During the completion of this assignment the author attempted to demonstrate how to manage the project he was involved in most effectively and efficiently. For this purpose he used various tools and techniques, on his opinion most appropriate to the case he worked on. This opinion was based on the extensive and thorough research including reading books, publications in the library or online. Internet resources were also used to look for publications, articles and templates. Programs such Excel, Word, PowerPoint 2016 and Project Plan 365 were used to make this assignment look as professional and academical as possible. The author feels comfortable with the way the ACH Project being dealt with and completely confident in its success.

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