

MANAGING PROJECTS IN THE ORGANISATION

Task 1



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Introduction

In this report, I will be discussing and evaluating the impact of Covid 19 upon project management and how this pandemic can affect my project. Project management is the knowledge and process of achieving a certain task or goal. This includes certain methods skills, management tools and personal abilities that need to be inputted to achieve the objective of your task. Project management also needs to have a time frame. Explain step by step their journey in taking an approach in fulfilling their project.

I have been assigned as a construction site manager for the firm that I am currently working on to build a house for one of their customers. This is a very small construction project of a 4-bedroom house, 2 bathrooms, living room and kitchen bungalow house. The client also asked for a swimming pool in their garden and 2 vehicle garages. The due date to start the project will be 01/07/2021 and the end date will be 01/01/2022.

This will be my first time that I have been allocated this sort of role for this organization. I have been a Crane Supervisor for this firm for the past 2 years and a half. This will be an opportunity for me to prove myself to the firm and that I can achieve more in life. This way the company can benefit from achieving this project and for me to boost my confidence. If this project goes and as planned, I will probably receive a bigger project to manage in the close future.

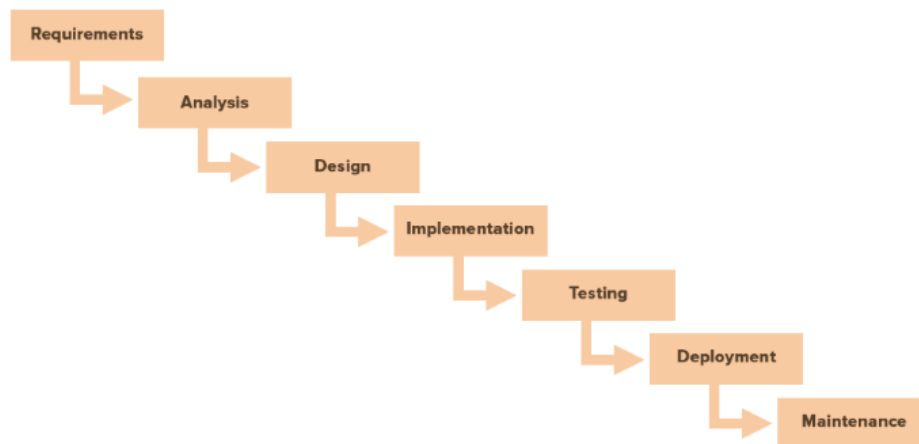
However, if the project goes not go as planned the company will most likely lose money and time if it is not achieving the project in the time frame given by the main client. Likewise, it will mean that I am not fit to plan and coordinate a project on my own. This will reduce the chance of me being promoted in the future. Also, the main client may give my firm a bad reputation and even close any future project with the company.

key project management tool and technique

Prince 2 (Projects IN Controlled Environments) is a key project tool and technique that I will use in my project management analysis. The Prince 2 management tool is the most useful tool and technique for housebuilding projects and the official project management

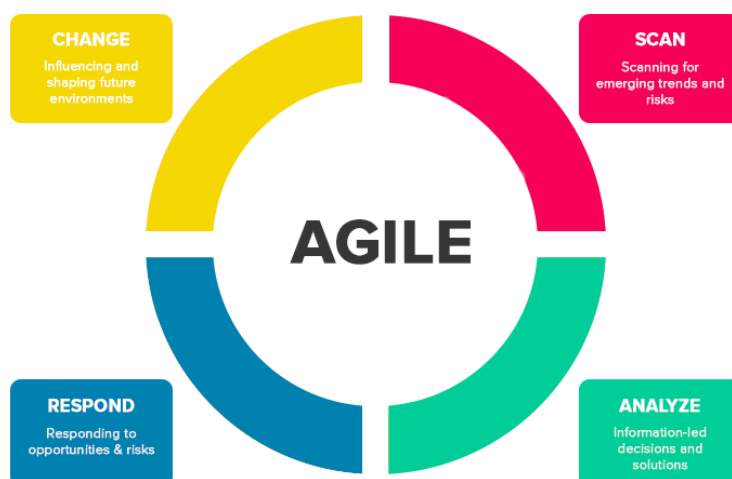
methodology of the UK government (Mathis, 2014 p.1). The PRINCE2 project management tool and technique are based on 7 principles, 7 themes and 7 processes (Mathis, 2014 p.1). The 7 principles include Continued business justification, learn from experience, defined roles, and responsibilities, manage by stages, Manage by Exception, focus on products as well as Tailor to suit the project environment. The PRINCE2 project management methodology is suitable for my project as it requires extensive documentation. Besides, one of the 7 principles and process of the PRINCE2 project management is to "*Learn from experience*" which strongly focuses on experience and documentation, hence reducing risks. Besides, the technique is best suited for large and complex projects with fixed requirements. The only weakness associated with The PRINCE2 project management tool is difficultness in accommodating changes in the extensive documentation. For example, in a situation where changes are required, I will be forced to redo the documentation and re-allocation resources which can slow down the project pace.

The Waterfall methodology is not appropriate for the housing construction project. Although project management has various benefits such as ease to use, excellent structure and documentation, using the methodology in this project possess a higher risk (Andrei et al., 2019 p.125). For example, in case an error occurred, or something happens it requires to be started from the beginning which increases possibilities for the project failure. Besides, my project also requires customization of clients' details and thus waterfall methodology is not appropriate as it is suitable only for short and simple projects but not complex ones, projects that highly depend on on-depth documentation and changing resources as well as suitable in projects with only fixed and clear requirements.

Example of waterfall project management model and its stages

(Image Source Cohen, 2021)

Agile project management tool and technique is also suitable for my project. Although agile project management has flexibility and freedom as there is no focus on requirements or fixed stages and gives resources more freedom and experiment as well as the making of incremental changes, the technique is only suitable for creative projects (Rasnacis and Berzisa, 2017 p.43). Besides, the stakeholders are also involved in all the stages of projects giving regular feedback which lowers risks of project failure. However, the project is not suitable for my project as it has no fixed plans which makes scheduling and resource management difficult.

Example of Agile project management model and its stages

(Image source Cohen, 2021)

A hybrid project management tool will also be ideal for my project. The project management tool entails a combination of both Agile and Waterfall methodologies as it combines them in a flexible and structured approach that is used across various projects (Lalmi, Fernandes and Souad, 2021 p.921). The strengths of using the approach are that it increases flexibility as some changes can be made and address the structural problems found in the waterfall project. However, the model has some weakness such as requiring compromising as a combination of both Waterfall and Agile can compromise flexibility and requirements. Besides, the project is only suitable for projects with middle requirements with foxed budgets.

Scrum is also another project management tool although not ideal for my projects. The project management tool is considered not a fully featured methodology but a description approach to Agile management that focuses on daily stand-up meetings, short “sprints” as well as project teams (Paul and Behjat, 2019 p.716). The project management tool puts the project team at the centre of a project with a team expected to self-manage and self-organize itself as there is no project manager (Paul and Behjat, 2019 p.716). The strengths of using the Scrum approach includes breaking end-goals into small chunks making it easier to manage large and complex projects. The approach also promotes rapid iteration and development, regular feedback from stakeholders as well as teams having clear visibility into the projects. The weaknesses of using Scrum project management are scope creep as there are no fixed end-date or a project manager to budget and schedule. The approach has a high risk to facilitate a project failure especially if teams lack experience and knowledge. Besides, the approach is also not flexible for large teams.

Critical Path Method (CPM) is project management that emerged from software development although it is used for non-software projects. The project management tool involves categorization of all activities needed for project completion within a work breakdown structure and mapping of all projected durations of each activity and the dependencies between them (Bishnoi, 2018 p.1). The strengths of the method involve better scheduling because of an emphasis on mapping the duration of activities and their

interdependencies as well as prioritization of resources due to effective identification and mapping of critical and non-critical activities. The drawbacks of the project management tool are that lack of scheduling experience can lead to a miscalculation in activities' time. The project management technique is also not flexible as the entire schedule can be irrelevant if changes are required. Critical Path Method is not suitable for my project as it is suitable for projects with interdependent parts and creative project management.

Critical Chain Project Management (CCPM) focuses on resource management and involves working backward from an end goal, recognizing deliverables, and using experience to map out the tasks required to complete the project. The benefits of using Critical Chain Project Management (CCPM) are Resource-efficient, focused on end goals as it focuses on "good enough" solutions which help in meeting goals and yielding better results for complex projects (Ghaffari and Emsley, 2015 p.43). The weakness of using the project management tool is that the resource-based focus works only on a single-project environment and thus it is suitable in an environment where resources are devoted to a single project.

Integrated Project Management (IPM) emphasizes sharing and standardization of process. The project integrates processes across an organization giving a project manager access to the right resources. The strengths of using Integrated Project Management (IPM) includes transparency as it focuses on team members documents and meets regularly keeping all stakeholders in the loop. There is also accountability as all the project team members are accountable for the project. The project management technique also demands extensive planning as project managers must plan extensively upfront for ensuring that all processes are well-integrated which can lead to a delay.

PRISM (Project's integration Sustainable Methods) focuses on accounting and minimizing adverse environmental impacts of the project as it factors in the entire lifecycle of the project post-delivery to maximize sustainability (Dobrovolskienė and Tamošiūnienė, 2016 p.14).

An overview of how activities are organized in PRiSM



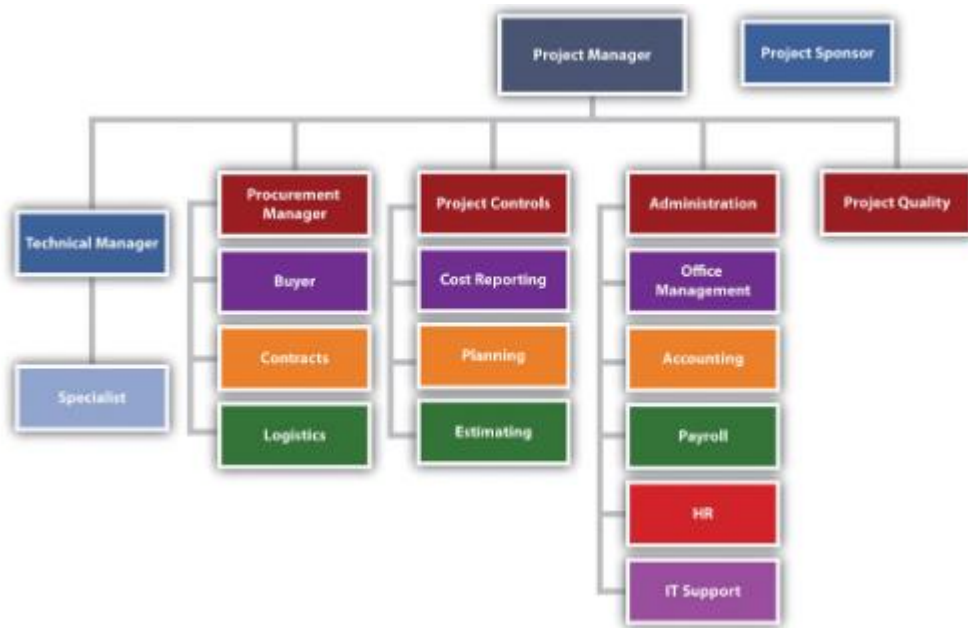
(Image source Cohen, 2021)

The benefits of using PRiSM include suitability for modern projects where environmental costs and sustainability such as reducing energy consumptions and managing waste are key success criteria. The weaknesses of the project management tool are incomparability in situations where environmental impact is not a concern like in creative and software projects.

**A plan for the implementation of the project
Organisation chat**

A project management organization chart also referred to as a team structure chart or hierarchy chart is a visual diagram that shows the stakeholders involves in a team as well as their roles. The organizational chart also shows a relationship between team members in a project as well as relative power positions. A project management structure is essential as it helps to create buy-in for securing resources in an organization, set expectations for team members and build clarity on roles and responsibility.

An organizational chart for a small construction project of the bungalow house



The organizational chart has revealed that I will work with different people to ensure I complete my bungalow construction effectively. The people that I am going to work with includes Project Sponsor, Construction site manager, Team members (Onsite constructors), Project controllers, project procurement officer and Project Quality, Officer. Different recruitment criteria, skills as well as talents are required among the team members. The table below defines the skills, responsibilities and recruitment criteria required for the workers.

People working with	Skills and talents	Reports to	Recruitment Criteria	Roles and responsibility
Project Sponsor	N/A	N/A	N/A	-Financing the entire project.
Construction site manager	-Good knowledge of building methods and regulations. - Teamworking skills - Ability to motivate others	Project sponsor	Using recruitment agencies. -based on qualification,	-Facilitates the Project's start-up -Develops staff. -manages resources and work processes.

	- Decision-making, Problem solving and communication.		experience, and licensing	-Provide direction to the technical team on the project
Project controllers	-reporting - scheduling and budgeting - Forecasting project goals -Training and overseeing project goals.	Construction site manager	Using recruitment agencies -based on qualification, experience and licensing	-Evaluating and estimating the project's costs -tracking costs -making projections and analysing trends -scheduling, budgeting, planning, managing change as well as progress against schedule.
Team members (Onsite constructors)	- Good knowledge of constructing modern houses -teamwork and decision making	Construction site manager	Advertising externally -based on qualification, experience and licensing	-Construct the Bangalow Building as per the specifications.
project procurement officer	- Communication and negotiation skills - Analytical and strategic thinking skills -Risk Management skills	Construction site manager	Using recruitment agencies. -based on qualification, experience and licensing	- Purchasing the supplies and equipment needed by the project.
Project Quality Officer	- numerical skills and an understanding of statistics -communication and decision making	Construction site manager	- Using recruitment agencies. -based on qualification,	- Ensuring the Bangalow projects meet quality and minimum standards required by the government.

			experience and licensing	-Testing steel welders to assure the welders have the skills and that the welds meet project specifications.
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Stakeholders

Stakeholders are people with a particular interest in a project (Eskerod and Jepsen, 2013 p.1). The stakeholders of my projects are classified into two: Internal Stakeholders and External Stakeholders. The internal stakeholders of the company cost Team members (Onsite constructors) and officers, owners and project sponsors. The External stakeholders include suppliers of construction materials, creditors, the local community and regulators. To maintain a positive relationship with all stakeholders I will consider the following:

- ✓ grouping stakeholders on basis of interest and power.
- ✓ Communicating the scope of the projects to Stakeholders.
- ✓ Gaining trust from stakeholder right from the start.
- ✓ Managing conflict of Interest and prioritizing outcomes.
- ✓ Retaining consistency with my messaging.
- ✓ Meeting up with stakeholders who are resistant to change.

Projects Costs/ Budget

Description	Estimated Costs	Description
Site preparation and demolition (Excavation)	£1000	Include costs for site preparation, levelling and setting the foundation.
Building material	£20000	Inclusive of the costs of all building materials required to build the 4-bedroom house, 2 bathrooms, living room and kitchen. Example of building materials includes building stones, sand, ballasts, hardcore, cement, bidding wires and metals.
Architectural	£300	

plumbing	£200	Costs for plumbing services
Electrical	£500	Cost for purchasing electrical material and labour
Windows and exterior doors	£1000	Cost for windows, exterior doors and ventilators
Framing	£100	Cost for framings
Drywall or plaster	£800	Costs for plaster after completion of the house. Painting labour costs and painting material costs will be added to this category.
Kitchen and bath	£400	Includes costs of Kitchen and bath amenities such as bath taps, sinks etc.
Vehicle's garage	£10000	Inclusive of all the costs of building a 2-vehicle garage
Swimming room	£10,000	Inclusive of construction, excavation, plumbing, electrical and other works about the construction of swimming room.
Labour	£8000	Inclusive of salaries of onsite construction teams, plumbers, electricians and project manager.
Miscellaneous costs	£700	Includes costs of Miscellaneous items costs that might occur when the project is underway.
TOTALS	£53,000	

Project Schedule using Gantt Chart.

Task name	Priority	Resource	Start	Finish	Duration	Percent Completed
Architectural design	Normal	Martin	01/07/2021	05/07/2021	1 week	
✓ Creating draft architecture	Normal	Martin	05/07/2021	07/07/2021	2days	
✓ Preparation of construction documents	Normal	Juke	08/07/2021	10/07/2021	3 days	

✓ Agreement to architecture plan	Normal	Martin	11/07/20 21	12/07/202 1	1 day	
✓ Signing agreement with a client	High	Martin and Juke	13/07/20 21	14/07/202 1	1 day	
Construction Phase	Normal	Martin	15/07/20 21	15/08/202 1	1 month	
✓ Foundation	Normal	Martin	15/07/20 21	15/08/202 1	1 month	
✓ Pouring of concrete	Normal	Martin	21/07/20 21	01/08/202 1	2 weeks	
✓ Levelling of Concrete	Normal	Martin	01/08/20 21	15/08/202 1	2 weeks	
Ground Floor		Martin	16/08/20 21	01/10/202 1	1 and a half month	
✓ Wall to the First floor	High	Martin	16/08/20 21	01/09/202 1	2 weeks	
✓ Doors/Windows	Normal	Martin	01/09/20 21	08/09/202 1	1 week	
✓ Structure the roof	Normal	Martin	10/09/20 21	01/10/202 1	1 month	
Decoration phase	Normal	Martin	01/10/20 21	15/11/202 1	1 month	
✓ Tiles and walls	Normal	Martin	05/10/20 21	20/10/202 1	2 weeks	

✓ Furniture and Interiors	Low	Martin	21/10/20 21	15/11/202 1	3 weeks	
✓ Final Touches	Normal	Martin	15/11/20 21	20/12/202 1	1 month	
Completion	Normal	Martin	01/01/20 22	01/01/202 2	1 day	
✓ Moving in with family	Normal	Juke	01/01/20 22	01/01/202 2	1 day	

Risk Management Plan

Risks	Likelihood	action	Mitigation Strategies
Operational Risks			
Injuries to constructors	Medium	Transfer	-Ensuring employees are well trained on occupational health and safety standards.
Small human errors	High	Reduce	-Quality Assurance to closely monitor the occurrence of error and rectify them as the project progresses.
Budget Shortfalls	Medium	Transfer	-develop effective budget plans to determine likelihood and factor in relevant contingencies. -Taking a competitive approach to the market.
Construction delays	Medium	Share and Transfer	-ensuring the construction site manager is capable, can effectively manage resources and adapts to changes easily. -making sure team members are committed to the project.
Environmental risks	Low	Sharing of the information	-having an effective plan to deal with any environmental change that might occur
(natural calamities such as earthquakes and heavy rainfall)			

Communication plan

Name of the Communication	Frequency	Tools of communication	Goal	Audience	Owner
Team stand up	Daily	Meeting	✓ Did what each team members will do tomorrow. ✓ Discuss the challenges encountered while carrying out the project.	Project team (On-site construction team)	Construction Site Manager
Project Status Report	After every 6 days	Email	✓ Discuss potential issues and delays after reviewing the status of a project.	Project team (On-site construction team)	Project sponsor, Construction Site Manager and all project officers.
Shareholders Update on the Project's progress	Every two weeks	Email	✓ Update stakeholders on the project's progress	Stakeholders	Construction Site Manager
Project reviews	At milestones	Meeting	✓ Discuss the next steps in the project. ✓ Gather feedback about the progress. ✓ Presenting the deliverables of the project	Project team (On-site construction team)	Construction Site Manager

Post-mortem Meeting	At the end of the project	Meetings	✓ Discuss actionable takeaways. ✓ Assess what worked and what failed while undertaking the project	Project team (On-site construction team)	Construction Site Manager
Task Progress Updates	Daily	Team's Gantt	✓ Sharing of the daily tasks that are made from the scheduling of the project.	Project team (On-site construction team)	Construction Site Manager

SWOT Analysis

Strengths	Weakness
✓ Excellent communication skills (verbal communication skills evident in dealing and empowering with teams and individuals, negotiations of projects, meeting participation, active listening as well as management of conflict. Written skills evident in the writing of documentation and designs for project management and correspondence). ✓ Strong work ethic or diligent (I can work on complex projects without supervision, imposes my standards of excellence, maintaining high-quality work, hardworking and working on extra time. ✓ Planning and Organization skills (I can manage, prioritize, meet deadlines, multi-task, deal with	✓ Procrastination (Sometimes I find myself missing deadlines, needing helping to complete tasks, engaging in the last meeting rush and having low productivity. ✓ Impatience (I sometimes find myself frustrated with project team members who performs at a slower pace than expected. ✓ Reluctance to delegate (I struggle to assign roles and responsibility to team members and lacks confidence in co-workers. ✓ Unassertive- (I Agrees with others easily despite my feelings.

competing demands and use resources effectively to implement a project. Besides, I can also maintain calendars, schedules and coordinate resources to complete projects). ✓ Flexible and adaptable skills (I can change activities and priorities to meet new demands, learn new skills and knowledge and accept changes. ✓ Decision-making and judgment (I can make an affirmative decision and make viable alternatives) ✓ Problem solving (I can identify, define problems and analyse problems in projects, find their possible solutions and consider the possible solutions and implement them. ✓ Coaching, mentoring and Teamwork skills (I can coach and train others, enable and facilitate learning, develop an appropriate learning intervention, adapt coaching or teaching styles to meet the needs of employees. ✓ Self-management skills (I can complete projects and activities independently; ability Strategize and detail-oriented ✓ Risk Management Insights	✓ Cautious (I over analyses project outcomes and continually reviews all details before starting a project or making final decisions.
Opportunity	Threats
✓ Growth in demands for projects in diverse industries.	✓ High levels of competition in the industry.

✓ Advancement of technology and internet penetration.

✓ Change in the external environment such as government policies and microeconomies like inflation rates.

A self-assessment plans.

Skills needed (weaknesses need to be addressed)	Action plan (How I am going to develop the relevant skills)	Resource	Timeline	Key Performance Indicator
✓ Anticipation Skills	✓ Recognizing factors contributing to procrastination and looking for solutions. For example, if projects are too overwhelming, I can decide to break them into manageable activities and set achievable deadlines.	-Mentor	31/09/2021	-Managing complex projects effectively -Achieving targets and not missing deadlines.
✓ patience	✓ Training myself on how to provide constructive feedback pleasantly and offer help to move the project forward. ✓ Recognizing that people have different work standards and different levels of productivity.	-Mentor	29/10/2021	-Being able to accommodate team members in my projects regardless of their weaknesses
✓ Delegation skills	✓ Learning to trust the abilities of team members and delegate duties and responsibility according to their capabilities and skills. ✓ Clear clarifications on roles and responsibility	-Mentor	24/08/2021	-effectively delegating duties and responsibility to team members.

✓ Assertive Skills	✓ Reading scholarly project management journals and books. ✓ Undertaking training courses on assertiveness and practising on saying “no” to unreasonable demands.	-Training course	05/11/2021	-using assertive body language to get my message across
✓ Controlling	✓ Considering needs of other project team members ✓ Focusing on task achievement and building strong relationships. ✓ Listening actively when giving directions and feedbacks ✓ Increasing self-awareness on how an individual is perceived by other project team members.	More practice -mentor	21/08/2021	-being sensitive to the feelings and needs of others. -being able to control the feelings of other project team members.

Conclusion

The main aim of the project is to effectively build a house for one of my customers. The project consists of a 4-bedroom house, 2 bathrooms, living room, kitchen bungalow house and a swimming pool garden and 2 vehicle garages. Prince 2 (Projects IN Controlled Environments) is a key project tool and technique that I will use in my project management analysis. I decided to choose the tools as it fits well with nature of the project am intending to launch, it is the most used project management tool and technique in the United Kingdom and best-suited for large and complex projects with fixed requirements. The other projects and techniques which are used in project management although they were not fit for my project include Agile project management techniques, Waterfall, PRiSM (Project's integration Sustainable Methods), Integrated Project Management (IPM), Critical Chain PM, Critical Path Method, Scrum as well as Hybrid. The people that I am going to work with as per my

organizational chart includes Project Sponsor, Construction site manager, Team members (Onsite constructors), Project controllers, project procurement officer and Project Quality, Officer. The team has different roles and responsibilities. With consideration of my project's nature, the recruitment methods of my team will include Using recruitment agencies and a strong focus on qualification, experience and licensing. The internal and external stakeholders of my projects include suppliers of construction materials, creditors, local community, regulators, team member (Online constructors) and officers such as procurement, quality assurance and controller. I will maintain a relationship with stakeholders by grouping them on basis of interest and power, Clearly communicating the scope of the project, gaining trust from them right from the start, managing conflict of Interest and prioritizing outcomes, retaining consistency with my messaging and Meeting up with stakeholders who are resistant to change. The project is projected to run for three months from 01/07/2021 to 01/01/2022. The total costs of the house project are estimated to be £53,000. The main communication tools to be used in the project include meeting and emails. The project costs include materials, labour, miscellaneous, plumbing, electrical, swimming, Architectural, doors and windows, framing, drywall of plasters as well as vehicle garage. The frequency of communication will be daily, weekly, monthly and at the end of the project. The Project team (On-site construction team) will be a major audience and the construction team manager will be the owner of communication. The project schedule will be divided into three phases: Architectural design, Foundation, decorations and completions. The length of phases differs significantly as Gantt Chart shows that the Architectural design phase takes 1 week, foundation 1 month, ground floor 1 and half month, decoration, 1 month and completion 1 day. The risks that occur in the projects are categorized as environmental (risks from operations) and operational (risks from the environment). The company has mitigated operational risks by ensuring there is effective planning of available resources and putting Occupational Health and Safety Measures. The SWOT Analysis has revealed that my core project planning strengths include effective communication skills, Strong work ethic or diligence, Planning and Organization skills, Decision-making and judgment, Problem

solving, Coaching, mentoring and Teamwork skills, Self-management skills as well as risk management insights. My weakness in the context of project management included Procrastination, Impatience, Reluctance to delegate, Unassertive as well as cautiousness. The essential project management skills that I need to attain include assertive, delegation, controlling, patience and anticipation skills.

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