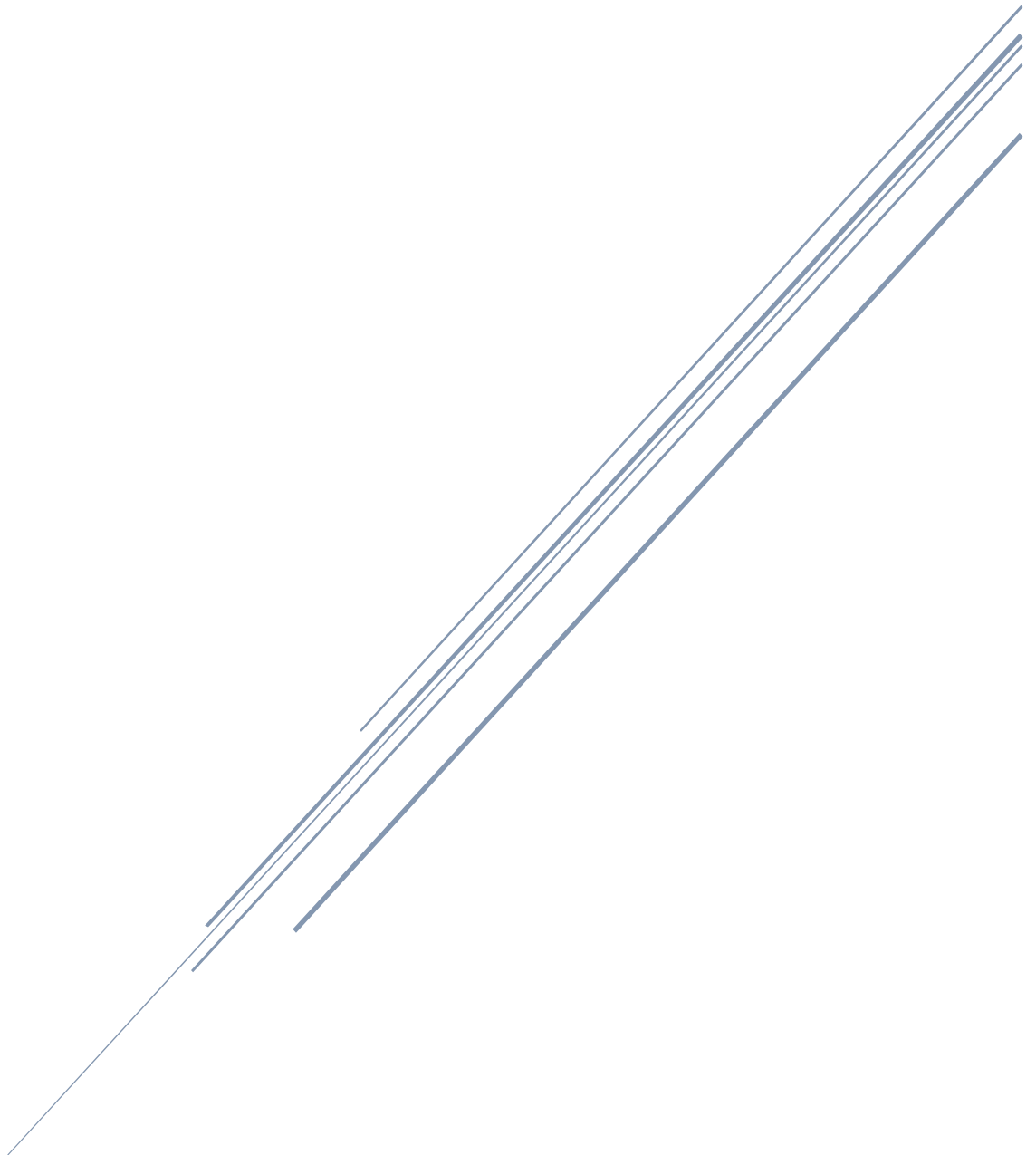


# PROJECT PLANNING AND MANAGEMENT IN THE WORKPLACE

(Task 3 - Written Report) **BMSW5104**

**Lecturer: Paul Ranson**



**University of Wales Trinity Saint David**

**Student Name: Momin Mohammad Miah**

**Student Number: 1808210**

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## Introduction

In this report, project management processes will be analysed to discover the difficulties that may be faced when managing business ventures. The key focus of this report will be **Vintners Antique**, studying to find the potentially problematic situations and dangers the family may have to deal with while relocating their business. The uses of **User stories** and **Gantt Charts** will be applied to provide further assistance, supporting the family on prioritising what and when something is needed to be done.

### *What is Project Management?*

According to **AXELOS**, A project is a scheme that is only momentary, its main purpose is to give insight on what the overall scope will be like (axelos, 2018). Project management consists of 4 major components: **Time**, this looks at how long it may take, **Cost**, which is the allocated budget given by the project manager, **Scope** looks at what new ideas or changes the project may bring, and **Quality**, which is the level of quality put into the project (apm, 2018).

## Vintners Antique

Vintners Antique is an antique shop that is currently located in Birmingham and has been around for nearly 30 years. In-light of recent financial gains, Vintners Antiques has begun considering their options to invest in the company, which ultimately resulted in the decision to relocate the business from Shirley to a warehouse located in Sparkhill while expanding their business to open an online marketplace as this would allow them to sell their wares online. Although the warehouse has been owned by Vintners Antiques for some time now, they have only been using it as a place of storage. This is since there is no electricity, phone lines or an office, leaving the group with no room for manoeuvrability. The team members consist of Doreen Vintner, Denis Vintner, Suha Madani, and Omar King.

**Doreen Vintner** is an accountant that has been working with the organisation for several years. **Denis Vintner**'s job is to find the antiques. His passion of finding old collectables motivates him to travel the country in search for these items. **Suha Madani** is a family friend of Vintners Antique and works in the customer service department. Her easy-going attitude makes colleagues enjoy working with her. **Omar King** oversees the warehouse and is the repairman when things need mending. Amongst this, Omar has impeccable carpentry skills.

Doreen Vintner



Denis Vintner

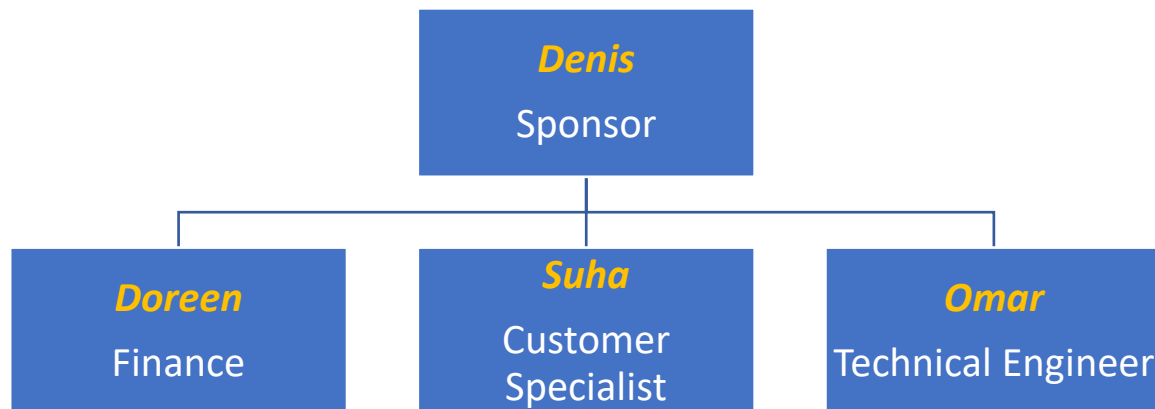


Suha Madani



Omar King

## Organisation structure



**Denis Vintner** – Due to his experience in procuring the specialist antiques and being a member of the Vintner family, Denis has been selected as the project sponsor, whilst the remaining members are part of the steering group. Based on his interests, he has a passion in finding collectables scattered around the country. This shows Denis understands what is required to be acquired and is therefore the right person in charge of this project.

**Doreen Vintner** – Doreen is a finance specialist due to her expertise within the organisation for many years. Doreen's experience will be vital in this position as it will be her responsibility to manage cashflow and keep track of expenditures. Also, a Vintner family member, Doreen has a vested interest in the family business and will therefore ensure financial health of the business is preserved.

**Suha Madani** – After many years of working within the company, Suha has become a valuable family friend who enjoys working with customers. It is said by her colleagues that Suha is very easy going and can work with anyone. Her ability to connect with people would be essential for her customer service role.

**Omar King** – Omar is said to oversee the overall warehouse operations which typically includes repairing. His skillset in carpentry is very good which demonstrates his technical capabilities. Based on his background, Omar has been designated as the technical engineer for the business.

## Potential risks

Risks are an unforeseen hazard that may arise when managing a project, whether it be technical faults or mismanagement among colleagues. Although risks and issues are similar, they differ greatly. WRIKE states that what makes these two totally different is the fact that an issue is something the user already anticipates and will make necessary changes when needed, an example they used was having numerous staff members scheduling vacation time around the festive periods. This issue can harm organisations due to numerous stock demands whilst having less staff at hand. Risks, however, may affect various things, such as people, resources or even technology and in many cases is out of the user's hand (Wrike, 2018). In project management, risks can happen at any given time and must be accounted for. For example, if group members were hit with a flu and needed time away, they will either need to hire new people or endure the extra workload.

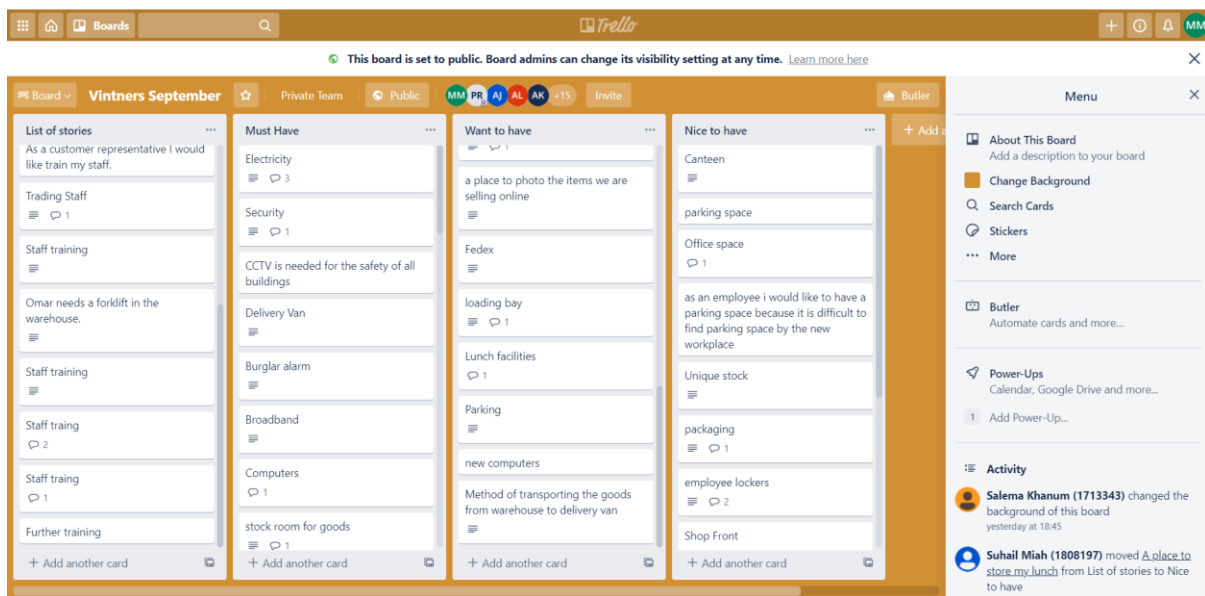
This project will have its fair share of risks for Vintners Antique, this is since there is a much smaller team to be working with. The risks that may arise are disagreeing viewpoints, miscommunication, constant falling out due to having huge workload and not enough people to accommodate. In a project like this, it is vital that everyone works in their most suited field. For example, if Omar's specialty were in the developmental department but had to deal with the financial side of things, this would severely damage the workflow as this may not be his area of expertise. The best way to mitigate this is to put each member into a steering group, which would result in 3 different division, each assigned a member and what they specialise in. Ultimately, the steering group is working closely with the project sponsor to ensure the task is done correctly (Roberts, 2011).

## Project Management Tools and Techniques

In the provided case study, it shows that Doreen and Denis Vintner watch the TV show **Salvage Hunters** and think their antique shop operates in a similar fashion. Tools such as User stories, Gantt Charts, and the Chevron Technique will be used to aid Vintners Antiques on their mission to relocating as they will have the sufficient information on what needs to be prioritised and give a rough estimating on how long things may take.

### Defining User Stories

User stories is defined as an informal description featured in system software. It is a tool that is mostly used by the user of a system, which looks at Who is the user or customer. Although User Stories are commonly used by the users of a system, it isn't limited to just customers as businesses or anyone seeking specific products may also use this tool (Visual-Paradigm, 2018).



### **Chevron Technique**

The Chevron technique is used to separate user stories into three sections: **Must** have, **Nice** to have and **Want** to have. The most useful thing about the Chevron technique is that it allows the project manager to sift through the demands left by co-workers. In most cases, Nice to have tends to get mixed up with want to have. An example of this may apply to Vintners Antiques. (Heagney, 2012)

Must have are the necessities that are required, so this means the Vintners family must have electricity installed in their warehouse, a phone line installed to handle business calls and access to the internet if they wish to open up an online market place. Any type of reliable internet connection will suffice, although it is desirable due to the large amount of bandwidth and minimal congestion, the fastest connection speeds are not mandatory as the business is still operational without it. This is because nice to have's only serve as a compliment and are not required to reach the objective in mind (PMHUT TEAM, 2008).

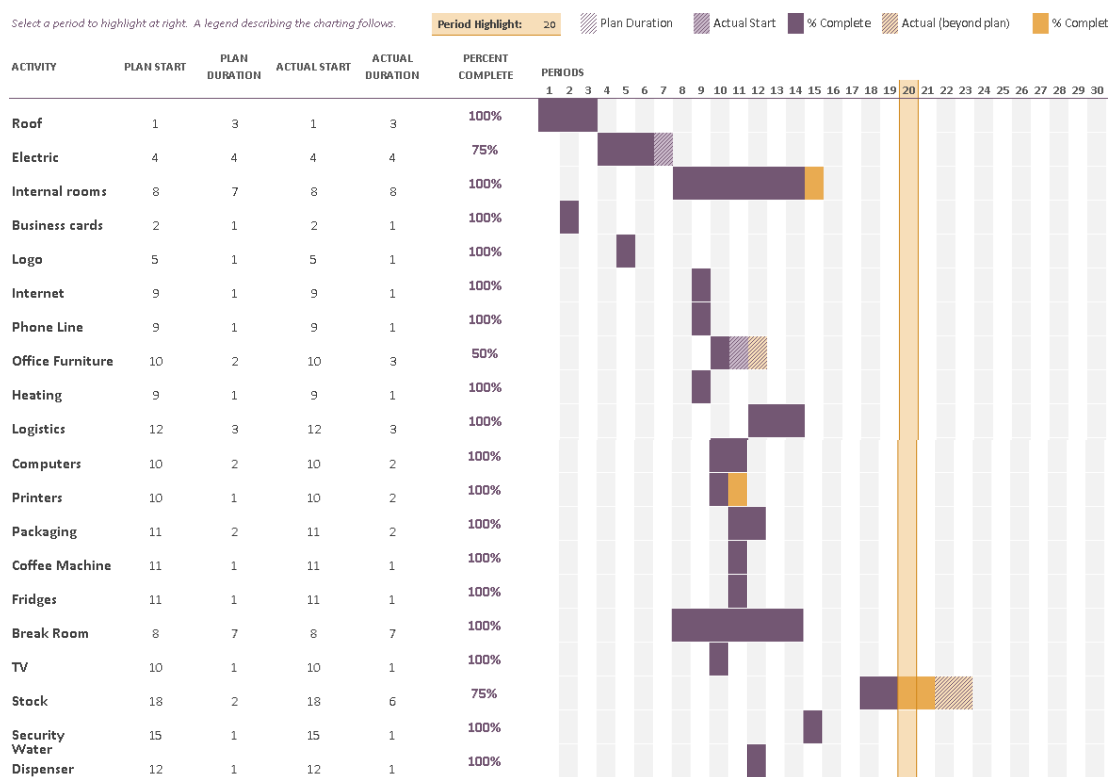
### Iron triangle



The iron triangle is another project management technique that outlines three key elements that contribute to the overall quality of the project. The model shows scope, schedule and budget are the main influences when it comes to quality. It is often the case that all elements are not entirely finite and as the project manager, they would need to make tough decisions and compromises to ensure there is a balance to ensure the quality is maintained. In an ideal scenario, if all elements were in abundance, the likelihood of the project outcome will be of quality.

## Gantt Charts

Gantt Charts is a tool that is used to aid users in making schedule plans. Although It may be used in various types of projects, it is extremely beneficial the more complex a project is, this is due to the nature of converting tasks and timelines into a simplified bar chart for a better visual presentation, making it far easier to understand for the user. As stated by (Apm, 2017), Gantt Charts immediately informs group members on how the project is going, even if it's just a glimpse. In project management, Gantt Charts offers a more reliable form of scheduling as managers are able to see the team and their availability, offering better workloads (Project Manager, 2016).



A Gantt chart was produced to schedule the entirety of the project set out for the Vintners. The project was due to be completed within an estimated timeframe of 20 days. Careful considerations were taken to ensure priority work was to be completed first before any other work could be carried out. Roof was the primary priority as it underlined many importance in regards to safety and security. It was justifiable in this respect as no other work could commence other than the creation of business cards that was made off the premises and could be distributed at a later date. Other necessities deemed essentials to the business was also included such as internet connectivity and computers that were vital for the transition to an online marketplace. These tasks were given adequate timing to reflect

its level of difficulty for procurement. Certain tasks exceeded expectation and was completed well before its allotted deadline which was welcomed as it allowed time to be utilized elsewhere. This was not the case for every aspect as the “Stock” was completed after deadline which could be down to the sheer volume of stock that required relocation which was not realistic from the timeframe given.

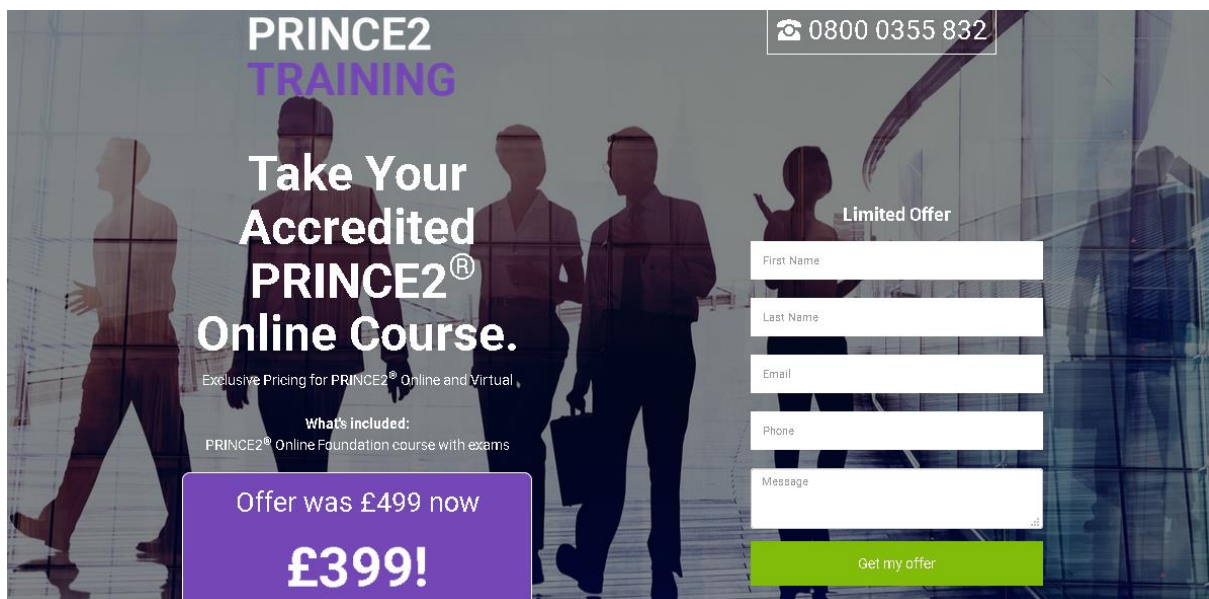
## Communication with stakeholders

The initial proposal will be articulated through a face to face meeting to its appropriate stakeholders. A PowerPoint presentation will be composed to showcase the project in its entirety with the inclusion of an expected timeframe in the form of a Gantt chart outlining deadlines for the project to be completed within. Both the sponsor and steering group will be informed on the team composition, mapping out each individuals' responsibilities (Ahmed, 2018). Using the Roberts technique, team roles will be used to justify each position based on their expertise and background. The project will be dissected at length to ensure potential risks are well understood and are aware by the team, enabling a more successful project outcome (Roberts, 2011).

## Personal reflection

During the project plan, I found that using the waterfall methodology was effective if the plan was executed without any mishaps, however the issue I found was that previous steps cannot be revisited, which was problematic. The nature of the methodology is that it is sequential, enabling it to progress only forward and not backwards. The risk of this is that any abrupt issues will be difficult to amend, especially a project for the Vintner family. If this project was to be carried out again, I would recommend using an alternative methodology such as Agile as it encourages more rigorous testing.

Although as project manager of this project, I was able to apply knowledge learnt from the module, however not the entire method was covered. I could go further and study for a certification in PRINCE2 to gain a better understanding of managing projects as well as explore alternatives to enhance my knowledge.

A promotional banner for PRINCE2 TRAINING. The background shows silhouettes of people walking in a modern office setting. The text is overlaid on this background. In the top right corner, there is a phone icon and the number 0800 0355 832. The main headline reads 'Take Your Accredited PRINCE2® Online Course.' Below this, it says 'Exclusive Pricing for PRINCE2® Online and Virtual'. A purple box highlights the offer: 'Offer was £499 now £399!'. To the right, under the heading 'Limited Offer', there is a form with fields for First Name, Last Name, Email, Phone, and Message, followed by a green 'Get my offer' button.

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## Conclusion and Recommendations

The Vintners desire to relocate and establish a new digital business structure was investigated, extensively examining its project viability. Key elements such as potential risk associated with the project was looked into. Vintners Antiques, a family ran company showed to comprise of numerous risk factors that could arise. The primary issue was based on its small team composition of brother and sister predominately, as well as long term friends. This could pose a threat as it can encourage internal feuds and miscommunications due to a vast array of opinions that could derail the overall objective. To mitigate this, an organizational structure was devised using the Roberts technique, which defines roles based on expertise of the individual rather than preference. This will give each member a set of unique responsibilities that contributes towards the project. Other tools and techniques were explored such as user stories and the chevron techniques, to determine the of essential items that is required to make the project a success. Certain elements such as utilities was found to be vital to make the transition for an online marketplace. To accommodate the project, a Gantt chart was created that encompasses deadlines for each task as well as the overall project.

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