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MANAGING PROJECTS IN THE ORGANISATION

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Managing Projects in the Organisation (BMSW5104)

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Executive Summary:

Implementing and adhering to the necessary measures to bring a new project into the Big Ferro organisation is vital as the project manager. At Big Ferro, status meetings on the project's job site are necessary every week or every two weeks. Throughout a project, progress meetings are essential for keeping teams engaged and on time. Progress meetings cannot be held on the jobsite with all required team members present due to COVID-19. The Quad charts are a theory that will be used in this project management. A list of the specific project goals, deliverables, activities, costs, and dates is developed and kept track of throughout the project scope phase. To determine whether stakeholders would have a low or high influence on the project, Big Ferro has identified five stakeholders for its newest endeavour. The stakeholder's matrix on which each is depicted in the map explains each of the stakeholders. Using a work breakdown structure, a project is divided graphically, hierarchically, and with a focus on deliverables (WBS). A WBS may help project stakeholders understand the project's scope, offer proper project organisation, assist in responsibility distribution, highlight project milestones, and control points, and enable more precise cost, risk, and time forecasts. A Gantt Chart is used after the WBS to assist visualise how the project will be completed and when it will be done within two months. Throughout a project, it is essential to be aware of possible risks; a risk register is a tool used in both project management and risk management. An analysis has been done to identify the risks that can happen on the project and how we can address them. The Risk Register is a document that is used to identify possible hazards in the project. The project budget enables the project manager to make an initial cost estimate. It enables the project manager to monitor the project's adherence to the budget at various points during the project. For the new Big Ferro project, many departments have been given project budgets. The overall budget is £17.980 and is split among multiple departments, including project management, IT management, website development, employee training, and research management.

Introduction:

This report has been written with the aim to introduce and plan a new project for the company Big Ferro. The aim of the project is to understand what the needs are for the company and how to implement a new system which will improve the company's performance during and after Covid-19.

Before 2019 was normal to meet customers and suppliers face to face, but the covid-19 pandemic had a strong impact on people's lives, everyone remembers during the lockdown it was not possible to meet any people, and this was the reason that many companies closed their business. Very big companies such as zoom meetings, WhatsApp, and Messenger have begun to develop programs to be able to get in touch with people from all over the world via online meetings. That's why today the aim of this project will reflect how will be introduce a new method to Big Ferro company and transform a normal face-to-face meeting into an online meeting using zoom meeting technology, also an employee training project will take place.

The Project

As Project Manager for Big Ferro company is crucial to implement and follow the requires steps to introduce a new project in the company. Meetings on the job site are required every week or every two weeks to go over the project's status at Big Ferro. By contract, all parties are required to take part in these progress meetings throughout the project. Everyone leaves the meeting with well-defined action items, therefore. During these meetings, all participants share with one another any difficulties or are expected to exist or have already been encountered. If construction progress meetings are not properly managed, projects run the risk of falling behind schedule or being cancelled.

Progress meetings are crucial for keeping teams on schedule and motivated throughout a project. COVID-19 makes it impossible to hold progress meetings on the jobsite with all necessary team members present. The good news is that with the right video conferencing software and support from video cameras like Zoom, the next virtual Big Ferro progress meeting will go as smoothly as ever.

The aim to maximise the value of virtual meetings by utilising the best video conferencing platform and a smart camera. Duplicate a typical Big Ferro progress meetings using Zoom, putting the

health and safety of the team members first and to maintain a social distance of six feet on construction sites.

Also, part of the project will be allocated for employee's trainings. An excellent, comprehensive staff training and development programme enables Big Ferro to both enhance the employees' skills currently have and fill in knowledge shortages. An employee development programme will increase each employee's competency level, enabling your team as a whole to have a common set of skills and knowledge. Such a programme will reinforce the organisational weak areas and guarantee that the task of new online meeting is spread more equally among the team.

Additional benefits of ongoing training for the future, include the preservation of team cohesion, the creation of a common mindset, and a shared language. Just like the benefits of learning in general, the benefits of training on the workforce can be challenging to measure.

In response to the COVID-19 outbreak, according to Association of General Contractors (2020) have recommended construction companies to replace in-person meetings as much as feasible with virtual meeting technology. Due to developments in remote meeting technology, face-to-face meetings don't have to suffer because of being hosted remotely.

Businesses in the building, engineering, and others convene important meetings that can become tense or confrontational. By employing a video conference camera, staff may talk about these issues while also understanding company customers' or suppliers' emotions.

A theory that will be applied to this project management is the Quad charts, A quad chart is a page document with four equally sized quadrants that is presented in landscape style. They are also known as 2x2 charts or matrices. This four-quadrant pattern may be used in a variety of ways to convey information efficiently. The use of the quad chart layout to classify objects that vary in two dimensions. A coordinate system is divided into four major groups using a quad chart so that generalisations about each group may be made. (Journal of Computing Sciences in Colleges, 2005) It includes the purpose of the project, the project stakeholders, desired end results and measures of success.

Introducing online meetings during and after Covid-19	
PURPOSE (AIMS/OBJECTIVES) To meet the customers To avoid face to face during COVID-19 To increase sales and reduce Covid spread in the workplace	CUSTOMERS (STAKEHOLDERS) Big Ferro Company Customers Big Ferro's Owner Big Ferro's Employees Suppliers
DESIRED END RESULT (CRITICAL SUCCESS FACTORS) To have safe meetings and increase sales To move into online meetings thanks to the technology growth	MEASURES OF SUCCESS (STANDARDS / CRITERIA) When the online system will be completed and ready to run. Increased meetings Trough the conversions rate

Figure 1. Big Ferro Project Quad charts. Source Student (2022)

In the Quad Chart for the new project have the aim to some reflections of the new project. First of all, the Purpose, the project is done to meet the customer, and avoid face-to-face during covid-19, also the result will be to increase sales and reduce covid spread at the workplace. Secondly, Stakeholders, the project will benefit Big Ferro company, customers, the owner, the employees, and the suppliers. Third, Result, in this square the goal is to have safety meetings, increase sales, and move into online meetings. As last one is crucial to measure the success of the online system through conversion rate, increased of meeting during and after Covid-19.

Is important to understand the scope of a project, that is why the Project & Scope Theory will be applied to this project management. During the project scope phase, a list of the precise project objectives, deliverables, activities, expenses, and deadlines is defined and recorded. With the assistance of this documentation, the project team can remain concentrated and on task throughout. The team can use the scope statement as a reference to decide whether to accept or reject change requests at any point during the project. (Chung-Suk Cho, 2001) The scope of this project is to avoid face- to-face and introduce online meetings to increase sales and meet suppliers, the project must be completed within 2 months' time in order introduce the new procedures as soon as possible, in terms of quality performance, training will take place in the company organisation for employees with the aim to meet the standards with the new online

meetings, and also, the cost of the project must be cost friendly and do not exceed budget. Zoom Professional account will cost £159 per year per employee.

Stakeholders

It's simple to become mired in the daily grind in any business or organisation. Companies have a lot of brand-new projects, customers, services, technology, objectives, and results on plate. But it's vital to realise that one element, people, determines the success or failure of everyday endeavours. Stakeholders include customers, employees, community members, politicians, journalists, shareholders, suppliers, investors, government organisations, regulators, neighbouring businesses, and locals. In addition to their large networks of friends, family, and colleagues. The majority of the stakeholders must be involved because of their significance. Build relationships, create mutually beneficial connections, forge new connections, or strengthen existing ones, give people more power, involve stakeholders in decision-making, implement sustainable change, and enlist the support of stakeholders to help the Company to reach long-term success.

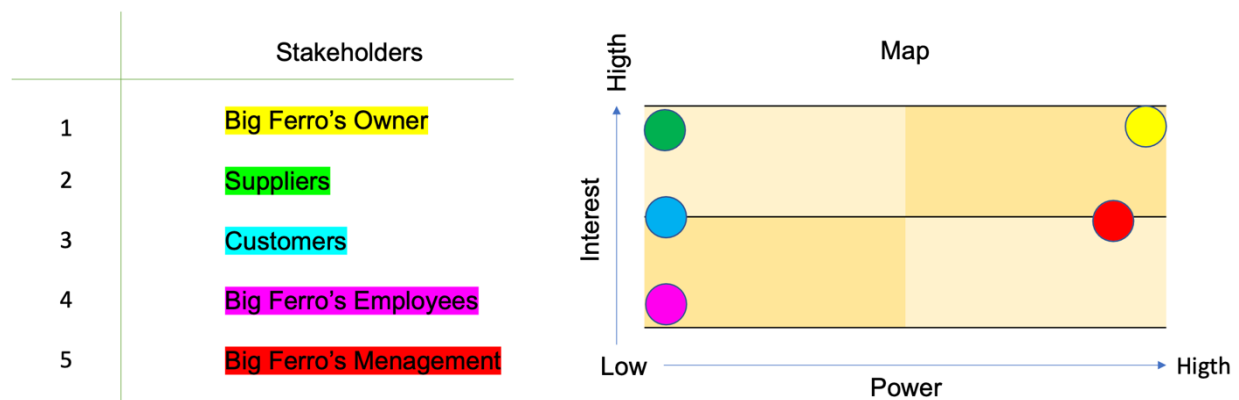


Figure 2. Identify Stakeholders & Mapping. Source Student (2022)

Five stakeholders are being identify for the new project of Big Ferro, with the map which explain each of them in a Stakeholders Matrix in order to understand which stakeholders have low or high impact in the project. The first is the Owner which is in high interest and high power, the suppliers are high-interest low power, customers are medium interest and low power, the employees are low interest and low power, and finally the Big Ferro management are medium interest and high power.

Also, is important to develop a stakeholders communication plan which will help us to understand stakeholders' engagement actions, (based on the stakeholder's map), the key issues, the

communication channels, and the frequency. The owner is managed closely, want to keep sales up, and will communicate with emails and meetings weekly. The suppliers may have misunderstood during purchase, team will communicate with meetings, emails, and phone calls, frequency will be weekly. Customers, keep informed, may have a lack of trust, communication with meetings, frequency will be monthly. All the Big Ferro Employees, keep satisfied, may have issues with the PC system and training, communication with email, meeting, and briefings, frequency will be daily.

WBS List

A project is broken down visually, hierarchically, and with an emphasis on deliverables using a work breakdown structure (WBS). It is a useful graphic that project managers use to deconstruct the scope of their projects and examine every activity necessary to finish them. The work breakdown structure chart is a crucial tool for project planning since it outlines each stage of a project's work. The WBS levels of the project scope describe the activities, deliverables, and work packages required to accomplish the project from start to finish. The final project result, together with any related activities and work packages, is displayed at the top of the WBS diagram. The final project result, together with any related activities and work packages, is displayed at the top of the WBS diagram. A WBS may provide correct project organisation, aid in responsibility distribution, highlight project milestones and control points, enable more accurate cost, risk, and time projections, and help project stakeholders comprehend the project's scope. (T.Rajani Devi, 2012)

Project WBS List			
Breakdown	Description	WBS	Code
Introducing online meetings during and after Covid-19			1.0
CONSIDER BUDGET	Consider the maximum budget for the whole project	1.1.1	
REASEARCH ONLINE METHODS	Research method of online methos available in the market	1.1.2	
BUY ZOOM PLAN	Compare and buy zoom plan and follow up email to managment	1.1.2.1	
BUY CRM ONLINE PLAN	Compare and buy CRM plan and follow up email to managment	1.1.2.1	
ADAPT WEBSITE TO NEW METHOD	Adapt the current website to the new online method with website developer	1.1.3	
TRAINING TO ALL EMPLOYEEYS	Management will training the employees and follow-up meetings	1.1.4	
IDENTIFY GAPS IN THE NEW METHOD	Try the new method and identify gaps before the end of the project	1.1.5	
MONITOR ONLINE ACTIVITIES	Monitor activities of the new online method to avoid mistakes	1.1.5.1	
END OF PROJECT	End of the project	1.1.6	

Figure 3. Project WBS List. Source Student (2022)

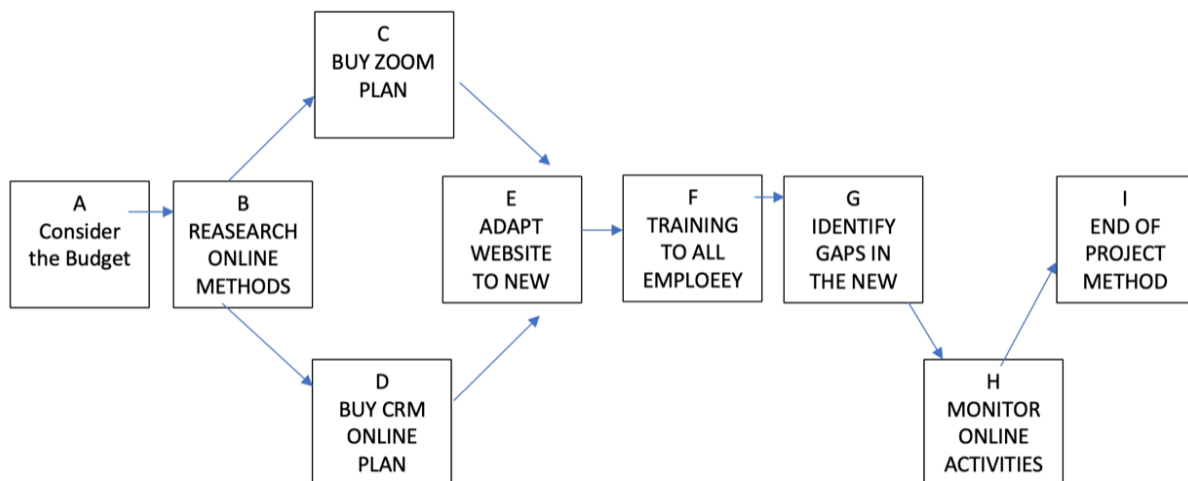


Figure 4. Network Diagram. Source Student (2022)

Koll Business Center			
Activity	Description	Duration by Day	Preceding Activity
A	CONSIDER BUDGET	7	NONE
B	RESEARCH ONLINE METHODS	7	A
C	BUY ZOOM PLAN	2	B
D	BUY CRM ONLINE PLAN	3	B
E	ADAPT WEBSITE TO NEW METHOD	14	C, D
F	TRAINING TO ALL EMPLOYEEYS	14	E
G	IDENTIFY GAPS IN THE NEW METHOD	4	F
H	MONITOR ONLINE ACTIVITIES	31	G
I	END OF PROJECT	2	H

Figure 5. Network Information. Source Student (2022)

A Project WBS list is created with the aim to structure the activities in breakdown, this diagram will help stakeholders and project manager to understand the priority activities such as: consider the budget, research online method, adapt the website to the new method, training the employees, identify the gaps and the end of the project. The WBS is followed with a Gantt Chart, which will help to understand how the project will be completed and the timing within 2 months. The new Big Ferro's project will start on the first day of December and must be completed on the 30th of January.

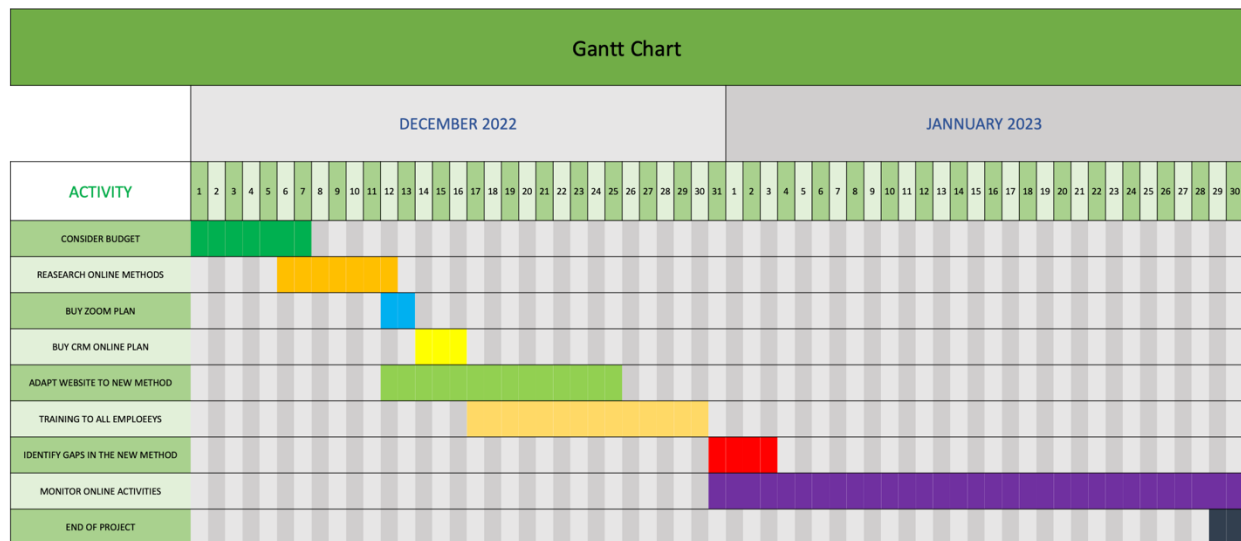


Figure 4. Big Ferro Project Gantt Chart. Source Student (2022)

Identify Risks

Understanding potential hazards is crucial throughout a project; a risk register is a tool used in both project management and risk management. Although it is commonly employed to satisfy regulatory requirements, its primary function is to monitor prospective problems that can obstruct planned goals. A project or organisation can utilise it to identify possible hazards. Project managers must carefully assess their risk management strategy from the project planning phase onward, even if the risk register is mostly used during project execution. For each business initiative, the moment to consider risk assessments is right now. To manage risk, a project risk register must be prepared and accessible. (Fiona D Patterson, 2002)

Risk Register								
Risk Description			Dates			Analysis		
Risk	If	Then	Open	Trigger	Closed	Likelihood	Impact	Severity
1	Employees will have lack of confident on the new method and IT skills	An extra training plan will take place in order to help employees to learn more about the new method and avoid mistakes				4	5	20 (High)
2	During the meeting there are misunderstanding between your employees and customers or suppliers	An email will be sent ad recap of the meeting, with a summary with key points discussed previously in order to avoid any misunderstanding				2	3	6 (Medium)
3	Some of the equipment such as connection issues and pc issues will take place in a daily basis	Monitor activity and IT issues will take higher budget allocation in order to have a professional person to support and control the equipment issues				2	5	10 (High)
4	Method of online meetings will have time slots late process due to technical issues or late customers	It will be analysed the average of meeting and how long will take the company to start the conversation to customers or suppliers and arrange and modify the future meeting				1	2	2 (Low)
5	Old age customers will have issues to meet the company through online method	A face to face meeting will be provided to those customers who have issues to log in into online meeting or will prefer to meet us personally, with the goal to keep our conversion rate high				1	3	3 (Low)

Figure 5. Big Ferro project Risk Register. Source Student (2022)

The Risk Register is a document that is used to identify potential risks in the project, an analysis has been made to identify the risks that can happen on the project and how we can resolve them. First employees can have a lack of confidence and skills in the new method, which can be resolved with extra training, this is a high risk. Second meeting may have a misunderstanding from suppliers or customers, which can be resolved with recap emails, this is medium risk. Third equipment may have issues, which can be resolved with monitoring activities and IT issues, this is a high risk. Fourth the method will have late time slots meeting, which can be resolved with an average analysis of how long will take us to start the actual meeting online, this is low risk. Last

one old age customers may have IT issues, which can be resolved with face-to-face meeting, this is low risk.

Project Budget

The project manager can first estimate the project's cost thanks to the project budget. It allows the project manager to keep track of the project's budget compliance at various stages during the project. (Corporate Finance Institute, 2022) A project budget has been allocated to various departments for the new Big Ferro project, the total budget will be £17.980 and is divided into different departments such as: research management, IT management, Website developer, Employee training and Project manager. Most of the budget will go to IT management as this will be an important department for the project as Big Ferro meetings will move into online, recruitment the IT staff and buy essential items such as laptops, zoom meeting plan, yearly CRM plan, online calendar to schedule meeting and professional email for at least five staff members. Secondly will be the Website developer, as once the new method will take place, will be important to adapt the website and the monitor activities monthly, also the company will need to recruiter a new employee for this field. Another important department will be the Project Manager, which will follow the new project since the beginning, is essential to have a project manager who will follow the steps and to monitor activities and report updates to the company owner. As low budget the project will spend on research management which will be the first step of the project with research and plan and meeting follow-up.

Project Budget				
Activities	Sub-Activities	Cost per Unit	Quantity	Total Cost
Research Management	Reserches and Plan	200 £	1	200 £
	Meeting Follow-up	30 £	1	30 £
Sub Total				230 £
IT Management	Recruitment	1,000 £	1	1,000 £
	Laptops	1,300 £	3	3,900 £
	Yearly Zoom Meeting Plan	200 £	1	200 £
	Yearly CRM Plan	500 £	1	500 £
	Online Calendar	150 £	1	150 £
	Professional Email for 5 Staff Member	50 £	5	250 £
Sub Total				6,000 £
Website Developer	Recruitment	1,000 £	1	1,000 £
	Adapt the Website to New Method	3000	1	3,000 £
	Montly Website Monitor activities	300	1	300 £
Sub Total				4,300 £
Employers Training	Manager on Duty for 14 Days	100 £	14	1,400 £
	Stationery	2,000 £	1	2,000 £
Sub Total				3,400 £
Project Manager	IT Software to Monitor Activities	4,000 £	1	4,000 £
	Meeting with Owner	50 £	1	50 £
Sub Total				4,050 £
			Total Cost	17,980 £

Figure 6. Project Budget. Source Student (2022)

Conclusion:

In conclusion, the new project for Big Ferro will be to develop a new method for meetings, as construction company is essential to meet customers and suppliers, that is why with the impact of Covid-19 will be important for the company to introduce a new way to meet. The new project management includes the developing and implementing the new online method via zoom meeting between company and customers and or suppliers. Also, the project will include an employee's training programme in order to training the employees to the new online meeting method, this will be an essential part of the project as employees needs to understand all the procedures, budget allocation for employees training will be of 3.400£ of the total budget.

Identify the scope of the project and the stakeholders are vital to implement the new method, also risks are being identified to avoid any issues during the developing of the new method.

And finally, a budget allocation has been provided for the new project.

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