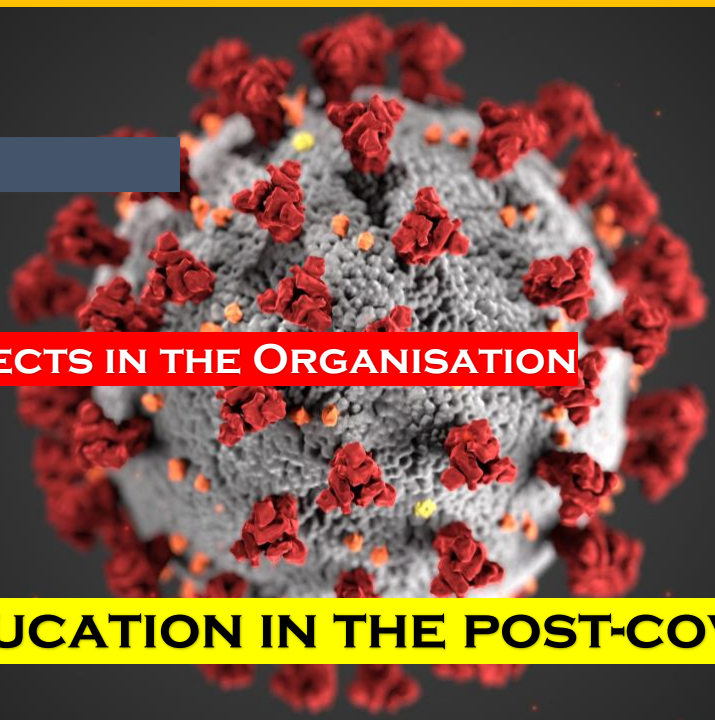




**MANAGING PROJECTS IN THE ORGANISATION**

**PROJECT EDUCATION IN THE POST-COVID-19 WORLD**



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## **INTRODUCTION**

Managing a project will mean that the Project Manager will coordinate a set of diverse activities such as planning, organizing, controlling resources, monitoring / executing activities and analysing the objectives / results achieved throughout the project phases. That is why managing is so vital to the effectiveness of the project. Project management is nothing other than cultivating methodologies, sciences and agility for a project to be successful. In other words, management transports tools so that the purpose of the project is achieved according to the conditions established during the idealization. The study will focus on the Education project in the Post-Covid-19 world where it will illustrate the project management techniques and their benefits

## **PROBLEM STATEMENT**

It does not seem to me that the world we are going to disembark after the pandemic is the world from which we left. The virus originating in the interior of China shook the planet and quarantined the population. He arrived leaving the future behind, with plans, works, commitments and projects suspended. Since March 11, when the pandemic of the new corona virus was declared by the WHO, life has changed radically. We face one of the greatest crises in recent human history. There are thousands of victims, a collapse in the health system, a legion of unemployed people, closed borders, children without classes, remote work, melted economy and stopped industries. While humanity is waiting for a vaccine against the disease, we begin to experience a “new normal” that seems to have nothing normal. The pandemic is reshaping the way we relate to the world, to others and to ourselves.

## **ANALYSIS**

### **1. Benefits of project management tools and techniques**

Good Project Management practices bring several benefits to companies, such as reducing costs and time to develop new products and solutions, increasing sales and revenue for reinvestment, both in human capital and in the organization's structure; the increase in the customer portfolio and consequent customer loyalty.

#### **Other benefits:**

1. Greater customer satisfaction;
2. Shorter development cycle;
3. Lower costs;
4. More effective decisions;
5. Less improvisation;
6. Away from surprises;
7. Anticipation of unfavourable situations;

8. Provision of a performance measurement mechanism;
9. Planning and sharing resources to improve efficiency
10. Comparison of Accomplished with Planned in improving the performance of projects.

### **BEST CUSTOMER SERVICE:**

Good customer service goes far beyond being polite. As well as being honest, treating customers well is not a differentiator, but an obligation of anyone who wants to make your company a success. And make no mistake: attracting new customers is all about the good service your company provides today.

Often, we understand everything about the product or service we offer, its advantages and benefits, but we feel stuck when it comes to solving a problem, facing objections or even structuring a process for incredible service.

### **Risk management:**

The dizzying proliferation of the Covid-19 pandemic has caused the planet to adopt extraordinary measures by the leaders of the conglomerate countries.

The main focus is on the challenges attributed to public health devices, of course, but education systems are likewise absolutely affected: in just over three weeks, about 1.5 billion students in at least 174 countries were left out school around the world.

Temporarily closing schools, in addition to protecting children and young people, reduces the chances that they will become vectors of the virus for their family and community, especially for the elderly and other at-risk groups, since in a large part of countries like Brazilian for example homes there is coexistence between them.

However, the closure of schools can denote the interception of the learning procedure, especially for children with high vulnerability. The lack of exchange between students and teachers undoes the learning method and if the pandemic lasts many weeks, it will not be possible to recover the time involved when schools reopen. There is also an urge to increase school drop-out rates, especially among students from families in circumstances of high vulnerability. This could bring a significant inclination in the balance of future human capital.

### **Project completion on time:**

The Management of Time or Deadline in Projects, which the PMBOK defines as “the processes necessary to complete the project within the estimated time”, whose importance seeks to address this article, usually has a strong influence on the success of the projects and, therefore, in the vast majority of them, it demands constant management care, from planning to final delivery.

Thus, as it could not be otherwise, it requires discipline and efficient control, in order to allow the timely problems to be corrected in a timely manner, aiming to prevent them from becoming serious and, often, irreversible during the execution of the projects. The management of time in projects and their consideration are uncontroversial, decreeing high points of correct answers and that, therefore, the evaluations referring to vehemence's remain within smaller and smaller margins of error. But when we are facing a pandemic situation and something as new as unknown as the covid-19, measures have to be created and constantly renewed in an attempt to find better solutions.

## Effective communication

In recent years, much has been said about careers and how to get better performance from professionals. Companies are increasingly demanding more employees and it is essential that they invest in constant improvement.

In this sense, it is necessary that these professionals consider that an important factor for the growth and relationship in the career is communication. Individuals with easy communication skills have greater opportunities to be hired by large companies, since both verbal and non-verbal communication skills are very important to the success of the entire organization as well as its professionals.

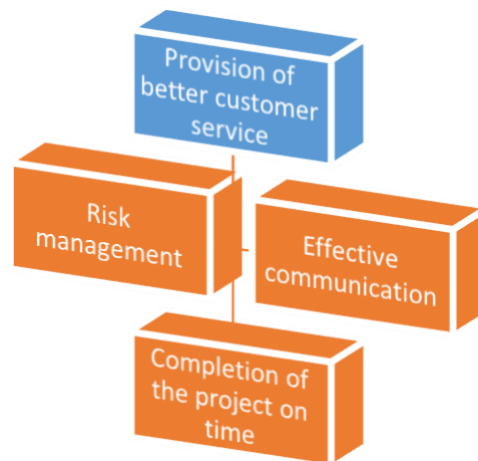


**Figure 1: Usefulness of Agile project management and Critical Chain Technique**  
**Source (self-created)**

This fact justifies the act of some companies to invest in training so that their employees learn, more and more, how to communicate with efficiency and practicality. Thus, an active dialogue conceives much more than having good conversations and an adequate interpersonal relationship with colleagues and superiors, or even knowing how to make written reports and send emails.

An appropriate communication contains additions, which are exposed in the configuration as the co-participants share themselves with customers, colleagues, leaders, suppliers and partners of interests. Therefore, in addition to assisting in the rounding of the environment, being concerned with this fundamental component also has extraordinary short, medium and long-term results for coordination and its elements.

That is why effective communication is one of the most important parts of project management, as it is a necessary skill for every human being, especially in the world in which we live, as companies increasingly value this. And more and more professionals are more aware of the importance of good communication, seeking to continuously improve it.

Effective communication is one of the cornerstones of project management, but it still has its disadvantages. Management of the Critical Chain Technique can be effective when all team members are ready to be exchanged for the project. However, most team members do not want to improve according to the requirements of the project. At the same time, these tools require a firm commitment from both the nightingale project manager and stakeholders (Audard, 2018).

### **Easy to understand:**

Being a project forged in the middle of the Covid pandemic = 19 in order to face the consequences that it generates with large scale damage and in all sectors, it is estimated a giant project, but with aspects that must be understood. In this circumstance, it can induce an excessive period to adopt a different plan management methodology (Marier et al. 2017). Thinking about reducing the time, which is actually very precious, to deal with the project, design, implementation, verification and maintenance are the requirements of some steps followed by this technique.

### **Meeting the deadline:**

This project management technique with its well elaborated steps is able to help in meeting deadlines stipulated for the project based on concrete actions such as:

- To deal with the closure of schools and to mitigate the negative impacts on the lives of students, most countries have taken several measures, which include distance learning and the distribution of food to certain families of students.
- When we look at the strategies adopted by countries to deal with the temporary closure, we see that the focus has been given to distance education, not only via the Internet, but through other channels such as TV, radio and printed materials.

### **Convenience in organizing tasks:**

In global terms, the interruption of classes also affects the social safety net. Many children have the only regular and healthy meal in school meals. In the same way, many

women, because they are often the main responsible for childcare, end up being overwhelmed by accumulating work and childcare in times of pandemic.

Regardless of the medium chosen, the replacement of face-to-face classes with distance classes should take into account the enormous inequality of access to virtual learning tools that exists in each country, including the infrastructure and familiarity of teachers with the previously existing technological distance learning tools. The only possible way to maintain the result of the procedure is to support the project with this technique.



**Figure 2: Usefulness of waterfall project management Technique**  
**Source (Self-created)**

## **2. Project implementation plan**

Implementation plans define the segments and segment-related tasks that drive the implementations. You can include or exclude segments and tasks even after an implementation has started. This can be seen in the Project Implementation Plan (PID).

### **Providing context:**

This phase focuses on multiple factors that cover the pretext to proceed with the conception, the subjects of difficulties that need to be addressed and fixed primary and the clarification of the project (Heagney, 2016).

Taking into account the existing inequalities and which should also be considered, such as the socioeconomic level of the parents, significant differences in connectivity between countries, between rural and urban environments. This asymmetry can be noticed at the same time between private and ordinary schools.

An effective and equitable implementation of distance learning must consider all these features. For modelling, while China, which already has a strong constitution of connectivity, has been fortunate in the gift of education in extension, countries with low Internet coverage, cell phones or televisions, such as Vietnam, have struggled to advance this agenda.

## **Defining the project parameter:**

Parameterizing a project of this magnitude and with constant adverse developments, it is difficult to have a precise and concise approach, however this is one of the most important stages for the implementation of the project, due to the budget and the schedule that are, in fact, the lungs of the project.

If Covid-19 continues its expansion, if everything continues to function remotely, there will always be an almost constant need for a review of the budget and, consequently, the schedule.

## **Defining the specifications:**

The ability and knowledge of teachers and managers in the use of technology for learning is a crucial factor. Spain, for example, asks teachers to be happy and provide online classes. In Singapore, concepts are being offered to teachers on how to design pedagogical strategies to teach classes over the Internet. Brazilian evidence shows that even in states with more resources and with more schools with access to the Internet, many teachers are unfamiliar with the use of the Internet in teaching.

Hence the importance of specification to know which method to apply to each given situation so that the application of the project is according to the needs.

## **Defining the breakdown structure:**

This phase has its importance in the identification and delivery of the project, facilitating its structural creation, being an important stage of the PID.

The extension of distance education orders idealization to spare an irritation of the learning dissimilarities within and between instructional circuits. A sudden trajectory for distance learning at scale without considering the competence of schools to donate quality classes and the ability of students to have the composition and the imperative back to aspire to this material tends to reinforce the already high learning inequalities between countries.

## **Defining the structure of the project:**

All project activities are teamwork where all members are indispensable and that is how the PID focuses on its structuring.

It is crucial to actively engage teachers on the path to the distance learning environment, with continuous design and use of instruments to monitor the activities carried out by the students, because the project managers are having serious problems for the implementation of the project.

In addition, the actions must consider different ways of distance learning with virtual classes through the Internet, TV, radio, in addition to the distribution of printed materials to students. Managers, likewise, can consider ways to enable connectivity and

access to devices that are already available in households, such as cell phones, or computers and tablets.

## Identifying the risk

One should not think about a project, worthy of a name, without thinking about identifying the risk. Risk identification plays a crucial role in the successful implementation of the project. This step plays exactly that role of focusing on risks and their assessment.

Thinking about these details, the managers of the Education project in the post-Covia-19 world, to avoid risks of contagion at large scales, bet on distance education.

For distance education to be more agile, effective and equitable in learning, it would be important to focus on the use of existing applications for mobile phones and encourage the sharing of information.

It would also be important to focus on applications and platforms that best suit the educational and social context of each country and working in partnership with local internet providers can help reduce the cost of disseminating teaching materials.

## Project document sharing

Normally, for the project to be effective, it is always necessary to share it with the other members of the team that make up the working group and with the other interested parties. This because? Because it always helps to have more opinions about the project and have less chance of error in its implementation. If any flaws are detected at this stage, corrective measures are taken immediately because it is important to establish strategies for reopening schools considering areas of greater or lesser risk and to create protocols for cleaning spaces before they are re-occupied by students.

Despite being very advantageous, this project also suffers from some disadvantages such as: programming {effective in some countries and weak in many others}, insufficient resources due to the uncertainties imposed by Covid-19, security that is extremely crucial for prevent the spread of the pandemic.

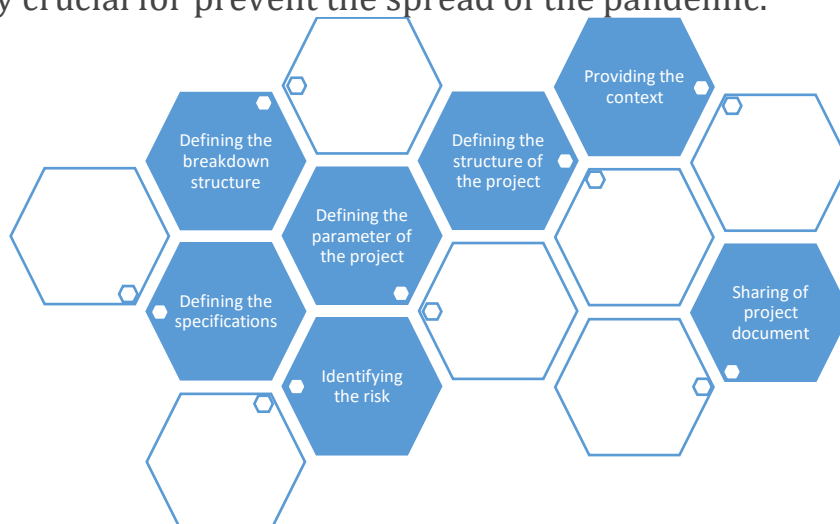


**Figure3: Stages of Project Initiation document Source (Self-created)**

## **Time management**

Adequate time management is a fundamental item, as it projects to the client (or project sponsor) - from surveys of activities and resources - how much time will be spent to develop the project through the definition and sequencing of its activities, "realistic" estimate of resources.

Continuing education cycles for teachers, pedagogical coordinators and principals can help to structure classes that promote distance student engagement.

Encouraging parental involvement in the education of children is another key point to mitigate the harmful impacts of the pandemic on learning. Radio and television awareness calls, reinforcing the importance of parental support in children's learning, can be a good strategy to manage time and be more effective in implementing the project.

## **Modern management theory**

In the highly competitive global world in which we live, the success of any organization depends not only on the quality and dedication of its employees and on the success of products and markets, but also on the deep knowledge of the environment and the good design of strategic, operational processes. administrative and well-managed financial and human resources.

The solution to the programming, resources and security problems involves joining two types of administration:

### **- JAPANESE ADMINISTRATION:**

This type of administration is characterized by strict supervision in all sectors, both inside and outside the company, from the relationship with its employees and efficiency in production, to the relationship with its suppliers, and it was with this philosophy that the Japanese Administration today it is adopted by companies from different sectors and places in the world.

### **- VIRTUAL ADMINISTRATION:**

In this administration system, we again emphasize the importance of technology or we can call it the Technological Revolution, where information and the speed with which it is obtained become of paramount importance in the current job market in view of the high competitiveness.

Taking into account this global globalization where companies are interconnected all over the world in search of innovations and renovations to increasingly improve products and services, looking for more space in the socioeconomic market, the internet becomes a fundamental tool for business success.

This theory, aimed at solving complex problems that have to do with management, supported by these two forms of administration exposed above, manages to solve the

problems that affect the project, a perfect marriage between the traditional and the modern that may revolutionize the method of world education.

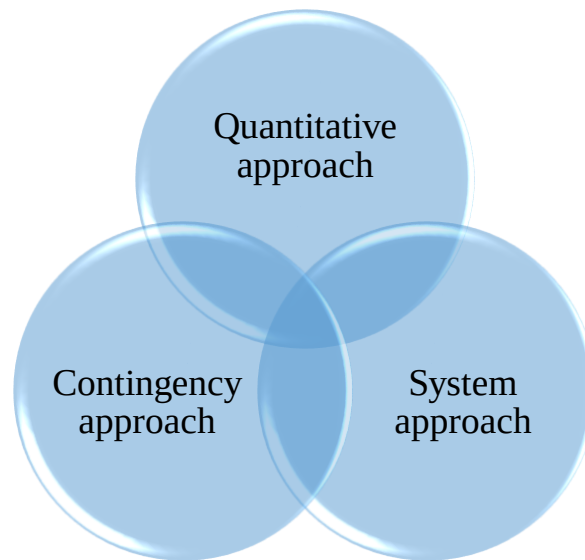


**Figure 4: Three approaches of Modern Management Theory**  
**Source (Self-created)**

### **Project schedule**

The project schedule documents its activities, respective start and end dates, in addition to the resources used and schedule constraints.

A good practice for setting up the schedule is to describe the phases, deliveries, work packages, activities and milestones including the Gantt chart.

### **Activities**

The activities of the Education in the Post-Covid-19 world project consist of a renewable quarterly process, given the spread or reduction of the pandemic. The strategy plan is one month and its implementation for nine months.

### **Project milestone**

Milestones or Milestones are significant points of the project, events whose occurrence needs to be reported to the interested parties - stakeholders - in order to have a clear visibility of their fulfilment. The milestone of the Education in the post-Covid-19 world project, to ensure a desired conclusion, is based on work in pedagogical terms, as it considers it crucial to assess which distance learning practices can be maintained after the reopening of schools, benefiting from the structure put in place during the pandemic.

### **Communicating with colleagues:**

The project manager has the obligation to speak to all employees so that the project has a successful conclusion. communication in the workplace serves to optimize the tasks of each employee, in addition to making the atmosphere more pleasant. Every team must be aware of communication problems in the workplace so that they can be corrected as quickly as possible. In the Education in the post Covid-19 world project, everyone must communicate constantly, each one playing their part in a specific area of action, due to the greatness of the project itself.

## **Communication with stakeholders**

In order to have a desired implementation of the project, it is necessary to speak with the project's stakeholders in advance. In this project, the most important among countless stakeholders are the teaching staff, parents and guardians, students / students and the government itself. The government has a fundamental role in terms of financial support so that the implementation of the project runs smoothly. For this to be effective, all aspects of the project must be delivered.

## **Control and monitoring:**

Monitoring and control are the most important phase of a project, as it is it that makes all the necessary efforts so that the expected and planned parameters and results are properly achieved.

Several initiatives were taken by the manager to monitor the project, starting by dividing tasks into stages and setting deadlines; make a survey of what activities should be developed by your team; have follow-up meetings; keep the communication channel open; create indicators. All this for a better assignment of responsibilities, better performance for all project stakeholders and, consequently, better implementation.

## **1. Evolution of the project and self-development plan**

It is possible to identify the strengths and weaknesses of the planning and implementation of the project itself by evaluating feedback from colleagues.

## **Strength:**

In order to successfully complete a project, it is more important to have a collaborative approach (Yu et al. 2018), having said that, considering the feedback from colleagues, it can be said that the greatest strength of this project is the great capacity for communication between employees to deal with something that is a new and

completely unknown phenomenon, a new project that emerged from a pandemic with no end in sight, a project that needs constant updating due to the spread of the disease. When talking about a collaborative approach, it is understood the need to face and overcome any problems of the team or one or another member. That is why the second force, efficiency, comes in. The focus of project management must be the delivery of results. Therefore, the project manager must be aware **that nothing in** the organization interferes negatively with productivity. If any obstacle is found, internal or external, the manager must be proactive to eliminate as quickly as possible what reduces the efficiency of the processes.

The other great strength is enthusiasm. Any professional feels good about being in contact with someone enthusiastic. After all, with the strength of enthusiasm it is possible to carry out a work quantity 2 times greater than what is usually done without a sign of tiredness being perceived. It is important not only that the manager remains excited, but also that he knows how to transmit this energy to the team in order to increase productivity and minimize stress in the work environment.

It can be said that, with these strengths, the project will be successfully concluded, despite having the obstacles that the pandemic uncertainties impose along the way.

### **Weaknesses:**

The first weakness, if not the greatest, is distraction. In distance education, the student does not have the teacher to control the environment, this leads to a feeling of freedom in not fulfilling his student duty, no requirement in the organization and planning of the student / student, when the learning success it depends on the student's organization and planning in defining and meeting schedules and a well-designed study routine.

Instead of the student / student using autonomy in their favour to maintain discipline, properly manage their time, plan and organize their activities, be frequent and make a schedule of studies, they choose, in most cases, to embark on the opposite side.

The second weakness is the decent body's own ability to handle technological materials for online classes. This same problem extends to students and varies from country to country. These are the two weak points where the project manager must find alternatives.

### **Self-development Plan**

| <b>Big goal</b> | <b>Required things to improve me</b> | <b>Probable obstacle</b> | <b>Support</b> |
|-----------------|--------------------------------------|--------------------------|----------------|
|                 |                                      |                          |                |

|                                                      |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                  |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Avoiding or solving all risks related to the project | The most important thing is to try to know the em.si risk because I think that each risk is unique and particular. So, you have to know how to deal with each risk and find a way to stop it. The secret is in the study of the risk.                                                                                                                | In the beginning there are always those problems of a lack of experience or of the strategy itself, and also of the budgetary part to be able to stop all the levels of risks that arise.                                                                                                          | One of the problems of the initial stage is not having practical experience to efficiently support the project, so I think it is necessary to have a worker already calloused in terms of experience to help in the process of self-development. |
| Mitigating the problem related to finance            | For a better implementation of the project, the more sources to give the project breath, the better. And the state has a fundamental role, so there must be communication with it in order to have as many shareholders as possible. I say this because I think that doing a good financial analysis is the first of all the initiatives to be taken | The fact that relying a lot on shareholders brings disadvantages to the project, in my opinion, since management will be obliged to inform shareholders about each development of the project and, if they (the shareholders) do not agree, they can simply harm the company's action. management. | The project is a whole that needs to be moved by everyone so that it can really work. For that, all interested parties must contribute to the solution of the problems that arise.                                                               |

**Table 1: Self-development plan**

(Source: Self-created)

## **Recommendation**

The problems are many and the uncertainties that Covid-19 impose on the project make the situation even worse. The project manager must develop a very strong post-pandemic policy to be able to put an end to situations that arise with the people concerned. The pandemic scenario creates instability, but also opportunities for learning. For this reason, even when the focus is in a critical situation, it is important to begin the outline of post-pandemic actions to smooth out possible social and learning disagreements generated by confinement. Therefore, it is necessary to establish strategies for the reopening of schools considering areas of greater or lesser risk and to create protocols for sanitizing spaces before students reoccupy. In pedagogical terms, it is crucial to assess which distance learning practices can be maintained, benefiting from the structure established in operation during the pandemic. Likewise, it is important to establish actions that are centralized in risky congregations, such as young people at high risk of evasion and families with high social vulnerability, in addition to supporting poor families to reduce the economic shock resulting from the pandemic, which also affects the return of children to school.

## **Conclusion**

Considering the discussion explained above, it must be concluded that the only way for a good implementation of the Education project in the post-Covid-19 world is to scrupulously follow the techniques and tools of project management that organize, integrate and display the results of the project. same.

The set of techniques such as risk management and project completion in a given time for this purpose is the best of this management for the project to succeed in this uncertainty where the global crisis will bring numerous negative impacts. In addition to the deaths, we are at risk of a generalized recession, increasing social inequality and leaving vulnerable people in an even more critical situation, to name a few. But opportunities can also arise. From the perspective of the specialists, in the place where we are going to disembark, the teacher, science and feminism are valued, we seek the essential, relations are more empathic, and we will have the chance to create new narratives for the concept of humanity. It is possible to see beauty in the midst of chaos. But these techniques reveal certain disadvantages in terms of monitoring the disparate needs of both the faculty and students / students. To get around this situation, the project manager must think about the use of the technique capable of ensuring understanding, meeting deadlines during the organization of tasks.

To face and solve other problems that appear, one can use the three pillars of modern management theory, which are the quantitative, contingency and system approaches. Communication skills, efficiency and enthusiasm are the strengths of the planning of this project and its weakness is to listen to interested people a lot.

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