



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Marta Zapparoli

Student ID 2020191

Module code: BMSW 5104

Module title: Managing Projects in the Organisation

Lecturer's name: Charles Nwaogwugwu

Assignment title Task 2 – Evaluation of Project Management Plan.

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Introduction to the Project management tools and techniques

Project management is when a project manager takes responsibility for planning, procuring and executing, and controlling the project within the given constraints to achieve the organisation's goal. Project management includes a project team that helps by performing different roles and responsibilities in the project to accomplish the project goal. Within a project, the project manager plays a crucial role in managing the overall project within the constraints like scope, budget and time (Kerzner, 2019). The project manager is also responsible for allocating all the resources for the project, which are financial, materialistic, and the human resources or people to be included in the project to complete it successfully. Project management has different tools and techniques that support the project manager in completing the project within the deliverable time. Project management is the application of knowledge with a specific tool and planning to allocate and manage resources to achieve the project's goal. Project management goes through 5 different phases: initiation, planning, execution, controlling and project closure. Apart from this, proper project management software and application should be used to execute the project with a list of all the activities on a priority basis. To help in managing projects, TeamGantt is the most popular software used in project management.

Project Life Cycle

The project life-cycle is the process through which the project is mainly divided into different phases to achieve the project goal effectively by completing activities in each phase. The project life-cycle helps the project managers to conduct the project systematically; this includes five different phases; each of the steps consists of various activities, roles and responsibilities to run the project effectively (Haass and Azizi, 2020). The project life-cycle phases are mainly initiation, planning, execution, controlling and closure. Thus, the bathroom refurbishment is a small-scale project that will also go through all these 5 phases of project management to achieve the aim of the project management.

Initiation: Called start phase, where the project managers define the project by understanding the need to commence a project. At this stage, the project manager evaluates the project idea and takes authorisation from the responsible department to start the overall project. The refurbishment of the bathroom project was initiated by understanding the importance of the Covid-19 situation in the organisation and the health and hygiene factors associated with the employees while using the same bathroom repeatedly and using the same equipment, which might increase the risk of spreading coronavirus among the employees in the organisation. Thus, it is essential to make significant changes in the bathroom which would help to maintain minimum hygiene while using the common area of the organisation.

Planning: the project planning phase includes proper planning of the project, which is important for the project to be executed properly to achieve the project goal. The project planning phase consists of the project design and allocation of resources required for the commencement of the project. The project planning phase also includes the project stakeholders for their support in performing all the project activities. At this stage, the project manager also lists all the project activities on a priority basis that are required to complete within an estimated time and budget. This is the most important phase, where the project budget is also assessed, and the investments to be made for the project have been evaluated to achieve the project goal. The organisation's bathroom will be refurbished at this stage by hiring a contractor who will supply all the resources and labourers to conduct the project.

Execution: The project execution is the main part of the overall project where the project manager selects the team to move into action to perform all the activities one after another to meet the project goal. The project will commence by following the project charter formed in the planning phase and executing all the activities on a priority basis to achieve the project's goal (Haass and Azizi, 2019). Thus, this phase develops the work breakdown structure, which divides all the main activities that will be performed in the project and sub-activities that will help the project to be conducted systematically. The bathroom refurbishment project is a small project which also goes through this execution phase, where the project manager divides all the roles and responsibilities among the project stakeholders by assessing their skills and interesting area of work.

Monitoring and controlling: this phase is the crucial one in the project life-cycle phase, where the project manager is the responsible person who will take care of the overall project and monitor if all the activities are performed correctly and the stakeholders are performing their roles and responsibilities (Guertler et al., 2022). At this stage, the project manager also assesses the risks associated with the project and its impact on the project. In the project

controlling and monitoring phase, the stakeholders keep track of the project and its activities are performed in the organisation. The project manager, in this phase, establishes effective communication among the project stakeholders so that the project progress can be tracked and the overall project can be completed within the estimated time period and budget.

Closure: this is the end phase of the overall project, where the project is at its completion stage, and the project manager starts reviewing the whole project. In this phase, the project manager evaluates the whole project and hands over the project to the owner.

Project Description and Goal Setting

The impact of Covid-19 has affected the organisation, as the employees need to maintain proper social distancing and be appropriately sanitised to reduce the impact of Covid-19. Previously the organisation had only one bathroom, which more than one person at the time could access, with limited facilities, that need to be improved to reduce the effect of Covid-19 (Zwikael et al., 2018). To make the bathroom bigger, which will provide access to only one person at a time, one internal wall will be broken. Also, there will be hand sanitiser that the employees can use to maintain hygiene after using the bathroom. Also, the hand towel will be replaced with a hand dryer machine so the employees will not have to use the same towel. Thus, the following objectives of the project will be achieved with step by step process of project management.

- To reduce the impact of the Covid-19 situation through improved hygiene factors in the organisation, bathroom refurbishment has been considered.
- To hire a contractor who will take the project and maintain the project management activities for the bathroom refurbishment.
- To add new facilities for the employees to maintain hygiene in the common area used by the employees.
- To assess the risk and develop proper strategies to execute the project successfully by achieving the project management goal.

Project Scope

The project refurbishment of the bathroom would provide a large space for the employees to avail of the service by breaking the internal wall of the bathroom. As the organisation will have the flexibility of working in the organisation, thus, while commencing the project, the manager would keep half of the office closed for the construction work due to avoid injury risks. The refurbishment of the bathroom has been taken under consideration, where the project is to provide hygienic service to the employees who can avail of the bathroom services by maintaining proper hygiene, which includes the hand dryer instead of hand towels and hand sanitiser disposals

Stakeholders Analysis

Stakeholders of the project are the group of people who are directly or non-directly involved with the project and provide their inputs to make it successful. The stakeholder analysis is essential for the organisation to assess the needs of the customer and provide services to satisfy their needs. The project stakeholders in this project are categorised by Power and Interest.

The stakeholders with High Power (HP) and High Interest (HI) are the customers such as Company Directors. All the other stakeholders are divided as per below. We will explain in the next pages how we will manage, and we will communicate with them.

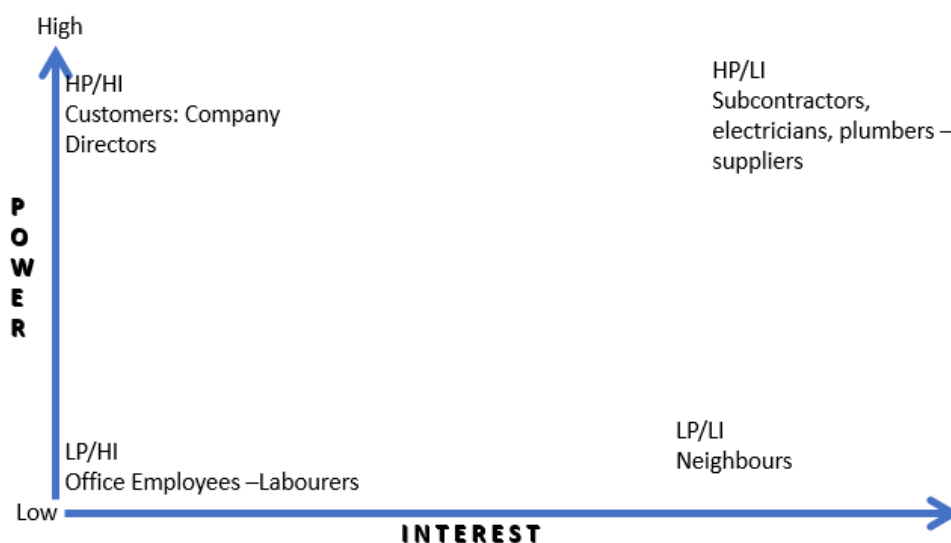


Figure 1: Stakeholder's Analysis Map, by Marta Zapparoli

Work Breakdown Structure

According to (Rejani Devi, et al, 2012) the WBS, or Work Breakdown Structure, is crucial to the life-cycle and schedule of a project. A key element of project planning, the WBS begins with a hierarchy of tasks and levels that illustrate how the project will advance over the course of a timetable determined by the project manager. Depending on the project's deliverables, the WBS is defined as representing the breakdown of all work that the project involves, from beginning to end. The work breakdown structure of the refurbishment of the bathroom is given below.

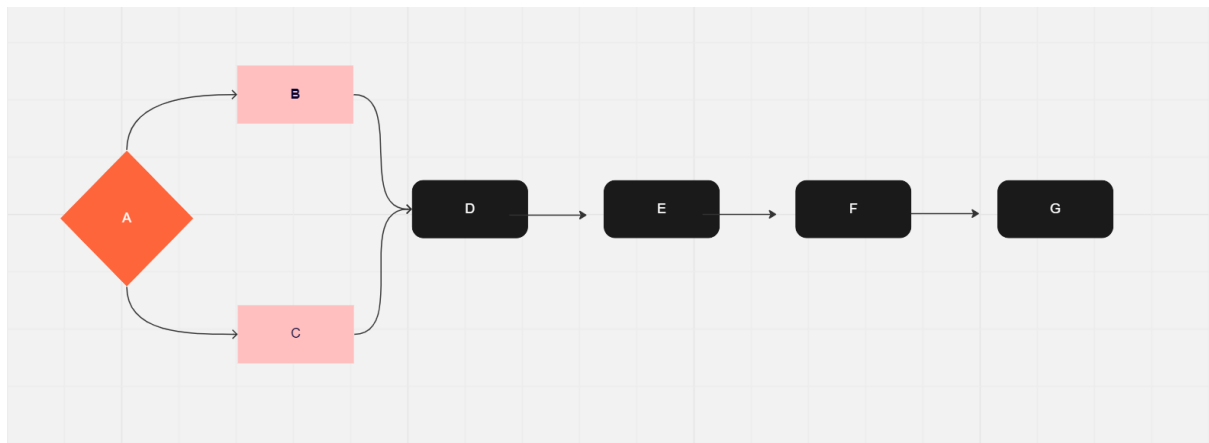


Figure 2: Project Network Diagram, by Marta Zapparoli

Deliverables:

Network information			
Bathroom refurbishment			
Activity	Description	Preciding Activity	
A	Draw an approved Bathroom Plan	None	
B	Break down wall and remove old fitting	A	
C	Get supplies	A	
D	Install new fitting	B,C	
E	Connect mains - electrcial	D	
F	Testing	E	
G	End of project	G	

Figure 3: Project Network information, by Marta Zapparoli

Cost and Resources

The costs associated with the project management are the fixed cost that has been estimated to be required for the project execution, which includes the supply of the materials.

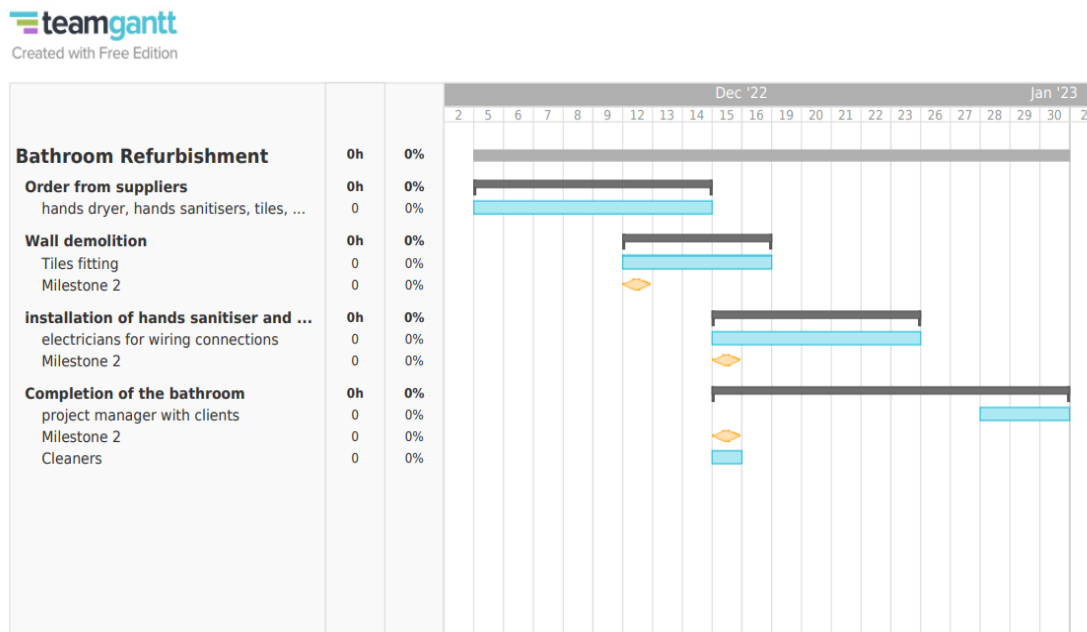
Assuming that the two labours worked together for 2 weeks + 2 days (5 days a week and working for 7 Hrs), £35.00 per Hour per Labour

Budget based on WBS			
	Units	Price	Total
Labour Cost	168 hrs	£35.00	£5,880.00
Tools Cost			£1,000.00
Sanitising disposal and refill			£500.00
Flooring materials and tiles			£500.00
Hand Dryer			£500.00
Electric connection + Plumbing disconnection labour			£600.00
Cleaning materials			£500.00
Total Cost			£9,480.00

Consideration of Resources

Resource consideration in project management refers to the project resource allocation for the project by understanding and assessing the assets the organisation has in the organisation. The resource allocation in the project management is to allocate the supply materials, including tiles, hand sanitisers, and hand dryers, to be implemented in the bathroom. The resources include the investment under financial resources allocated for the project management program to be commenced. Apart from financial and materialistic resources, human resources should also be included in project management. The refurbishment of the bathroom will include two labours supplied by the contractor who will do all the refurbishment work, from breaking the wall to making all the fitting of the tiles and hand sanitiser, hand dryer, etc.

Project Schedule (TeamGantt)



Risk assessment

The process of identifying the current risks associated with the project and how they can affect the project management work of refurbishment of the bathroom is called risk assessment. The process goes through the following steps where the bathroom refurbishment issues and

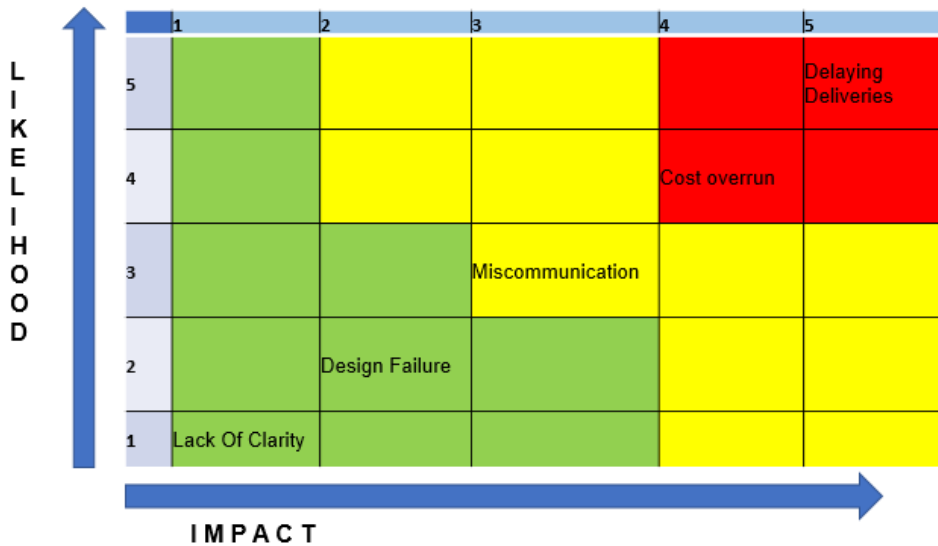
hazards are identified, assessment of risks, control of the risks, and adopt risk mitigation strategy. (Jianxing et al., 2021)

Risk register and management planning

Risks	Risk Management Process (Jianxing et al., 2021)	Responsible Person	Risks 1 to 5
Design Failure	Planning of the bathroom and the breaking of the internal wall will be done with higher priority and measurement.	Project Manager	2
Lack Of Clarity	The project plan and design should be drawn in the paper to avoid confusion and clarity about the project.	Project Manager	1
Miscommunication	To avoid miscommunication, the project manager should keep in touch with the project stakeholders on a regular basis and keep updating the work done on the project.	Project Manager	3
Cost overrun	To maintain the budget and cost should not overrun, it is important to prepare an estimated budget with the price that should be estimated for the project.	Project Manager	4
Delaying Deliveries	If the worker does not come to work, the project will get delayed; thus, the project manager will estimate the time accordingly.	Project Manager	5

During risk assessment, a risk matrix is designed to balance the categories of chance or likelihood and consequence severity in order to calculate the amount of risk. This is an easy method to increase risk visibility and assist management in making decisions. (Talbot, 2017)

The Matrix chart below represents the risk register above.



Risk mitigation Strategy

The organisation mainly developed the risk mitigation strategy to avoid the identified risks in the project deliverable issues and risks that would affect the project activities and their completion. The identified risk can be mitigated by reducing the risk strategy. To minimise the risks, the project manager should be well-coordinated with the stakeholders and monitor every activity more closely to reduce the impact of the risks on the project. Moreover, the project manager should also develop effective communication among the stakeholders to mitigate the risks associated with project management. (Royer,2000)

Communication Strategies

A stakeholder communications plan specifies who, what, how, and when you must communicate with each party. A few additional crucial factors include timing and budget. The communication strategy within the project management and among the project stakeholder helps the project managers to monitor and control the project more closely, which help them to estimate the project deliverable. Effective communication within the project management process help to reduce the risk of project failure and reduce confusion among the project stakeholders. Planning SMART(Specific, Measurable, Achievable, Realistic and Time-bound) objectives help to measure them within the communication plan.

(Butta et al., 2016)

Stakeholders	Engagement Action	Owner	Channel	Frequency
Labours	Make the labours understand the plan and provide the details of the project and design of the bathrooms.	Project manager	Face-to-face conversation	Daily
Electricians, plumbers suppliers	Provide them with materials details and estimated time to deliver the products	Project Manager	Emails/ Telephonic conversations/ face to face	Weekly
Company Directors	They update them with the report of work completed	Project Manager	Face-to-face meeting	Weekly

Employees	Keep them informed	Project Manager	Face-to-face meetings/emails	Weekly
Neighbours	Make them aware	Project Manager	Emails, phone calls, Face to Face Interaction	Monthly

Project constraints

According to (Ebbesen et al, 2013), the "Iron Triangle," which puts Cost, Time, and Quality at the core of project success, define the constraints of the project. Time is a major constraint as the office will be open for five days only; thus can be challenging to complete the refurbishment process within one month. The budget is another constraint where the bathroom refurbishment might take longer, and the investment made for the construction process might get exceeded. Therefore, completing the work faster, the budget might increase as breaking some bathroom settings and fittings will include variable costs. As it is a small project and the budget is low. Thus only two labours will be working on the refurbishment of the bathroom to reduce the cost, which will take more time to complete the bathroom. If one of them falls sick, then the construction work will take more time, and the project will not meet its deliverables.

Conclusions

In conclusion the bathroom refurbishment project will be initiated to lower the effect of Covid-19 on office employees. The refurbishment of the bathroom includes breaking down the internal wall to make the bathroom big and providing the employees with all the new facilities in the bathroom by keeping hand sanitisers and a hand dryer so the employees should not require using the same things for them. Therefore, the project management tool and techniques are followed to complete the project within the estimated time and achieve its goal.

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