

PROJECT MANAGEMENT

PROJECT MANAGEMENT

PLAN

Module code:LCBB5005

Lecture name: Dr Nandish Patel

Student name : Irena Azgorova

Student number: 1812800

Table of Contents

1. INTRODUCTION	3
Business case	3
Business problem	3
Benefits	3
Stakeholders analysis.....	4-8
2. SMART objectives	9
Goals	9
Objectives.....	9
3. Work breakdown structure.....	9
Work Break down structure	9
Activity list	10
Risk register.....	10
4. Activity sequencing	13
Gantt chart	13
Critical path	15
.....	15
5. Budget modelling	15
Cost benefits analysis.....	15
Budget analysis.....	15
Cash flow.....	16
6. Project execution challenges	17
CONCLUSION	17
REFERENCES	18

1. INTRODUCTION

Project management is defined as accumulation of numerous practices which are related to planning, controlling and performance of specific project in order to achieve goals in appropriate manner. Execution of a project is totally dependent on project closing and performance of various activities in which aim of the project is aligned so that to completion of proposed project within ample time frame (Meredith and et. al., 2017). The prior objective of any project is to accomplish high efficacy so that risk can be minimised and controlled as well in order to handle prominent complexities as well. The following report is based on Marriott Construction Ltd. The company is involved in providing friendly and high quality professional building services. Marriott Construction Ltd is headquartered in London, UK. This report is covering risk register by which elaboration of risks which are to be faced by the company in their construction program is being enumerated. Along with this the report is explaining regarding different stakeholders and their analysis so as to calculate interest of different stakeholders.

Business case

Business problem

The major problem which is faced by Marriott Construction Ltd is loosing of market share and in order to deal with this problem company is coming up with a new construction site in Scotland. On the other hand due to recession in market the company is facing problem in maintaining their market image and this is the major reason that they are planning to initiate a new site construction project.

Benefits

The major benefit of the this construction site is that the company will be able to attain high customer base along with intensifying market size as well. Similar this new construction project is helping the company in enhancing their market prominence which is advantageous for Marriott Construction Ltd in order to sustain for long run

Project management plan

A project management plan is defined as a document which is formal in nature and contains path way of the project in which various aspects are included. This plan is combination of various factors such as budget, time and deliverables by these aspects high control can be exhibited in the project through out its execution. Project management plan is an action plan in which overall journey of the project is enrolled by which pace can be given to the project. For a construction project which is taking place in this report so as to execute the same in proficient manner project management plan is highly useful for Marriott Construction Ltd. By taking help of management plan in construction project high efficacy can be attained which is helpful in minimising complexities in the business and project as well. A construction contract is related with managing quality through out the project which leads in attaining business benefits for Marriott Construction Ltd. There are various aspects of management plan which is elaborated as under:

Stakeholders analysis

Stakeholders are defined as personnel who are having high interest in projects and pertained with high impact with the project. These persons help the project to get succeeded by which success can be attained. For a construction project their major stakeholders are suppliers, resources, manager and government by which project activities can be carried out in effective way. Stakeholder analysis is known as the process by which activities for stakeholders can be managed and by which high efficacy can be attained within construction project. Stakeholder analysis helps the project in designing various activities as according to their prominence. This analysis helps the project to execute all the activities in easy manner. For determining interest of each stakeholder this is necessary to examine their level of interest within project so that construction contract can attain high success and quality as well (Kerzner, 2017). Marriott Construction Ltd is a renowned organisation which are engaged constructing professional buildings which are high in quality and standards. The company is keeping various stakeholders such as staff, directors, suppliers, government and many more. The interest and relationship are elaborated as under:

Stake holder's name	Reason stating their Interest	Whether they are in or against Against	What is done to manage them
Staff	Staffs are having high interest in the project as these are highly responsible for completing the project with high quality and on appropriate timing. In order to manage the brand, staff are having high implications as Marriott Construction Ltd is making high efforts to manage their staffs so that to get their high assistance over the project. Staff are	This project is providing positive implications to the staff by which they can learn new capabilities and explore future career opportunities. On the other hand staff of Marriott Construction Ltd is getting high assistance from this project in order to enlighten their career to the brighter side (Andersen, 2016)	The whole workforce of Marriott Construction Ltd is obtained with major benefits of career establishment.

	highly required in Marriott Construction Ltd as their actions are reflection for market image for the company and in construction project with the help of staffs information can be gathered by Marriott Construction Ltd in order to initiate construction project and to attain success.		
Managers	Managers of Marriott Construction Ltd is having high interest from this project as these persons are providing new ideas in the business which leads them to attain high success and quality in upcoming construction project.	Manager of Marriott Construction Ltd are inclined towards success of construction project as with the help of innovative ideas new competencies can be explored by the company and this helps the project to stay on its path and attain success as well.	Manager of Marriott Construction Ltd are giving their high interest to the construction project as by appropriate execution of the activities so that to execute the project in appropriate time in order to attain high success.
Owner	The owner of Marriott Construction Ltd is making high efforts to make success and for this they are	Owner of Marriott Construction Ltd is making high efforts for initiating construction project.	For achieving high success in construction contract in the company their owner of Marriott

	making high efforts towards making systematic processes by which customer services and customer catering can be enhanced and tackled in better way (Meng and Boyd, 2017).		Construction Ltd is making a booklet in which information regarding the project can be conveyed in better way.
Suppliers	Suppliers are known as the parties who are providing raw material to Marriott Construction Ltd. For a construction project suppliers are key associated party for the project in which success can be inhaled in better manner.	Suppliers of Marriott Construction Ltd are working for construction contract in which their quality can be managed so as to achieve success in the project.	In order to manage suppliers quality of their raw material is required to be maintained so that overall performance of the construction project can be maintained. For Marriott Construction Ltd their major purpose is to attain success in which they are making high efforts on managing quality so that efficacy of the project can be maintained.
Contractors	High amount of interest is hold by contracts as contractors are the person who are	Contractors are the persons who are helping construction contract to execute the same. Function of contractors	By providing high opportunities to the contractor of Marriott Construction Ltd services of the

	having control to manage construction sites and in lieu of commission and brokerage contractors are executing their activities as well.	are executed in such a way that high efficacy can be maintained. (Vanhoucke, Coelho and Batselier, 2016).	company is providing high opportunities to company for enhancing their services so that to place services of the company in better manner.
Government	By gathering high profits Marriott Construction Ltd is paying high taxes and this is the reason that this is creating high source of income for government.	In construction contract high implications are drawn by government and by success of this construction contract government is earning high revenues as taxes.	By collection of such information which are related to the project assistance can be received by Marriott Construction Ltd in order to lead future project in appropriate manner. On the other hand as Marriott Construction Ltd is paying taxes on time so this is helping the company to lead market.
Resource Managers	For the major purpose to attain high efficiency Marriott Construction Ltd is required to use their resources in appropriate manner so that prominent quality can be achieved within	Resource manager is the person who are maintaining high quality in construction project by which overall project can be controlled in proper manner (Gomes and Romão, 2016)	In order to maintain quality this is highly required that healthy relationships are to be kept so that skills can be encouraged in prominent manner.

	projects and market image can be enhanced. On the other hand with the help of utilising resources high quality can be achieved within projects which is helpful for the company in getting more projects in future.	
--	--	--

Communication plan

This is essential that proper communication plan is to made by Marriott Construction Ltd so that to check out effectiveness of the project. Communication in this context is elaborated as under:

Stakeholder Name	Engagement	Channel	Frequency
Proprietor of the project	Managing Cautiously	One to one interaction through personal messages and emails.	Very often
Investors, sponsors of project	Managing project activities	Important emails	Fortnightly
employees associated with the project.			
Suppliers for the project	Keep Learned	Memos	Once in a while
Project manager	Screen	News sheets	Regularly

2. SMART objectives

Goals

Marriott Construction Ltd is having major goal to attain market prominence and market image as due to slump in marketplace so many complexities has arisen which has created dodges for the company. On the other hand market recession is leading Marriott Construction Ltd to loose their market which is another goal for the company to regain the same.

Objectives

- Marriott Construction Ltd is planning to down their cost by 5% so that to attract more customers and enhance customer base as well.
- Marriott Construction Ltd is trying to enhance their overall efficacy by 8% so that to upkeep their manufacturing processes and stay adhered to market trends.

3. Work breakdown structure

Time scale

This is known as calculating time period so as to decide time management of the project in which time can be given to various activities in order to complete the same within time. For Marriott Construction Ltd their major objective is to avoid ant delay and complexities so this aspect is highly essential for them. For project initiation 22 days were taken. Similarly for planning process 40 days were taken and for first stage of project execution 60 days were taken and at last execution second stage 25 days were taken. The last process is taking 10 days and controlling process is taken 32 for completion (Badiru and Osisanya, 2016).

Work Break down structure

This is known as the structure by which overall project can be divided into number of tiny parts in order to execute the same in most effective manner.

Activity list

- **Initiation:** This is the stage under which construction project is initiated by Marriott Construction Ltd. This is a primary step in which this project is started by the company in order to attain their objectives.
- **Planning:** This is a crucial stage under which proper plans are made by project manger and this plan is known as road map in which the whole project is required to be completed.
- **Execution stage I:** Project manager of Marriott Construction Ltd has divided whole activities in two execution stage so as to maintain proper record and track activities in proper manner. This stage is related with execution of the project in phase one.

- **Execution stage II:** This stage is related with execution of phase two in which last parts of the project is going to be completed by whole team.
- **Controlling:** Under this stage the project is managed in order to attain high efficacy. On the other hand this stage is helpful in maintaining management over processes and adherence to practical implementation.

Risk register

This is considered as the tool by which assistance can be received by management of Marriott Construction Ltd for managing coming risk and measures to control the same. Marriott Construction Ltd is using risk register in order to assess their pertained risk by which the same can be minimised. Risk register for Marriott Construction Ltd is elaborated as under:

Risk	Risk Level(L/M/H)	Likelihood of events	Mitigation strategy
Financial risk: A construction contract is associated with application of high cost and this risk is imperative from the same. On the other hand demands of customer are dynamic so financial risk is associated with any construction contract.	Medium	This is possible.	For Marriott Construction Ltd the management team is making budget and in which they are associating all the activities of project so as to assign cost to them. This is helpful for them in staying adhered to cost application by which appropriate control can be established within the project. In the context of construction project there are various activities in which high risk is associated. So this is necessary that proper control is being

			enumerated so that proper execution can be enumerated (Walker and Lloyd-Walker, 2016).
<i>Time scale of project:</i> This is related with project completion within given time period. In this context the management team of Marriott Construction Ltd is coordinating different activities so that overall standard can be maintained.	High	This is having high chances of occurrence.	For the main objective of managing deal within project and in order to get success coherent plan is to be prepared. With the help of this plan delays can be avoided and time and cost can effectively utilised.
<i>Unrealistic estimation of cos:</i> This is associated with estimation of cost by which resources can be utilised in proper manner (Meredith and et. al., 2020). This is associated with wrongfully consumption of resources within construction project.	Low	It is improbable	For managing this risk proper amount of planning is required so that this risk can be eliminated. By managing this risk high impact can be attained by Marriott Construction Ltd.
<i>Availability of project</i>	Medium	This can be possible.	For the major objective

team: This is associated with allocation of project team in such a manner that major objective of construction project can be attained. The new project of Marriott Construction Ltd is required to attain high quality so that long term benefits can be accomplished.			of management of risk this is imperative that time to time performance is to be measured so that market demand can be understood in proper manner in order to achieve high degree of customer satisfaction.
Technical risk: This type of risk is related with risk of technical failure. In a construction contract there are a lot of machineries are involved. These machineries are helping the business to execute their functions in proper manner (Turner, 2017). In the construction of the building many technical complexities can be faced by	Medium	Likely certain	This risk is likely to be mitigated by Marriott Construction Ltd just by properly repairing their equipments so that they do not face any failure.

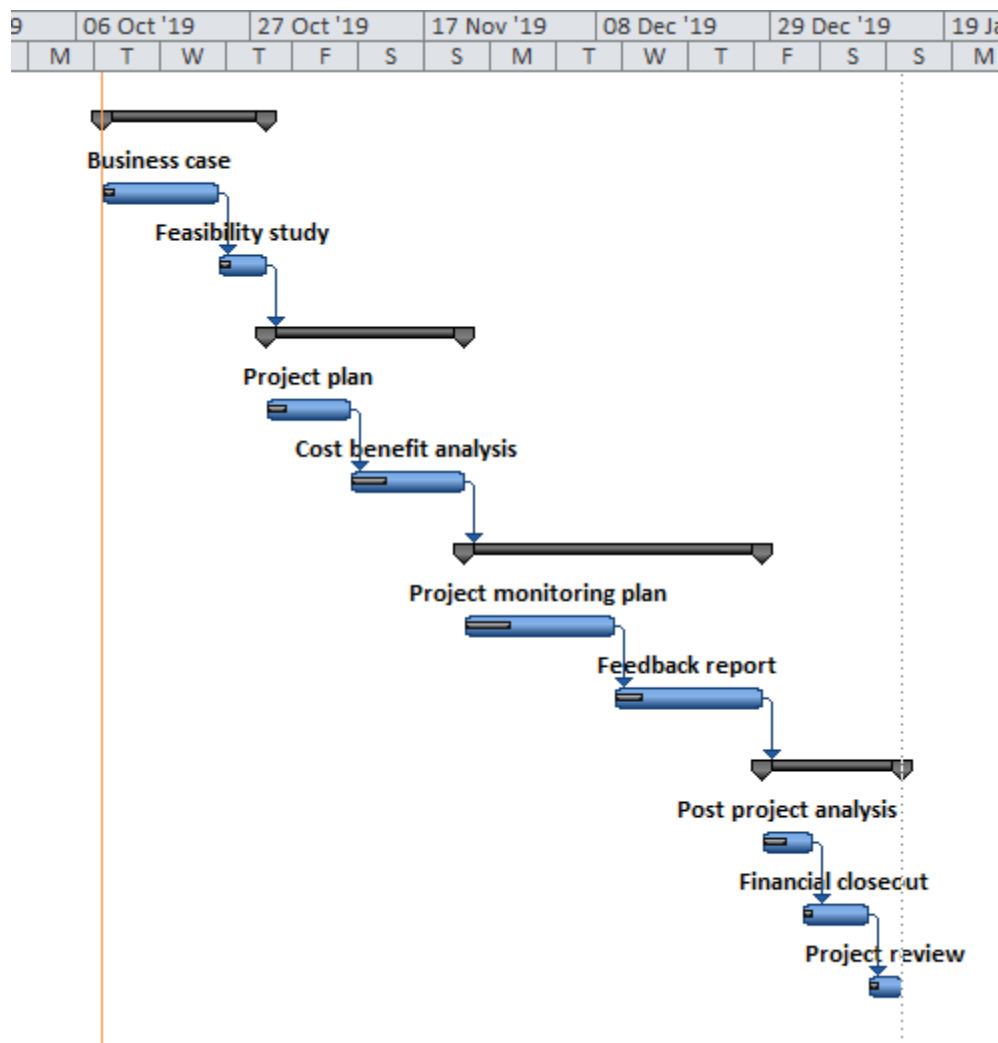
Marriott Construction Ltd.			
----------------------------	--	--	--

4. Activity sequencing

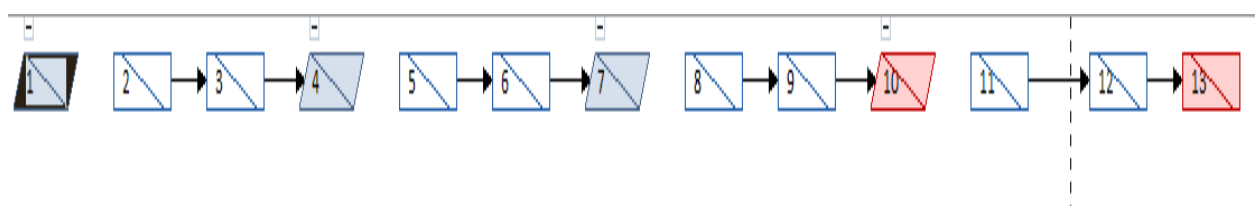
Gantt chart

Gantt Chart: This is known as the chart by which graphical representation of the activities so that to attain high efficacy in the project by completing activities on time.

Task Mode	Task Name	Duration	Start	Finish	Predecessors
	Initiation	14 days	Wed 09-10-19	Mon 28-10-19	
	Business case	10 days	Wed 09-10-19	Tue 22-10-19	
	Feasibility study	4 days	Wed 23-10-19	Mon 28-10-19	2
	Planning	18 days	Tue 29-10-19	Thu 21-11-19	3
	Project plan	8 days	Tue 29-10-19	Thu 07-11-19	
	Cost benefit analysis	10 days	Fri 08-11-19	Thu 21-11-19	5
	Execution	26 days	Fri 22-11-19	Fri 27-12-19	6
	Project monitoring plan	12 days	Fri 22-11-19	Mon 09-12-19	
	Feedback report	14 days	Tue 10-12-19	Fri 27-12-19	8
	Closure	11 days	Sat 28-12-19	Mon 13-01-20	9
	Post project analysis	4 days	Sat 28-12-19	Thu 02-01-20	
	Financial closeout	6 days	Thu 02-01-20	Thu 09-01-20	11
	Project review	2 days	Fri 10-01-20	Mon 13-01-20	12



Network diagram



5. Budget modelling

Cost benefits analysis

This is a process in which decisions of Marriott Construction Ltd can be examined in such a way that intangibles of the business can be examined in proper manner. Cost benefit analysis of Marriott Construction Ltd is elaborated as under:

Budget analysis

In the context of Marriott Construction Ltd Cost allocation of this project is explained as under:

<u>Cost</u>	<u>Amount</u>
Research and development	20000£
Marketing cost	10000£
Technological cost	10000£
Event host cost	10000£
Total	50000£

Cash flow

(Amount in £)						
Particulars	January	February	March	April	May	June
Sales	3500	4600	4700	5200	6200	6500
Other income	1500	2500	2600	2650	2000	2200
Total inflows	5000	7100	7300	7850	8200	8700
Cash Outflows						
<u>Variable cost:</u>						
Materials	450	500	530	650	740	830
labour	490	540	580	750	820	940
Other variable cost	200	250	260	340	420	520
<u>Fixed cost:</u>						
Rent	1000	1000	1000	1000	1000	1000
Salaries	800	800	800	800	800	800
Other fixed cost	200	250	250	360	320	320
Net cash flow	1860	3760	3880	3950	4100	4290

Particulars	July	August	September	October	November	December	Tot al
							138
Sales	8900	14000	18500	20000	21500	24500	100
							272
Other income	2250	2050	1300	2600	2750	2850	50
							165
Total inflows	11150	16050	19800	22600	24250	27350	350
Cash Outflows							

In order to calculate benefits following process is followed by Marriott Construction Ltd:

Identifying benefits: In the context of Marriott Construction Ltd first of all they are required to calculate project benefits of the project. This is the aspect by which efficiency can be attained in construction contract (Lock, 2020).

Execute benefits: After determining benefits within this stage a realisation plan is prepared by Marriott Construction Ltd and the stages of this plan is explained as under:

- In the first stage value chain is analysed by Marriott Construction Ltd in order to attain high efficacy within project.
- In the second stage KPI is being measured so that to check out efficacy in the project.

- After these step a communication plan is prepared by Marriott Construction Ltd so that high efficacy.

Sustain benefits: This step is followed by Marriott Construction Ltd in which continuous improvement plan is given by them.

6. Project execution challenges

In the process of execution of project there are some complexities which are faced by Marriott Construction Ltd and the same are listed below:

- ***Resource conflicts:*** One of the prominent issue which is faced by Marriott Construction Ltd is resource allocation as in construction project similar resources are existed and this is difficult that resources are divided in efficient manner so this difficult is imperative with construction contract (Darling and Whitty, 2016).
- ***Ineffective communication which can lead to conflicts:*** This is necessary that team members communicate in a very simple manner with each other so that fuller efficiency can be drawn. By ineffective communication high edge conflicts are created due to which negative image can be generated of Marriott Construction Ltd.
- ***Increased dependency among team members:*** In construction contract activities are dependent on each other as by completing one activity the other will start so due to high inter dependency conflicts can be created among staff which lead to taking of ineffective judgement over the project.
- ***Difficulty in decision-making:*** In construction project decision making is contained with high implications as level of completion can not be judged on a single aspect.

CONCLUSION

From the above detailed report this can be concluded that in order to get high efficacy this is required that project is being managed in proper way so that controlling measures can be established in similar manner. By maintaining appropriate plan of action all the activities can be recognised in such a way that high efficiency can be drawn. On the other hand with the help of risk register all the risk which can arise during project can be ascertained so that their impact can be calculated in the same manner.

REFERENCES

Books and journals

- Andersen, E.S., 2016. Do project managers have different perspectives on project management?. *International Journal of Project Management*. 34(1). pp.58-65.
- Badiru, A.B. and Osisanya, S.O., 2016. *Project management for the oil and gas industry: a world system approach*. CRC Press.
- Darling, E.J. and Whitty, S.J., 2016. The project management office: It's just not what it used to be. *International Journal of Managing Projects in Business*.
- Gomes, J. and Romão, M., 2016. Improving project success: A case study using benefits and project management. *Procedia Computer Science*, 100, pp.489-497.
- Kerzner, H., 2017. *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & Sons.
- Lock, D., 2020. *Project management*. Routledge.
- Meng, X. and Boyd, P., 2017. The role of the project manager in relationship management. *International Journal of Project Management*. 35(5). pp.717-728.
- Meredith and et. al., 2017. *Project Management: A Strategic Managerial Approach*. John Wiley & Sons.
- Meredith, J.R., Shafer, S.M., Mantel Jr, S.J. and Sutton, M.M., 2020. *Project management in practice*. John Wiley & Sons.
- Turner, J.R. ed., 2017. *Contracting for project management*. Taylor & Francis.
- Vanhoucke, M., Coelho, J. and Batselier, J., 2016. An overview of project data for integrated project management and control. *Journal of Modern Project Management*. 3(3). pp.6-21.
- Walker, D. and Lloyd-Walker, B., 2016. Rethinking project management. *International Journal of Managing Projects in Business*.