



UNIVERSITY OF WALES
Trinity Saint David

Managing Projects in the **Organization**

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Module Lecturer's Name: BALENDRAM KANDASAMY

Student Name: Francisco Jose Gonzalez Castillo

Student Identity Number: 1917101

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1.- INTRODUCTION. -

The current Covid-19 pandemic has presented a major challenge in different areas of human life. Companies must adapt very quickly to the lack of interaction between people and to restrictions on mobility and activity; this means new factors are appearing in project management that can influence the success or failure of projects.

In order to carry out this document, we have chosen to implement a new project to reopen the breakfast service of H10 hotel (177 rooms), which has been closed since March 2020. This is a fundamental project because, before the pandemic, buffet-style breakfasts were offered, a totally unfeasible style within the framework of Covid-19. The project covers all the aspects surrounding the implementation of a kitchen service and the adaptation of the working environment to the current situation.

My work as a chef motivates the management of this project. The idea behind the development of this project stems from the need to adapt the business to the sanitary restrictions that currently make it unviable. The realisation of this project will allow the organisation to resume the economic benefit of this part of the business and it will enable guests to enjoy a basic service.

2.- PROJECT MANAGEMENT. -

Projects are now becoming the tools that companies use to adapt themselves to the environment, being used both to manage those required changes and to put into action any strategic part of the business (Heagney, 2012). Turner defined the project term as *“endeavour in which human (or machine), material and financial resources are organised in a novel way, to undertake a unique scope of work, or given specification, within constraints of cost and time, so as to deliver beneficial change by quantitative and qualitative objectives”* (Turner, 1998). A project is determined by general characteristics: it is deliverable, it has a starting and ending date, it has defined budget, uses a wide range of resources and it has a life cycle (Roberts, 2011). Other authors such as Ajenjo also add other factors such as its impact, dynamism and evolution, external influences and risk factors as essential characteristics of a project (Ajenjo, 2005).

Project management can be defined as *“the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements”* (PMI, 2017), or, according to the Successful Project Management guide, project management *“is planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risk”* (Axelos, 2017). New threats and opportunities are creating the need for companies to improve or create new processes, products or services through projects; for

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this reason companies adopt project management as a core competence of their employees to increase the probability of success in projects (Heagney, 2012).

One of the goals of project management is to be able to identify and anticipate most of the risks and constraints of a project before committing any resources. As a result, tasks can be planned, executed and monitored more accurately and, therefore, the chances of project success will increase (Lock, 2007).

2.1.- Importance of Project Management

Globalisation and the large amount of information flows mean companies need to manage knowledge in order to obtain competitive advantages (Wiig, 1993). This information management leads to the acquisition of knowledge in organisations; this knowledge leads to the perception of new opportunities for the implementation of projects that bring tangible or intangible benefits to the organisation.

The importance of project management lies in the significant increase in the likelihood of project success by meeting strategic objectives through defined times, costs and processes (Russell, 2003). The main causes of project failure are the lack of definition of objectives, difficulty in managing teams, lack of commitment, lack of communication, resistance to change and lack of planning and control (Young, 2013).

The PMI highlights the importance of effective Project Management in order to increase the chances of success to the highest level, pointing out the benefits of this practice (PMI, 2017):

- Meet business objectives
- Meet stakeholder expectations
- More predictable results
- Meet the right needs at the right time
- Address risks in an orderly way
- Optimise resources
- Manage constraints
- Manage change

3.- PROJECT MANAGEMENT TOOLS AND TECHNIQUES. –

3.1.- Project Management Body of Knowledge (PMBOK)

It is an American methodology based on the life cycle of a project. Due to the nature of the project under study, it is an optimal methodology that allows customisation of the standard framework to adapt it to the scale and impact of the chosen project, allowing it to be

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modified during the development of the project. This is why this management methodology has been chosen for the project.

In order to obtain an overview of all the processes that influence project management, this document makes use of the PMBOK guide from the Project Management Institute (PMI, 2017). The project phases that compose this guide are: Initiation, Planning, Execution, Control and Monitoring and Closure.

The aim of initiation stage is that all project stakeholders share the same perception of the project; during this process, a vision of the project, its objectives, its impact, resources and cost, is given in order to get the project authorised.

The planning stage is one of the most critical phases in the project life cycle. Poor planning can lead to negative consequences such as increased completion time and costs. During this stage, the following resources are developed and defined exhaustively: Project Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Resource Management Plan, Risk Management Plan, Management Plan Components, Procurement Management Plan and Stakeholder Engagement Plan.

PLANNING PROCESS	
Develop Project Management Plan	Plan Scope Management Collect Requirements Define Scope Create WBS
Plan Schedule Management	Define Activities Sequence Activities Estimate Activity Durations Develop Schedule
Plan Cost Management	Estimate Costs Determine Budget
Plan Quality Management	
Plan Resource Management	Estimate Activity Resources Plan Communications Management
Plan Risk Management	Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses
P. Management Plan Components	
Plan Procurement Management	
Plan Stakeholder Engagement	

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In the execution phase, planning is converted into action to achieve the objectives agreed in the plan. Typically, most of the project budget, resources, and time are invested in this phase. At this stage, requests for changes to the project may be generated due to a multitude of factors influencing the implementation of the project. If these requests for change are authorised, the planning affected by these changes would have to be re-examined.

The Control and Monitoring stage aims to ensure that projects are proceeding according to plan in all areas or, alternatively, to find solutions to control potential problems faced. This process relies on the capture of data at intervals or at one-off events and compares it to the original project schedule to measure any slippage.

The closure process is the formal process that verifies phases or project have been carried out correctly and are in accordance with the plan elaborated.

The management of my project will be supported by an open source software "Project Libre". This tool will allow me to use different planning, execution, controlling, and reporting techniques. This software will help in the management and monitoring of the resources and time needed to complete the activities.

One of the techniques to be used for project management is "Work Breakdown Structure" (WBS): *"A project work breakdown structure (WBS) is a deliverable or product-oriented grouping of project work elements shown in graphical display to organize and subdivide the total work scope of a project"* (U.S. Department of Energy, 2012). This technique provides a clear and logical view of the different parts of a project and the hierarchical relationships between them. At the same time, it allows processes to be controlled and changes to be managed independently, establishing the responsibilities, costs and times for each activity.

The PERT technique (Program Evaluation Review Technique) will be used because, thanks to the weighting $T_E = (O + 4M + P) / 6$, it will allow us to know the estimated times for the completion of processes and give a more realistic view of the start and finishing dates of the project and its activities (other techniques such as "Critical Path Method" only show us the most unfavourable completion deadlines (Eby, 2015)). PERT will also allow the identification of the activities included in the critical path in order to reinforce their control and to avoid delays in the project (this identification will be carried out by "Project Libre" software thanks to the input of the expected completion times). Due to the size of this Project the use of the PERT Chart is not justified, instead the Gantt Chart will be used to get an overview of the process.

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A Gantt chart is a type of bar chart, showing activities displayed against time. A table on the left contains a list of the activities, at the top a time scale is displayed (PMI, 2017). It is a perfect tool for our Project that will allow us to clearly differentiate the progress of the different activities, the resources used, the dependencies and the possible scheduling conflicts.

In conclusion, it can be said that the framework used for the management of this project will be PMBOK. Within this framework we will use the software management tool "Project Libre", which will allow to highlight different aspects of planning and control thanks to techniques such as WBS, PERT and Gantt Chart.

3.2.- Projects in Controlled Environments” (PRINCE2)

PRINCE2 was created for project management in the public sector and, thanks to a generic design that can be applied to any type of industry, it has become one of the most widely used methods in the private sector. The main advantages it offers are (Axelos, 2017):

- High level of recognition as an official methodology
- Could be tailored to suit the complexity of different projects
- Could be adapted to project management in any industry
- Allows reuse of project assets
- Adapts to changes in the project and reduces their impact
- Ensures stakeholder participation in planning and decision-making
- Promotes continuous improvement of the organisation through the experiences learned in different projects

The management structure of this method is based on 4 factors: principles, topics, processes and project environment (see figure 1). Both the themes and the processes can be tailored to the project as long as they meet the minimum requirements of the project objectives; on the other hand, the 7 principles to consider a project as PRINCE2 are mandatory:

- continued business justification
- learn from experience
- defined roles and responsibilities
- manage by stages
- manage by exception
- focus on products
- tailor to suit the project.

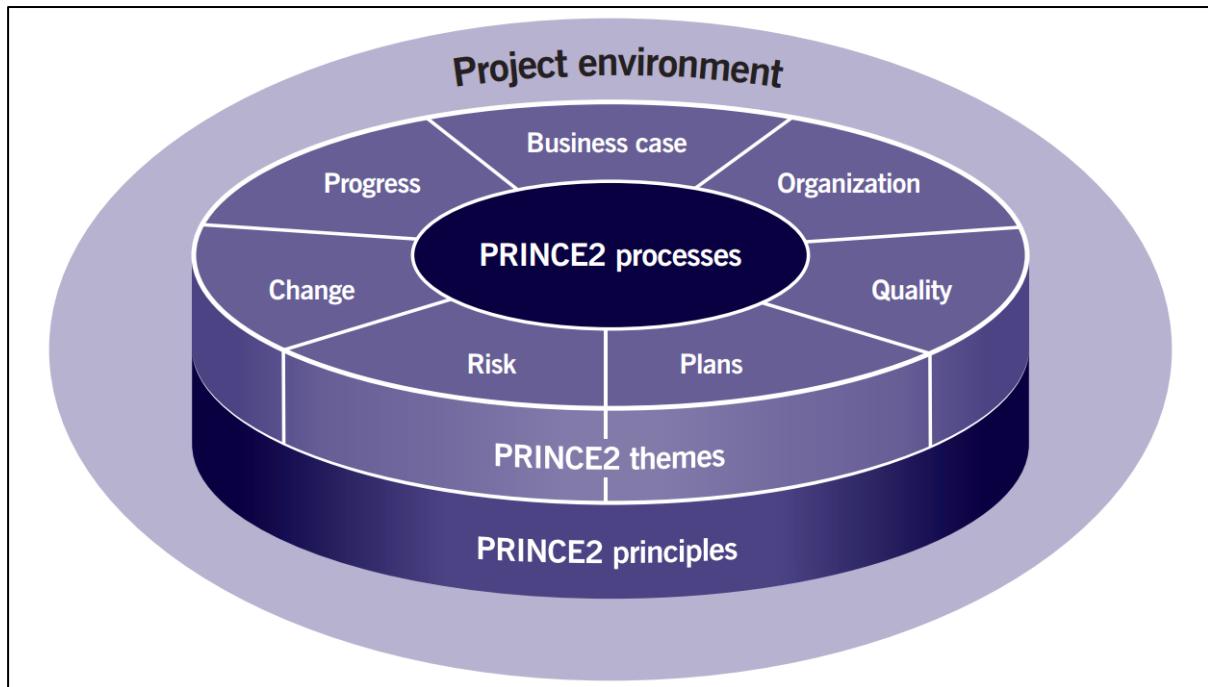


Figure 1

Although it is one of the most recognised methodologies in the UK, it has not been chosen because the project is not complex enough to meet the minimum requirements for the use of this method.

3.3.- Other Methodologies or approach

Scrum Project Management

This method is created from a concept published in the article "The New New Product Development Game" (Hirotaka & Ikujiro, 1986). Along with the classic core concepts of high quality, differentiation and cost, this publication highlights flexibility and velocity as basic factors for adapting companies to the market in order to maintain a competitive edge. Scrum thrives on these concepts to provide a framework that can be applicable in production environments where customer demands are evolving rapidly and the teams in charge of meeting the demand must adapt to those changes. (Schwaber & Sutherland, 2020). For example, this method is ideal for software development as parts of an application may undergo modifications that change the requirements of other parts of the application, forcing them to adapt to these changes. To address this dynamic nature, this framework is composed of different "Sprints" within a project, with previously established objectives and qualities in the stages of Sprint Planning, Daily Scrums, Sprint Review and Sprint Retrospective.

In the project under study, its use is not recommended, mainly because the project environment is not subject to continuous changes. Obviously, there are risks that can affect

the project, but not in such a way that the impact of the project has to be changed; In the project under study, these risks would be more aimed at increasing costs and increasing completion times caused by pandemic circumstances.

Waterfall Project Management

It is a traditional methodology also known as "Linear Sequential model" in which the project is developed linearly in sequences, the start of a phase depends on the completion of the previous phase. This method is based on requirements defined from the beginning of the project, making communication between project components unnecessary and can be done through reports. (Gallagher & Dunleavy, 2019). The phases of this method are: Requirements, System Design, Implementation, Test & Validation and Maintenance. This system is typically used in software development, but can also be applied to manufacturing processes, such as the creation of children's toys, or to the refurbishment of focused parts of a building (Kannan & Verma, 2014).

This technique is not used in the project because it is considered very focused on the development of physical products with specific requirements (e.g. the construction and assembly of a bicycle), not allowing neither the introduction of changes during the process, nor the assessment of external risks (e.g. the risks derived from the pandemic). To reinforce the rejection of the application of this method in the project under study, it is also pointed out that the simultaneous performance of tasks that would reduce finishing times is not contemplated.

4.- PLAN FOR THE IMPLEMENTATION OF THE PROJECT. –

4.1.- Initiating Project

4.1.1 Project Justification

Hotel companies have been suffering heavy economic losses since March 2020 due to the order issued by the government to close down all tourist activity. The appearance of the Covid-19 virus, with a strong contagious capacity and the threat it presents to people's health, has brought the sector's economic activity to a screeching halt. One year later, and after the appearance of vaccines and the improvement of the situation, the plans of the different governments already include the relaxation of mobility restrictions. It is therefore essential for the H10 company to adopt the necessary measures to adapt itself to the "new reality" of the business within a pandemic framework and to resume economic activity. The adaptation of the breakfast service offered by the hotel is one of the key aspects to ensure an environment that complies with the recommendations to prevent the spread of the virus.

4.1.2 Project Charter

H10 London hotel

Project Name: "Opening and adaptation of the hotel's breakfast service to the pandemic environment".

Project Deliverables:

- Elimination of buffet service
- Adaptation of equipment to Covid-19 standards
- Elaboration of SOPs to Covid-19 environment
- New breakfast service

Project Benefits:

- Restarting economic activity
- Creation of a safe working environment

Project Dis-Benefits:

- Increased customer price for breakfast service
- Lower profits for the company by reducing the flow of customers

Project Timescale:

- Start date: 13/04/2021
- End date: 18/06/2021

Project Budget:

- Not to exceed 15.000 pounds

Project Risk:

- Worsening global pandemic situation
- Transmission of infection among staff
- Delays in receiving supplies

4.1.3 Identification of stakeholders

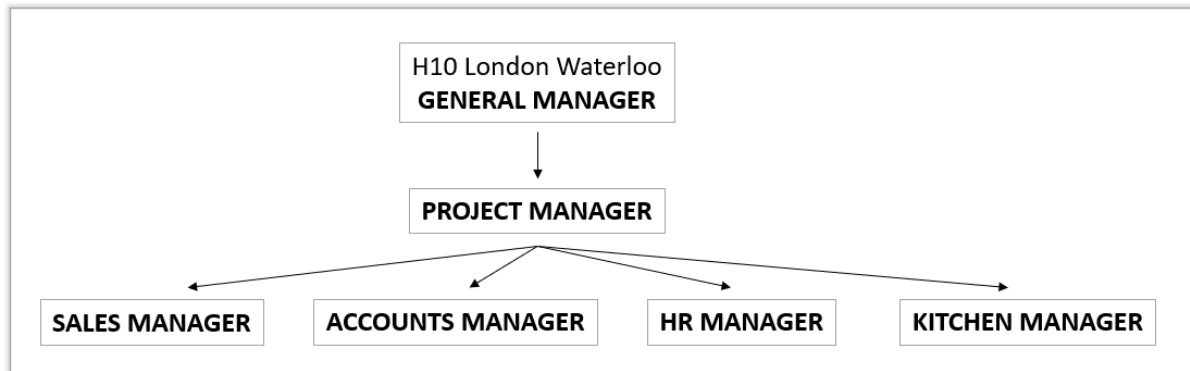
The agents affected by the development of this project are:

- H10 hotel executive team
- Sales Manager
- Accounts Manager
- Kitchen Manager
- Restaurant Manager
- Front Desk Manager
- Human Resources Manager
- Maintenance Manager

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- Customers
- Hotel employees
- Suppliers

4.1.4 Project management team structure and roles



The company H10 has all the necessary professionals to manage the different processes of the project, therefore it will not be necessary to hire any professional in these areas. The functions and responsibilities will be the following:

- General Manager:
 - Approval of the project and possible changes during project implementation
 - Ensuring the feasibility of the project
 - Maintaining fluid communication with the management team and stakeholders on the different aspects affecting the project
 - Approval of resources and budgets
 - Approval of Project closure
- Project Manager
 - Develop Project Management Plan
 - Plan Schedule Management
 - Plan Risk Management
 - Communication Plan
 - Control and Monitor Plan
 - Issue Reports
- Sales Manager
 - Choice of PPE suppliers
 - Choice of equipment suppliers
 - Communications with suppliers

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- Delivery time management
- Product costing
- Reception of products
- Kitchen Manager
 - New menu design
 - Organisational kitchen chart design
 - Adapting SOPs to Covid-19
 - Set up Kitchen services
- HR Manager
 - Selection process for kitchen staff
 - Signing of contracts for new employees
 - Design of trainings
 - Execution of trainings
 - Evaluation of trainings
 - Design of Covid-19 action plan
- Accounts Manager
 - Cost Management
 - Resource cost management

4.2.- Planning Progress

The impact of this project is limited to the adaptation and implementation of the breakfast service within the framework of the Covid-19 pandemic.

4.2.1 Communication

As a small internal project, no special stakeholder engagement plan is applied. Communication between members of the project management team will take place continuously by e-mail to keep a written record of the different incidents that may arise during the development of the project and their solutions. At the same time, telephone communication is allowed. A live meeting of the different members of the management team via Microsoft Teams is required every Friday at 16:00h to report on the different processes.

Regarding other stakeholders, a meeting will be held via Microsoft Teams with the Restaurant Manager, Front Desk Manager and Maintenance Manager before the start of the execution stage to inform them about the impact of the project. After the closure of the project, a new meeting will be held with the same stakeholders using the same communication tool to inform them about the SOPs that will be followed after the end of the project and its adaptation to the new pandemic environment.

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As for suppliers, the sales team will continue to communicate with them following the same communication plan as before the pandemic (via e-mail and telephone).

The customer communication plan will be carried out following the same marketing strategies established by the hotel company prior to its closure in March 2020.

All e-mail addresses and telephone numbers of project participants will be collected in an electronic document that will be shared via e-mail.

4.2.2 Work Breakdown Structure (WBS)

TASK	TASK NAME	PREDECESSORS
1	Establish Project Requirements Scope Risk Time Financial Requirements Scheduling Plan Organization Resources Plan	-----
2	Design breakfast Menu⁸ Menu design Cost and prices Menu approval	1
3	Design kitchen organigramme	2
4	Design Anti-Covid-19 Plan	1
5	Establish SOPs	1
6	Launch marketing strategies	2,4
7	Adaptation of kitchen equipment to covid-19 requirements Elaboration of equipment budgets Budget approval Purchase and reception of equipment Installation of equipment	4
8	Recruiting process Selection personal Set up interviews Contract suitable candidates	3,5
9	Training Design training Deliver training Evaluate training	8
10	Set up Kitchen service Choose food suppliers Budget approval Food ordering and reception Kitchen "Mise en place"	3,7,9
11	Project closure	10

4.2.3 Schedule Management

The objective of this part of the planning will be the identification of the start and end times for the execution of the different processes and the identification of activities within the critical path that could delay the execution times of the project. The use of the Network Diagram provides a general overview and understanding of the order of the activities (see figure 2). To obtain the duration of the tasks more precisely, the PERT technique (figure 3) is used partially; through the weighting $TE = (O + 4M + P) / 6$, the expected times will be known more precisely (PERT diagram is not used due to the small size of the project; its use would be more advisable for projects with many tasks that can influence the delay of projects, such as construction works). Finally, with the data obtained in figure 3 and using "Project Libre", a Gantt chart is made to know the critical path and the estimated dates for the start and completion of tasks (figure 4 and 5).

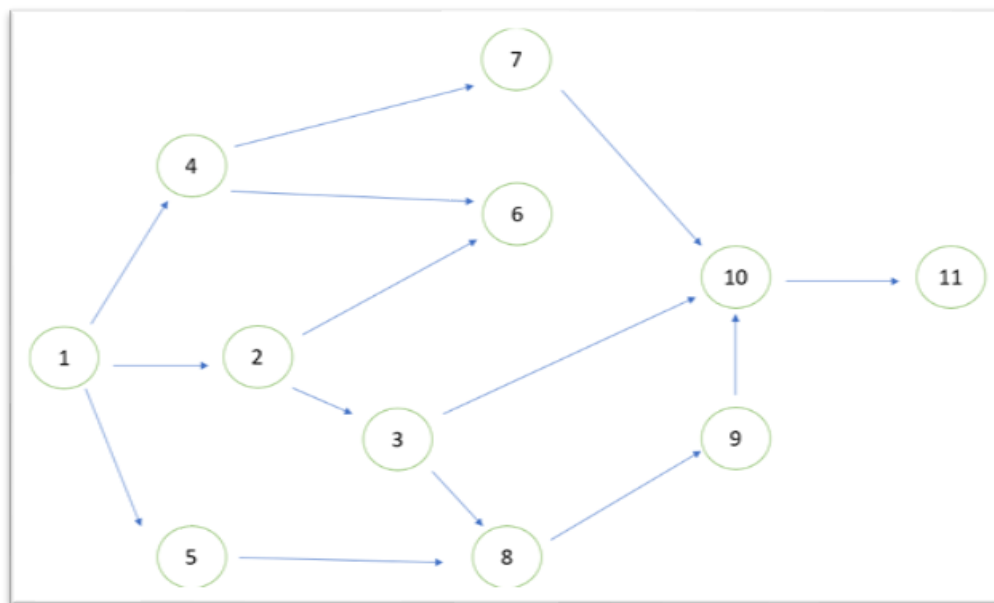


Figure 2.-
Network
Diagram

TASK	TASK NAME	PREDECE SSORS	OPTIMISTIC TIME (O)	M. LIKELY TIME (M)	PESIMISTIC TIME (P)	EXPECTED TIME (E)
1	Establish Project Requirements		3	4	10	5
2	Design breakfast Menu	1	3	4	8	5
3	Design kitchen organigramme	2	1	2	5	2
4	Design Covid-19 Plan	1	2	3	8	4
5	Adapt SOPs to Covid-19	1	3	5	9	5
6	Launch marketing strategies	2,4	3	6	10	6
7	Adaptation of kitchen equipment to covid-19 requirements	4	10	12	25	14
8	Recruiting process	3,5	15	18	25	19
9	Training	8	8	11	20	12
10	Set up Kitchen service	3,7,9	5	6	9	6
11	Project closure	10				

Figure 3.- Expected times

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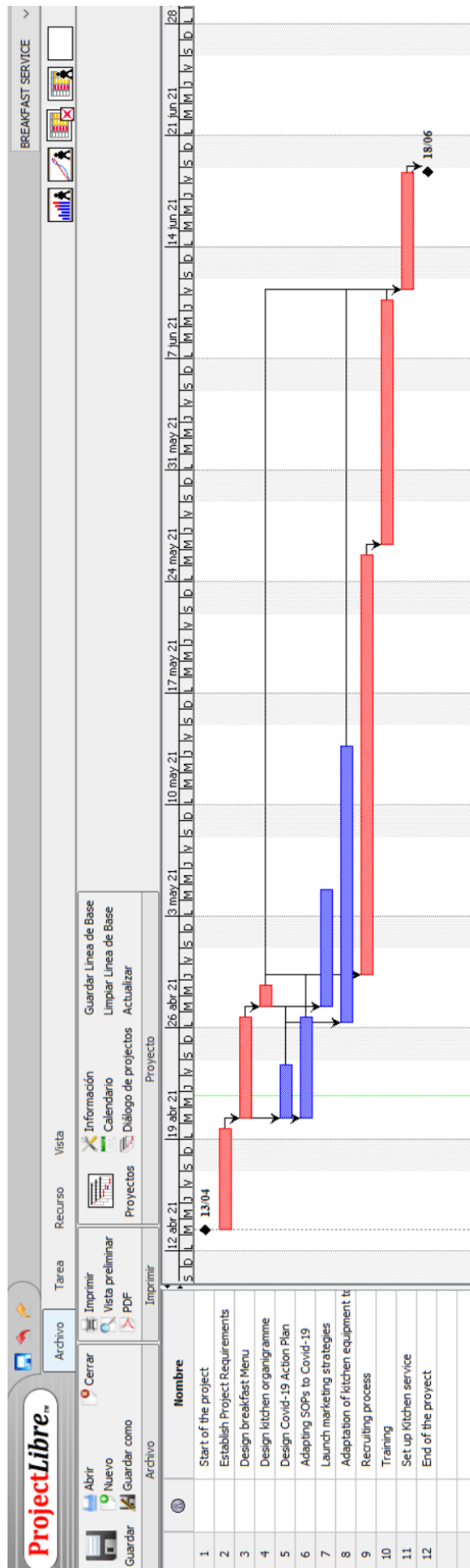


Figure 4.- Gantt Chart

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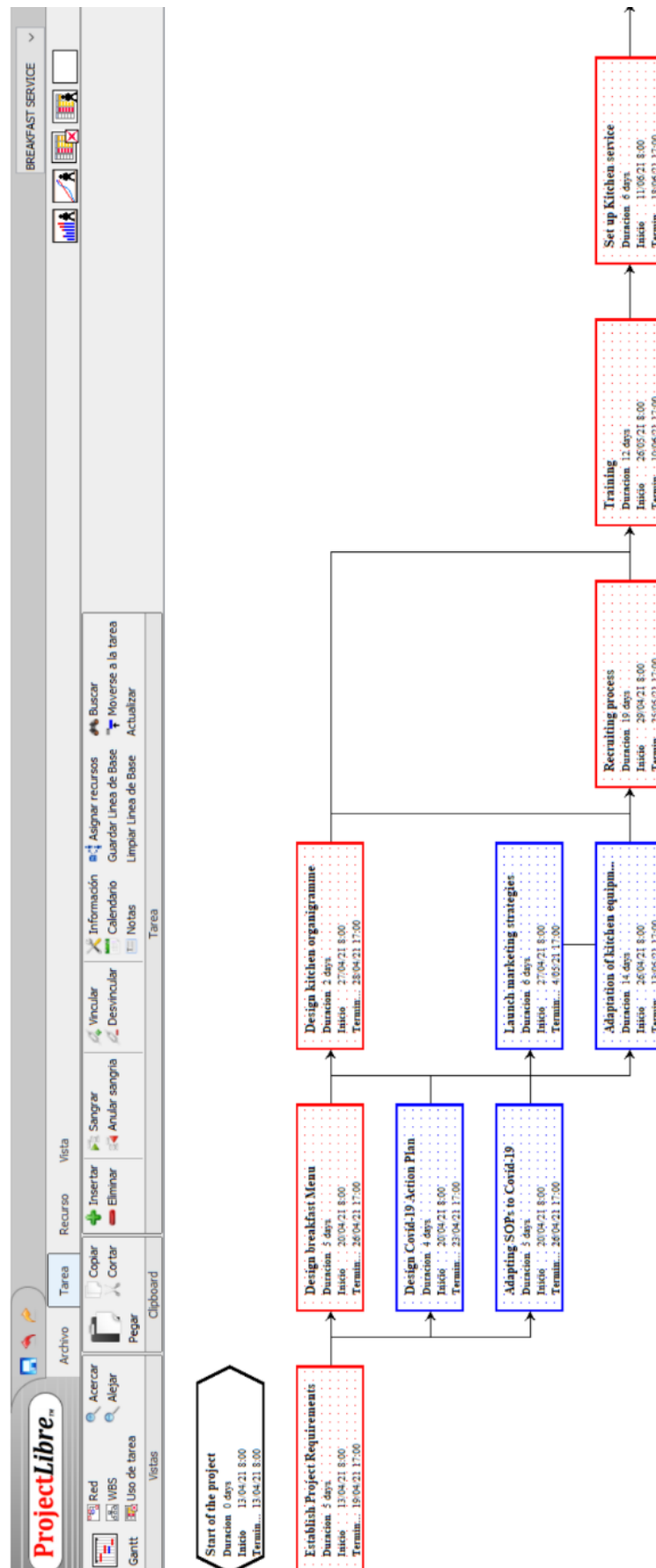


Figure 5.- Critical Path

4.2.4 Cost

The company has a budget of £15,000 to fund this project. The account manager will be in charge of managing the process costs, proposing the following budgets:

- Purchase of PPE: £2700
- Adaptation of SOPs to covid-19: £4,200
- Launch of marketing strategy: £2000
- Recruitment process: £1000
- Training: £1200
- Contingency costs: £2900

As it is an internal project, the expenses derived from the workers participating in the project are included in the overall economic forecast of the company. The company has previously been informed of the number of hours required by each employee to carry out the different processes.

4.2.5 Risk Management Plan

The main risks faced by the project are:

- Increased global infections rates that change current government plans to reopen the tourism sector

The management team cannot implement any measures to minimise this risk.

- Infection among the staff

In order to minimise this risk, it has been decided to reduce personal contact between the project components. The communication plan specifies that both meetings and exchanges of information will be carried out online, using the IT tools specified in the plan.

On the other hand, the company's general protocol for action against Covid-19 will be complied with during the personnel selection process.

- Delays in delivery of products

To minimise this risk, the most pessimistic times have been increased in the calculation of expected task completion times in order to obtain a greater margin for adjustment in the event of any unexpected issues.

4.3.- Execution

This stage will begin with a meeting that will precede the start of the planned work.

4.4.- Control and monitoring

Checks will be carried out with those responsible for the execution of the activities at the beginning and end of each task to confirm their completion within the planned time. At the same time, the development of the tasks will be monitored by means of telephone and electronic communication with those responsible for carrying them out.

5.- DEVELOPING A SELF-ASSESSMENT PLAN AS PROJECT MANAGER

5.1- Project Manager

Taking into account the definition of the PMI: "The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives" (PMI, 2017). Project managers must always look into the future to foresee possible events affecting the project and solve them; reactive management is too expensive (Heagney, 2012).

The purpose of the project manager is to satisfy the main stakeholders in the execution of the project, respecting the pre-established scope, time and costs (Lock, 2007). According to Buttrick (Buttrick, 2009), the main functions that a project manager should carry out within management are:

- Building the project team
- Distribution of tasks in the project team
- Carrying out the definition of the project and its component plans
- Carrying out project planning
- Manage and monitor project progress, risks and opportunities
- Manage changes and their impact
- Anticipate benefits
- Communicating with stakeholders
- Manage project closure

5.2.- Improving My Performance In Managing Projects

5.2.1.- Evaluating my own performance in light with Covid-19

One of the main handicaps I can face in project management is my low tolerance for uncertainty and change. I think I am a person who likes to have all the elements within my sphere of action under control.

Nowadays, changes and unexpected situations that force the exploration of uncertain routes in projects are very frequent, forcing changes in roadmaps. For example, the pandemic

caused by the CoVid-19 virus has caused an increase in uncertainty in projects due to delays in delivering raw materials, reduction of human resources in spaces, reduction of personal contact with team members, economic problems ..., all this factors directly affect the management of the process. However, project management has advanced tools and techniques that allow elasticity and adaptation to different scenarios.

For this reason, I must redirect my facet of low tolerance to uncertainty to focus my efforts on optimizing the development of new solutions that allow me to manage the changes caused by the pandemic more successfully.

On the other hand, my involvement in projects, my organisation, my distribution of responsibilities and my calm way of dealing with situations make the teams I work with quite confident in the performance and the results that will be obtained. In this direction, I would like to improve in the psychological area of people management, to recognise general patterns of behaviour in order to optimise the management of resources. The increased use of virtual communications during the pandemic and the reduction of personal contact increase the importance of this factor in improving performance.

Risk assessment and risk management during the pandemic means that the time-cost-scope management triangle is influenced by a greater number of variables. In order to maintain the same project scope, the virus may cause a considerable increase in costs; for example, costs due to increased transport time or lower productivity of employees working from home.

From my point of view, these are the four areas that should focus my efforts to improve the management of my projects with the current pandemic circumstances: tolerance to changes, effective risk management, optimization of human resources and improvement of knowledge of techniques and tools for planning.

5.2.2.- Identification Knowledge, skills & behaviours (KSB) for Project manager

From a professional point of view there are competency frameworks such as the Project Manager Competency Development (PMCD) framework that helps in the identification and development of KSB in professionals (PMI, 2002). This framework gathers the factors to be developed in three areas and it is based on the PMBOK Guide: Knowledge Competencies, Performance Competencies and Personal Competencies. It was created to guide individuals and companies in detecting areas that improve a project manager's performance in a customised way. These competencies are transferable and applicable to the different industries in which a project manager works.

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The use and exposition of the above framework cannot be explained briefly. For a faster and more general identification of the KSB is used “The project workout: the ultimate handbook of project and programme management” (Buttrick, 2009). The KSBs identified in said book are:

KNOWLEDGE

- Project Definition
- Project Planning
- Benefits Management
- Schedule Management
- Financial Management
- Risk and Opportunity Management
- Issues Management
- Change Control

SKILLS

- Team building
- Facilitation and Coaching
- Problem Solving
- Analytical thinking
- Communication
- Organization
- Time Management
- Technical skills

BEHAVIOURS

- Integrity
- Proactive
- Open to changes
- Approachable
- Even-handed

5.3.- Personal Development Plan

Personal Development Plans are tools that define learning and development objectives, outline the processes to be undertaken to achieve the objectives set, and set out how the success of the process will be evaluated (Armstrong, 2006).

5.3.1 Identifying my needs

To identify my learning and improvement needs, the KSBs defined in 5.2 and some from the CDMP are taken as a framework. My strengths and weaknesses for managing a project are shown below:

STRENGTHS	WEAKNESSES
▪ TEAM BUILDING ▪ PROBLEM SOLVING ▪ ANALYTICAL THINKING ▪ ORGANIZATION ▪ TIME MANAGEMENT ▪ COMMUNICATION ▪ APPROACHABLE ▪ LEADERSHIP	▪ PLANNING TECHNIQUES ▪ CLIENT ORIENTED COMMUNICATION ▪ NEGOTIATING STRATEGIES ▪ RISK MANAGEMENT

5.3.2 Setting goals

Taking into account the above identification, the objectives for my development are those related to my weaknesses:

- PLANNING TECHNIQUES
- CLIENT ORIENTED COMMUNICATION
- NEGOTIATING STRATEGIES
- RISK MANAGEMENT

5.3.3 Development Plan

The following personal development plan has been designed:

Development Plan

NAME:	FRANCISCO GONZALEZ		
COVERING THE PERIOD FROM:	08/ 04/ 2021	TO:	31/ 05 /2023

Planned outcome

I want to increase my responsibility in the project within the areas to be developed

What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
PLANNING TECHNIQUES	- Training and education	Mentor	Manager feedback Organization criteria	February 2022
CLIENT ORIENTED COMMUNICATION	- Training and education - Gaining experience in the workplace	Mentor	Manager feedback Organization criteria	May 2023
NEGOTIATING STRATEGIES	- Training and education - Networking with other project managers	Measurement and appraisal programs	Manager feedback Organization criteria	May 2023
RISK MANAGEMENT	- Training and education - Networking with other project managers	Mentor	Manager feedback Organization criteria	June 2022

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