

University of Wales Trinity Saint David

Managing Projects in the Organization
(BMSW5104_LON)

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INTRODUCTION

Project management is the process in which an organisation is performing business activities that assists them to achieve the project goals and objectives (Lacruz and et.al., 2019). It is very important for an organisation to manage their projects in an effective way so that they are able to reduce the negative impacts of risk. This report aims to formulate a project management plan with special reference to Zara. Zara is found to be the Spanish apparel retailers that operates in fast fashion. The headquarter of Zara is situated in Spain. This report will discuss project management tools and techniques, project management plan, project implementation plan, and communication strategies.

MAIN BODY

A basic project outline / description / scope based on your project

This is the **training project** of Zara. Zara is the Spanish retailer organisation that operates in fast fashion clothes. It is found that Zara is one of the largest apparel retailers in world. Their fast fashion is always in trend. But in the present times, it is identified that they require to do a training project as their employees are get impacted because of pandemic situations. Due to COVID-19, it is found that every day the complexities for organisation is increasing as it provided an economic impact on country as well as on organisation (Zasa, Patrucco and Pellizzoni, 2020). Pandemic is provided a negative impact on the employees' productivity as they are feeling insecure for lost of job. It is found by the employees of Zara that every company is terminate employees from their job as they have not ample financial resources in order to provide training. In addition to this, it is found that pandemic situations pressure on work from home and most of people are not able to do the job. So that's why it is analysed by Zara needs to do training project which provides a training to their employees for the development of skills and knowledge.

Scope of project: Training is found to be the continuous process so that's why the scope of this project is in wide. It includes each and every person in organisation who needs to improve their skills and knowledge. It is identified that with the help of training project, Zara is not only able to improve their employees' performance but also able to improve the performance of organisation.

Project management tools and techniques

It is very important for Zara that they need to use different project management tools and techniques. Project management tools and techniques are necessary in order to make the project successful. Due to COVID-19, the success of projects is not easy and that's why it is very important for Zara to use different tools and techniques of project management so that they are able to achieve the training goals and objectives. It is necessary to understand by Zara that they should not rely only on one technique of project management as there are many situations come in the project which is not able to resolve by one tool or technique. So there are some techniques or tools of project management are mentioned below:

PRINCE2

It is defined as the process based method which is used in project management by an organisation. This is the method or tool which should be applied by project managers so that they are able to develop skills to become a successful project manager (Moreira, Vieira, Bravo and Bredillet, 2020). PRINCE2 is the acronym of Projects In Controlled Environments. This tool can be easily used by project managers to each project which they undertake. So that's why it is also applicable to training project of Zara. It is identified that PRINCE2 is the popular management methodology. It has 7 phases which are discussed below:

- Start up
- Directing
- Initiation
- Controlling
- Managing product delivery
- Managing stage boundaries
- Closing

Waterfall techniques

It is found that waterfall technique is the traditional project management techniques. This technique is amazing as it can be used in the complex projects which are not able to deal with classical approach (Morlan, 2019). This technique is based on project management tasks which are dealing by an organisation in sequential form. In this technique, the project manager is

focusing on successful completion of previous tasks and then come on next task. It is just like a waterfall in which all tasks of a projects are flowing into desired direction but only if when they are completed. Waterfall methodology is required five important stages which are discussed below:

- Requirements
- Design
- Implementation
- Verification or Testing
- Deployment & Maintenance

Agile Project management

It is an important technique which used by organisation for the purpose of project management. It is found that this technique is one of the most famous techniques as it deals in with different projects (Hoi and Goy, 2020). It is quite different from traditional approach as it is focusing on crushing the big projects into smaller steps so that they are able to achieve the project goals. It is detailed analysis which assists in adaptive and effective planning according to the changes and needs required in the project. Agile project management break downs the whole projects in small parts so that they can easily delegate the roles and responsibility to each member in the team.

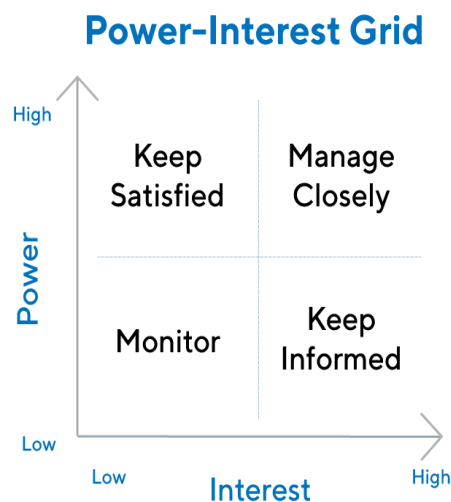
Project Management Plan

Project management plan is the procedure which is formulated by organisations so that they can manage the whole project in an effective way. It is very important for the project managers of Zara that they should make a plan in which they include all the important activities required in training. For that purpose, it is crucial for project managers of Zara that they should possess some necessary skills and knowledge such as risk taker, creative thinking, innovator, critical thinking, etc. There are many benefits found by project managers of Zara and that's why they are planning for success of their training project. Some benefits of project management plan are clear and organized plan is improving the collaboration of team. In addition to this, well defined goals in PMP is able to improve team effectiveness. It is also found that PMP is using

management tools and techniques which helps them to increase efficiency. The important elements in PMP are mentioned below:

Stakeholder analysis

Stakeholder analysis is very important for the Zara as they are formulating a plan for their training project and that's why it is very important for them to analyse the stakeholders' interest which assists them to achieve the goals and objectives of project. It is found that stakeholders are important as they are taking interest in the success of an organisation (Komarova and et.al., 2020). Some important stakeholders of Zara are the owners, employees, customer, suppliers, government and the investors. In stakeholder analysis, it is necessary for company to give priority to each stakeholder so that they are able to achieve the goals and objectives. This can be possible with the help of below stages:

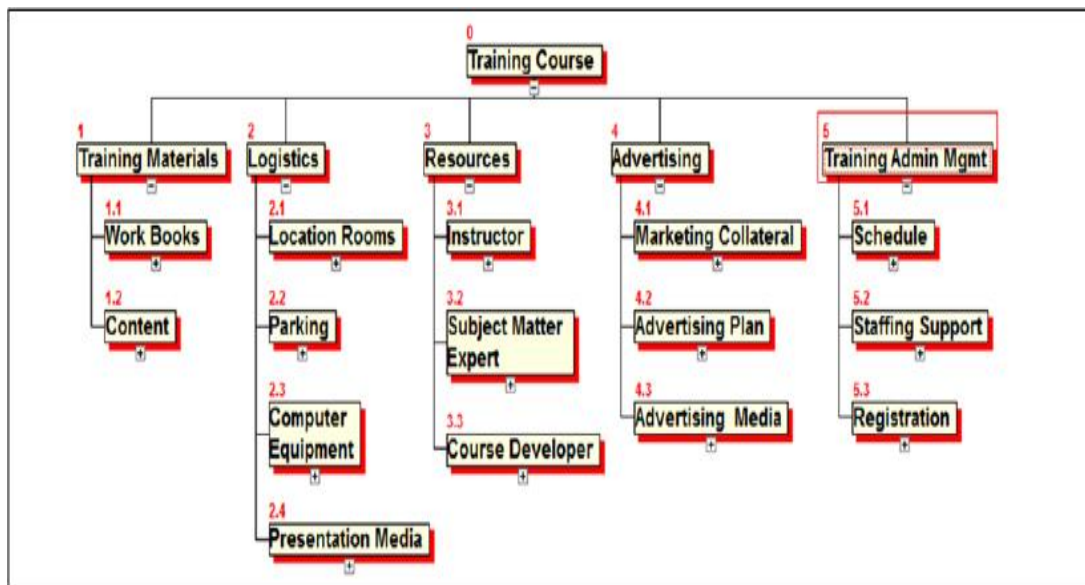


- **High power, high interest:** It is the first stage in which an organisation is focusing on identifying and giving priority to those stakeholders who are important for the organisation such as owners, employees, etc.
- **High power, low interest:** In this stage, Zara needs to give priority to those stakeholders who have high power but they have as much interest. So that's why company needs to keep satisfied them.

- **Low power, high interest:** In this stage, Zara should informed all stakeholder who have low power and high interest. In addition to this, they also need to check them in a regular manner.
- **Low power, low interest:** It is found that Zara needs to just informed stakeholders in these category on a periodical basis.

Work Breakdown Structure (WBS)

Work breakdown structure is an important element in project management plan as it is focuses on break down the whole project into smaller parts and then distribute the roles and responsibility accordingly (Kerzner, 2018). This will reduce the confusion in the mind of Zara's project managers. So there is a work breakdown structure mentioned below that helps to show that how all the activities of project will be performed in which manner:



Draft of costs/resources

Here is a draft of training costs which should be consider by project managers of Zara. So the costs draft is mentioned below:

Training cost per employees

Particulars	Amount (\$)	Amount (\$)
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Training Material costs	1500	
Instructor costs	5000	
Training Equipments	2000	
Facility costs	4500	
Food costs	1500	
Travelling and Living costs	1200	
	Total Costs (A)	15700
Loss of productivity of administration costs	500	
Loss of productivity of Trainees	5500	
	Total Loss of Productivity (B)	6000
Total Training Cost (A+B)	\$ 21700	
Total Number of Trainees	25	
Training Costs per employee	\$ 868	

Consideration of resources

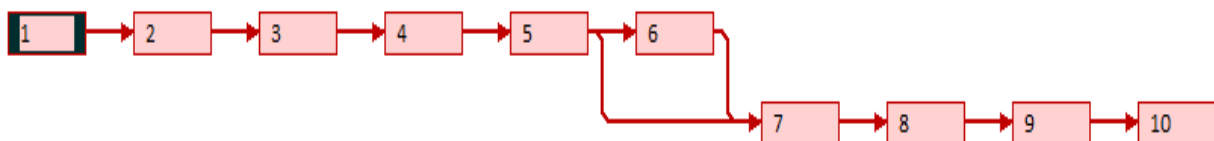
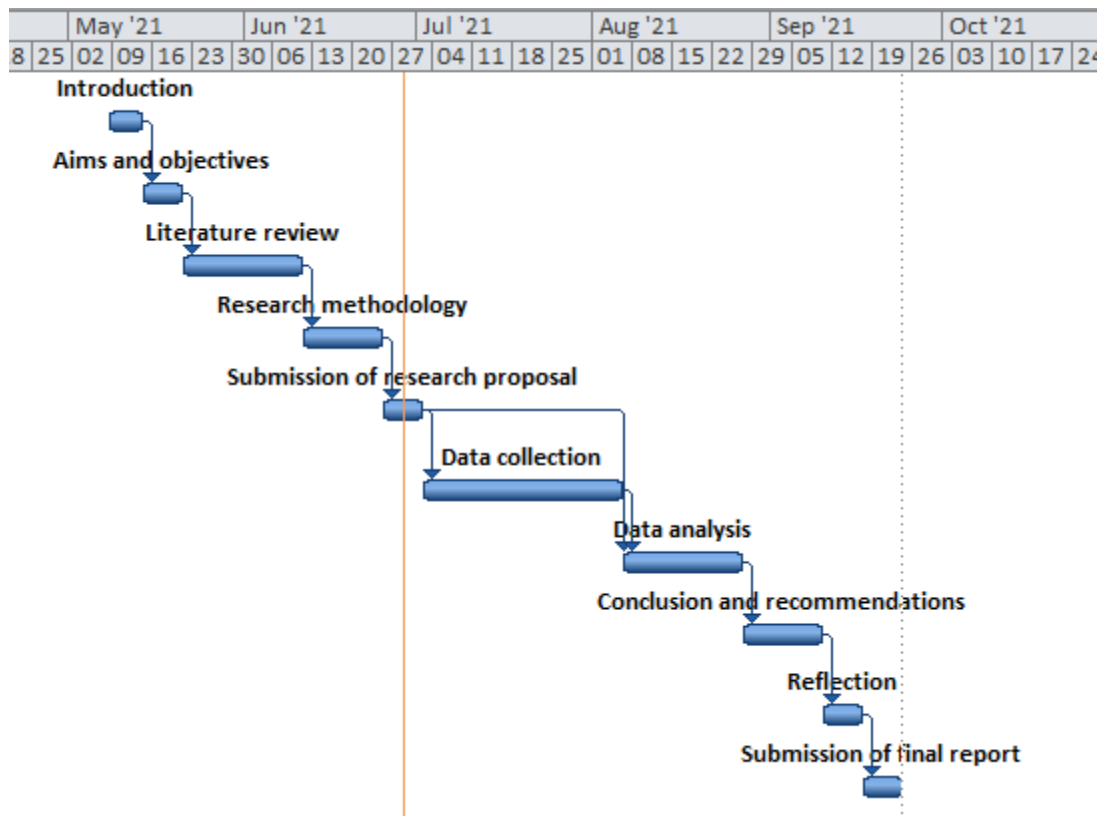
It is found that Zara needs to consider all resources in their project management plan so that they are able to achieve the project goals. If it is found that project manager of Zara is forgetting any resources then they are not achieve the objective. This is very important to include all the resources in training project of Zara in which some of them are mentioned below:

- Trainee
- Trainers
- Training equipments such as projector, computer, laptop, etc.
- Capital
- E books and podcasts, etc.

Gantt Chart

Gantt chart is found to be the chart or graph which is used for the purpose of clearly defined the tasks and activities which will be performed in the future. It is in the chart form in which company needs to maintain the eye on each and every task of training project so that Zara is able to achieve their goals in an effective way.

Task Mode ▾	Task Name ▾	Duration ▾	Start ▾	Finish ▾	Predecessors ▾
	Introduction	1 wk	Sat 08-05-21	Thu 13-05-21	
	Aims and objectives	1 wk	Fri 14-05-21	Thu 20-05-21	1
	Literature review	3 wks	Fri 21-05-21	Thu 10-06-21	2
	Research methodology	2 wks	Fri 11-06-21	Thu 24-06-21	3
	Submission of research proposal	1 wk	Fri 25-06-21	Thu 01-07-21	4
	Data collection	5 wks	Fri 02-07-21	Thu 05-08-21	5
	Data analysis	3 wks	Fri 06-08-21	Thu 26-08-21	5,6
	Conclusion and recommendations	2 wks	Fri 27-08-21	Thu 09-09-21	7
	Reflection	1 wk	Fri 10-09-21	Thu 16-09-21	8
	Submission of final report	1 wk	Fri 17-09-21	Thu 23-09-21	9



Risk Assessment

Risk is present in everywhere and that's why it is very important for Zara that they should find all the business risks which will be found in training project of Zara. Some important business risks are technological risk, skills resources risk, performance risk, cost risk, communication risk, etc. Risk assessment requires some important steps which are discussed in below points:

- Identification of hazards
- Determine what, or who, could be harmed
- Evaluate the risks
- Develop control measures

- Record the findings
- Review risk assessment regularly

Project Implementation plan

The project mention plan is necessary in the critical procedure which requires the actual execution and monitoring process. This plan provides all the steps in order to implement the strategy to fulfill the objectives of organisation.

Research and discovery: This research process involves the strategic process in which research have been done. This research includes who will be the people, timeline and the resources which have allocated. The project of training in Zara requires the involvement of active employees and stakeholder to analyse the business and market demand. The project will lead to spend dollar 868 for providing training to each employee (Gemünden, Lehner and Kock, 2018). These costs would be incurred as per the desired manner so that organisation would accomplish their objectives to change each and every employee effectively.

Plan assumptions and risk: analysing risk is the most important factor as it may arrive anytime and anywhere in the business situation. The project for Zara to provide trainings for the employees associate many risk for employee termination, pandemic situation and large business complexities. This may become hurdle for the company as they need to focus on main operation rather than providing training. So that Zara must manage the time effectively and do not waste the spare time and contribute it to enhancing employee's knowledge. There may be budget constraints as in the economics fluctuation due to inflation that must be pre-determined to avoid huge losses.

Assign responsibility: it is also the most important task of project implementation. In order to achieve project objectives, it is necessary to assign responsibilities and authority is to the potential people. This will maintain a proper structure and coordination into the organisation. The Zara needs to assign this responsibility is to managers and leaders who will be responsible to check each employee performance and regulate the activities into overall department (Sanchez and Terlizzi, 2017). The authorities are provided to the experts in overall the department. These departments will have one leader and one manager to provide training in equivalent sessions.

Determine activities: the main steps of the plan are to engage all the employees and get the feedback about their problems, issues and the skills in which they are lacking. The first activity would be segregate employees as per their skills and capabilities. By dividing each employee within one segment it will be easy for the leaders to guide one particular group for the similar topic. The next requirement is need for stakeholder which will be company expert and professionals who will bring the need for change into Zara. The resources need to be a software's, computers and laptops and other communication tools to maintain contact.

Communication Strategies

The foremost communication strategies to implement Zara project are described below:

Use of communication tools: this strategy is necessary as due to digitalization there are a lot of communication tools which require to be used in the organisation. These are cell phones, adaptors, extensions in others which maintain contact between leader and employees.

Meet with employees regularly: the Zara needs to use this strategy much often. Meeting with the employees regularly will maintain hierarchy and good relations full stop the employees will freely discuss about their problems and valuable. Therefore, this could be done through audio and video conference calls.

Recognise achievements: it is also the most valuable strategy to maintain with employees. There will be more engaged in the company's training program when the employees get motivated through achievements and awards. The manager needs to look at giving performance appraisals to enable the need for training.

Task 2

Managing project in the



Table of content

- Introduction
- Key findings
- Challenges in project implementation
- Recommendations
- Conclusion
- References

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INTRODUCTION

- The presentation aims to evaluation the project management plan. Project managements is the crucial activities to systematically and effectively achieve project aims and objectives. The project plan is to provide training programmes in Zara. In the competitive market and due to rise in digitalisation, Zara is required to take effective measures and programmes to make their employees more capable to adopt changes.



Key findings

- The project of training programme of Zara has presented materialistic facts about the project management activities. It has find out that, project management tools and techniques play crucial role in performing all the activities effectively. These techniques are important to measure the project performance and carry out project implementation.



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- The company has potential to provide experts trainings to secure employees for the long time in the organisation.
- The techniques of waterfall and agile are effective as waterfall technique will simply the task once one task gets completed. It will avoid confusion and over lapping of work. Zara could effectively take advantage of this technique. it will helps in segregating the training programmes as per individual topics.



Challenges

- There are many challenges which arrive at the time of project management. The challenges create hurdles for the company to achieve the desired objectives.
- **Lack of communication:**
- **Lack of clear goals:**
- **Inadequate Risk management:**



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- **Lack of communication:** It is the most influencing challenge in the current working environment.
- **Lack of clear goals:** It is also one of the key challenge which affect the organisation performance.
- **Inadequate Risk management:** managing risk is the crucial aspect for the business. Risk is associated everywhere which impact on the organisation performance.

Recommendations.

- It has recommended from the above decision on the key findings and evaluation of project management plan.
- The managers of the Zara need to look for enhancing good leadership skill, soft skills and motivational factors to train employees in effective manner. Training needs to be provided through experts that, there will be no overlapping and essential information would be provided.



CONCLUSION

- The presentation has concluded that, training programmes are effective and most required for the organisation. It has been analysed that, project management undertakes various activities which require appropriate planning, control and use of tools and techniques. Therefore, the company needs to build concerns towards involving all the employees to get better results.

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Thank You

CONCLUSION

It can be concluded from the above discussion that project management plan is an important procedure which is focusing on achieving goals and objectives of the projects. In this report, it covered all the important elements of the projects so that a project manager cannot confuse in their actions. In addition to this, it also covered project implementation plan communication strategies.

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