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Project Management

(LCBB5005)

Assignment 2

PROJECT REPORT

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06.09.2020

INTRODUCTION

The report of the project is reproduced at the end of the project or during the closure stage of the project by the project manager. The project boards use the end of the report to decide whether to authorise the closure of the project. The report confirms whether all the customer outputs have been made and whether all the requirements outlined in the project mandate and project plan have been met. The end of the project report is derived from different project documents including project initiation document, business case, project plan, benefits management approach, registers, as well as learned lessons report (Bentley, 2010). The subsequent sections will make the end of the project report project for building a car wash for offering premium services.

The project involved the development of a car wash with qualities that will enable it to offer premium services to the customers. The project was completed within a budget of £51,000. There was a variance of £1000, which is within the allowed tolerance of 5%. Therefore, it can be concluded that the project has been completed within the project. In addition, the project was completed in the exact duration for six months, as stipulated in the project plan and the project mandate provided by the customer. All the three booths required have been finished completed and the installation of the fixtures was completed. All the required equipment has been bought and installed as requested by the customer. Throughout the project, issues, risks, and concerns raised by the stakeholders were executed successfully.

The following is a summary of the objectives and how they were executed during the project:

Schedule: The project was completed within 6 months when it was handed over to the owner. The schedule was one of the quality requirements of the project. Although there was tolerance on the project, the project team ensured that the project was completed within the allocated deadline. All the unexpected eventualities were covered by the contingency and risks reserve that helped keep the project within the schedule track. The project was kept in tracker by identifying the key performance indicators to help measure the progress of each stage implementation.

Cost. The cost objective of the project was achieved as required. The available budget for the project £50,000 as provided by the customers. Although a tolerance of 5% was set aside, it was not used up. The project was beyond the budget by only three hours.

Scope. All the elements that were highlighted in the scope were accomplished per the requirements documents. The project scope included building a car wash with three booths with luxury appearance and the capacity to wash three cars at a time while saving water as much as possible. The equipment bought from the market met all the conditions that were highlighted in the project mandate and project plan. All these items were approved by the project board.

Quality. The quality requirements were attained since all the parts of the project were completed and approved by the project board. All the items were completed within the tolerance provided. Any changes that were made to the project items were approved by the project board. The car wash is completed in a manner that it can offer premium services. It allowed the project to attain all the expected benefits of the project. The project should be made in a sustainable manner possible with the capacity to save both water and energy.

Risk. The risks that arose during the project were treated in a manner that they did not affect the schedule, time, and the quality of the project. Not all anticipated risks happened. The only risk that was critical to the project was the failure of the equipment purchased to meet the desired quality requirements. They were however returned in appropriate time to ensure that the project remained within the schedule. The impact of the risk was minimised by ensuring that there was a risk and contingency reserve for costs that would be covered in case projected and unforeseen risks occurred.

Various benefits were attained from the completion of the project. They include:

- i. The project was completed in a sustainable way possible. The project design was improvised such that the water used in the car wash was purified and reused in a car wash to ensure that the process was sustainable. In addition, it was fitted with solar energy which reduced the usage of non-renewable energy in the facility. Therefore, the car wash can be termed as renewable.
- ii. The car wash was made in a manner that it had a luxury appearance. It was made to be promoted as a luxury facility that would attract higher prices from the clients than the conventional facilities. It was fitted with a luxury waiting bay where the customer would engage in minor activities such as playing chess while their car is attended to. In addition, it was fitted with a luxurious waiting bay with Wi-Fi and free drinks. As a result, the expected price to be charged from the facility is high. The luxury benefit was completed as required.
- iii. The project was completed in a manner that lean processes can be implemented to save the cost of running the facility. The design allows minimum wastage such as water and energy while increasing the efficiency. The facilities equipped can use minimal volumes of water while ensuring that the car wash is faster than the other conventional car wash designs. All the benefits of the project were reviewed during the last review meeting to ensure that they were attained as required by the client.

The project stayed within the scope as highlighted in the project mandate and project plan. The original scope of the project required it to be completed within the budget of £50,000 and in six months. The project was however completed at a budget of £51,000. Although the project budget surpassed the planned budget, it remained within the tolerance level. The tolerance level of the project was £2500. Not all the tolerance budget was completed. As well, the project was supposed to be completed within a timescale of six months. The project duration was within the allowed timescale. In the event where the timescale was disrupted during the implementation of the project, the contingency reserve was employed to fasten the project to bring it back to the track. The project stayed within all the provided tolerance. All the quality requirements provided in the project plan were approved by the project board and the client.

During the implementation of the project, few changes were made in the original plan. The first change is that most of the equipment were meant to be purchased at the installation stage. However, after the review of the plan, the project board suggested that they should be purchased at the start of the project. The effect they have on the project is that the unexpected delay that might have delayed the project and put it out of schedule track were avoided. The other change was in the equipment that was purchased for the project. During the implementation of the project, it was found that they will not offer the required quality and sustainability. As a result, they were changed, and items of the desired quality were purchased. The impact they had on the project was improving the quality and attain the desired quality. The last change made in the project was the withdrawal of one team member at the advanced stages of the project. Since the project was approaching completion, the remaining team member readjusted themselves and thus they were able to complete the project without delays. Therefore, it can be concluded that the changes had no significant impacts on the project.

Lessons Learned

One of the critical parts of implementing the project Preparation of the learned report. Normally, the lessons learned report is prepared at the end of the project. However, the PRINCE2 methodology required that the report should be completed while implementing the project, such as at the end of each project stage (Bentley 2010). The learned report can be a one-time report of a compilation of several stage reports. The following are numerous reports lessons that were learned from the project.

- i. The first lesson is that the project board should be incorporated into all stages of the project. They should also be involved in the review of the project mandate for the

preparation of the project plan. The purpose of involving the project board in the project. The project board in the car wash project was consulted in all the stages of the project as well in the preparation of all critical documents. As a result, there were minimal rejections in the project.

- ii. There should be effective and effortless communication. The project manager should have critical communication skills. According to PRINCE2, the project manager spends 90% of the project time communicating and managing team communication. Therefore, the project manager is tasked with keeping all the stakeholders afloat. The project manager developed a detailed project communication plan that was critical at informing every stakeholder of their role. It is critical for managing all the interests and concerns of the stakeholders.
- iii. The other requirement is planning quality control. The project manager developed a quality register. They aimed at monitoring the quality of the services. There are various types of activities that are aimed at improving product quality measurements. All the quality requirements and concerns should be documented and approved by the project board.
- iv. In PRINCE2, it is important to handle all concerns and take corrective actions. Managing issues and risks is critical for managing the control approach. The key factor in the success of the project is stakeholder management and stakeholder engagement. These are key aspects of managing quality.

The lessons learned from the current project will be incorporated in future projects. It will help in improving the project management culture.

From the experience of managing the project, certain areas need to be improved. The project team and the project manager should ensure that all the project requirements are clear from the go. In the current project, the project requirements were not clear and thus they were changed at the later stages of the project. The initiating stage of the project is very important and thus they should be treated with absolute care. Another area in the project that should be improved is the purchasing and supply chain requirements. All the item's descriptions were not indicated at the start of the project. As a result, some returns delayed the implementation of the project, which led to the use of the reserve budget. Finally, there should be an improvement in risk management, where all the risk should be assigned to different team members. This helps in ensuring that are monitored effectively and that different team members own different risks.

The other key lesson learned from the project is that the project manager should strain to ensure that all the principles of the project are met. The project should ensure the continued business justification, but always assessing to determine whether the project should have a clear return on investment. This should help the project manager to make good use of project time and resources. The deployment of the project should be justified at all stages. Due to the continued learning experience, the project manager should consider the lessons learned from the previous project. The project manager should at least lessons learned from the previous project undertaken by the organisation or the project manager. The other lesson is that the project should be managed by stages. In the completion of each stage, the project board and the client are invited to review the project. This helps in ensuring that they give go-ahead to the next stage or whether the work should be redone. It helps by ensuring that in the long run there is client satisfaction as they approve the subsequent stages. In addition, the project manager should focus product always reviewing the requirements of the expected project. The product requirements are key for determining the work activity. In addition, the project should be managed by exception where the project running does not need much intervention from the managers. The project board is only informed only when there is a problem. The other lesson is that there should be clear roles and responsibilities. All the team members should be informed of the duties in the project including knowing who the decision-makers are and who are the executors.

While managing the project, I learned of the mistakes that should be avoided when managing the project. They should not leave the people behind the project as they are the main executors and

the most important resources of the project. It is the only project manager who understands the people's aspect of management. Others in the project view the method of managing the project with suspicion. PRINCE2 method is not bureaucratic and fixed. Thus, the method should be adapted to fit with the supposed organisation. I learned that PRINCE2 can be tailored and scaled to meet the size of each project. PRINCE2 employs checklist and processes documentation that should at least be met to make the project successful. The use of a checklist allows for the gaps that can be addressed using the PRINCE2 best practices. As a result, the project manager should take time to align the PRINCE2 best methodologies with the existing business organisations. The project manager should not implement all the PRINCE2 processes rigidly but rather tailor them to fit the organisational culture. Finally, PRINCE2 alone does not make a full project manager. It is just a method and only part of the skills. As a result, the project manager should develop other competencies especially personal and project management skills. Some of the other important skills that a project manager should possess include project planning skills, flexibility, creativity, communication, and problem-solving, among others.

Various risks were recorded in the project. Although the risks are inevitable, some of the risks could be identified earlier before damages occurred. The project manager should identify the trigger of the risk which will help in early identification. The first risk that was identified in the project was the scope flip. At the progress of the project, the project scope of the project was changed to accommodate accountability. From the start of the project, it was clear that items that were meant to be purchased were not marked with the right water usage rating. Therefore, the chances that the product will be sustainable were evident. This could have been avoided. In addition, there was no sufficient brainstorming of the project risks. The project manager was involved in the identification of the project. Therefore, some of the potential risks were not identified. The supply risk involving the purchase of non-compliant products was not identified. As a result, the products were identified as under quality when they had already been purchased. Therefore, the cost and schedule were distorted. This leads to a delay in the project schedule. When managing the project, the project manager and the project board should be proactive in the management of the project rather than been reactive.

REFERENCE LIST

Bentley, Colin (2010). PRINCE2 - A Practical Handbook, 3rd ed., Butterworth-Heinemann