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Module Title: Managing Projects in the Organisation BMSW 5104

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Task:

Prepare a plan for the implementation of the project and specify the relevant steps that must be followed and how the plan is going to be implemented. Communicate the project plans with appropriate colleagues and stakeholders.

Table of Content

1.0 Introduction -	3
2.0 Project Management tools and techniques: An assessment of its usefulness in a work-place	3
3.0 Implementation of a Proposed Project- A Courier Service_	6
3.1 Project Background and Appraisal	6
3.1.1 Work Breakdown Structure to Establish a Courier Service	7
3.1.2 Gantt Chart	8
3.2 Risk Assessment and Analysis	11
3.3 Stakeholder Analysis	12
3.3.1 Who are the relevant stakeholders in this project?	12
3.4 Communicating the Plan to Relevant Stakeholders	13
4.0 Project Management Evaluation and Feedback	14
5.0 Self-Development Plan to improve project Management Performance	15
6.0 Conclusion	16
7.0 References	17
8.0 Appendix	18

1.0 Introduction

Every organization engages in one project or another. It could be the construction of a large estate; developing a software for gaming or planning a client's wedding, depending on the business the organization does. However, the way and manner such project is managed and implemented has great significance on the outcome of the desired project. According to the PMBOK guide's definition on project management, this involves the application of knowledge, skills, tools, and techniques to project activities to achieve the project's requirements (*PMBOK® Guide*, PMI, 2013, p. 6). This usually undergoes a structured process such as the initiation, planning, execution, monitoring, controlling, and closing of the desired project.

The purpose of this report is to design a plan for the implementation of a project and identify steps that the project will go through to ensure that it is fully and successfully implemented. This will also involve the communication of the plan to relevant colleagues and stakeholders in the cycle of the project.

Firstly, in order to achieve this, this report will set the necessary background for understanding project management in an organization by critically assessing the various project management techniques known, and how it is being realistically applied by organizations (for instance, in my workplace). A table of criteria will be developed to determine whether the current project management approach being adopted by my organization is appropriate and whether there is need for improvement or the adoption of a different technique.

Furthermore, in attempting to develop a project and also plan the execution of the desired project within an organization, this report will critically examine my own ability to effectively manage the project. For a proper evaluation to be done, I will make use of a structured feedback system. The purpose of this is determine my strengths and weakness. Finally, a self-development plan will be created with the aim to improve my performance in managing a project based on the findings discovered from the feedback.

2.0 Project Management tools and techniques: An assessment of its usefulness in a work-place

After the initiation of the concept of the project, planning the project is usually the next stage in the process of project management. If a project is going to be successful or fail in an organization, it can easily be determined at the planning stage. So, under this stage, the objectives and goals of the intended project is outlined and defined. Factors such as the time frame for the project and the resources to be used for the implementation of the project is laid out. Also, the team to be used to accomplish the project is defined and assembled. Thus, when planning a project, the relevant questions to be asked are the who will do it; How should it be done; What must be done; By when should it be done; How much will it cost and How good does it have to be (Heagney 2012, p.37). These are necessary questions that must be answered.

All the foregoing question must be asked and carefully answered in accordance with the purpose of plan to avoid inaccurate estimate as to the time and resources to be used in implementing the project.

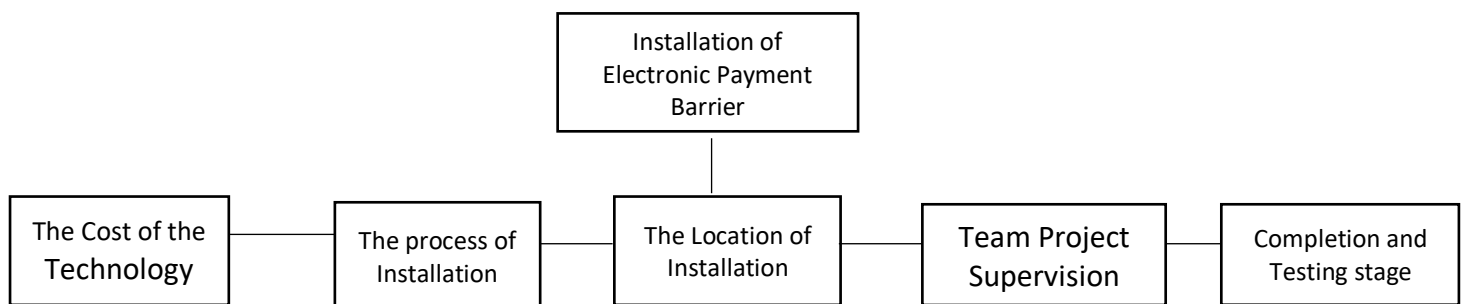
There are some useful tools and technique that have been designed over time to aid the easy implementation of a project. One of such is what is known as *Work Breakdown Structure (WBS)*. The WBS is a project management technique that helps to break down complicated and large task of a project into smaller tasks. According to Heagney, it is usually convenient and easier to estimate the duration that small tasks will take and the recourses that will be used to perform that task than it would be to estimate the factors at a higher level. (2012, p.85).

This technique is usually used in my place of work to determine the scope of a project. As a ticket and customer service representative in a bus transport company, we often embark on large projects relevant to ensuring that customers have the best travelling experience. One of such projects in the past years was the introduction and installation of an electronic payment barrier at the entrance of the bus station. Our team lead and manager used the WBS technique to breakdown into smaller details, the implementation phase of the project. The

WBS showed the cost of buying the technology, the cost of installation, the place of installation, the mode of usage, the members of the team that will supervise the payment barrier once it is installed, and how long it will be installed. It gave the work some sense of coordination and clarity.

Diagram 1.0

A SIMPLE WBS TO INSTALL ELECTRONIC PAYMENT BARRIER



Another recognized tool used in the process of project management is known as **Gantt**. This is one the first technique of project management and it was introduced by Henry Gantt. The tool is used in project management for scheduling a project, that is, spelling out the time frame for the implementation of a project using charts. This technique can be used alone or in conjunction with other tools in project management. This technique is often used in my workplace to identify tasks and determine the start and end time for the implementation of the project. It guides team members and helps to keep them aware of the timeframe for each deliverable in the cycle of the project. The WBS has become a resourceful technique in my workplace because of how well it has made team member to be time conscious and efficient in the implementation of any project. It is even contained in the company's handbook and can be said to be part of the company's culture for project implementation.

Another recognized technique is the **Critical Path Method (CPM)**. This can be described as the minimum amount of time that will be used to complete a desired project. This project management technique usually reveals the activities that are most *critical* to completing the project time. This technique has its own usefulness in that the critical path shows the route which represents a project bottleneck. The reasoning behind such technique can be that the reduction of the total execution of the time to be used on the desired project can only be

possible if the activities on the path can be shortened since the time necessary to carry out a non-critical activity does not affect the project total duration. (CIOB, 2019).

While this technique may be useful, it appears not be applied in my organization. Almost always, the organization completes all the activities that are outlined for the execution of project, whether or not they are relevant activities. I think that adopting this technique in managing projects in my organization will go a long way in helping us focus more on the relevant activities that are necessary to complete the project and easily determine how early a project can be completed.

Related to the CPM is the ***Program Evaluation and Review Technique (PERT)***. This is a project management technique used to identify the time it takes to finish a particular task or activity. It is a system that helps in the proper scheduling and co-ordination of all task throughout a project. According to Heagney, both the PERT and CPM can be used to determine whether it is possible to meet an important project completion date and when various task in the project must be finished in order to meet the specified deadline. (p.107, 2012). This technique is used in my organization as well and has become part of the organization's culture in project management.

3.0 Implementation of a Proposed Project- A Courier Service

3.1 Project Background and Appraisal

I work as a customer sales representative in a bus transport company. The company has a wide network of bus operating and carrying passengers across the United Kingdom and some countries in Europe. It has gained good reputation over the years for safely delivering passengers to their various destinations while maintaining excellent customer services.

During my time here, I have noticed that because of the reputation that the company has gained, many customers usually make enquires about whether the company operates a courier service for transporting goods all across the UK and Europe. It is the numerous numbers of enquires I get on a daily basis that I saw the need to propose the creation and implementation of a logistics department in the company to transport goods. This opportunity is what

Heerkens noted in his definition of a project as a solution to a problem, need or opportunity (2014, p. 11). It is that need that prompted the planning of this project.

The project will run alongside the bus transport company. So, this means that it will be an extension of the organization. It is intended that the project will have branches for receiving items in other parts of the UK and Europe.

3.1.1 Work Breakdown Structure To Establish a Courier Service

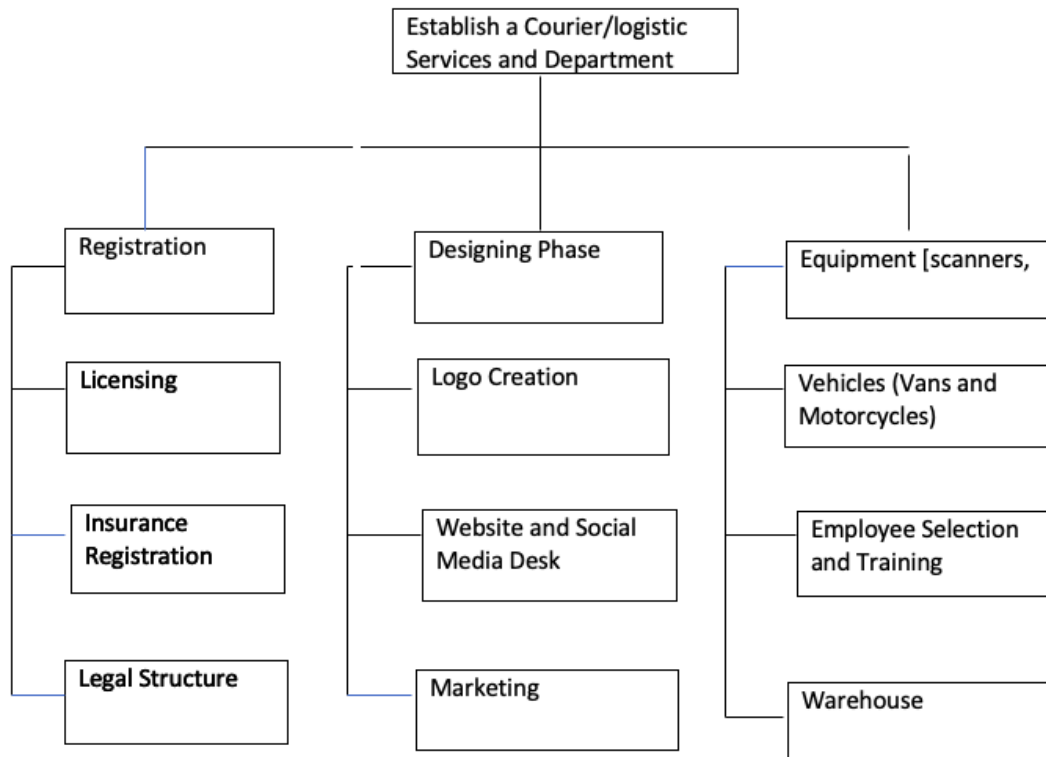
The WBS technique as described is used to break down large task into smaller task. Under this project for the creation of a courier service in my organization, this technique will be useful to breakdown and easily identify the small relevant task that needs to be achieved in order.

The projects is initially broken down into three division which are the registration, the design phase and the procurement of equipment for the operation of the service. Under the registration phase, matters like licensing, insurance and the legal structure the service will operate is identified.

For the design phase, considerations like the logo, website, social media accounts and marketing is listed. Under the procurement equipment stage, all the relevant equipment needed to operate the courier services is itemized like scanners, printers, warehouse etc. The human resources needed to operate the services are also considered.

The idea behind using this technique is to enable the easy implementation of the smaller tasks that have been identified in the WBS chart below. It will give the project manager and the project team members a sense of direction and let me know the deliverable to accomplished in the project cycle.

Diagram 2: **WBS TO ESTABLISH A COURIER SERVICE**



3.1.2 Gantt Chart

As earlier described, the Gantt chart is a project management technique used for project scheduling to determine the estimated timeframe for the completion of each task in the cycle of a project. In relation to this technique, Berkun S identifies three purpose of project scheduling. He noted that it is to make commitments about when things will be done; the second purpose is to encourage everyone involved in the project to see her efforts as part of the whole project, and to invest in making her pieces work with the others; and thirdly, to provide a tool to track progress and divide task into manageable sizes (2008 p. 24-25)

This project management technique is useful here because it will help to determine the amount of time that each task will take. The estimated time to be used to fully set up a courier service in the organization is between 1-11 month as indicated in the chart.

From the Chart below, the designing phase is the initial stage. Here the logo and colour to be used for the project is determined. This is to give the courier service a distinct mark from other competitors in the market. In addition, at this phase, there will be need to build a website and create social media accounts to facilitate the easy implementation of the service when it is eventually launched. The estimated period for this a maximum 2 month.

The next phase in the project is the procurement stage. At this stage, all the relevant equipment needed to effectively carry out the project is to be acquired. Equipment like the courier vans and motorcycles; printers; computers; scanners. Also, the location of the warehouse for storage of goods is determined. The estimated period for this is 90 days.

Once all the necessary equipment and structure has been put in place, the next phase is to register the service with relevant authorities and obtain the necessary permits and license to operate. The service will need an operator's licence especially if any of the goods vehicles are over 3.5 tonnes gross vehicle weight. In addition to this, the drivers that will employed for transporting the goods must be appropriately licensed. Furthermore, there will be need to obtain an insurance policy that is wide enough to cater for accidents, damage, loss and theft of the vehicles and customers goods. For instance, in the United Kingdom, all vehicles are required to be properly insured at all times (unless they have been declared off the road). Also, the insurance policy must be suitable enough to cover for goods in transit.

Under this phase as well, there is the need to ensure that the environment for storage and operation of the courier service business complies with the health, safety and fire regulations. It is expected that the timeframe for compliance with the foregoing requirements would take a maximum of 3 months.

Staff selection and training is also another important phase in the chart. It is expected that persons with experience in courier services such as customer services representatives, sorting and picking in the warehouse, drivers, security personnel etc will need to be employed to carry out the service. Training of staff is also relevant here. New employees need to be aware of the safety procedure policy especially when handling heavy items in the warehouse. This entire phase should also take a period of 2 to 3 months to complete.

After all the foregoing has been set in place, there will be need to test run the service to ensure that it will operate effectively when it is finally launched. Under this phase, the website where customers will access to book to deliver parcels and request for information will go through a thorough check to ensure that it is working properly. Also, the courier desk in the transport company will be full set up to entertain any inquires or requests from customers. In addition, the price for the weight of the goods and the value of any class of item will be fixed. All these tasks are expected to take an estimate of one to two months.

The Final stage is to launch the service. At this phase, the project will become fully operational and begin to accept orders to courier customer items to different locations across the UK and EU. This will be done in the 11th month

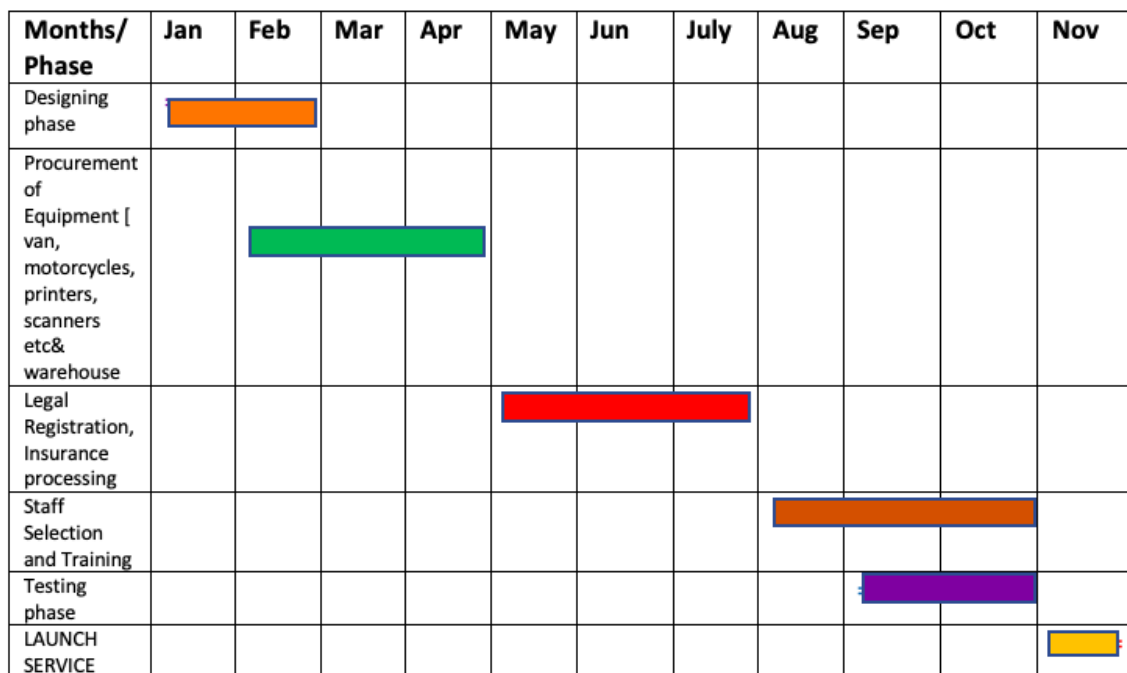


Diagram 3: Gantt Chart for establishing a Courier Service

3.2 Risk Assessment and Analysis

If the proposed plan of operating a courier service is going to be successfully implemented, it is very important to consider the risks that such project may be exposed to during implementation. According to Field, M & Keller, L 'risk represents the chance of adverse consequences or loss occurring' (1988, p. 48)

In general, there are common risks that courier services may be exposed to which is also applicable to this project. These are:

(a) Accidents and Breakdown

Accidents and breakdown are bound to occur to courier vehicles. This is because the vehicles such as cars and delivery vans are the selected the mode of transporting and delivering customers goods from one location to another on a regular basis. However, this type of risk can be taken care through wide insurance policy covers that will cover for accidents that may occur to the vehicle and also any third party.

(b) Theft of Vehicles and customers items

Theft is another foreseeable risk that is bound to occur during the implementation of the project. The courier vehicle may be stolen, or the customer items may be lost in transit. This risk can also be taken care of ensuring that both the vehicles and customer items are properly and adequately insured against such incidents.

(c) Act of God

This is an event that is beyond the human control. Knowing fully well that time is an important factor in operating courier service, there are several natural factors that affect the delivery times, such pandemics, natural disasters, government regulations etc. All these are recognizable risk that can affect the project implementation during operation.

(d) Damage of Customer goods.

This is another risk that is associated with the delivery of customer items. It is expected that extreme care will be taken to prevent any form of damage to customer items. A safety procedure will be in place to ensure this. Also, customer goods will be insured against such risks.

3.3 Stakeholder Analysis

When engaging in a project, there relevant stakeholder who may have interest and influence on the project and how it will eventually turn out (Roberts, P. 2011, p.15). It is important to identify them and know their role and responsibilities, as this will go a long way in determining the success or failure of the project (Marteneli, R & Milosevic. D 2016 p.41). It is also important to note that the type of project to be embarked in an organization determines the relevant stakeholders to be involved on the project. The list will ordinarily involve Sponsor, team, PMO, program managers, portfolio managers, operations managers, functional managers, customers/users, procurement, finance, government regulators, SMEs, consultants, and OTHERS

Form the forgoing, the question is who is a stakeholder? A stakeholder is any individual, community, group, or organization with an interest in the outcome of a programme, or a project, either as a result of being affected by it positively or negatively, or by being able to influence the activity in a positive or negative way. It can also be defined as an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.” (PMI, 2013, p. 563)

Key stakeholders to a project in organization can be classed into two categories, they are Primary and secondary stakeholders.

- i. Primary stakeholders: These are persons or group of persons who may be ultimately affected by an activity, either positively or impacted negatively.
- ii. Secondary stakeholder; These are all other individuals or institution with a stake, interest or intermediary role in the activities

3.3.1 Who are the relevant stakeholders in this project?

Based on nature of the project, and the since the organization that will be running the project is partly in existence, only few relevant stakeholders are needed.

1. **Executive Sponsor:** This will consist of the group of people who already own the transport company that I work in. They will be responsible for providing the necessary resources and support need for ensuring that the courier service project is successfully implemented. They will also help to remove any barrier that may be identified, and they will be responsible for approving the final plan of the project.
2. **Project Manager:** Since the project is my idea for the organization, I will be responsible for carrying out the role of the project manager. My role will be to coordinate the project from the beginning to the end. This will involve me applying relevant project management techniques to ensure that the project attains its expected results in line with the project scope, time and resources. Although I may have limited control and authority over the resources, but I will responsible for risk escalation and assessment, coordinating project, people communication, people management and give feedback to the executive sponsor on the stage of any deliverables achieved in the cycle of the project.
3. **Team Members [Subject Matter Experts- SME]:** Based on the type of project to implemented, there will be need for special team members to carry out the project such as website developers, social media operators , corporate and compliance officers, supplier of IT equipment's, relevant company employees, warehouse operators, customer service representatives. These persons must exhibit high level of skills and expertise in their role or job task towards performing specific task to achieve the objectives of the project. They are to report the progress of their respective works, issues identified and any risk spotted to the project manager

Other relevant stakeholders are the in this project are the end users and industry regulators of courier services in the UK.

3.4 Communicating the Plan to Relevant Stakeholders

Good communication of a project plan is essential to its success. A project can fail if is not effectively communicated to relevant stakeholders who will have influence on its outcome (Dow, W et'al 2008 P. 3). Communication may be defined as the exchange of information and

expression of thoughts, ideas and feelings either verbally or other methods. However, in project management, communication will mean the exchange of knowledge, skills and experience.

From the foregoing, it is essential that the project manager has good communication skills to be able to effectively communicate the project (Dow, W et'al 2008 P. 5). Also, the project manager must make use of effective communication transmission methods so that the relevant stake holders will be able to understand the objectives of the project and their various responsibilities towards the project. Lock. D, 2007 p.138)

In this project, it is proposed that formal and informal means of communication will be used by the project manager to effectively communicate the information to team members and also report to the executive sponsor who are the owners of the organization. Face to face meeting will be constantly used where a phase of the project involves physical presence of team members such as when the project is in the testing phase or launch phase as indicated in the Gantt chart.

Since courier service operation may require setting up warehouse and distribution locations in different part of the UK and Europe, there is the need to consider the geographical location of team member who are outside the main location of the organization in the UK. Therefore, there is the need to rely on technology to enhance the creation and distribution of information. These include, emails, instant messaging, phone calls, conference video calls. Etc.

In addition to this, collaborative tools such as SharePoint portals or google documents will be used between the project manager and relevant project team member to enable them work remotely.

The essence of communication on this project is to meet the communication need of relevant stakeholders in the project and also ensure the optimal flow of information throughout the project cycle.

4.0 Project Management Evaluation and Feedback

Questionnaires was shared to 15 colleagues in my workplace to assess my ability to effectively manage a project. The questions there touched on matters like my style of project management; expertise and competence in coordinating a project; ability to communicate project effectively and response to ideas and suggestions of project team members.

Based on the feedback from my colleagues, 90 percent of them were satisfied with my style of project management. 100 percent of the were satisfied with the communication methods used to inform project team members and also the mode of communication.

Furthermore, about 80 percent of the respondents were somewhat dissatisfied with timeline set for accomplishing each deliverable in the project cycle. Thus, there will be need to revisit the timescale for implementing the various tasks identified in the Gantt chart.

Overall, the feedback appears to positive as over 90 percent of my colleague were satisfied with my ability to effectively manage this kind of project

5.0 Self-Development Plan to improve project Management Performance

Based on the feedback from the questionnaire answered by my colleagues on how the project was managed and also on my own personal experience in the project, there are certain are of project management that needs to be improved on. In order to achieve this, a personal development plan will be created to identify the areas I need to improve on by setting realistic timescales for achieving them. This will be guided through the use of SMART objectives

From the feedback, the only portion that needs to be developed is my ability to set deadlines for projects and achieve them within that set time. This is my time management skills. I intend to improve this skill within a 3 to 4 months period. During this period, I will focus on achieving more daily task by starting early, avoid procrastination, create realistic deadlines and a schedule for achieving the tasks. More importantly, I will prioritize my work by focusing on the task that needs my immediate attention. I believe that if this is done it can affect my ability to effectively manage projects in the future and complete it within specific timeframe.

6.0 Conclusion

This report has been able to analyse the various project management techniques used to coordinate and plan a project. The report further designed a plan for the implementation of a courier service project and identified the relevant steps that the project will go through to ensure that it is fully and successfully implemented using some project management techniques. In achieving this, it identified the scope of the project, analysed the relevant stakeholders of the project, designed a plan for communicating the project to the stakeholders and also conducted a risk analysis by identifying certain risks that the project might be exposed to.

The work concluded by conducting a project management evaluation to get feedback on my ability to effectively plan and manage a project. It achieved this with the use of questionnaires answered by colleagues in my workplace. The response there assisted me in spotting the areas of project management skills that needs to be improved on. This was achieved by developing a self-development plan using SMART objective to develop those areas.

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Appendix A: *A completed sample questionnaire from a Colleague in my workplace*

	1	2	3	4	5
	Very Dissatisfied	Somewhat Dissatisfied	Neither satisfied nor Dissatisfied	Somewhat Satisfied	Very Satisfied
How satisfied are you with the management style of the project manager?					√
How satisfied are you with the project manager's expertise and competence in coordinating the project					√
How clearly does your direct manager explain tasks to you?					√
Were the deadlines set by the project manager for accomplishing each task in the project cycle reasonable?			√		
How satisfied are you with the level of communication of the project to relevant stakeholders?					√
How satisfied are you with the method of communication used by the project manager to transmit information to the project team members?					√

How responsive was project manager to ideas, requests, and suggestions?					√
Do you have any other comments regarding your direct manager?	none				