



Managing Projects in the Organization (BMSK5004_LON)

BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

Faculty of business and management

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December 30, 2018

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Sale Team Recruitment Project (STRP)

1.0 Introduction

The project is about recruiting staff for a newly formed sales department within eConsult (U) Ltd. The company has been in operation since the year 2010 and has successfully grown to occupy offices on the newly constructed commercial plaza on the high street. eConsult has recently acquired a substantial market share in the IT sector and would like to continue maintaining and accelerating its position within the industry.

In the bid to increase the company's annual turnover, eConsult (U) Ltd would like to conduct a massive recruitment project to staff its newly setup sales department. As a project manager, it is inevitable to motivate the employees and create an environment which promotes effectiveness to ensure team performance in the global economy today as articulated by Anantatmula (2010).

Management of the sales team recruitment project involves the application of a set of tools and techniques. Such tools and techniques include the CPM and drawing a sales team organization structure to direct resources towards the successful accomplishment of the recruitment process, without compromising on the quality of the recruited staff, costs involved and getting the job done within the expected timeframe of 30days as suggested by Oisen (1971). The APM (1995) concedes that managing the recruitment project at eConsult necessitates that the project manager is planning, organizing, monitoring as well as controlling the process and motivating employees involved the staffing of the sale department within the STRP life cycle.

2.0 Scope

The project involves getting the approval of the recruitment request, receiving job descriptions from the hiring manager, creating and posting the job advertisement on the eConsult (U) Ltd website and other job portals. Receiving and sending CVs to the hiring manager, selecting suitable candidates, conducting interviews, designing offer letters and determining the start date, applicants accepting the offers and bringing the best candidates on board.

3.0 The recruitment project management tools and techniques

The recruitment project management process requires the hiring manager to plan, organize, coordinate, direct and control the all the staff and function efforts involved in the successful recruitment of the sales team as denoted by Izanhour (1982), during which process, tools, and techniques such as project authorization, project, and financial planning, work break down structures, PERT, Gant charts, CPM applied.

Recruitment involves a life cycle designed into a work breakdown structure comprising of activities, clustered into phases enabling the legal enrolment of suitable candidates at the right time and place for both long and short-term interests as denoted by Schuler, (1987). In addition, planning sets the structure upon which the recruitment manager will authorize work schedules such as the scope indicating what needs to be done during the whole recruitment process, required finances, technical objectives, work breakdown structures and associated documents such as employee policies, offer letters, and employee contracts Izanhour (1982).

As suggested by Westland (2006), the initiation phase of the project involves building a business case to solve an identified problem, in this case, the staffing levels required building and therefore a feasibility study involving various alternatives is provided as to which of the recruitment approaches are to be used whether through agencies or direct recruitment. The STRP stakeholders such as the Human resource, finance, and business development department are contacted for the project approval. A PID document is prepared to define the objectives, structure, and scope of the STRP and the relevant stakeholders engaged for approval to move to the next phase in the STRP life cycle.

3.1 Critical path method

The critical path method (CPM) is a well-sequenced methodology used in projected with activities which interdepend on each other. It uses a work breakdown structure (WBS) as shown in figure 4 below alongside the set sequence of activities to be completed within set timelines, clearly defining the milestones, dependencies and deliverables. Moreover, by calculating the longest and shortest time to accomplish given tasks, it outlines the non-critical and critical activities (Alexandra, 2018).

4.0 How Project management tools could be used better in eConsult (U) Ltd.

Several tools although not directly related to PPM, and techniques can be used when it comes to thinking and developing ideas within project management according to the Department of finance (2018). As per eConsult, some of these tools which can be used in managing projects. The department of finance (2018) indicated that a stakeholder matrix could be used to categories stakeholder based on their potential impact and importance in the project in conjunction with a SWOT analysis which is used to identify threats, opportunities, weakness, and strengths, making the internal and external environment business analysis process possible.

As per eConsult, this tool gives the organization and understanding of the market and the competition.

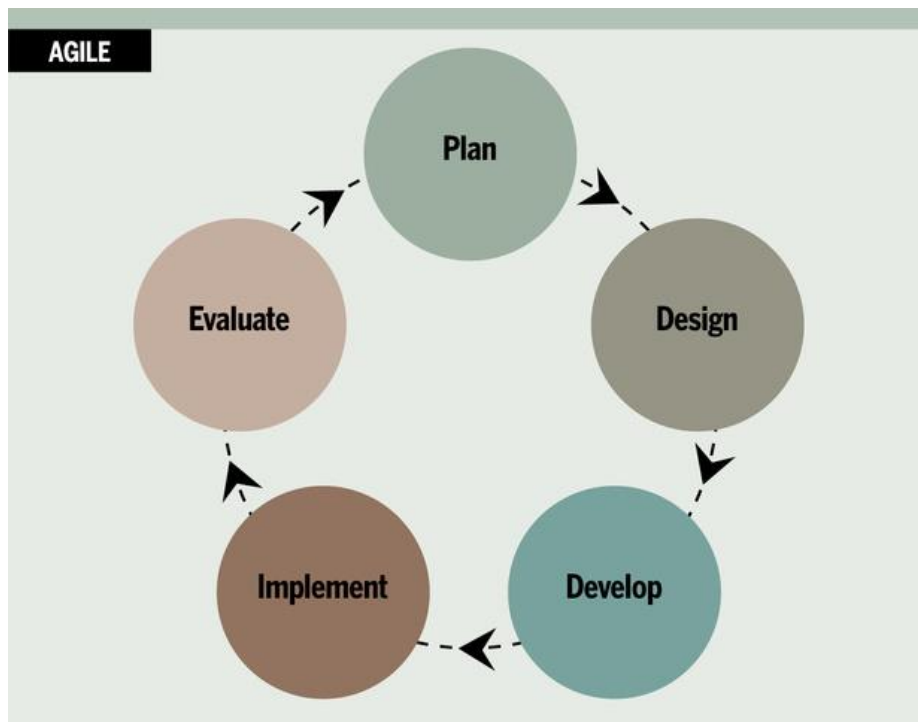
In addition, the Department of finance (2018), asserted that other tools such as the RACI (Responsible, Accountable, Consulted, Informed), are useful in the production of predetermined deliverables by clearly defining the roles and responsibilities of the participants. Other tools such as the fishbone diagram (cause and effect) diagram are useful in indicating the impact of the causes brought about by specific events and a radar chart which is used to indicate the project risks.

4.1 Assessment of project management methodology approaches

4.1.1 Agile - flexibility and speed.

As suggested by Alexandra (2018), the agile methodology approach is based on speed and significant flexibility. Its short delivery cycles known as sprints work best with the project which requires self-motivated teams and hence the minimal control alongside real-time communication settings. The Agile methodology allows room for automatic adjustments at any point of the project life cycle and is highly interactive, offering reduced risks, repeatable processes, quick turnaround time, reduced complexity and immediate feedback. This is mostly applicable in software development firms such as eConsult (U) Ltd.

Figure 1. Agile methodology approach

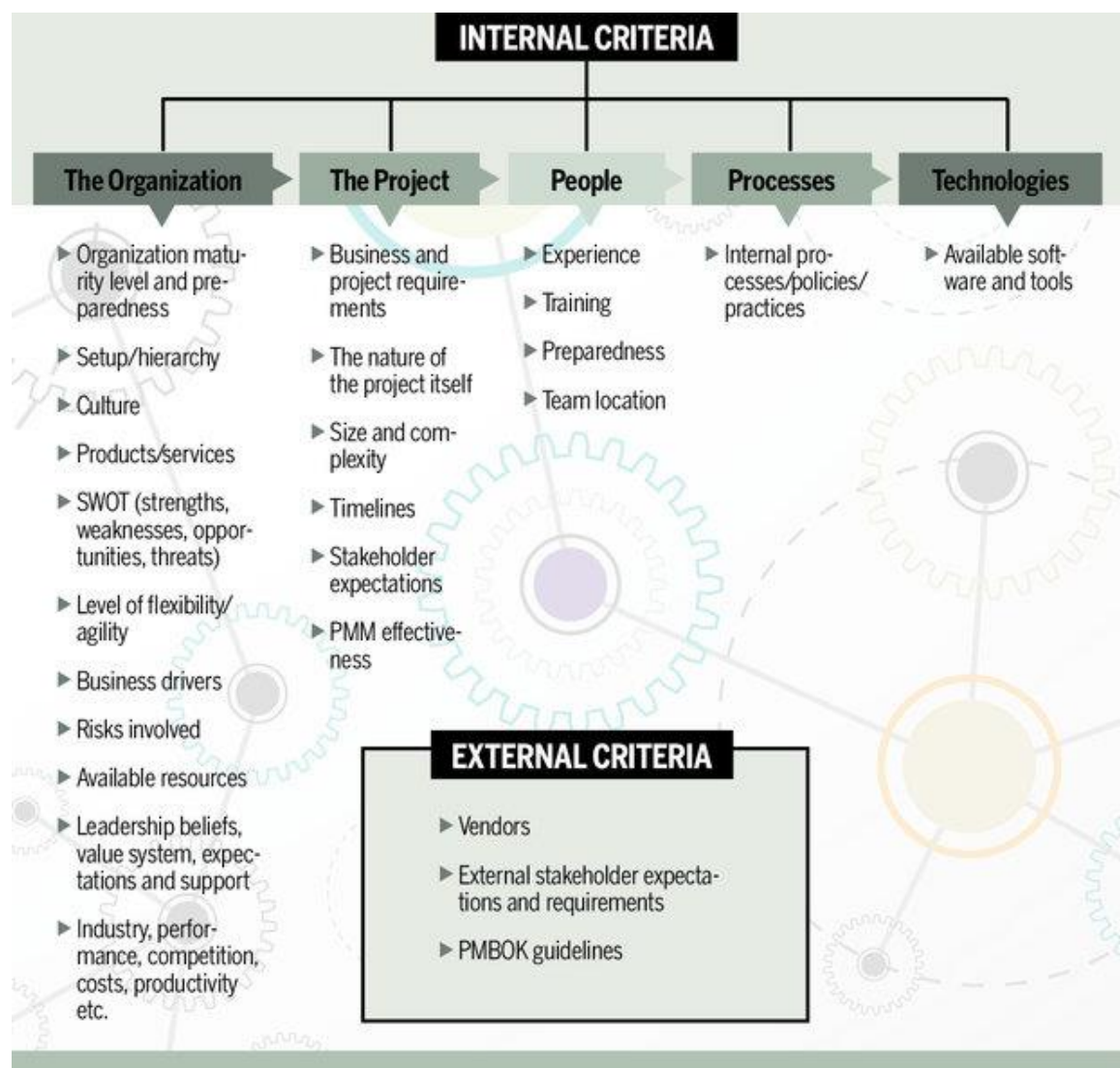


Thinkstock, 2018

4.1.2. PMM assessment criteria

There is often a need to apply a list of the most relevant assessment criteria when it comes to projects and organizational development. During the selection of the appropriate methodology, both internal i. e. The organization, project, people, process, technologies and external like stakeholder expectations and requirements are broken down into subcategories such as culture, level of agility e.t.c as shown in figure 2 below (Alexandra, 2018).

Figure 2. Project management methodology assessment criteria



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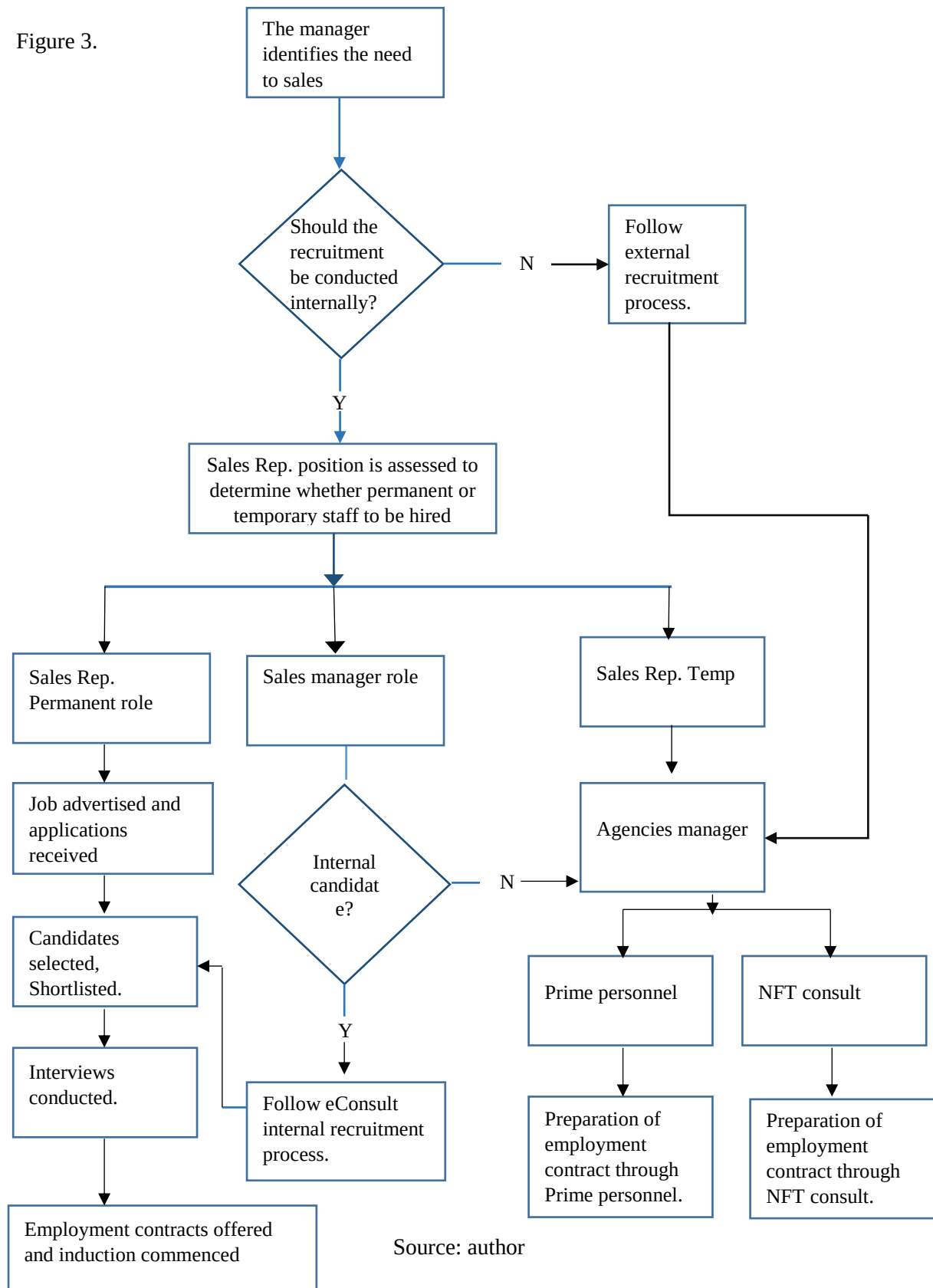
4.2 Decision tree

The decision tree shown in figure 3 below is used by eConsult to facilitate the making of choice between multiple courses of action. By nature, it is highly effective in facilitating the

exploration of options and their possible outcomes and hence forms a balanced indication of risk and rewards as per course of action as denoted the Department of Finance (2018).

The following decision tree was used during the recruitment of sale people in eConsult (u) Ltd.

Figure 3.

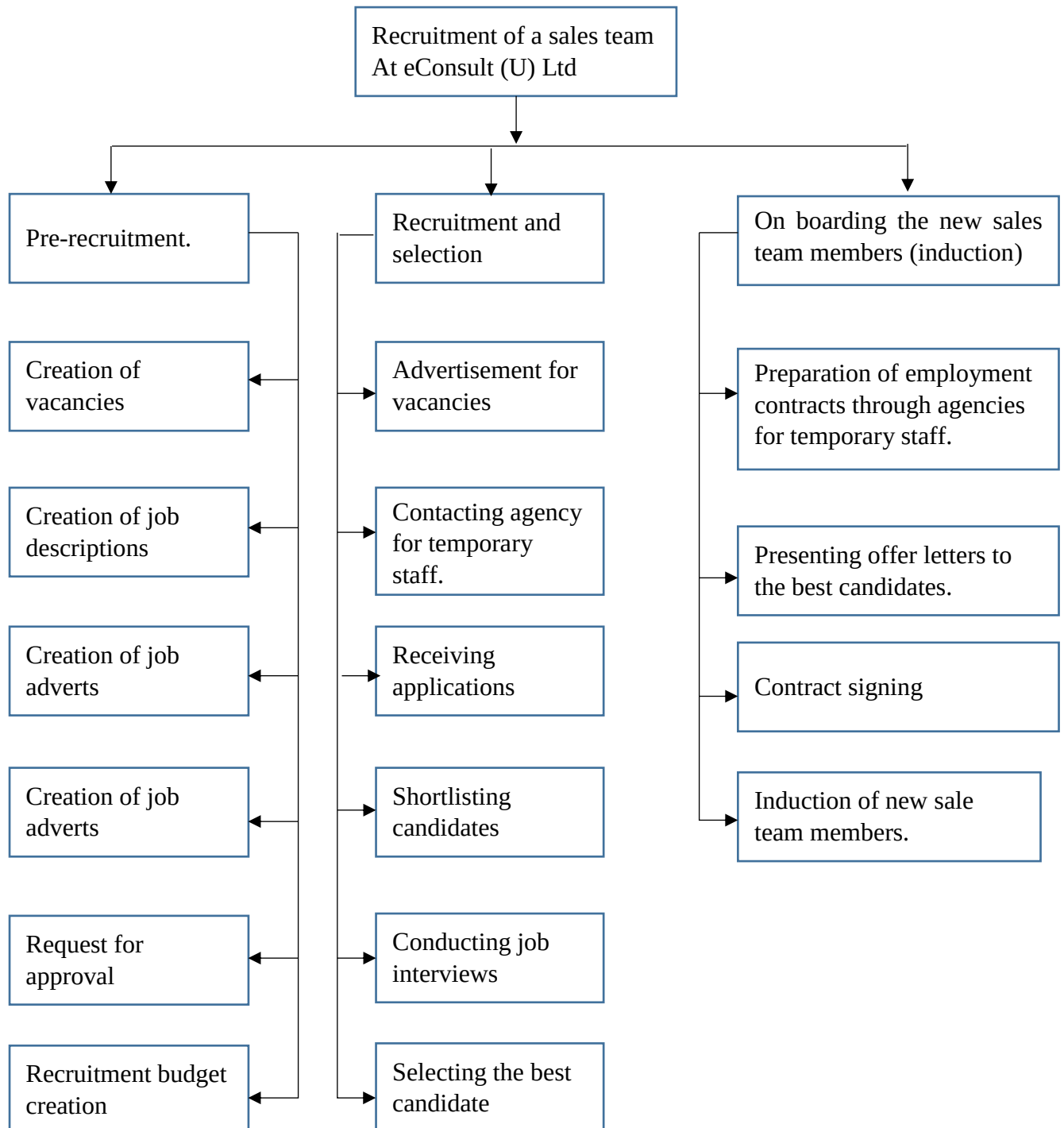


Source: author

4.3 Work Breakdown Structure (WBS)

Figure 4.

An illustration of the work breakdown structure used during the recruitment of sales members for eConsult (U) Ltd.



Source: author

The WBS indicated in figure 4 above is fundamental to eConsult's project initiation, planning, executing, monitoring and controlling. Besides being an integral part of the PMI process and

therefore defining the standards of these processes, its forms the basis for the project scope management as suggested by Brotherton et al (2008). How intelligent the WBS is regarding being a precursor determines the effectiveness of the project management (Homer and Gunn, 1995, p. 84).

4.4 PERT Chart.

For purposes of communicating and visualizing information, Gantt charts and PERT chart are handy despite their limitations (Russell, 2018). The PERT represents rectangles and circles to indicate the presence of milestones or events. Several tasks are represented by arrows (Kenton, 2018)

As shown in figure 5 below, eConsult employs the use of PERT chart as a technique in managing the sales team recruitment project allocating time to each task and the order in which the tasks or activities will be sequenced. The time "t" is allocated regarding the number of days it would take to accomplish a task as indicated below;

Task 1: The creation of a vacancies and job description

Task 2: the creation of job adverts.

Task 3: the creation of the project budget.

Task 4: Request for approval of the project.

Task 5: Advertising the job vacancy and contacting the recruitment agencies for temp. Staff.

Task 6: Receiving applications and shortlisting candidates.

Task 7: Interviewing and selecting the best candidates for the job.

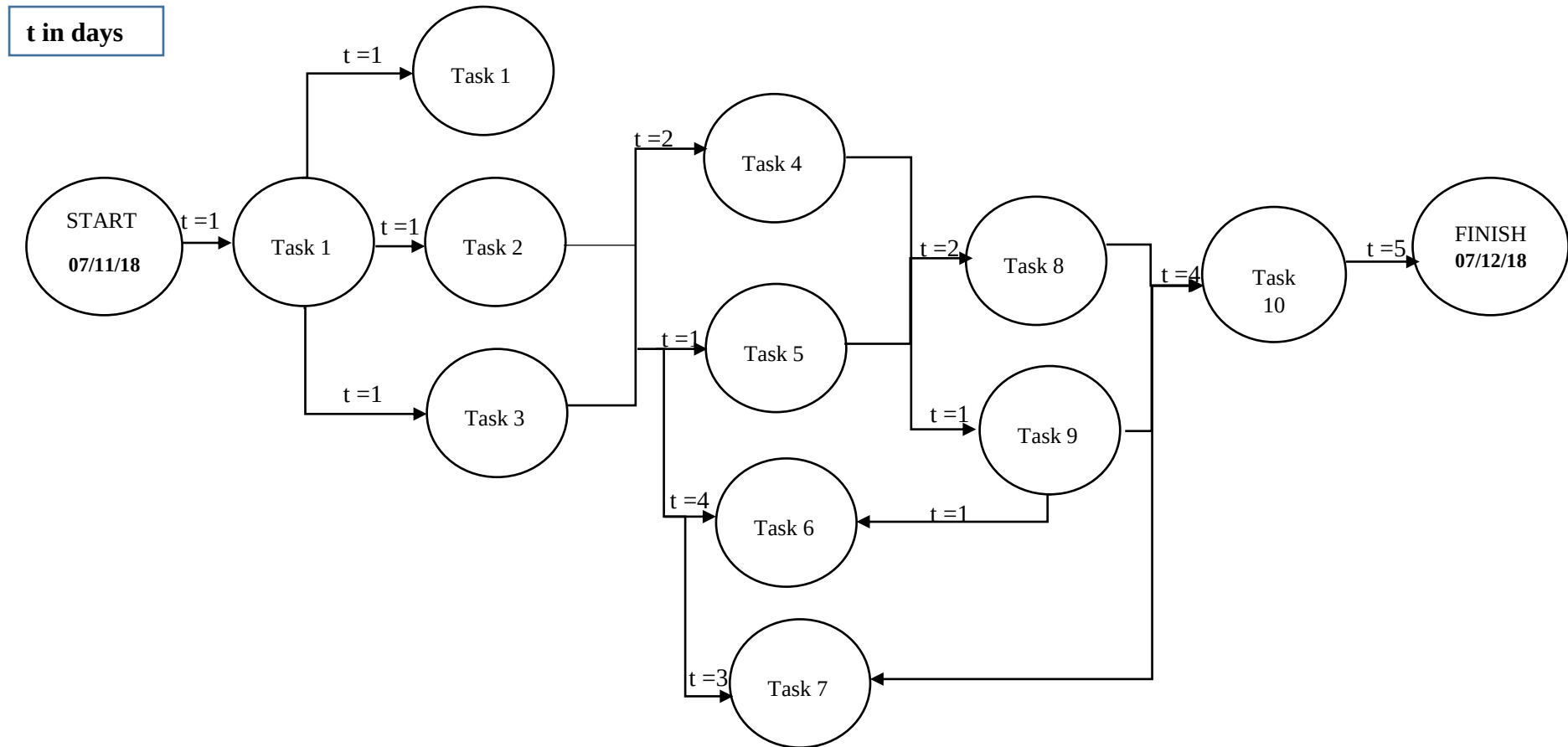
Task 8: Employment contract preparation.

Task 9: Presentation of contracts and offer letters to recruits.

Task 10: Induction and Training

STRP PERT Chart.

Figure 5 shows an illustration of the PERT chart for the Sales team recruitment project.



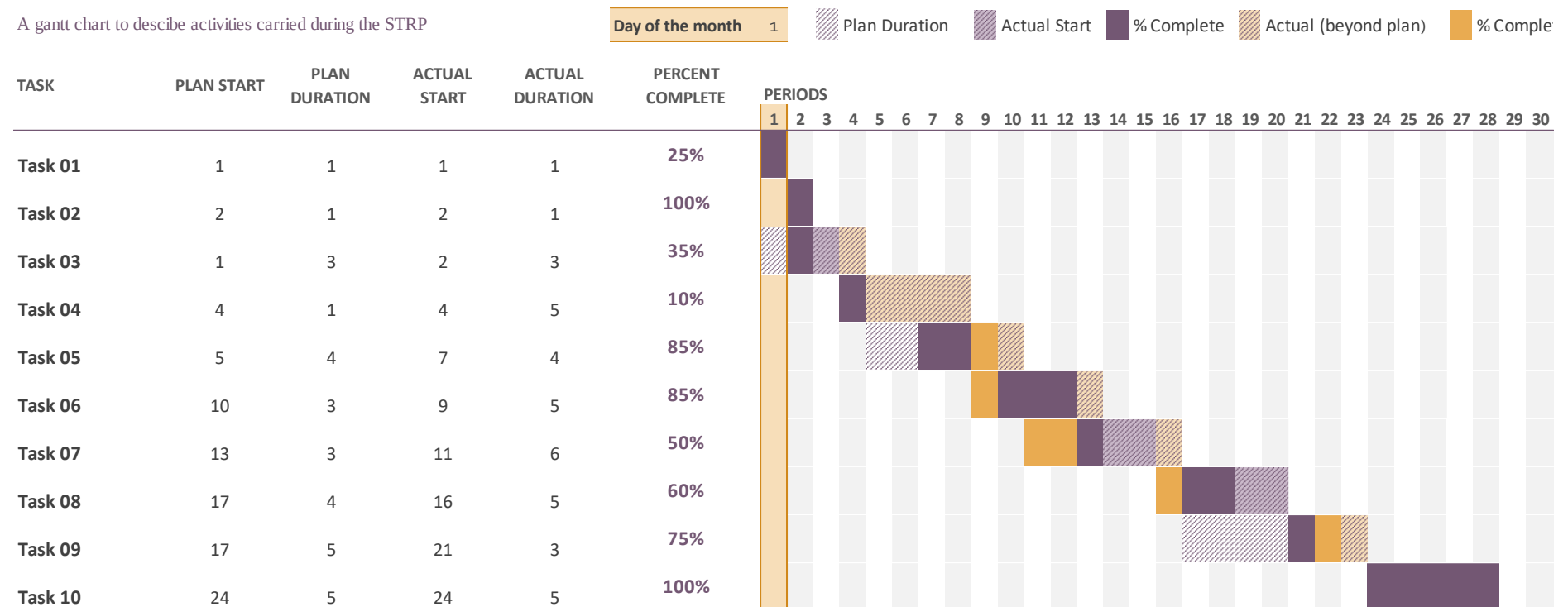
Source: author

4.5 Gantt Chart.

Figure 6 is an illustration of the Gantt chart detailing the activities or tasks and duration taken to complete the tasks during the implementation of the sales team recruitment project (STRP)

STRP Gantt chart

A gantt chart to describe activities carried during the STRP



Source: Author

5.0 Stakeholder management

As emphasized by Hillman & Keim (2001), it is essential to have a good relationship with stakeholders such as customers, suppliers, communities and employees as this contributes significantly to the company's wealth building through intangible assets in this case , knowledge assets(skill sets and experience of the new sales members joining the team), giving eConsult (U) ltd a competitive advantage in the IT sector.

5.1 Stakeholder Analysis

A stakeholder analysis as suggested by Smith (2000) involving tools and techniques is essential in the implementation of the STRP at eConsult as it facilitates the understanding of interrelationships, attributes and various interfaces between supporters and opponents of the STRP and thus enables proper planning of the project catering for the viability and risks of encountering in the STRP life cycle.

Stakeholder analysis would be considered most useful at the STRP initiation phase, since it involves information that may be sensitive in nature and the plausible possibility of uncovering adverse interests during the stakeholder engagement processes in which one would identify the stakeholders, interest, impact level and relative priority and participation as advised by Smith (2000).

Stakeholder Interest and Impact Table

Stakeholder	Interests	Estimated project impact	Estimated priority
Owners	Recruited competent staff Liability (Avoid costs) Increase sales	Medium + High – Medium +	1
Sponsors	Recruited staff speak fluently Recruited staff confident Recruited are efficient sales planners	Low – Low – Medium +	3
Team members	New team members excitement. Recruited contribute to team performance. Recruited staff will pass on new skills.	Medium + Low – Medium +	4

Project manager	Recruited staff is a team player Recruited staff will guarantee ROI	Medium + Medium +	2
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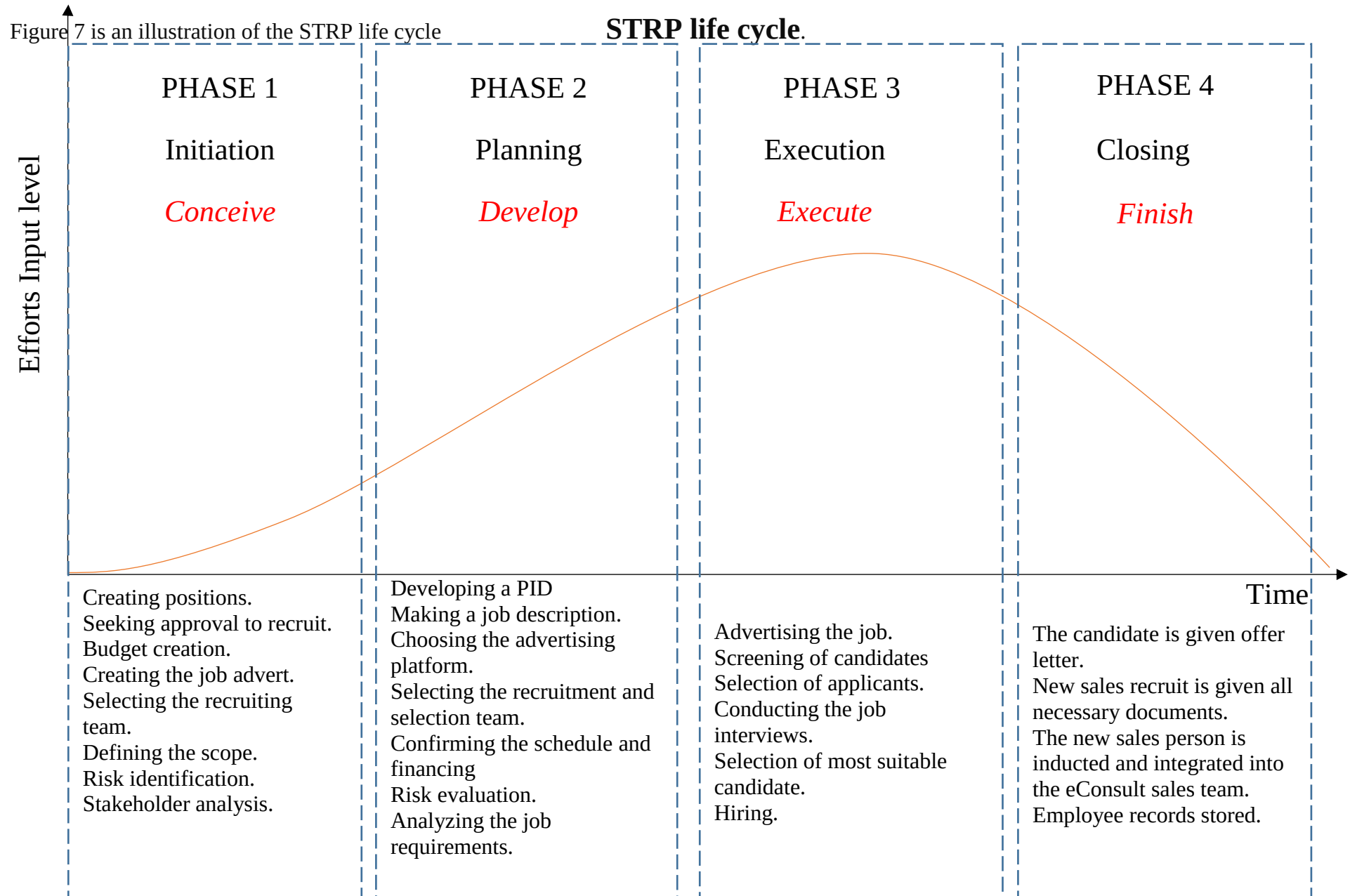
Source: Author

A stakeholder Interest and impact table is used to determine the interest and estimated level of impact that a stakeholder may have in the STRP, whether medium, high or low, and therefore a certain level of priority is given to cater for the interest of those stakeholders, based on the priority level of the stakeholder as indicated in the Stakeholder interest influence clarification table below.

Stake holder interest influence clarification

Stake holder	Estimated project influence	Estimated project importance	Assumptions and risks
Owners	Low	High	Provides all resources although appears not to have specific requirements
Sponsors	High	Medium	We do not know if they will continue funding or stop in the years to come.
Team members	Low	Medium	Seem to be contented with the new team. Reduced levels of stress.
Project manager	High	High	Accomplish the project. Will recruit the right candidate at the right time.

Source: Author



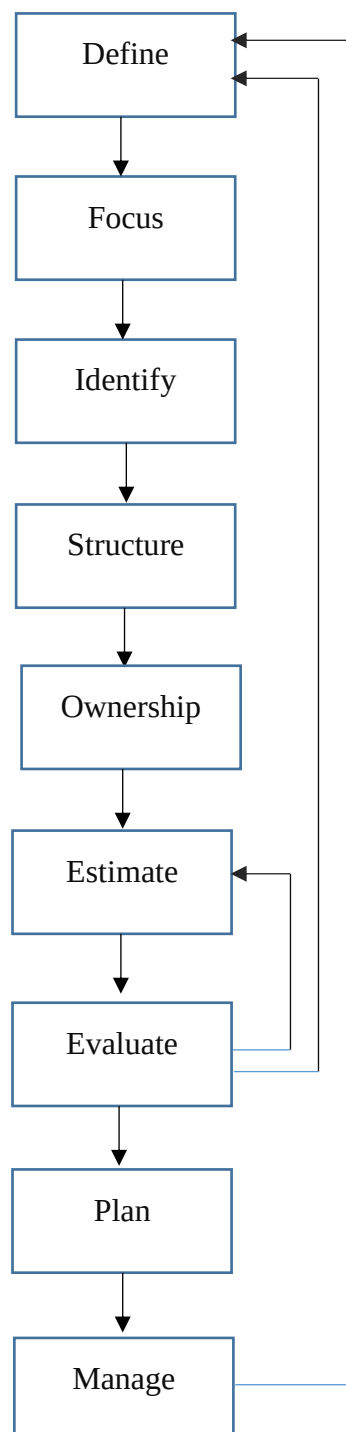
Source: Author

6.0 Monitoring and control

While implementing the sales team recruitment project several monitoring and control tools and techniques would be essential for the successful completion of the project such as PID document, see Appendices A, a Gantt chart to track progress see figure 6. A PERT chart see figure 5, a decision tree, see figure 3 and a work breakdown structure see figure 4.

6.1 Managing risks during the implementation of the STRP

Figure 8 is an illustration of a project risk analysis and management.



Chapman (1997)

As illustrated by Chapman (1997) in figure 7 about the risk analysis and management in during the implementation of the project would involve the eight phases above, and that risk management is to be applied in all the stages of the project life cycle see figure 7.

As suggested by Chapman (1997) it would be necessary to define the risk management phase, through consolidation of all information about the STRP and make sure that gaps are covered with a target deliverable of a clear understanding of the project by all stakeholders, in this case, the applicants, staff, the recruitment agency, etc., focus all resources on the project scope, making sure that all critical aspects of the risk management plan are well documented, reported and verified. It would also be necessary to identify the risk and possible responses to the risks such as not advertising the jobs in time, in which case a SWOT analysis would be carried out in time to mitigate the risks.

Further more as denoted by Chapman (1997), analysing the complexity of the structure, see figure 4 for an illustration of the STRP work breakdown structure with a goal of simplifying assumptions relating to risks, base plan activities and responses alongside a sense of ownership and management of the risks between eConsult and the recruitment agencies and other stakeholders. Estimate and identifying those areas most likely to be hit by uncertainty, evaluate and synthesize the estimated phase results and get the project plan ready for implementation alongside its risk management plan.

6.2 Communication plan

Communication is fundamental to successful project management as it ensures proper understanding of the project scope, the motivation of the stakeholders and the elimination of waste as suggested by Clarke (1999). For the sales team recruitment project to succeed at eConsult (U) Ltd, it would be imperative that the communication is narrowed rather than being broadly based with a particular emphasis on time as suggested by Feiner and Howard (1992). This would result into a reduction in unproductivity, repetition and making mistakes according to Meredith & Mantel (1995) uncertainty would be better managed (Beavers, 1997) identification of problems and generation of new ideas to solve the problems (Lanfer et al., 1997; Dahle, 1997).

Figure 9 organizational communication methods

Verbal	Between individuals or groups, using direct or indirect (inferred) methods
Written	In the form of notices, bulletins, reports and recommendations
Visual	Posters, displays, exhibitions, demonstration, videos and other promotional features. Closely linked to verbal communication.
Example	Through the way people conduct themselves - adhering to working codes and procedures. Also through their effectiveness as communicators and ability to 'sell' new practices.

Oakland (1989)

As illustrated in Figure 9 above, eConsult (U) Ltd would apply either of the communication methods as most appropriate during the whole project life cycle.

PID Document

1.3 Project Initiation Document (PID)	Tick when complete ✓
Section 1 – What is the project all about?	
Project Title: Sales team recruitment project	✓
Background The project is about recruiting staff for a newly formed sales department within eConsult (U) Ltd. The company has been in operation since the year 2010 and has successfully grown to occupy offices on the newly constructed commercial plaza on the high street. eConsult has recently acquired a substantial market	

share in the IT sector and would like to continue maintaining and accelerating its position within the industry.	✓
Purpose. To recruit a sales team of both permanent and temporary sale employees	✓
Objectives (and how they will be measured) The objective of the project is; To recruit a sales force for the newly set up sales department for eConsult (U) ltd	✓
Project scope The project will be approached in the following manner; Task 1.creation of a vacancies and job description Task 2: creation of job adverts. Task 3: creation of the project budget. Task 4: Request for approval of the project. Task 5: Advertising the job vacancy and contacting the recruitment agencies for temp. Staff. Task 6: Receiving applications and shortlisting candidates. Task 7: Interviewing and selecting the best candidates for the job. Task 8: Employment contract preparation. Task 9: Presentation of contracts and offer letters to new recruits. Task 10: Induction and Training	✓
Exclusions from scope Any integration changes in the recruitment strategy	✓
Deliverables	

1. Project approval	05.11.2018	✓
2. Inter viewing candidates	18.11.2018	
3. Acceptance of offer letters	24.11.2018	
4. Induction of new staff	06.12.2018	
Constraints. Interviewees may not turn up in time of at all for the interviews		✓
Assumptions The project assumption has been developed for accomplish the objective: 1. The recruited members will deliver results. 2. The available budget will be enough to cover all costs throughout the project life cycle.		✓
Section 2: Why should this project go ahead?		
Business case: Project Benefits Recruitment of a permanent sales force will enable eConsult save money in terms transferred knowledge and experience considering the high turnover rate with in the industry and it will also give eConsult total control over majority of the sale team.		✓
Options Out sourcing the sales department		✓
Cost and Timescale The overall project is expected to cost just under £200 an investment to be sponsored by eConsult (U) ltd. The project involves getting approval of the recruitment request, receiving a job description form the hiring manager, creating and posting the job advertisement on the eConsult (U) Ltd website and other job portals, receiving and sending CVs to the hiring manager, selecting a suitable candidate, conducting interviews, designing offer letters and		✓

determining the start date, applicants accepting the offers and bringing the best candidate on board	
Cost/Benefit Analysis Cost benefit analysis done and included in the budget for approval	✓
Risk Analysis: Risk Identification There are a number of risks to put in mind such as; • Failure collect approvals in time. • Submission of counterfeit academic papers • Failure to recruit temporary staff in time.	✓
Risk prevention • The application shall be submitted before we commit resources to the project avoid bottlenecks during the whole process. • We shall ensure proper training of staff before they start the job. • Develop a check list of tasks to be done and delegate individuals with a proper reporting and communication plan on the progress. • An extensive employee retention plan shall be developed to boost employee retention.	✓
Risk Management Risk Log/risk register shall be developed & reviewed on a weekly basis to keep the project stakeholders updated or aware about the issue. Probability and severity rating of (1-5) made and risk monitoring/responses developed.	✓
Risk Monitoring • The application process to be followed through to completion. • Back checking candidate academic credentials • Contacting referees for references. • Confirming candidate's eligibility to work.	✓

- We shall design a good package to ensure employee retention.

Section 3: Who will work on the project?

Roles and Responsibilities

Role	Responsibilities
Project Sponsor	• Responsible for project business case. • Integrating the project in the stake holders' organization.
Project Manager	• Creating the job, job description and overseeing the project to completion.
Finance Team	• Negotiation of remunerations with candidates
HR team	• Drafting of contracts and offer letters
Communication and public relation team	• Shortlisting successful candidate and contacting them for interviews.
Technical team	• Job posting
Recruitment agencies: External Stakeholders	• Recruitment of temporary staff.



Project Organisation Chart/Structure diagram

eConsult (U) ltd organisation structure.

|



Names of Project Sponsor: eConsult (U) ltd



Project Manager (PM): Magandazi Daniel Katakaya		✓
Section 4: How and when will the project be delivered?		
Initial Project Plan.		✓
Assignments/Milestones		✓
<i>List milestones here</i>	<i>List times when they should be achieved by here</i>	
1. Project approval	05.11.2018	
2. Inter viewing candidates	18.11.2018	
3. Acceptance of offer letters	24.11.2018	
4. Induction of new staff	06.12.2018	
Schedule (Gantt Chart)		✓
Refer to figure 5		
Human Resource Requirements:		✓
Project Team		
Hiring manager		
Sale manager		
NFT consult team		
Job connect team		
Finance manager		

Support Staff	✓
Additional Staff Not required	✓
Project Control: Monitoring mechanisms PERT Chart (figure 5 , Decision tree figure 3, Work break down structure figure 4)	✓
Communication channels and schedules Communication plan drafted	✓
Quality Control quality assurance team inplace	✓

7.0 Performance improvement in managing projects

7. 1 Personal SWOT analysis

A SWOT analysis is a handy tool for identifying one's strength and weakness and as well as presenting opportunities and threats that an individual may stand to have according to Pearce (2007).

Upon conducting a survey amongst colleagues in eConsult regarding my performance in project management I was inclined to perform a personal SWOT analysis to find out whether the weakness and strengths received during the feedback would coincide with those from the individual SWOT.

The following findings were discovered below;

Strengths.

Some of the strengths were pointed out to me include;

- Possession of people management skills
- Possession of project planning skills
- Access to project management software like Microsoft projects
- My line manager believes in my leadership skills.
- I believe in fairness and integrity as values that most of my colleagues do not have.
- I subscribed to the linked in the professional network which introduces me to high profile professionals.

Weaknesses

- I tend to avoid conflicts with people.
- I find it hard to confront people in case of conflict resolution.
- I need more training in conflict resolution.
- I tend towards being too patient with people.
- My introvert personality makes people take me for granted sometimes when I am managing projects.

Opportunities

- I have been into a new project management software called Monday .com
- The fast-growing IT sector presents more opportunities for me to participate in project management.
- I have access to a professional network (LinkedIn)
- eConsult(U) Ltd is focusing more on working on collaboration projects which presents me an opportunity to manage more significant projects.
- The current trend of outsourcing staff presents me an opportunity to freelance on significant projects.

Threats

- The company does not have an extensive portfolio of customers which limits my project management experience.

- The company has a matrix organization structure which makes it difficult to get results from employees who report to multiple supervisors.
- Project management is fast passed and ever-changing.

7.2 Performance Questionnaire

The questionnaire bellow was used to collect feedback from 6 of my colleagues about concerning my ability to manage projects. The questionnaire bellow was used to collect feedback from colleagues about my ability in managing projects.

1. What does Daniel do better than others?.....
2. What competitive advantage competitive advantage do you think Daniel have?.....
3. What access do you think Daniel have that other don't have?.....
4. Do you know of any previous accomplished projects by Daniel?.....
5. What do you see as Daniel's strengths in managing projects?.....
6. In what areas of managing projects do you think Daniel lags compared to others?.....
7. Do you think Daniel is confident of his project management trainings?.....
8. What values and traits have you seen in Daniel?.....
9. What would you consider to be Daniel weaknesses in managing projects?.....
10. Have any of our clientele complained about Daniel's ability to manage projects?.....
11. Is Daniel aware of any new project management technology?.....
12. Are economic trends changing too fast for Daniel?.....
13. What obstacles is Daniel currently facing?.....
14. Is it possible that Daniel's current weakness may lead to a threat in the future?.....

7.3 Personal development plan

The Personal-Development Plan (PDP) used to improve performance in managing projects

DANIEL KATAKAYA – PERSONAL DEVELOPMENT PLAN					
Specific Objective	Measurable	Achievable	Realistic	Time	Achieved? Y/N
Learning Microsoft project management	Learn all the modules in the software.	With a good work life balance	The acquired skills will enable me manage projects better	4 weeks	Y
Taking a short course in budgeting.	Assignments completed and certificate achieved	With a good work life balance	The certificate will position me to get a promotion	6 weeks	N
collaborate on a major project	when the project has been fully accomplished.	With introductions to professional networking sites.	the attained experience will broaden my understanding of project management.	6 months	N

Source: Author

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