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6 BA Business Management
Project Management (LCBB5005_BIRM)
Essa Bah
Assignment 1
WBS Plan

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Background and motivation of the project

The word project describes actions that are taken to achieve a change goal. The project can change something already existing or introduce something new (Simon et al., 2018).

Paradise International is an English multi-functional company that deals in accommodation such as hotels and temporary accommodation properties, it also franchises and licenses accommodation. The most important thing for the company is putting people first, achieving high achievements, treating everyone we work with respectfully. In response to the growing demand for quality accommodation in the Newport area, the company decided to embark on a project to build a new hotel in the area. The decision was made after extensive market research that showed a gap in the market and the company saw an opportunity to meet the needs of not only tourists but also business travellers. After researching the area, a location was chosen that was easily accessible, close to local attractions, had access to the beach and had the necessary amenities.

The motivation for choosing this project is determined by several factors:

The market research carried out shows that the existing hotels are operating at almost full capacity and the demand for accommodation is high.

As the hotel industry is constantly growing, this is an exceptionally worthwhile investment.

The construction of the hotel and its operation will create new jobs in the area.

Also, Rai International to expand its presence in new markets.

Broadly speaking, the basis and motivation for this project is about meeting market demand, offering exceptional guest experiences, the opportunity for growth and contributing to the local economy.

Aims and vision of hotel construction project.

The objectives of this project are:

Building a modern and luxurious hotel that will provide an exceptional customer experience and exceed their expectations.

To meet the growing demand for quality accommodation in the target market and gain a large market share.

Ensuring a satisfactory return on investment and ensuring the financial sustainability of the hotel in the long run.

The vision of the project

To create a welcoming and comfortable place that meets the diverse needs of diverse types of customers, such as tourists or business travellers.

To become a preferred location for event organizers and corporate travellers.

The hotel should be recognized as a leader in the region, offering high-quality service and luxurious amenities.

For the company to be well received by the local community, by creating new jobs, promoting local suppliers, and establishing sustainable practices.

By realizing the vision and goals, the project seeks to create a lasting impact on the hospitality landscape and support the economic development of the area.

The scope of the project

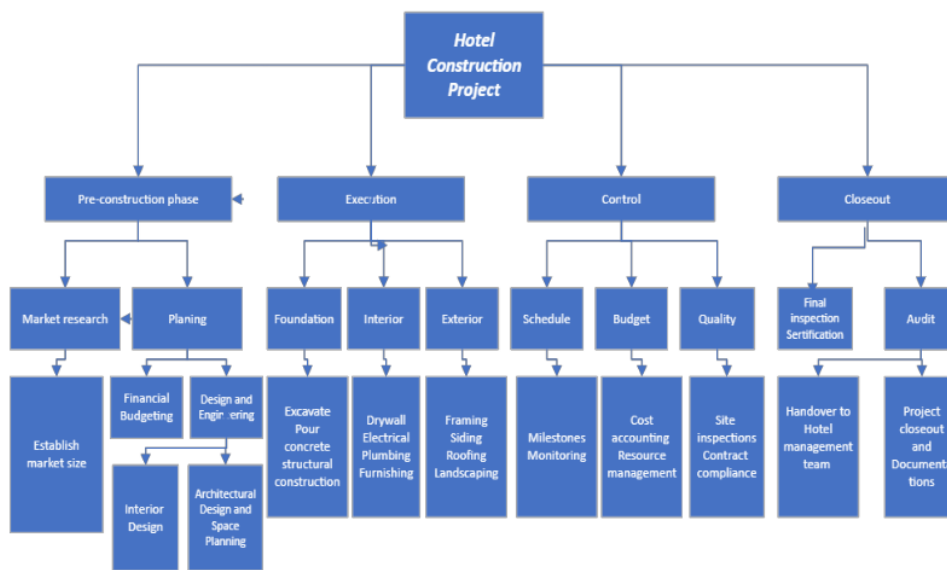
The scope of hospitality is related to accommodation. The scope of this project requires that all aspects and conditions related to comfortable and high-quality accommodation be met. The scope of the project should ensure a well-balanced management of resources, time, and high quality. The current project management strategy should be based on that scope. The scope of a hotel construction project includes objectives to ensure that the hotel meets building codes and safety standards. ⁹ To ensure that the project will be completed within the defined budget and on the defined schedule, through effective management of resources and risks. The scope includes all necessary activities for the design, construction and furnishing of the hotel, such as architectural designs, building permits and landscaping. The scope sets clear project parameters for quality, cost, and lead time. The project must ensure superior quality of materials, finishes, design and workmanship, effective cost management and adherence to the completion schedule.

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A work breakdown structure (WBS)

A work breakdown structure (WBS) is a division of project work into several structured tasks to make them more manageable. Typically, a WBS is a hierarchical structure with several levels (Siarni-Irdemoosa et al., 2015).

There are different models for creating a WBS, but for a WBS to be of excellent quality, it must meet all the requirements for its use in the given project. The current project will be broken down into phases, so the selected WBS by phases will ensure better planning, monitoring and coordination in the various stages of the project implementation. With this phase breakdown, it will be possible to effectively monitor the use of resources, meet deadlines, evaluate the results of each phase, and ensure the smooth and efficient progress of the project towards its completion.



Work Breakdown Structure

Source: Autor development

1. Pre-construction phase has two subphases

1.1 Market research

According to Colliers' latest market research, Bath had been identified as a hot spot for hospitality investment. The annual hospitality market index ranks Bath in second place for investing in the hospitality business. Bath is in the top five markets with the highest average daily rate (ADR). The market in Bath is undersupplied and offers opportunities for new investments in the hospitality industry (Jefferson & Brunt, 2018).

1.2. Planning

- Financial and Budgeting

When creating a financial plan and budget for the project, factors such as market conditions, location, construction costs will have to be considered. The cost estimate will include – the purchase of land, construction of the building itself, interior furnishings, exterior design, and landscaping. Permits, fees, licenses, marketing and advertising and recruitment costs must also be factored in before the hotel opens. The financing of the project will be carried out by the company Paradise International as an equity investment. Monitoring and control of the financial implementation of the project will be carried out by the Project Manager and the Procurement Manager. As such, they must regularly review the budget and analyse financial variances to ensure that everything is within budget.

- Design and engineering

Design and engineering are important part of the project because they guarantee the strength, functionality, and aesthetic appearance of the building. This phase is divided into two sub-phases - the architectural design of the building and the interior layout.

2. Execution plan

The next phase is the execution plan which is divided into three sub-phases: foundation, interior and exterior.

3. Control

The control phase has three subphases:

- A project schedule that must be monitored regularly to track progress and meet deadlines.
- The budget must be monitored and controlled so that the set expenses are not exceeded.
- Quality control includes checks on the quality of materials, workmanship, and compliance with construction specifications.

4. Closeout

This phase includes all finishing activities, the preparation of documentation, and the official handing over of the project to the hotel operator.

Responsibility Matrix

R – Responsibility

C - Consulted

Phases	Project Manager	Architect	Construction Manager	Interior Designer	Procurement Manager	Quality Control Inspector
Market Research	R					
Financial Budgeting	R		R		C	
Interior Design		R		R		
Architectural Design		R				
Construction Performance	R		R			
Interior				R		
Exterior	R		R			
Schedule Control	R		R			
Budget Control	R				C	
Quality Control	R					R
Final Inspection	R	R	C	C		R
Handover	R		R			
Project Documentations	R	R	C	R		

Responsibility Matrix

Source: Autor development

The project manager is responsible for most of the tasks and activities of the project, he must monitor and control them by consulting with other specialists in some specific tasks.

The architect is responsible for architectural and interior design because he has necessary knowledge and skills in the field of architecture. His role is to design the overall layout and

aesthetic appearance of the building and may use the help of interior and exterior designers. He is also one of the persons responsible for the final inspection of the building and the preparation of the documentation. The architect has a key role in the design of the hotel, considering the functional and regulatory requirements and the needs of the client.

⁴ The construction manager is responsible for developing the project plan, which includes the budget and resources, the project construction schedule. Together with other stakeholders, he is responsible for managing the budget, tracking costs, making agreements with suppliers and subcontractors. He responds that the construction work meets the quality standards. He participates as a consultant in the final inspection, maintains accurate project documentation and ensures that all project documentation is properly formatted.

The interior designer is responsible for the design and implementation of the interior spaces, furnishings, and aesthetic appearance of the hotel. He is responsible for interior design because he has specialized knowledge, skills and experience in interior design and creation of aesthetic and functional spaces.

The Supply Manager is responsible for strategic planning, supplier management and the supply chain. Also responsible for risk management and cost control.

The quality control inspector is responsible for ensuring that construction and materials meet quality standards and set specifications. He participates in quality assessment and helps to correct discrepancies and improve quality.

Milestones

Milestones are important achievements indicating the completion of a phase or key results in the project. Milestones are important in project management because they serve as checkpoints to track project progress, as well as to keep focus on goals and objectives.

Milestones set time-bound goals and deadlines for individual project phases. They also create communication between different project teams and stakeholders. Milestones help to timely identify problems and potential risks in the project and make corrections if necessary.

“Milestone: ² A point in time, typically marking an important event, usually the completion of a project phase, a decision point, or the completion of a major project deliverable” (Heerkens, 2002).

Some of the important milestones in this project are:

- ✓ Land acquisition and site preparation.
- ✓ Approval of architectural and engineering plans.
- ✓ Obtaining permits and approvals.
- ✓ Completion of the structural part of the building.
- ✓ Completion of electrical installations, plumbing and HVAC systems.
- ✓ Furniture and interior equipment.
- ✓ Exterior layout - landscaping, parking lots and other amenities.
- ✓ Successful completion of inspections and receipt of certificates.

Cost Account

For any project to be realized, it needs reliable cost estimates. These cost estimates are necessary to prepare a business plan, to prepare its budget, to foresee the necessary resources and to be able to control the budget (Lock, 2013).

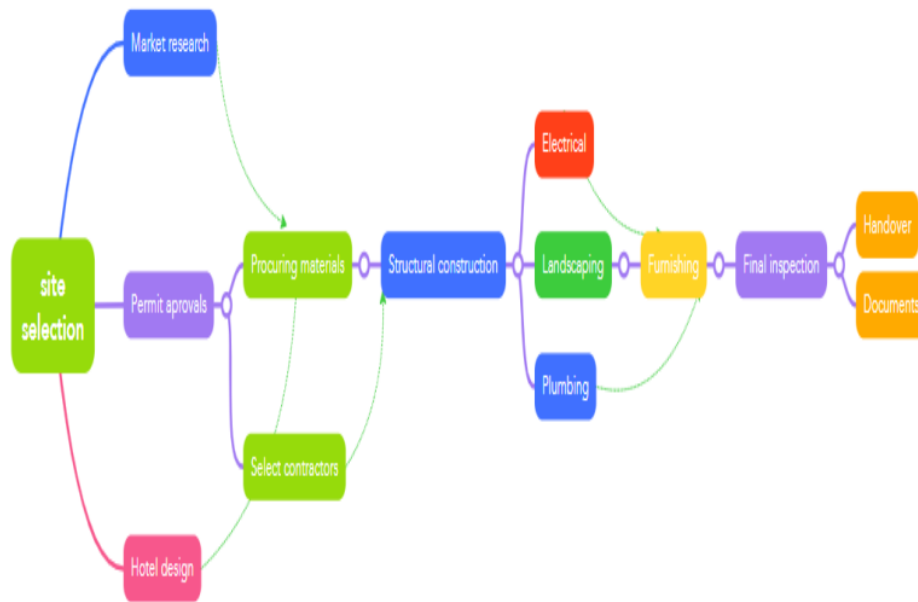
Paradise International will employ various external contractors for the overall construction of the building, for the electrical installation and video surveillance, as well as for the plumbing and gas heating. Payment to each of these companies has been agreed as a final sum and will be paid in instalments over the course of the project.

	Labour						Expense					
	Project manager	Architect	Construction Manager	Interior Designer	Procurement Manager	Total Labour	Sub	Contractors	Material	Other	Sub	Total
Market research	40					40	£92			£1,080	£1,080	£1,172
Financial	20		20			40	£86				0	£86
Budgeting					40	40	£60				0	£60
Interior Design		40	60	70		170	£3,205				0	£3,205
Architectural												
Design	8	80	40			128	£2,984			£980	£980	£3,964
Construction												
Performance	80		80			160	£3440	£12,000,000	£4,324,000		£16,324,000	£16,327,440
Interior	10		40	80		130	£2,230	£5,800,000	£2,567,000		£8,367,000	£8,369,230
Exterior	8		40			48	£984	£4,230,000	£1,118,000	£365.00	£5,348,365	£5,349,349
Schedule control	160		120			280	£5,680				0	£5,680
Budget control	120		100		60	280	£5,680				0	£5,680
Final inspection	6	10	10	10		36	£888				0	£888
Handover	6					6	£138				0	£138
Project documents	8	10	12	10		40	£824			£1,560	£1,560	£2,384
Total	486	140	602	170	100	1498		£22,030,000	£8,009,000	£3,985	£30,042,895	
Labour rates	£23	£25	£20	£15	£15							
Cost	£11,178	£3,500	£12,040	£2,550	£1,500	Labour	£24,891			Expenses	£30,042,895	
											Total	£30,071,316

Cost Account

Source: Autor development

Dependency Chart



Dependency Chart

Source: Autor development

Conclusion

In conclusion, we can say that the hotel construction project needs careful planning, the creation of a suitable team for the project, market research, the creation of a comprehensive work breakdown structure, cost estimation, careful management and control of resources, costs, and quality. All this should lead to the successful completion of the project and the construction of a modern and functional hotel satisfying the needs of the target market.

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