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**BMSW5104 Managing Projects in the Organisation**

**Assignment 1**

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## **1. Introduction**

Project management is an important approach to ensuring that any business project or goal is fulfilled appropriately while guaranteeing the maximum possible satisfaction from the stakeholders (Meredith, Shafer and Mantel Jr, 2017). The project manager is essentially the one individual who is responsible for the proper completion of the project, while also taking care of the tasks to be pursued by the team members. Project managers are typically characterised as having strong communication and leadership skills, along with the capability to build a cohesive team (Meng and Boyd, 2017). They are also assumed to be adept at being calm under situations of pressure, thereby enabling them to make the best decisions. Project managers should also have a vision and must have the technical expertise to make the project a success. There are numerous advantages or benefits of project management since it is an extremely powerful business tool and can, therefore, help with the management of the team members and drastically improve the chances of procuring success. Project management, therefore, helps project managers stick to a particular schedule and take control over the costs while also providing the scope for increased stakeholder satisfaction (Turner and Zolin, 2012). Ultimately it enables the concerned organisation or even the individuals to boost their competitive advantage while prioritising the available resources on the basis of the required business strategy. This particular report is based on the redesign and refurbishment of the stockrooms at the Waitrose outlet in Central London and shall provide a comprehensive analysis of the risk management, project management tools, and the project implementation plan. A self-development plan has also been attached in order to address and fulfil the identified strengths and weaknesses.

## **2. Background to the case study**

Waitrose is one of the most popular departmental store chains in the UK, and is owned by the John Lewis Partnership. While the company has been faring quite well in the market as understood from its annual revenue (Wunsch, 2019), the store manager at Central London has been able to identify the lapses in the management of the inventory room, along with problems in time management when it came to restocking the shelves. Thus, a plan needs to be designed and implemented which would remove the old-fashioned shelves from the stockroom, and replace them with modern storage units that come with their own monitoring and self-locking devices, while also saving valuable space which can, in turn, help stock more products.

## **2.1 Project aims, scope and objectives**

The aim of this project is to redesign and refurbish the stockroom at the Central London outlet of Waitrose and upgrade the existing structure into modernised storage units. The scope of this project is to minimise the time taken during the restocking of the shelves at the store by reducing the time wasted in manually shifting the goods from the inventory room, while also having better control over the monitoring of the same. On the basis of the aim and the scope, the objectives of this project can be said to be as follows –

1. To understand the need for the upgradation of the stock room
2. To understand the benefits of the modern storage units
3. To understand how the refurbishment of the inventory room can help save time and resources.

## **2.2 Project assumptions and risks**

In this particular project, it has been assumed that the upgradation of the inventory room to the latest modern storage units shall help reduce the time wasted in restocking the store shelves, while also accurately keeping track of the goods in the stockroom. It has also been assumed that the time and budget allocated for the project shall be adequate in terms of addressing the objectives and covering the intended scope.

Out of the many risks that shall be later identified separately and more comprehensively in this report, the most common ones would be that of disagreements between the team members, and the overflow of the allocated budget. All that can be done to mitigate these possible risks have been explained in detail later on.

## **2.3 Organisational structures to support the project**

As discussed earlier, Waitrose is owned by the John Lewis Partnership, which is one of the most influential as well as resourceful companies in the UK. Given the fact that it has been wildly successful in the domestic market and falls under the category of high-end departmental stores, it would perhaps be safe to assume that Waitrose has the necessary financial resources that would be required to support the project. Furthermore, being a prominent name in the retail industry, the Board and the other units have the advantage of being acquainted with many other firms that provide the latest inventory management technology, including the high-end storage units that need little human effort for monitoring purposes. Thus, it should be comparatively easy to proceed

with this particular project since the organisation seems to have access to the required support structures within its capabilities.

## 2.4 Budget

Based on the requirements as well as the nature, or the scale of the project, the preliminary budget for the same has been set at £500,000. It has been assumed that this amount shall be sufficient in order to meet the project requirements for upgrading the stockroom at the Central London outlet of Waitrose. A simplified breakdown of the budget can be inferred from the table below.

**Table 1: Budget breakdown**

| <b>Task / Activity / Requirement</b>          | <b>Estimated cost (in £)</b> |
|-----------------------------------------------|------------------------------|
| Insulation for the roof and walls             | 85,000                       |
| Air-conditioning                              | 30,000                       |
| Storage units                                 | 175,000                      |
| Interior painting                             | 35,000                       |
| Interior finishing (doors, floors, etc.)      | 75,000                       |
| Electrical connections                        | 75,000                       |
| Miscellaneous (including 10 per cent overrun) | 25,000                       |
| <b>Total</b>                                  | <b>500,000</b>               |

(Source: Author's creation)

The project sponsor is the party responsible for the funding of this project. This sponsor essentially refers to the representative of the numerous investors that fund the John Lewis Partnership and therefore help Waitrose in terms of its capital resources. The project manager needs to maintain regular communication with the sponsor to ensure that the necessary funding does not get delayed.

## 3. A critical assessment of the usefulness of project management tools and techniques

A project management methodology usually refers to the set of practices, procedure, rules and techniques that are adopted by project managers and their teams in order to successfully complete a given project (Joslin and Müller, 2015). These practices are usually combined in a highly logical manner, and help with determining the best ways to plan, control, and deliver any project with the aim to ensure that the implemented processes are successful in substantiating the project aims.

The primary aim of any project management methodology is to provide a structure while standardising and organising the work processes and methods that are to be followed for the project. Thus, a project management methodology helps with a project to be focused in a definite direction and helps with its success, while also learning from the previous mistakes so that the manager and the involved workers can improve their work (Chin, Spowage and Yap, 2012). Thus, methodologies are important tools when it comes to increasing the efficiency of the projects.

A methodology has multiple benefits, such as –

1. The organisation of the project timeline
2. Provision of tools to estimate the time and the costs appropriately
3. Management and minimisation of the risks
4. Improvement of the cost-benefit relationship of the required resources
5. Development of team skills.

Project management tools and techniques are part of the project management methodology, and they are, therefore important in terms of helping shorten the learning curve of the team. The tools that are generally used can be modified as per the needs and requirements of the organisation at hand, which in this case is Waitrose. The focus that is utilised is usually standardised and adapted accordingly, which further helps lower the risks associated with implementation while also improving the work processes (Marcelino-Sádaba et al., 2014).

The main problem that lies here is that the tools and techniques that are often used may not be suitable for all projects. Thus, it becomes necessary to have a reference framework that can make the methodology adaptable to project at hand, such that the efficiency can be maximised. As Turner (2016) explains, there are numerous project planning, management and control tools that are available on a commercial basis. Most of these tools deal with the planning as well as the control aspect of the project, and the author, therefore, categorises them into five groups – standalone, companion, modular, hosted and methodology.

- The **standalone** tools are the basic project management software techniques or tools, and they are suitable for companies that aim to handle their projects independently since they provide

the basic toolkit for managing the projects (Turner, 2016). In this case, the project manager is responsible for the project plan and its finalisation on their own.

- The **companion** tools are usually utilised for the add-on of certain features and facilities to the existing tools and techniques, and they can help improve the functioning of the popular platforms such as PowerPoint and other Microsoft Office applications (Turner, 2016). Even though the companion tools cannot be said to be project management tools on their own, there are certain features such as mind maps which can be used along with Microsoft Project for better results.
- The **modular** tools can help with the management of the project portfolio and are typically based on a specific database structure. Most of the larger enterprises utilise these tools, but nowadays even the medium-sized organisations are quickly becoming capable of handling and implementing these toolsets.
- The **hosted** tools allow project managers to manage projects from remote locations, which also makes it easier for them to manage more than one project at the same time. Thus, managers who have different teams working at different locations on diverse projects can be in communication whenever required (Turner, 2016). These tools also give the benefits of a modular tool but help cut down the costs significantly.
- The **methodology** tools are essentially what had been discussed at the very beginning of this section of the report. They are the recognised methodologies and tools that are used by well-established organisations and managers since they also come with a set of guidelines and templates in order to help with the project (Turner, 2016). Some of the most popular project management methodologies that can help with a project are PMBOK, PRINCE2, Agile, and Waterfall or the traditional approach.

This particular project regarding the upgradation of the inventory rooms at the Central London outlet of Waitrose shall use the PRINCE2 methodology for its management. PRINCE2 is just the abbreviation for PProjects IN Controlled Environments. Originally referred to as PROMPT, it was created in 1989 by the UK Government, specifically the Central Computer and Telecommunications Agency or the CCTA (Matos and Lopes, 2013). It was previously the standard as used by all the government agencies and bodies for project management purposes. This methodology is characterised by a generic approach that is highly flexible and is therefore possible to be applied to almost any project of any nature and scale, and this has made it get the worldwide

recognition it has today. Also, this project management tool is highly focused on business purpose while also considering the organisational structure. This makes it easier to direct the project management team accordingly so that the plan can be tailored to emphasise the project outcomes and the division of the same into different phases or sections which have to be sequentially approached and completed (Matos and Lopes, 2013). Thus, in this project, the business case as set forth by Waitrose shall be the driving force behind the approach that would be adopted, including the justification, rationale and other attributes put forth by the organisation. The business objectives, as indicated at the beginning of this document, might undergo change during the project lifecycle, but PRINCE2 shall ensure that neither of them is being unattended (Vaníčková, 2017). Thus, this project management tool is an extremely useful platform for the provision of all the required controls as well as breakpoints that help to successfully complete a project within a given contractual framework.

#### **4. Implementation of the project plan**

The implementation plan is often the key to obtaining success for any project since it can help track and denote all the necessary activities and phases that are to be completed for the successful achievement of the project objectives (Turner, 2016). There are numerous benefits that come with an implementation plan, including the specification of the tasks as well as the personnel responsible for the specified work. Thus, having an implementation plan, complete with a proper timeline for ensuring that strategic goals are met, is fundamental to ensuring the success of any project, including the one at hand. It must be mentioned that Henri Fayol's administrative theory as explained by Edwards (2018) is relevant here, since it includes the six functions of forecasting, planning, organising, commanding, coordinating and controlling – which is essentially what project management is all about. The success of this project is thus dependent on the project manager's ability to adhere to all these six functions and ensure that the team members follow the necessary guidelines and complete the work assigned to them.

This section of the report shall present a simplified work breakdown structure together with the timeline of the project, which shall also help understand the project life cycle and other attributes. The focus shall also be given on understanding how this plan is to be implemented, along with the communication of the same to the respective stakeholders.

#### **4.1 Work breakdown structure and timeline**

The work breakdown structure is referred to the tool that enables project managers to approach the project requirements in a simplified manner by breaking down the necessary tasks into smaller components so that they can be understood and fulfilled more easily (Devi and Reddy, 2012). It is not only an important component of the management documents for a project but also helps with the integration of the cost, scope and schedule so as to ensure that the plan for the project is in complete alignment. The WBS as presented below shall help understand the life cycle of the project, and it has been followed by a Gantt chart which shall make it easier to keep track of the timeline for the same.

| WBS          | Task Name                                                                   | Duration        |
|--------------|-----------------------------------------------------------------------------|-----------------|
| <b>1</b>     | <b>To redesign and refurbish the stockroom at the Central London outlet</b> | <b>108 days</b> |
| <b>1.1</b>   | <b>Project planning</b>                                                     | <b>25 days</b>  |
| <b>1.1.1</b> | <b>Analysis of project viability</b>                                        | <b>25 days</b>  |
| 1.1.1.1      | Determination of project aims and objectives                                | 5 days          |
| 1.1.1.2      | Evaluation of scope and requirements                                        | 20 days         |
| <b>1.1.2</b> | <b>Completion of project planning</b>                                       | <b>0 days</b>   |
| <b>1.2</b>   | <b>Drafting of the project document</b>                                     | <b>23 days</b>  |
| 1.2.1        | Identification of stakeholders                                              | 6 days          |
| 1.2.2        | Identification of risks and mitigation strategies                           | 7 days          |
| 1.2.3        | Budget finalisation and resource allocation                                 | 8 days          |
| 1.2.4        | Discussion with the project sponsor                                         | 2 days          |
| <b>1.2.5</b> | <b>Completion of project document drafting</b>                              | <b>0 days</b>   |
| <b>1.3</b>   | <b>Approvals</b>                                                            | <b>5 days</b>   |
| 1.3.1        | Presentation of PID to stakeholders                                         | 3 days          |
| 1.3.2        | Approval from executive board members and sponsor                           | 2 days          |
| <b>1.3.3</b> | <b>Completion of project approvals</b>                                      | <b>0 days</b>   |
| <b>1.4</b>   | <b>Project execution</b>                                                    | <b>50 days</b>  |
| <b>1.4.1</b> | <b>Stage 1</b>                                                              | <b>13 days</b>  |
| 1.4.1.1      | Discussion of design with team                                              | 2 days          |
| 1.4.1.2      | Checklist finalisation for items to be procured                             | 4 days          |
| 1.4.1.3      | Finalisation of deal with the suppliers                                     | 4 days          |
| 1.4.1.4      | Risk evaluation and assessment of project progress                          | 3 days          |
| <b>1.4.2</b> | <b>Stage 2</b>                                                              | <b>27 days</b>  |
| 1.4.2.1      | Procurement of the storage units and other hardware                         | 4 days          |
| 1.4.2.2      | Recruitment of individuals for technical support                            | 6 days          |
| 1.4.2.3      | Installation of the hardware units                                          | 17 days         |
| <b>1.4.3</b> | <b>Stage 3</b>                                                              | <b>10 days</b>  |
| 1.4.3.1      | Quality check of the newly installed units                                  | 3 days          |
| 1.4.3.2      | Identification of problems and troubleshooting                              | 5 days          |
| 1.4.3.3      | Cross-checking with project deliverables                                    | 2 days          |
| <b>1.4.4</b> | <b>Completion of project execution</b>                                      | <b>0 days</b>   |
| <b>1.5</b>   | <b>Post-execution</b>                                                       | <b>5 days</b>   |
| 1.5.1        | Confirming the project deliverables                                         | 4 days          |
| 1.5.2        | Maintenance of a logbook and presentation for delivery to the stakeholders  | 1 day           |
| <b>1.5.3</b> | <b>Completion of the project</b>                                            | <b>0 days</b>   |

Figure 1: WBS

(Source: Author's creation)

## 4.2 Stakeholder communication

Before a communication plan can be finalised for the stakeholders of any project, it is important to understand the three essential components of project stakeholder communication – identification, analysis, and management (Turkulainen, Aaltonen and Lohikoski, 2015).

Stakeholder identification refers to the four kinds of entities that might be affected by the commencement as well as the project outcomes. These four types are the upwards, downwards, sideways and outwards. Based on this outline the relevant stakeholders for this particular project can be identified as below –

- Project sponsor (investors), Waitrose executives, **(upwards)**
- Team members, suppliers **(downwards)**
- Waitrose employees **(sideways)**
- Customers **(outwards)**

In this case, special mention must be made of the suppliers, since they have been chosen on the basis of their adherence to sustainability and green initiatives. The storage units as sourced from them by Waitrose have been manufactured with the help of the recycled product, such as the locks and other attachments on the units.

Stakeholder analysis is the use of a power interest matrix to find out which among them have the highest power and the highest interests (Rajablu, Marthandan and Yusoff, 2015). In this case, the power of the stakeholder refers to their ability to interfere with the project and bring about changes in the working processes or the objectives. On the other hand, the interest refers to the impacts that the stakeholder would have to tackle due to the project plan.

Stakeholder management finally refers to the plan that is put into play to ensure that an appropriate communication plan is being adopted to keep them in the loop of the project processes. Stakeholders, therefore, have to be approached with a definite communication plan, since they have very specific needs and need to be addressed individually in order to ensure maximum satisfaction (Turkulainen, Aaltonen and Lohikoski, 2015). Numerous formats of communication can be followed, including phone conversations, meetings, letters, and presentations. The following plan, as suggested below, can be used as the outline for the communication process for managing the project for Waitrose.

**Table 2: Stakeholder communication plan**

| <b>Stakeholder</b>      | <b>Power</b> | <b>Interest</b> | <b>Role</b>                                                                                      | <b>Possible interference</b>                                                    | <b>Communication method</b>              |
|-------------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------|
| Project sponsor         | High         | High            | Financing the project and ensuring that all the financial requirements are addressed             | Withdrawal of funds or late release of the same                                 | Meetings, telephone calls                |
| Company executives      | High         | High            | Formulation of the project objectives and ensuring that the investors are on Board with the same | Sudden changes in the project requirements                                      | Meetings, emails, telephone calls        |
| Project manager         | High         | High            | Management of the project processes and guiding the team                                         | The sudden departure from the project                                           | Telephone calls, meetings, emails        |
| Team members            | High         | High            | Completion of the tasks as suggested by the project manager                                      | Disagreements among themselves, leading to wastage of time                      | Meetings, telephone calls, presentations |
| Suppliers / contractors | High         | Moderate        | Supply of the storage units and other hardware products                                          | Sudden changes in the prices; Inability to provide the required number of units | Meetings, telephone calls, emails        |

|           |          |      |                                                         |                                                                |                              |
|-----------|----------|------|---------------------------------------------------------|----------------------------------------------------------------|------------------------------|
| Employees | Moderate | High | To utilise the storage facilities and reap its benefits | Failure to comply with the new rules and functioning standards | Presentations, meetings      |
| Customers | Low      | Low  | To enjoy the revamped services as provided by Waitrose  | None                                                           | Press releases, social media |

(Source: Author's creation)

## 5. Risk management

Risk management in case of projects refers to the assessment, identification and control of the possible issues and threats that may arise during the course of the project life cycle (Rabechini Junior and Monteiro de Carvalho, 2013). These threats could be operational, financial, or even related to the resources. The first step to ensuring that a comprehensive risk management plan can be formulated is to identify the risks and analyse the same in order to draw appropriate conclusions regarding the power and impact they have through the utilisation of a risk matrix. These risks are then grouped, and suitable mitigation or contingency strategies are outlined so that they can be implemented when and if the risks do arise. A simplified risk register for this project can be depicted as below.

**Table 3: Risk register**

|                                                            | Risk matrix rating |        |        |                                                                                                               |                                     |
|------------------------------------------------------------|--------------------|--------|--------|---------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Details of the risk                                        | Likelihood         | Impact | Rating | Mitigation strategy                                                                                           | Responsibility                      |
| Resource risk                                              |                    |        |        |                                                                                                               |                                     |
| Delay in the procurement of new hardware and storage units | 3                  | 4      | 12     | Advance payment for 25 per cent of the hardware units to speed up the delivery process                        | Project manager, project sponsor    |
| Shortage in the supply of storage units                    | 3                  | 5      | 15     | Prior consultation and meetings with the suppliers to ensure they have the necessary number of units required | Project manager                     |
| Operational risk                                           |                    |        |        |                                                                                                               |                                     |
| Disagreements between the team members                     | 3                  | 4      | 12     | Appropriate consultation with the project manager to remove doubts and disagreements                          | Project manager, team members       |
| Sudden changes in the project objectives                   | 2                  | 4      | 8      | Briefing of the project manager and team members before finalisation of the required changes                  | Company executives, project manager |
| Financial risk                                             |                    |        |        |                                                                                                               |                                     |

|                                            |   |   |    |                                                                |                                                      |
|--------------------------------------------|---|---|----|----------------------------------------------------------------|------------------------------------------------------|
| The finalised budget could be insufficient | 3 | 5 | 15 | Keeping a 10 per cent budget overrun to cover additional costs | Project manager, project sponsor, company executives |
|--------------------------------------------|---|---|----|----------------------------------------------------------------|------------------------------------------------------|

(Source: Author's creation)

## 6. Critical evaluation of the ability to manage a project

There are a number of skills that can come in handy when it comes to managing a project since it requires many time-consuming and demanding tasks such as the planning, controlling and execution of the tasks. Therefore, as a project manager, I need to have a vibrant set of skills and competencies when it comes to successfully executing and closing out a project. In this section of the report, I shall be assessing my ability to manage any project, by critically analysing my skills and abilities as well as the feedback I received from the relevant peers. This shall also help me with the identification of my strengths and weaknesses as a project manager, which shall then form the basis of a self-development plan that I can utilise for improving my own performance and management skills.

Before analysing the skills that I currently possess or lack, I feel that it shall be better to assess and explain the most important qualities and abilities that a project manager should generally have, on the basis of the research as put forth by Marion Jr, Richardson and Earnhardt (2014).

- **Leadership skills** are perhaps the most important capabilities that need to be mentioned when it comes to a project manager. This is because they are responsible for the management of an entire team of workers that most possibly have various approaches to completing their tasks. It is the responsibility of the project manager as a leader to ensure that the team members can work together as a cohesive unit so that the project aims and objectives can be met within the time and budget that have been allocated.
- **Risk management** is another skill that all project managers must have. Risks can be majorly problematic, especially when there are no specific contingency plans in place. As a project manager, it is, therefore, my responsibility to have a comprehensive risk register, complete with a risk matrix, to outline the possible risks that my project can be faced with, followed by the necessary contingency strategies.
- **Communication** can be one of the biggest strengths or the nightmares for a project manager. This skill goes hand in hand with any individual who is in a leadership position. However, it must be noted that the communication in a project is not restricted to just the team members and their manager – all the relevant stakeholders also need to be informed about the project's progress from time to time so that they can be in the loop of what changes and being incorporated.

- **Critical thinking skills** are also necessary since it is not always possible to function on autopilot mode. There might be unforeseen situations that could arise, which lead to the managers being in an uncomfortable position. In such a case, as a manager, it shall be my duty to ensure that I can be critical in my approach to the project tasks so that my clients can be completely satisfied with the outcomes of my work.
- **Quality management** is a must for projects, especially when dealing with those that concern major organisations such as Waitrose in this case. This ensures that the work that is being completed is at par with the industry standards and is therefore suitable for meeting the needs of the stakeholders.
- Finally, **time management** is a skill that all project managers must possess and maintain. It is very easy to overshoot the allocated time for any project, especially when the work to be completed is quite elaborate with numerous phases in the project life cycle. However, being smart with the little time that has been allocated to me shall be fundamental in helping me achieve unprecedented success.

### 6.1 Identified strengths and weaknesses

On the basis of the critical evaluation of my own skills in light of what I have mentioned above, and also the feedback that I have received from my peers, the following strengths and weaknesses can be shortlisted among the abilities I may have or lack in.

#### Strengths

- On the basis of my own assessment as well as the feedback from my peers, I am quite adept at communicating with my team members, while also keeping the other stakeholders in the loop regarding the project progress.
- I am also quite good at prioritising the work that is to be done, which helps me save valuable resources, especially capital.
- I am skilled at motivating my team members through pep talks, and I have been able to confidently state this on the basis of their interaction experience with me, which has been quite positive.

#### Weaknesses

- I tend to focus less on documentation and more on getting the work done, which causes problems especially when I have to update the sponsor and the other stakeholders who are expecting regular feedback during the course of the project.
- I can perhaps improve a little in terms of time management since I tend to focus too much on the details that might not even need such concentration. Thus, I should develop on my critical thinking skills so that I can eliminate the need to focus on unnecessary details which could help me save a lot of time.
- I also need to work on my quality management and assessment skills, since such a tool is extremely important when undertaking the closeout of the project phase during its life cycle.

## **6.2 Self-development plan for performance improvement**

A self-development or a personal development plan is a method that I, as an individual, can use to assess the skills that I need to improve in order to enhance my performance as a project manager. Developing these skills would not only be useful to me in terms of my professional life but shall also be fundamental in helping me grow as a person as understood from the paper by Rubens et al. (2018). On the basis of the feedback, my personal reflection, and the analysis that I have been able to conduct so far, a self-development plan that I can suggest for improving my own performance can be discussed as follows.

**Table 5: Self-development plan for performance improvement**

| <b>Skill</b>                     | <b>Priority</b> | <b>Development strategy</b>                                                                         | <b>Success criteria</b>                                                                        | <b>Timeline</b> |
|----------------------------------|-----------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------|
| Documentation and report-writing | Moderate        | Practising report-writing; reading books on effective documentation                                 | Better documentation of the project processes and outcomes                                     | 4 weeks         |
| Time management                  | High            | Reading relevant articles and books and putting the tips and tricks into practice                   | Completion of the future projects within the given deadline                                    | 2 weeks         |
| Critical thinking                | High            | Reading relevant books and practising the skill in real-life situations                             | Better management of the project timeline and other aspects and smooth progression of the plan | 2 weeks         |
| Quality management               | High            | Enrolling in a professional course on lean management and quality assessment techniques             | Better utilisation of tools and techniques to gauge and document project quality               | 3 months        |
| Risk management                  | High            | Engaging in a more comprehensive brainstorming session with the team members and other stakeholders | Better documentation of the risks and their contingency measures                               | 4 weeks         |

(Source: Author's creation)

## **7. Conclusion**

This report can be concluded by stating that project management is a necessary asset that needs to be nurtured by organisations like Waitrose since it is only through the different tools and techniques as adopted by this practice that the objectives and aims of their plan to upgrade their storage rooms can be realised. While there are numerous approaches to managing a given project, this particular one has utilised the PRINCE2 methodology, since it allows the manager to have greater control over the project processes, thereby making the entire work more convenient. Similarly, risk management too forms an integral part of project management, and as a manager, it had been my responsibility to brainstorm with my team members and list down all the possible issues that could arise during the redesigning and upgrading of the inventory room. In my opinion, this report has been able to successfully assess the usefulness of project management tools and techniques with regard to the project at hand, while also critically evaluating my own abilities as a manager with the intention to further improve my performance. I can only presume that I shall be able to manage future projects in a more versatile manner, and successfully achieve the objectives within the assigned budget and timeline while guaranteeing quality outcomes.

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| ID |    | Task Mode                                                                           | WBS          | Task Name                                                                            | Duration        | Start               | Finish             |
|----|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------|-----------------|---------------------|--------------------|
| 1  |                                                                                   |    | <b>1</b>     | <b>To redesign and refurbish the stockroom at the Central London outlet of Waitr</b> | <b>108 days</b> | <b>Mon 8/03/20</b>  | <b>Wed 12/30/2</b> |
| 2  |                                                                                   |    | <b>1.1</b>   | <b>Project planning</b>                                                              | <b>25 days</b>  | <b>Mon 8/03/20</b>  | <b>Fri 9/04/20</b> |
| 3  |                                                                                   |    | <b>1.1.1</b> | <b>Analysis of project viability</b>                                                 | <b>25 days</b>  | <b>Mon 8/03/20</b>  | <b>Fri 9/04/20</b> |
| 4  |  |    | 1.1.1.1      | Determination of project aims and objectives                                         | 5 days          | Mon 8/03/20         | Fri 8/07/20        |
| 5  |                                                                                   |    | 1.1.1.2      | Evaluation of scope and requirements                                                 | 20 days         | Mon 8/10/20         | Fri 9/04/20        |
| 6  |                                                                                   |    | <b>1.1.2</b> | <b>Completion of project planning</b>                                                | <b>0 days</b>   | <b>Fri 9/04/20</b>  | <b>Fri 9/04/20</b> |
| 7  |                                                                                   |    | <b>1.2</b>   | <b>Drafting of the project document</b>                                              | <b>23 days</b>  | <b>Mon 9/07/20</b>  | <b>Wed 10/07/2</b> |
| 8  |                                                                                   |    | 1.2.1        | Identification of stakeholders                                                       | 6 days          | Mon 9/07/20         | Mon 9/14/20        |
| 9  |                                                                                   |    | 1.2.2        | Identification of risks and mitigation strategies                                    | 7 days          | Tue 9/15/20         | Wed 9/23/20        |
| 10 |                                                                                   |    | 1.2.3        | Budget finalisation and resource allocation                                          | 8 days          | Thu 9/24/20         | Mon 10/05/20       |
| 11 |                                                                                   |    | 1.2.4        | Discussion with the project sponsor                                                  | 2 days          | Tue 10/06/20        | Wed 10/07/20       |
| 12 |                                                                                   |    | <b>1.2.5</b> | <b>Completion of project document drafting</b>                                       | <b>0 days</b>   | <b>Wed 10/07/2</b>  | <b>Wed 10/07/2</b> |
| 13 |                                                                                   |    | <b>1.3</b>   | <b>Approvals</b>                                                                     | <b>5 days</b>   | <b>Thu 10/08/20</b> | <b>Wed 10/14/2</b> |
| 14 |                                                                                   |    | 1.3.1        | Presentation of PID to stakeholders                                                  | 3 days          | Thu 10/08/20        | Mon 10/12/20       |
| 15 |                                                                                   |    | 1.3.2        | Approval from executive board members and sponsor                                    | 2 days          | Tue 10/13/20        | Wed 10/14/20       |
| 16 |                                                                                   |    | <b>1.3.3</b> | <b>Completion of project approvals</b>                                               | <b>0 days</b>   | <b>Wed 10/14/2</b>  | <b>Wed 10/14/2</b> |
| 17 |                                                                                   |    | <b>1.4</b>   | <b>Project execution</b>                                                             | <b>50 days</b>  | <b>Thu 10/15/20</b> | <b>Wed 12/23/2</b> |
| 18 |                                                                                   |    | <b>1.4.1</b> | <b>Stage 1</b>                                                                       | <b>13 days</b>  | <b>Thu 10/15/20</b> | <b>Mon 11/02/2</b> |
| 19 |                                                                                   |    | 1.4.1.1      | Discussion of design with team                                                       | 2 days          | Thu 10/15/20        | Fri 10/16/20       |
| 20 |                                                                                   |    | 1.4.1.2      | Checklist finalisation for items to be procured                                      | 4 days          | Mon 10/19/20        | Thu 10/22/20       |
| 21 |                                                                                   |    | 1.4.1.3      | Finalisation of deal with the suppliers                                              | 4 days          | Fri 10/23/20        | Wed 10/28/20       |
| 22 |                                                                                   |    | 1.4.1.4      | Risk evaluation and assessment of project progress                                   | 3 days          | Thu 10/29/20        | Mon 11/02/20       |
| 23 |                                                                                   |    | <b>1.4.2</b> | <b>Stage 2</b>                                                                       | <b>27 days</b>  | <b>Tue 11/03/20</b> | <b>Wed 12/09/2</b> |
| 24 |                                                                                   |  | 1.4.2.1      | Procurement of the storage units and other hardware                                  | 4 days          | Tue 11/03/20        | Fri 11/06/20       |
| 25 |                                                                                   |  | 1.4.2.2      | Recruitment of individuals for technical support                                     | 6 days          | Mon 11/09/20        | Mon 11/16/20       |
| 26 |                                                                                   |  | 1.4.2.3      | Installation of the hardware units                                                   | 17 days         | Tue 11/17/20        | Wed 12/09/20       |
| 27 |                                                                                   |  | <b>1.4.3</b> | <b>Stage 3</b>                                                                       | <b>10 days</b>  | <b>Thu 12/10/20</b> | <b>Wed 12/23/2</b> |
| 28 |                                                                                   |  | 1.4.3.1      | Quality check of the newly installed units                                           | 3 days          | Thu 12/10/20        | Mon 12/14/20       |

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|           |                                                                                     |                    |                                                                                      |                    |                                                                                       |                |                                                                                       |          |                                                                                       |
|-----------|-------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| Task      |  | Project Summary    |  | Inactive Milestone |  | Summary Rollup |  | Progress |  |
| Split     |  | External Tasks     |  | Inactive Summary   |  | Manual Summary |  | Deadline |  |
| Milestone |  | External Milestone |  | Manual Task        |  | Start-only     |  |          |                                                                                       |
| Summary   |  | Inactive Task      |  | Duration-only      |  | Finish-only    |  |          |                                                                                       |

| ID |  | Task Mode                                                                         | WBS          | Task Name                                                                  | Duration      | Start               | Finish             |
|----|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------|---------------|---------------------|--------------------|
| 29 |                                                                                 |  | 1.4.3.2      | Identification of problems and troubleshooting                             | 5 days        | Tue 12/15/20        | Mon 12/21/20       |
| 30 |                                                                                 |  | 1.4.3.3      | Cross-checking with project deliverables                                   | 2 days        | Tue 12/22/20        | Wed 12/23/20       |
| 31 |                                                                                 |  | <b>1.4.4</b> | <b>Completion of project execution</b>                                     | <b>0 days</b> | <b>Wed 12/23/2</b>  | <b>Wed 12/23/2</b> |
| 32 |                                                                                 |  | <b>1.5</b>   | <b>Post-execution</b>                                                      | <b>5 days</b> | <b>Thu 12/24/20</b> | <b>Wed 12/30/2</b> |
| 33 |                                                                                 |  | 1.5.1        | Confirming the project deliverables                                        | 4 days        | Thu 12/24/20        | Tue 12/29/20       |
| 34 |                                                                                 |  | 1.5.2        | Maintenance of a logbook and presentation for delivery to the stakeholders | 1 day         | Wed 12/30/20        | Wed 12/30/20       |
| 35 |                                                                                 |  | <b>1.5.3</b> | <b>Completion of the project</b>                                           | <b>0 days</b> | <b>Wed 12/30/2</b>  | <b>Wed 12/30/2</b> |



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Task

Split

Milestone

Summary









Project Summary

External Tasks

External Milestone

Inactive Task









Inactive Milestone

Inactive Summary

Manual Task

Duration-only









Summary Rollup

Manual Summary

Start-only

Finish-only









Progress

Deadline





| Predecessors | Resource Names | Oct 11, '09 |   |   |   |   |   |   | Oct 18, '09 |   |  |
|--------------|----------------|-------------|---|---|---|---|---|---|-------------|---|--|
|              |                | S           | M | T | W | T | F | S | S           | M |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 4            |                |             |   |   |   |   |   |   |             |   |  |
| 5            |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 5            |                |             |   |   |   |   |   |   |             |   |  |
| 8            |                |             |   |   |   |   |   |   |             |   |  |
| 9            |                |             |   |   |   |   |   |   |             |   |  |
| 10           |                |             |   |   |   |   |   |   |             |   |  |
| 11           |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 11           |                |             |   |   |   |   |   |   |             |   |  |
| 14           |                |             |   |   |   |   |   |   |             |   |  |
| 15           |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 15           |                |             |   |   |   |   |   |   |             |   |  |
| 19           |                |             |   |   |   |   |   |   |             |   |  |
| 20           |                |             |   |   |   |   |   |   |             |   |  |
| 21           |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 22           |                |             |   |   |   |   |   |   |             |   |  |
| 24           |                |             |   |   |   |   |   |   |             |   |  |
| 25           |                |             |   |   |   |   |   |   |             |   |  |
|              |                |             |   |   |   |   |   |   |             |   |  |
| 26           |                |             |   |   |   |   |   |   |             |   |  |

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Task

Split

Milestone

Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Summary Rollup

Manual Summary

Start-only

Finish-only

Progress

Deadline

[illegible]

|                                                             |                  |  |                           |  |                           |  |                       |  |                 |  |
|-------------------------------------------------------------|------------------|--|---------------------------|--|---------------------------|--|-----------------------|--|-----------------|--|
| <b>Project:</b> msproj11<br><b>Date:</b> 8/14/2020 12:09 AM | <b>Task</b>      |  | <b>Project Summary</b>    |  | <b>Inactive Milestone</b> |  | <b>Summary Rollup</b> |  | <b>Progress</b> |  |
|                                                             | <b>Split</b>     |  | <b>External Tasks</b>     |  | <b>Inactive Summary</b>   |  | <b>Manual Summary</b> |  | <b>Deadline</b> |  |
|                                                             | <b>Milestone</b> |  | <b>External Milestone</b> |  | <b>Manual Task</b>        |  | <b>Start-only</b>     |  |                 |  |
|                                                             | <b>Summary</b>   |  | <b>Inactive Task</b>      |  | <b>Duration-only</b>      |  | <b>Finish-only</b>    |  |                 |  |
| Page 4                                                      |                  |  |                           |  |                           |  |                       |  |                 |  |