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Project Management

(LCBB5005)

Assignment 1

CAR WASH

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Introduction

Project management has been defined as the process of applying skills, methods, experience and knowledge in order to achieve given project objectives within a given period of time (Slack et al 2013). As noted by Niranjana (2015), the process of project management involves defining work requirement, establishing the extent of work, allocating resources, planning and executing as well as progress monitoring.

Slack et al (2013) postulated that the success of any project depends on the competence of project managers, clearly defined goals, support of top management, competent team members, sufficient resource allocation, control mechanism, feedback capabilities, adequate communication channels and troubleshooting mechanism. However, just like they determine the success of a project, they can also determine its failure (Slack et al 2013).

Most importantly, a project's success depends on interpersonal and technical skills.

Project managers are the lifeline of projects because they coordinate the efforts of people in the different segments of the organization. According to Slack et al (2013), in order to be in control of the unpredictable project environment, there has to be expeditious exchange of all pertinent information with all the project stakeholders, within and outside the organization. Among other duties, Fisher (2011) noted that managers motivate others, develop teams, build trust, support effective communication and lead others.

Project managers thus play a vital role in delivering of projects, considering that success and the failure of the projects depends on their various skills such as leadership, team building and decision making. A number of methodologies have been developed through the years to provide and guide managers in project management processes. They include; Prince2, Agile, Waterfall, PER among others. The purpose of this paper is to

assess and understand how a project manager can adopt and use PRINCE 2 methodology to develop a project management plan for a healthy foods shop.

Project Management Plan for Car Wash Project

As postulated by Slack et al (2013), project life cycle consists of different stages including starting the project, organising and preparing, carrying out the project work and closing the project. The project plan will thus provide an overview of how and when objectives will be achieved during the different stages of the project. The project management plan will highlight the scope that will be delivered in the project, the activities, and the resources. The major users of the project will be the project board that will be appointed to oversee the implementation of the project (Bentley, 2010).

Some of the roles in this project include the project brief, the project manager, the client, and the owner of the project. The success of the project will depend on the coordination of both the project team, project manager, project board, and project owner. As earlier noted, it is however the duty of the general manager to coordinate the efforts of the different stakeholders. The project success thus highly depends on the manager's various skills such as team building, decision making and his over leadership (Slack et al 2013).

Project Overview/Description

The project will involve the development of a car wash, that will be offering premium service to the customers. The budget available for the project is £50,000. However, a tolerance of 5% deviation from the project has been provided for in case the project requirements change during the implementation of the project. Besides, the project should be completed in a duration of six months, and a tolerance of 2 weeks has been provided subject to the approval of the project board and the client. The scope of the

project will involve the construction of a simple 3-car booth and the purchase and installation of the fixtures and equipment needed. The subsequent sections of the plan will highlight the project schedule, objectives, benefits, risks among other stakeholder concerns.

Project objectives

- i. Schedule. The project will be completed in a duration of six months. However, a tolerance of 2 weeks has been provided. The tolerance will cover eventualities where the project duration may increase due to unforeseen changes. However, the project manager will strain to hold the project within the planned due date
- ii. Cost – The budget available for the project is £50,000. However, there is a tolerance of 5% for the expected changes in the project plan but will be subject to approval by both the project owner and the project board. However, the budget cannot exceed £55,000.
- iii. Scope – The car wash must meet all the quality of the premium car wash. It will be designed in a manner that will save wastage of water while offering the best service possible. The tolerance available for the objective is varying the type of the equipment to be installed but will be subject to approval by the project board.
- iv. Quality. The car wash should match all the descriptions given by the client and highlight in the project mandate document. Any tolerance and change to the requirements and the plan will be subject to approval by the project board.
- v. The car wash should be made in a manner that gives the car owners a premium experience. There is no tolerance provided for the project and thus the project team should strive to attain all the expected benefits from the project. Another benefit is that the car wash should be sustainable and should minimise the water wastage as much as possible. The third benefit is that the project will be profitable, and the owner will be able to break even the investment cost.
- vi. Risks

The following are risks that are potential in the project. They include:

- i. Scope Flip

- ii. Schedule risk
- iii. Financial Risk
- iv. Failure of client project acceptance
- v. Failure to procure a quality sustainable system

The tolerance available the risk is contingency and risk reserve that may be used in case foreseen and unforeseen risks occur.

Benefits Plan

The project will be viable since the expected benefits outdo the expected costs of setting up and running the project. The cost of implementing the project available is £50,000. The cost of running the project will be analysed in the subsequent project that will involve the start-up of the car wash operations. The client has highlighted various expected benefits. The first benefit is that the project will need to attain a certain level of sustainability by saving water and energy usage. The second benefit is the design of the car wash with a luxurious appearance and premium offers and services. The operation of the car wash should be profitable. This can be achieved by adopting a lean operating system. There are valid reasons for doing the project including attainment of suitability and cost-saving. The expected outcome aligns with the organization strategy in that the parent company seeks to be suitable while targeting the premium segment. All the stages will be measured in a stage review meetings that will comprise of the project board, project owner, and the project manager. All the benefit requirements must be fulfilled before moving to the subsequent stages.

Cost Management

The cost of the project is estimated to be around £50,000. Expert judgment is a tool that was used to estimate the project. Besides, the previous costing model of a similar project was reviewed, and the estimation is accurate (Skogmar, 2015). The project manager will put measures and monitoring techniques to ensure that project does not exceed the available budget. One of the key components is the reserves which be used in case an unexpected risk occurs. The following is the budget breakdown of the project.

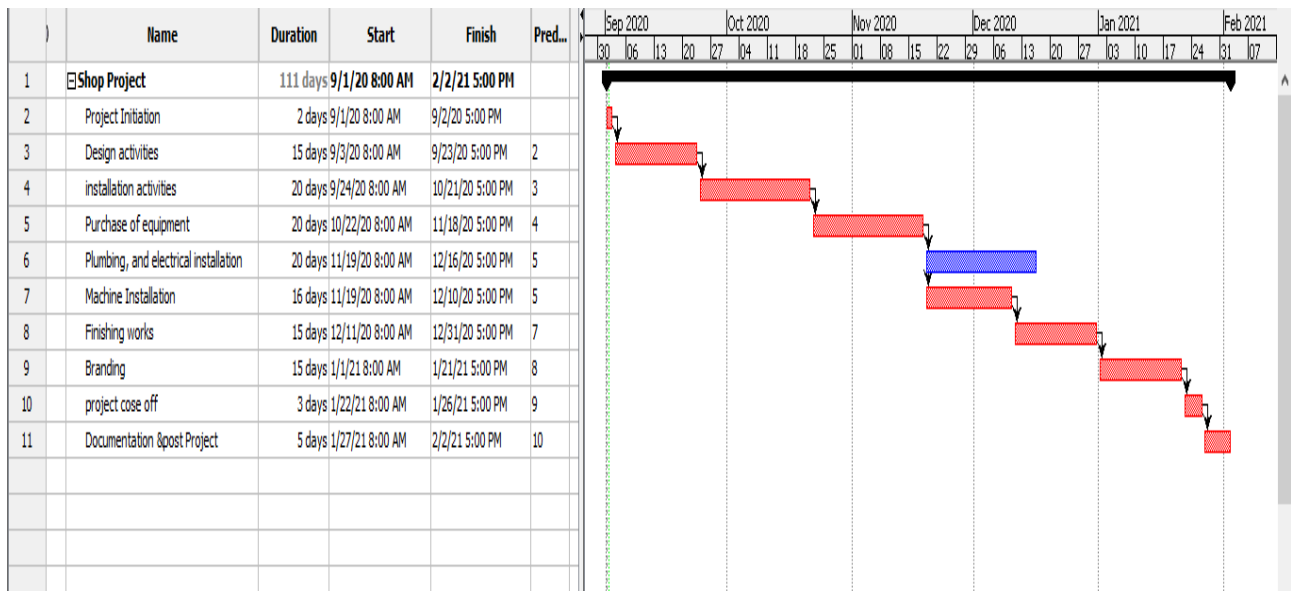
Item	Cost	
Design activities	£	5,000.00
installation activities	£	5,000.00
fixtures and equipment installation	£	5,000.00
Rough Plumbing, and electrical installation	£	10,000.00
Materials	£	4,000.00
Labour	£	10,000.00
Finishing works	£	4,500.00
Branding	£	2,000.00
Reserves (10%)	£	4,350.00
Total Budget	£	49,850.00

Quality Management

The first quality items of the project are ensuring that the project is completed with the constraints of the scope, time, and quality. Besides these project related requirements, there are specific requirements that the client wants regarding the car wash project. The first quality requirement is that the project should be as sustainable as possible and should have the ability to save energy and water usage. The other quality requirement is that the car wash should have a luxurious appearance and have the capacity to offer premium offers to customers. The resources and time set for the project are enough to achieve the desired quality requirements.

Timescale

The project will be completed in a duration of six months. The next section highlights the schedule and the Gantt Chart for the project. From the project schedule, the project planned date is 1st September 2020, and the planned due date is 2nd February 2020. The duration of the project is 11 days.



Risk Management

The project has been reviewed for the risk at the outlet. All the potential risks were identified by a joint effort between the project owner, the project board, and the project manager (Karaman and Kurt, 2015). In addition, the project manager included the project team in brainstorming and reviewing all the potential risks to enable the project manager to be proactive rather than reactive. A risk management procedure which involves identification, assessment, treatment, review, and monitoring. The customer is willing to accept as lowest risk as possible that will not exceed the reserve budget that has been set aside.

Prince2 Processes

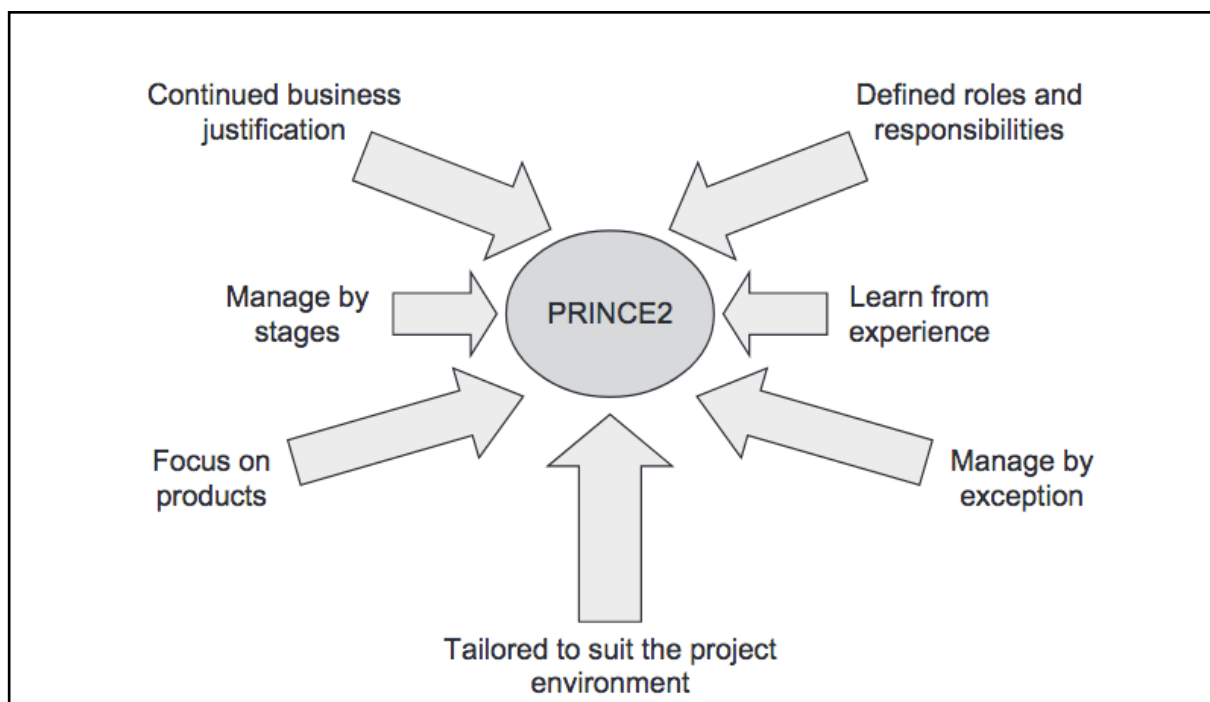
In recent time, numbers of methodologies have been developed providing guiding processes to organization for example Prince2, Agile, Waterfall, PER and many more. Depending on their sizes and that of their complexities, different organisations utilise management methodologies to achieve efficiency and effectiveness of their projects. Niranjana (2015) suggested that utilising well structures, formal methodologies increases the chances of success in project delivery. Methodologies provide managers with clear, detailed and structured plans in managing their products. They assimilate processes that helps in controlling and monitoring of the projects, they provide a systemised

approach that helps team members to follow a given direction, while offering guidelines and support in maintaining transparency across the life of a project.

Among other advantages, PRINCE 2 management methodology include usability, definition of project responsibility and reuse in project management with emphasis on the quality of the project output.

In comparison to other methodologies, Vanickova (2017) pointed out that PMBOK is more useful in cases where projects are managed by a single person, Agile suites small projects better, while PRINCE 2 offers quality management approach. In fact, it is most often utilised by governments and international organisations (Bently 2010; Vanickova 2017).

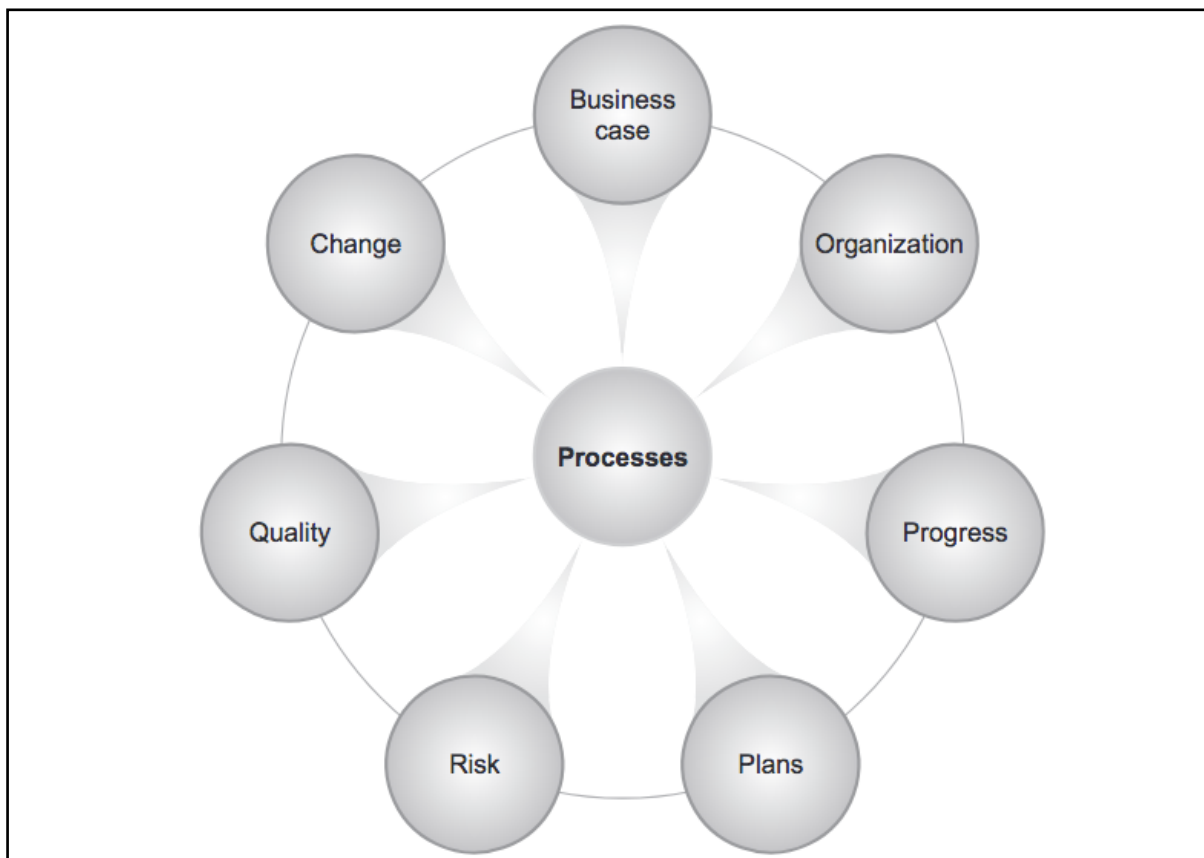
According to Bentley (2010), Prince is based on 7 principles that make it unique.



These principles are characterised by universality, self validation and empowering.

PRINCE 2 principles can be applicable to any project, have been approved through the years and offer users the ability to shape project management (Bently 2010). This methodology offers processes which provide a controlled start, progress and closure. It simply defines what should happen and also points out at what stage it should happen. It has themes which illustrate its philosophy about the different project aspects, why they are needed and how they can be utilised. It also provides techniques of which most are optional.

As illustrated by Bently (2010), the different themes include;



According to the author, the processes include; starting up a project SU, initiating projects IP, controlling stage (CS), managing project delivery (MP), managing a stage boundary (SB) and closing projects (CP).

The Prince 2 Process that will be implemented in the project is as follows:

Starting up a project. The stage aims at answering the question of whether they have a worthwhile and viable project. The project mandate is the key document at this step giving the project board essential information to make decisions regarding the project (Bentley, 2010). This process generally involves collecting all the necessary information for the project, appointing the project management team, defining the quality expected by customers as well as creating a project manager's log (Vinickova 2017).

Initiating a project. The initiation process aims at understanding what work will need to be done to deliver the project. The scope is defined, benefits are identified, and risks identified. The process explains how Prince 2 is tailored to fit the project (Bentley, 2010). In this process, managers verify the worth of the business plan and define the project's parameter. At this stage, the initiation documentation is created to measure project progress and success (Bentley 2010).

Directing a project. Directing a project involves giving the project board opportunity to be accountable for the running of the project. They are allowed to make key project decisions as well as controlling project daily tasks (Bentley, 2010). As noted by the author, this stage makes up the core of all project managers efforts on the project considering that it is the process that deals with day to day management of all the project development activities.

Managing stage boundary – at this stage, the project manager can overview the progress of the current stage and update the plan and business case accordingly while gathering information on the project board to review the project board (Bentley, 2010). At this stage, the manager and his team aim at finishing one stage and planning for another, which includes updating a project plan; the risk register; project business case; reporting the end of a stage and moving to the next stage (Vinickova 2017).

Managing product delivery – the purpose of this stage is to manage and control the work between the project team manager, project manager, and project board. As a result, formal requirements are places on accepting requirements as well as the delivery of the products (Bentley, 2010).

Controlling a stage – controlling a project enables the project manager to assign the team the work to be done, be able to monitor it, and prepare and issue a progress report. This helps in ensuring the project stages remain within acceptable tolerances. Under this

stage, the attention will be focused on the delivery of products, managing issues, and risks, and at the same time reviewing the business case (Bentley, 2010).

Closing a project – this is the last step of the project. It seeks to provide a clear and fixed point of view while illustrating that the project has accomplished all its objectives. It seeks to ensure that the products have been accepted. Some of the activities under this stage are the verification of the project's products, seek support for the project, review performance of the project such as the end of project report preparation, and address and close open and risks with recommended actions (Bentley, 2010).

Limitations of methodologies

Though, project management methodologies have been adopted by a number of organisations today, some studies have pointed out limitations and weaknesses associated to the use of these methodologies. Wells (2012) criticised methodologies for their reliance on lots of documents, leadership and organisational strategy issues. White and Fortune (2002) pointed out failure to predict problems and lack of efficient training. According to McHugh and Hogan (2011) methodologies involve continued assessment which makes them time consuming, they are also characterised by inflexibilities of procedures and policies. Besides, organisations today are operating in a volatile environment, which makes it to predict the future.

Conclusion

The process of project management involves defining work requirement, establishing the extent of work, allocating resources, planning and executing as well as progress monitoring. In order for a project to be successful, all the processes as well as stakeholders must be well aligned, making a role of the project manager very vital as he is responsible for all this. In fact, the success and failure of a project depend on his skills and effort. PRINCE2 Project Management Methodology utilises techniques and procedures to help planning by stages, define roles in the organization, control quality and risk management. Most of all, it is characterised by universality, perhaps one reason why it can be applied to any organization. Never the less, methodologies have been associated with some limitations and weaknesses.

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