

BA Leadership and Management Skills for the Workplace

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1. INTRODUCTION

Marks and Spencer is a leading fashion product retailer which has operations in 56 territories throughout the world. Currently, the retailer owns 1035 stores in the UK and over 400 outlets in the overseas markets. In UK market, the revenue from the clothing and home segment was £3.7 billion during FY 2017-18. This is 39% of the total revenue earned by the brand in the UK market. The remaining 61% comes from the food section. Over the time, the brand value of clothing brand is increasing as shown by its expansion to 56 international territories. But the clothing brand and retailer is losing market due to lack of its presence in many renowned fashion street of the home market. Bond Street is identified to have reputation for being the playground of exclusive bands and luxury fashion products. The opening of a new outlet in the Bond Street is expected to increase access to the stylist, wealthy, and loyal class of customers.

The second section of the report involves the assessment of the usefulness of project management approaches, tools, and techniques applied at Marks and Spencer in managing projects. The third section outlines the new outlet opening project implementation report. And the last section involves with the personal development plan and project management quality assessment through peer reviewing tracking.

2. ASSESSMENT OF THE USEFULNESS OF PROJECT MANAGEMENT APPROACHES, TOOLS, AND TECHNIQUES

Projects undertaken at Marks and Spencer are, generally, involve with the business development and business expansion. Business development projects include supply chain reengineering project, distribution channel reengineering project, and business process & outlet digitalization project etc. On the other hand, expansion projects undertaken at Marks and Spencer include establishment of new outlet, Vertical or horizontal acquisition efforts, and increment of the exposure to the online retailing segment etc.

In this section, appropriateness of different project management approach for the projects undertaken at Marks and Spencer and usefulness of the project management tools and techniques applied at Marks and Spencer are analyzed and discussed.

2.1: PROJECT MANAGEMENT APPROACHES/METHODOLOGIES AND THEIR APPROPRIATENESS FOR THE PROJECT MANAGED AT MARKS AND SPENCER

In this section, popular project management approaches along with their appropriateness for the types of projects undertaken at Marks and Spencer are discussed and evaluated.

2.1.1: Traditional Waterfall Approach

Designed back in 1970 by Dr. Winston, waterfall is the straightest approach which has been used to manage software development projects. Figure 1 outlines the order of stages designed to be managed when applying waterfall approach. All of these stages are self-contained and there is a stage-gate factor between two consecutive stages. That is, one stage should be completed before progressing to the next stage.



Figure 1: Waterfall Model (Ponnappa, 2014)

Positive side: This is a plan driven project management approach where high level of customer involvement is ensured in the conception stage. Thus, deliverable is agreed at the initial stage, project requirement is made straightforward, and planning becomes easy & detail under this approach (Cleland, 2018). Scope can be known at the conception stage which makes planning and subsequent progress easy and

appropriate. Resource utilization can be ensured as different teams can work together at the same time based on which phase of a project is active. I.e. During construction stage, the team assigned with the responsibilities of testing the deliverables can develop test scrip based on the requirements documented during the conception stage. Waterfall approach bears another special advantage for the software development projects which is that piecemeal effect (i.e. the need of any addition to scope) can be ignored as the requirements are identified at the initiation stage by investing enough time and by engaging related parties.

Issues to be encountered: For many type of projects, it is difficult to acquire and document all the information about the final deliverable that may fit the expectation and need of project customers. So, the scope change request is very common and rational. But it is difficult of add particulars to the project's scope in the mid project life cycle while applying waterfall method to manage project (Toney & Powers, 2017). That is, the requirement of changes is costly and iteration is difficult under this approach. Thus is approach is not appropriate for the projects which are complex, that require customer involvement throughout the project, and whose deliverable details cannot be determined in flawless manner at initiation.

2.1.2: Agile Approach

Agile project management is, comparably more flexible than Waterfall approach, iterative and team based project management methodology. Agile approach requires involvement of the customers throughout the project. The project period is timed-boxed into stages which are known as sprints. Sprints have planned duration but the list of deliverables is continuously prioritized based on the preferences (i.e. business value) of the customers. This is what ensures flexibility and rapid delivery. The processes of **scan, analyze, respond, and change** remains continuous throughout the project.

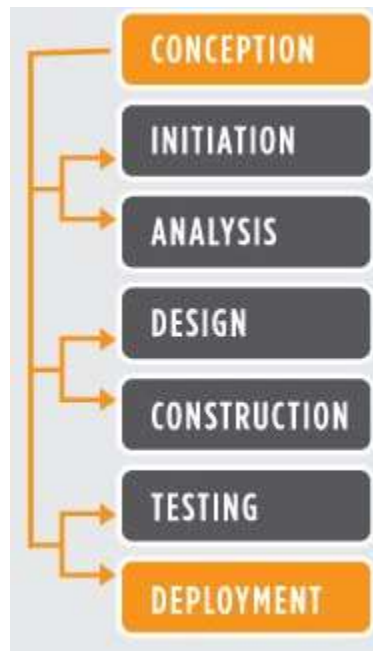


Figure 2: Agile Approach (Ponnappa, 2014)

Positive side: As highest level of customer involvement is ensured throughout the project, agile approach ensures the platform of the change request generation from the customers' side and scope of deliverable quality inspection throughout the project. Thus, increased customer/user satisfaction, transparency, improved quality, and increased focus on business value can be ensured (Mir and Pinnington, 2014).

Issues to be encountered: As agile approach encourages high customer involvement throughout the project life, continuous change request, and frequent reprioritization & refactoring, the quality, budget, and time constraints of projects are very vulnerable. In addition, without dedication & close working relationship of the development and project customers' interest and available time to engage in the project, implementation of agile project management approach is not possible.

2.1.3: Scrum

For innovation driven and complex projects, the use of scrum project management methodology is getting popular day by day due to the extent of flexibility and iteration allowed under the method. In scrum, only three roles are identified and are allocated with responsibilities. These roles are named as owner, team, and project master. Large project break down, daily scrum meetings, frequent iteration, and sprint completion focus (i.e. each sprint delivers a workable output) are the major characteristics of this approach.



Figure 3: Scrum project management process (Davidson Frame, 2014)

Positive side: as divided up, large & complex projects can be handled with efficiency when scrum project management approach is applied. Time-box based sprint management and frequent iteration helps to effectively management the innovation-laid projects. Sense of accountability and transparency of individual effort can be ensured and effectiveness of change management can also be increased. Customers can also be satisfied as user feedback is implemented frequently.

Issues to be encountered: as project definition is not cleared and frequent change request acceptance and implementation is encouraged, vulnerability of the projects managed using this approach to scope creep us high.

2.1.4: PRINCE2

PRINCE2 is a customer-focused (i.e. business case justification and deliverables quality focused) and plan based (i.e. more focus on process) project management method which was first used in managing the public projects in the UK. The project management methodology has 7 principles, 7 Themes, and 7 processes as outlined in Figure 4.



Figure 4: Principles, processes, and themes of PRINCE2 project management philosophy (Mir and Pinnington, 2014)

Goals and responsibilities are clearly defined in the PRINCE2 approach. As shown in the Figure 5, planning and directing is treated as the continuous approach throughout the project while the responsibility of the management of quality of deliverable is assigned to the respective team leader. The project is monitored continuously by the steering group which contains member from the corporate management or programme management team of an organization.

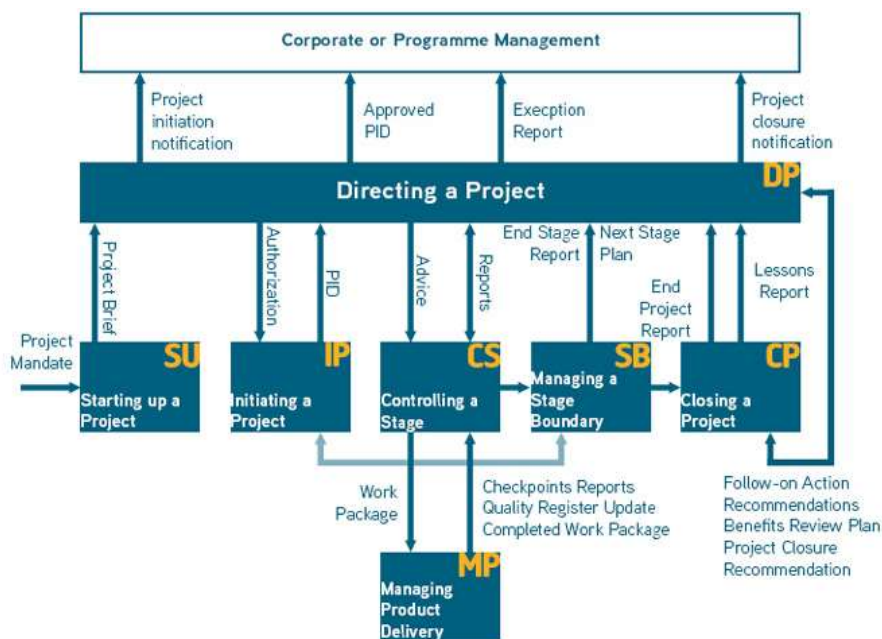


Figure 5: Prince2 project management model (Davidson Frame, 2014)

Positive side: The advantages of the Prince2 project management approach include suitability (i.e. process can be tailored based on the project requirement), defined structure and roles, business case justification & project customer need focus, deliverables quality assurance, and effective constraints management.

Issues to be encountered: PRINCE2 project management approach requires extensive documentation which made it complex when there is small amount of resource to manage the project. The focus on people management is also less under the project. In addition, change management is also difficult as lack of flexibility and user engagement is present here. In addition, project customers or deliverables users get the chance to test the quality only at the last stage of the project.

2.1.5: Other popular project management methodologies- PMBOK and Prism

Project Management Institute (PMI) outlined project life cycle management guideline in the PMBOK and holds the responsibility to update the guideline. The guide book outlined 5 stages of project life cycle, 10 required knowledge areas to management projects, and 119 project management techniques and tools to manage projects. The guideline is also focused on structured and defined process of managing project quality and scope. The problem with the guideline includes lack of flexibility, project scope generalization, and overloading of responsibilities of project managers (i.e. project manager may not be able to focus on core projects outcome due to the load of project management works).

Prism is another project management technique which is focused on ensuring social and environmental sustainability. This method demands more focus on post project appraisal tasks so that adverse impact on the society and environment can be reduced. Such project management method is the applicable for the projects that are prone to the pressure from the community groups, environmental groups, and regulatory bodies due to its potential adverse impact on the society and environment.

2.1.6: Comparison

Particulars	Waterfall	Agile	Scrum	Prince2	PMBOK
Ease of understanding	Easy	Moderate	Complex	Complex	Moderate
Base and focus	Plan-driven	Flexible	Flexible	Plan driven, life cycle focused, business case justification, quality management, process focused	Highly structured an defined, plan-driven life cycle, milestone focused
Flexibility and change request adaption	Moderate	High	High	Moderate	Low
Management focus	People focused	People focused	People focused	Process focused and high management	Process focused
Project customer and user engagement	At inception	Throughout the project	Throughout the project	At inception and closure	At inception and closure
Applicability/ fit to organizational requirement	Projects where requirements can be identified precisely at inception	Software development projects	Large, complex, and innovative projects	Can be tailored and applicable to any kind of projects. But for projects which require	Structured project whose requirement can be identified precisely at

				frequent scope change, it is not ideal approach.	inception
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2.1.7: Project management approach at Marks and Spencer

Organizational requirement: Project undertaken at Marks and Spencer involves either business development (i.e. Supply chain reengineering project, distribution channel reengineering project, and business process & outlet digitalization project) or business expansion (i.e. establishment of new outlet, vertical or horizontal acquisition efforts, and increment of the exposure to the online retailing segment) where business case justification and quality management requires special focus. In addition, the project scope, requirements, and quality specification of such type of projects can be determined at inception and so the potential need for scope change request is also less there.

Customer involvement at the inception to decide on the requirements and scope and at the closure to test the quality of the deliverables is required. In addition, structured project process & constraints (i.e. cost, quality, and timeline) management bears special attention as budget and the allowed time to attain the advantage from the window of opportunities are crucial.

Project management approach used: Considering the organizational requirement it is found that PRINCE2 project management approaches best fit for managing projects at Marks and Spencer. Flexible approaches like Scrum & Agile requires the available time & intension of project customers to involve in the project and the expertise & dedication of project team. Due to lack of expertise and low frequency of undertaking of specific type of project at Marks and Spencer, the organization outsources most of the activities through collaboration with the specialized firms or consultants. Thus, there is lack of available time & intension of project customer to involve in the project.

So, Marks and Spencer uses PRINCE2 project management methodology to manage the projects. But the organization also holds the philosophy outlined about the project life cycle management at PMBOK as it is more detailed, defined, and specific. PMBOK outlines more project management tools and techniques which increases the number of options available to the project managers at Marks and Spencer.

2.2: USEFULNESS OF THE TOOLS & TECHNIQUES USED AT MARKS AND SPENCER FOR PROJECT MANAGEMENT PURPOSE

According to Ponnappa (2014), the effectiveness of the project management tools and techniques also depends on the types of projects for whose management the specific project management tools and techniques are applied. Figure 6 summarizes four common types of projects and the appropriate tools and techniques that fit the management of these projects.

Administrative Projects	Unique Projects
- Detailed, precise scope definition, large WBS (many levels) - Complex PERT/CPM charts - Detailed cost estimate and cost baseline - Qualitative risk response plan	- Evolving scope definition and WBS (many levels) - Fluid hierarchical scheduling (Gantt charts, milestones) with rolling wave approach - Fluid milestone cost estimate - Fluid risk response plan, Monte Carlo analysis
Routine Projects	Technical Projects
- Simple, precise scope definition, simple and stable WBS - Simple Gantt chart, milestones - Simple cost estimate - Informal risk response plan	- Simple but evolving scope definition and WBS - Fluid milestone charts, rolling wave approach - Fluid milestone cost estimates - Fluid P-I matrix, occasional Monte Carlo analysis

Figure 6: Types of projects and appropriate tools & techniques to manage these (Toney & Powers, 2017)

Projects undertaken at Marks and Spencer are mostly business expansion or business development projects which are wither administrative projects or unique projects. Unique projects management require well-defined scope, work-breakdown structure, effective and efficient schedule, and extensive risk management plan as the potential exposure to unexpected events is high in such projects. On the other

hand, administrative projects require high level of control and thus complex PERT application and qualitative risk response plan bears prime importance.

Marks and Spencer management applies PMBOK guideline and Prince2 project management methodology. Both of these are project life cycle management focused. Figure 7 outlines the project management tools and techniques applied by Marks and Spencer throughout the project life cycle.

	Conceptual	Planning	Execution	Termination
Activities	- Project selection - Team member selection	- Scheduling - Cost Estimating	- Change management	- Postmortem analysis
PMTT	- Scoring model - Decision tree - Analytical Hierarchy Process (AHP) - Project charter - Scope statement - Work Breakdown Structure (WBS)	- Critical Path Method (CPM) - Program Evaluation and Review Technique (PERT) - Scope statement - WBS - Gantt charts - Critical chain - Schedule crashing - Stakeholder analysis	- Change request - Risk log - Scope change control - Earned Value Management - Performance report	- Progress report - Postmortem review

Figure 7: Project management tools and techniques applied throughout the project life cycle (Toney & Powers, 2017)

Effectiveness of the project management tools and techniques applied at inception: In order to select project, Quantitative and qualitative project appraisal techniques **NPV, IRR, cost-benefit analysis, discounted payback period, and cannibalization effect analysis** etc are applied. Among these NPV is mostly preferred as it helps to assess the estimated amount of the value that the project is expected to add to the shareholders' net worth. This takes the time value of money and risk associated with the cash flow from the project into consideration. IRR shows the rate of return expected to be generated from the project and discounted payback period helps to assess the amount of time required to get back the initial amount invested in the project. The problems with the projects is that these require a lot of estimation. Cannibalization effect analysis is a quantitative form of project appraisal which helps to assess the impact of the project on the other operational area which may generate synergy or may pose threat (Davidson Frame, 2014). **Decision tree and Analytical Hierarchy Process** are project appraisal/selection approaches through which different alternative project options are evaluated. But it works well when applied along with other quantitative techniques (i.e. NPV).

Work-breakdown structure is helpful for planning purpose which makes scheduling, scope definition, responsibility allocation, and resource management easy and effective. **Project charter** is developed defining the project objectives, business case, constraints, resources requirement, scope, and business case. This works as the document through which higher management evaluates the project proposal and approves the allocation of resource to the project.

Effectiveness of the project management tools and techniques applied at planning stage: *PERT, CPM, and critical chain approach* etc are the common and effective scheduling approaches which helps to order the tasks in a way that float days are minimal, resource utilization rate is high, process blockades is wiped out, and deliverables can be delivered within the time constraint and budget constraint specified at the initial stage. **Scope statement** involves the clarification of both of what need to be competed and what should not be. Thus, this helps to wipe out scope creep problem. **Risk management plan** helps to decide on the risk response and alerts the team members about the current and upcoming identified unexpected adverse events or potential opportunities. **Stakeholders analysis** helps to assess the involvement and importance of the stakeholders to the project. This helps to develop an effective **communication plan**. Quality control plan helps to assess the quality throughout the project so that project customers can be satisfied. RACI Framework is an responsibility allocation tools which helps to develop a sense of accountability and facilitates the platform to hold people responsible for their activities throughout the project.

Effectiveness of the project management tools and techniques applied at controlling and execution stage: *Earned value analysis, Pareto chart, Cause and effect diagram* are the most effective and popular project management tools and techniques where the former one help to assess the progress, variance against plan (i.e. schedule, budget) and the later two helps to assess the reason behind any variances. These techniques facilitate the addressing of the route reason behind the variance and the assessment of the need for changes in the scope of the project. Quality control plan is executed during the phase where each team leader is responsible for assessing the quality of the deliverables by the specific team.

Effectiveness of the project management tools and techniques applied at termination stage: *Project closeout report* is the core report produced at the termination addressing the variance assessment (i.e. budget variance, schedule variance, source of financing variance), acceptance report, current issues/upcoming issues, and post-project appraisal plan etc. This works as the learning document which helps to increase the quality of management of the upcoming projects.

3. PROJECT IMPLEMENTATION REPORT

Project Title: Opening new clothing outlet of Marks and Spencer at Bond Street

Project Customer: Marks and Spencer

Project Rationale: Marks and Spencer has 1035 stores throughout the UK. In UK market, the revenue from the clothing and home segment was £3.7 billion during FY 2017-18 (Financials.morningstar.com, 2018). This is 39% of the total revenue earned by the brand in the UK market. The remaining comes from the food section. Over the time, the brand value of clothing brand is increasing as shown by its expansion to 56 international territories (Marks and Spencer, 2018). But the clothing brand and retailer is losing market due to lack of its presence in many renowned fashion street of the home market. By conducting location economy analysis, Bond Street is identified to be the best place to expand the business. Bond Street has the reputation for being the playground of exclusive bands and luxury fashion products (visitlondon.com, 2018). At Bond Street, dominant fashion retailers are Burberry, Hermès, Jimmy Choo, and Tiffany & Co. Presence in the market will help to increase its access to large base of stylist, influential, and wealthiest customers.

Aim and objective: The main aim of the project is to increase loyal customer base by 5% within 2 years of initial commercial date of operation and to increase group revenue by 3% within 3 years of initial commercial date of operation.

- Completion of the outlet opening project at the desired place within the 60 days by incurring not more than £5,000,000.
- Attaining 5% of the total market share at Bond market within 3 months of initial commercial date of operation.

Scope: The fashion outlet opening project will deal-

- License acquisition, space renting, and space renovation.
- Collaboration with the suppliers and consultant firms (i.e. IT, interior designer).
- Recruitment of required people to deal with operations at the new outlet
- Promotion of the new outlet at Bond Street

The fashion outlet opening project will not involve-

- Initial commercial operations
- Post-project appraisal or marketing issues

Project constraints:

- Time constraint: 60 days
- Budget constraint: £5,000,000

Project deliverables and quality control plan:

Physical deliverables	Delivery date	Acceptance Criteria	Quality Inspector	Time of inspection
Renovated and furnished space	Tuesday, July 10, 2018	Attractive, structure and well functioned	Technical team and steering group	Friday, July 20, 2018
Initial Stock	Tuesday, July 24, 2018	Fashion driven	Technical team and steering group	Monday, July 23, 2018
Human resource	Thursday, July 19, 2018	Tech savvy, experienced, and smart	Steering group	Tuesday, July 24, 2018

Business case justification:

**Amount are in £	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Outflow at inception						
License Fee	7,500					
Upfront fee for space	700,000					
Space renovation	1,500,000					
Collaboration expenses	45,000					
Recruitment expenses	10,500					
Promotional Expenses	20,800					
Fees to the External IT support providers	40,000					
Fee to external interior designing and renovation contractor	75,800					
Initial Stock	2,500,000					
Salaries to project team	50,000					
Total	4,949,600					
Incremental cash inflow (yearly)		2550000	2932500	3372375	3878231	4459966
Incremental cash outflow (yearly)		100000	107000	114490	122504.3	131079.6
Incremental net cash flow		2450000	2825500	3257885	3755727	4328886
Discount rate (WACC)	10.25%					
Discounted Cash flow		2222222.22	2324545.8	2431084	2542024	2657561
Expected net addition to shareholders Wealth (NPV)	7,227,837					

Stakeholder analysis:

(Low) Influence (high)	KEEPING SATISFIED - IT, interior design, and renovation support providing external firms - The goal of communication is to increase the interest and sophisticated involvement of them	CLOSE INVOLVEMENT IN THE PROJECT - PR team, sourcing team, legal team, technical team, steering group, and HR team - The goal of communication is to make these stakeholders aware about all the related issues.
	MONITORING - License provider, Space Lender, and local regulatory bodies - The goal of communication is to gain valuable insight and consultation from them	KEEPING INFORMED - Customers of Marks and Spencer, it employees who do not directly involve with the project, and its suppliers - The goal of the communication should be to increase the encouragement and excitement among them
	(Low) Interest (High)	

Communication plan:

SUBJECT	TARGET	RESPONSIBLE	TIMEFRAME	MEDIA
License	Regulatory authority	PR & Legal team	Monday, June 4, 2018	Formal meeting
Collaboration with the space owner	Space lender	PR & legal team	Monday, June 11, 2018	Formal meeting
Collaboration with the suppliers	suppliers	PR & sourcing team	Monday, June 11, 2018	Formal meeting

Collaboration with the interior designer and renovator	interior designer and renovator	PR team	Monday, June 11, 2018	Formal meeting
Collaboration with the IT support providers	Technical support provider	PR and technical team	Monday, June 11, 2018	Formal meeting
Promotional campaign	Banner manufacturers, social bill-board owners, search engines, and social media sites	Marketing team	Wednesday, July 11, 2018	Email, video conferencing and formal meeting
Status update and risk update	Team members	Project manager	Bi-Weekly	Dashboard and business mail
Test report	Project manager	Technical team	Tuesday, July 24, 2018	Formal meeting
Project closeout report	Technical team	Project manager	Thursday, July 26, 2018	Formal meeting

RACI framework for responsibility allocation:

Tasks	Responsibilities	Accountability	Consult	Inform
License acquirement	PR & Legal Team	Team head		Project manager
Collaboration with the space lender	PR team	Team head		Project manager
Collaboration with the suppliers	PR & Sourcing team	Team head		Project manager

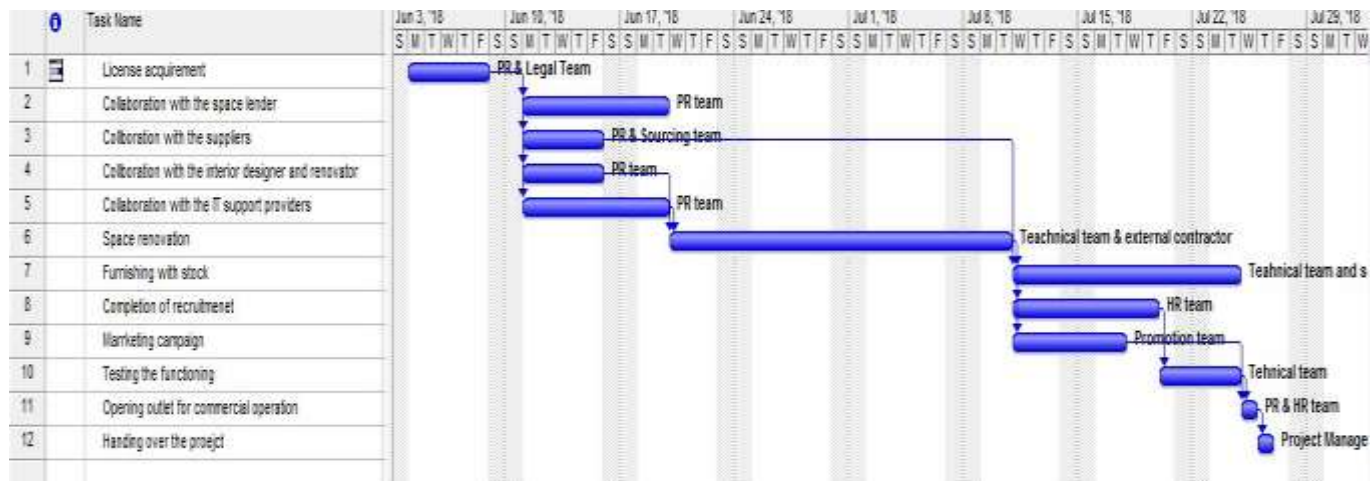
Collaboration with the interior designer and renovator	PR team	Team head		Project manager
Collaboration with the IT support providers	PR team	Team head		Project manager
Space renovation	Technical team & external contractor	Team head	interior designer and renovator, IT support providers	Project manager
Furnishing with stock	Technical team and sourcing team	Team head		Project manager
Completion of recruitment	HR team	Team head		Project manager
Marketing campaign	Promotion team	Team head		Project manager
Testing the functioning	Technical team	Team head		Steering group
Opening outlet for commercial operation	PR & HR team	Team head		Steering group
Handing over the project	Project Manager	Project manager		Steering group

Schedule:

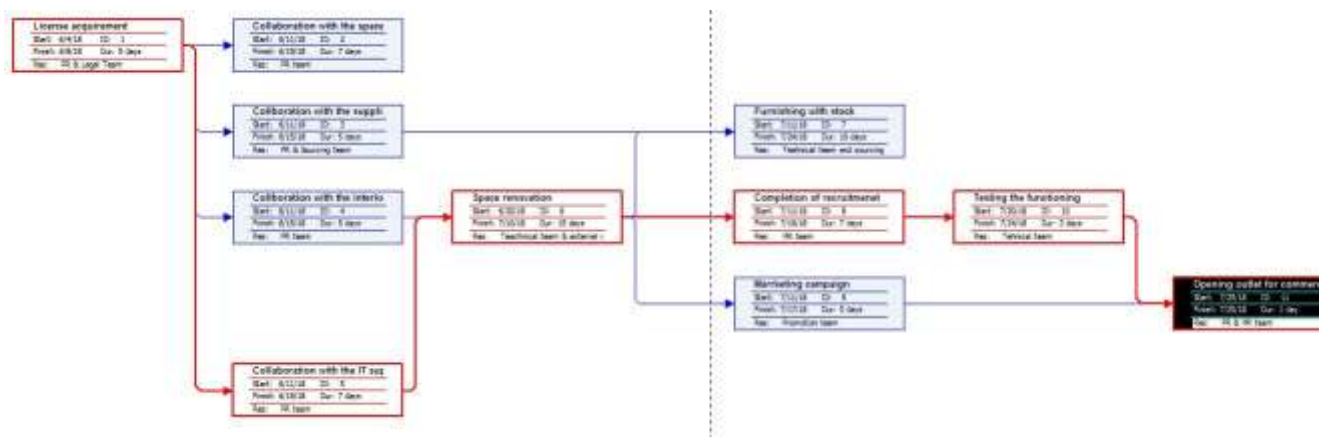
Task No.	Particulars	Duration	Inception Date	Termination date	Predecessors	Resource
1	License acquirement	5 days	Monday, June 4, 2018	Friday, June 8, 2018		PR & Legal Team
2	Collaboration with the space lender	7 days	Monday, June 11, 2018	Tuesday, June 19, 2018	1	PR team

3	Collaboration with the suppliers	5 days	Monday, June 11, 2018	Friday, June 15, 2018	1	PR & Sourcing team
4	Collaboration with the interior designer and renovator	5 days	Monday, June 11, 2018	Friday, June 15, 2018	1	PR team
5	Collaboration with the IT support providers	7 days	Monday, June 11, 2018	Tuesday, June 19, 2018	1	PR team
6	Space renovation	15 days	Wednesday, June 20, 2018	Tuesday, July 10, 2018	4,5	Teachnical team & external contractor
7	Furnishing with stock	10 days	Wednesday, July 11, 2018	Tuesday, July 24, 2018	3,6	Teahnnical team and sourcing team
8	Completion of recruitment	7 days	Wednesday, July 11, 2018	Thursday, July 19, 2018	6	HR team
9	Marketing campaign	5 days	Wednesday, July 11, 2018	Tuesday, July 17, 2018	6	Promotion team
10	Testing the functioning	3 days	Friday, July 20, 2018	Tuesday, July 24, 2018	8	Technical team
11	Opening outlet for commercial operation	1 day	Wednesday, July 25, 2018	Wednesday, July 25, 2018	9,10	PR & HR team
12	Handing over the project	1 day	Thursday, July 26, 2018	Thursday, July 26, 2018	11	Project Manager

Gantt chart:



Network Diagram:



Budget:

Items	Particulars	Budget (£)
1	License Fee	7,500
2	Upfront fee for space	700,000
3	Space renovation	1,500,000
4	Collaboration expenses	45,000
5	Recruitment expenses	10,500
6	Promotional Expenses	20,800
7	Fees to the External IT support providers	40,000
8	Fee to external interior designing and renovation contractor	75,800
9	Initial Stock	2,500,000
10	Salaries to project team	50,000
	Total	4,949,600

The following earned value analysis framework is used in assessing the progress of the project and in identifying any variances. Then the cause and effect diagram is used to identify the cause behind the variance so that it can be addressed without affecting the scope and constraints of the project.

1	2	3	4	5	6	7	8	9	10	11
Tasks	Budget	Duration	Planned completion date	% of work performed	Actual cost incurred	EV=5*2	CV=7-6	% of work planned to be performed	PV=2*9	SV=7-10

Figure 8: Earned value analysis

4. PEER REVIEW REGARDING THE PROJECT MANAGEMENT ABILITY AND PERSONAL DEVELOPMENT PLAN

Peer review: Through small questionnaire containing 5 questions regarding 5 parameters of project management quality, the peer review about my project management capability is assessed.

	Improvement requires	Expected to improve over time through experience	Excellent
Subject matter expertise	15%	80%	5%
Leadership, negotiation & communication quality	13%	72%	15%
Time and cost management	0%	80%	20%
Planning and foresight	10%	15%	75%
Project management knowledge	56%	35%	9%

According to most of the peers and members from the steering group, time management quality, cost management quality, and project subject matter expertise is expected increase over time through experience. But most of the peers and members from the steering committee showed concern about the quality of the project management knowledge.

Following is the personal improvement plan:

Required improvement	Medium	When
Project management knowledge improvement	Approaching certification from professional communities like PRINCE2 and PMI.	Within 1 to 2 year
Leadership, negotiation & communication quality	Working as the assistant project manager under the monitoring of experienced and renowned project managers in real life project management cases.	Within 6 month

CONCLUSION

Appropriate application of the project management techniques helped to complete the project within the projected time and projected budget. Earned value analysis and cause & effect diagram analysis is found effective for real time addressing of the variance from the planned schedule and budget. Combination of project type and tools & techniques applied is must as the effectiveness of these tools and techniques may differ based on the differences in the type of projects.

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