

MANAGING PROJECTS IN THE ORGANIZATION

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Executive Summary

A soft skill development project has been considered for the organization SGS. The major stakeholders of the project include the trainers, the project managers and the technical team of the project as the success of the project will depend on these individuals. In the case of resources of the project, it can be said that a significant amount of investment will be required to pay for the wages of the soft skill trainers and acquiring digital equipment. The risks that can be identified in the given project include time risk, cost risk and scope risk. All of these risks are to be tackled very carefully.

Table of Contents

Introduction.....	4
Outlining the project	4
Scope of the project	5
Project management tools and techniques that is going to be used in the given project	6
Communication strategies and the analyzing the pre and post covid conditions	6
Stakeholder analysis.....	7
Work breakdown structure.....	8
Draft of resource use	8
Consideration of resources.....	9
Scheduling of the project	10
Risk assessment	13
Conclusion	15
Reference	16

Introduction

It is important to understand that after the occurrence of the covid 19 pandemic, there have been a significant amount of changes in the working culture of the organizations. The organizations have shifts towards a work from home model from their conventional work models. The organization that has been selected in the given context is SGS which is an organization that provides soft skills training to the employees. The project that has been considered in the given assignment is about developing a soft skill development training programme for the employees.

Outlining the project

The covid 19 pandemic has disrupted the working process of the organizations. Irawanto *et al.* (2021) have opined that one of the major changes that was witnessed during the times of the covid 19 pandemics is that the significance of teleworking and telecommuting have immensely increased. In work from home, one of the major skills that the employees are required to focus on is their soft skills. The organization SGS, which is a training organization that operates in the UK will be considering a soft skill development project that will aim to increase the soft skill capability of the employees of one of their client organizations. Karanikas and Cauchi (2020) have opined that the communication that is computer mediated are not as effective as the face to face interactions that the employees have with each other. It is important to understand that in many cases employees face problems in communicating over the digital medium. Thus the present project is going to try to develop an effective soft skill development programme that will be able to help the employees with the problems that they face in their work.

The brief description of the project has been given based on the ***Project life cycle model***. Kordi *et al.* (2021) opines that the project life cycle model allows the project stakeholders to understand the different stages of a certain project effectively. The different stages of the project life cycle have been presented in the following sections.

Project initiation: The project initiation stage is the first stage of a project. In this stage of the project, the project charter associated with the project is going to be developed. The scope of the project is going to be highlighted in this stage of the project.

Project planning: In this phase of the project communication plan, budget associated with the project, activity list of the project have been developed.

Project execution: Project execution happens to be one of the essential stages of a project. MELENDEZ *et al.* (2018) opines that in the project execution stage the roles and responsibilities of the different project stakeholders are highlighted. The same process will be followed in the given project as well.

Project monitoring: the effectiveness of the project is evaluated in the monitoring stage of the project. In the given case tracking systems will be developed to understand the effectiveness of the project and develop plans based on that.

Project closing: In this stage of the project the documentation associated with the project is done. Apart from that final deliverable is provided to the client.

Scope of the project

The scope of the project mainly refers to the specific deliverables and goals that the project will have in its operations. According to Al-Rubaiei *et al.* (2018), the importance of scope of a project is high as it directly makes an impact on the overall cost of the project. However the magnitude of the impact will not be the same for all the projects. It will vary from one project to another. In case of the scope of the given project, it can be said that the project will be trying to make sure that they are able to help the employees of the organization in enhancing their soft skills which is important for the employees to maintain communication with each other while working in the work from home mode.

It is important for the project stakeholders to be aware of the scope of their project. Fashina *et al.* (2020) opines that distinct scopes help all the stakeholders of the project to be on the same page. If the scope of the project is well defined and communicated, then there is a possibility that the expectation of the clients can be met effectively. It is among the major important factors associated with the identification of scope of a particular project. In the given soft skill development programme, it will ensure that the communication skill and listening skills of the employees can be enhanced effectively.

Project management tools and techniques that is going to be used in the given project

In order to do a project properly it becomes important for the project stakeholders to identify the right set of project tools in their operations and apply them in their project. The tools that are going to be used in the given project are work breakdown structure, risk register and a gantt chart. The project management technique that is going to be incorporated in the given project is the ***agile project management methodology***. Žužek *et al.* (2020) opines that in the present times, the organizations are required to adapt to any kind of changes very efficiently as well as very quickly. The organizations are required to focus on a more flexible project management approach and agile project management approach happens to be one of the project management methodologies that provides flexibility to the project process.

Communication strategies and the analyzing the pre and post covid conditions

In any project, it is important for the project stakeholders to make sure that they are able to adopt an effective communication strategy in their operations. It is due to the fact that an effective communication strategy will be able to help all the stakeholders of the organization to stay updated about the recent development in the projects. Savić (2020) has stated that the managers in the post covid conditions had to adopt alternative communication strategies. Emphasis was given on the telecommunication part. It is due to the fact that communication has become a significant part of organizational communication.

In order to maintain the communication in the given project meetings are going to be carried out so that all the relevant stakeholders of the project are able to stay updated about the project process. According to Haridas *et al.* (2021), one of the major changes that have disrupted the working culture of the organizations is that a significant amount of importance is being given to the non verbal model of communication. The employees of the organizations are required to demonstrate their written communication skills. In the virtual mode of operations, it can be seen that a certain amount of communication is carried out through the written communication. Due to this importance will be given to the written mode of communication in the given project.

Stakeholder analysis

The **Stakeholder theory** states that any individuals or an entity that is affected by the function of an organization is known as the stakeholders of the business. In case of project management, it can be said that the entities that are affected by the project are known as the stakeholders of the project. Uribe *et al.* (2018) states that the stakeholder theory provides a fundamental theoretical support to understand the relationship between the organizations and the stakeholders. In order to do the stakeholders analysis of the project, the concept of stakeholder map is going to be incorporated in the given report. The main motive of the stakeholder map is to understand the different stakeholders involved and their power and interest in the project. The stakeholders map of the given project have been highlighted in the below section.

High power/ Low interest • The senior management of the client organization • The investors of the project	High power/ High interest • The project manager • The soft skill trainers • The technical team of the project
Low power/ Low interest • Suppliers of the training equipments • The employees of SGS	Low power/ high interest • Employees of the client organizations

Table 1: Stakeholder analysis of the stated project

In the given project, the senior management and the investors of the project will be required to be kept satisfied. The project managers and the soft skill trainers will be required to be monitored carefully. The supplies of training equipment and the employees of SGS will be required to be monitored. The employees of the client organization, to whom the training will be provided needs to be kept informed.

Work breakdown structure

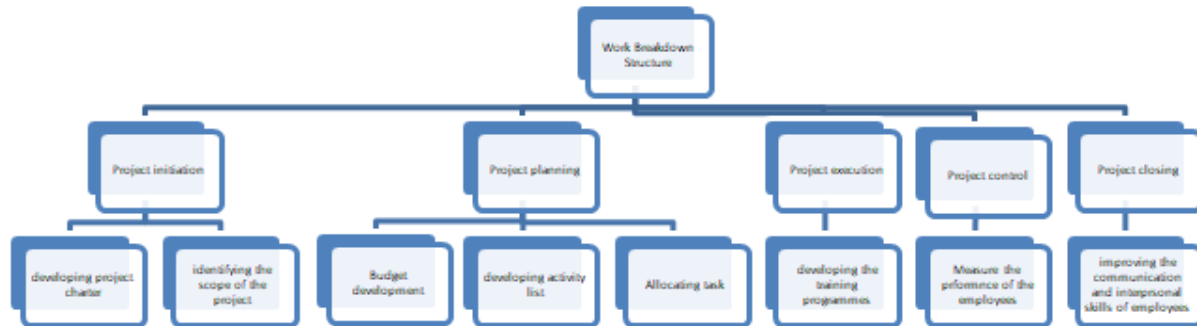


Figure 1: Work Breakdown Structure of the project

The work breakdown structure is mainly developed to make sure that the project can be divided into small components. According to the PMBOK5, the work breakdown structure happens to be a hierarchical decomposition of the overall scope of a certain project so that the project can be carried out by the project team effectively (Abd Rahman *et al.*, 2019). It happens to be an essential component for the project stakeholders to meet their project objectives. In the case of the given project, it can be said that the final objective of the project is to make sure that the employees of client organizations are able to make a significant amount of development in their soft skills which includes their interpersonal skills and their communication skills. In order to do that one of the major areas in which the organization will be required to focus on is designing their training programmes. In order to track the progress of the project, the soft skills of the employees will be required to be continuously monitored.

Draft of resource use

In any project, it is important for the project participants to make sure that they are able to identify the adequate resources for their project. According to Coughlan *et al.* (2019) acquiring the adequate resources for a certain project happens to be one of the major responsibilities of the project stakeholders. One of the major reasons for this is that it will be able to allow the project

participants to make sure that they are able to control the cost of their project appropriately. **Resource based view** is one of the essential theories that allows the project stakeholders to analyze their resources effectively. The resource based view allows the organizations to understand their project management capabilities based on the environment in which they operate in.

The resources that is going to be used	The probable cost for the resources
Digital equipments for training purpose	1000 British pounds
Internet cost	100 British pounds
Wages of the Soft skill training providers	1000 British pounds
The set up cost	750 British pounds
Cost for software installation	1000 British pounds
Total	3850 British pounds

Table 2: The resources that can be used in the project and their cost

In case of the resources, one of the essential elements that the project stakeholders will be required to focus on is the acquisition of digital equipment that is needed for conducting the soft skill development programmes.

Consideration of resources

Apart from the resources that have been highlighted in the above section, resources such as time and knowledge are to be considered as important resources. Simushi and Wium (2020) have highlighted the fact that the time and cost of a project happens to be essential elements of the project. One of the major reasons for this is that a project loses its effectiveness if it is not completed within a time frame. The clients to whom the project is to be delivered expects the project to be completed within a certain time frame. The client loses their trust on the project if the project is not completed within a certain timeframe. Due to this reason, it can be said that time is an essential resource in case of any project. Apart from that the knowledge of the soft skill trainers and their teaching capabilities happens to be another important resource in the given project. It is due to the fact that the success of the project will significantly depend on the teaching capability

of the soft skill trainers. These are resources that will not require any kind of cost, however, these resources will play an essential role in the successful implementation of the project.

Scheduling of the project

The activity that is to be carried out	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10	Week 10-12
<i>Identification of the project</i>						
<i>Identifying key stakeholders of the project</i>						
<i>Understanding the scope of the project</i>						
<i>Developing action plan for the project</i>						
<i>Developing the budget of the project</i>						

<i>Developing teams for the project</i>						
<i>Dividing the roles and responsibilities among key individuals</i>						
<i>Developing training plan for the employees</i>						
<i>Developing monitoring plan to assess the effectiveness of the project</i>						
<i>Dong documentation of the project</i>						

<i>Giving final deliverables to the client</i>						
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Table 3: Schedule of the project

In the above table, the schedule of the project has been provided in the form of a gantt chart. Tereso *et al.* (2019) opines that gantt chart is one of the common tools that is used in the private organization as about 64% of the private organizations uses gantt chart in their project management process. Tracking the gantt chart of the project, it can be seen that activities such as project stakeholder and project scope identification is going to be done in the initial weeks of the project. Activities such as budget development and team development are going to be done in the middle weeks of the projects. In the final stages of the project, the documentation will be required to be done appropriately.

Risk assessment

Risk	The description of the risk	Likelihood of the risk (out of 3)	Impact (out of 3)	Severity	Mitigation policy associated with the risk
<i>Cost risk</i>	The cost of the project exceeds the project	2	3	6	Developing an effective finance team to track the cost.
<i>Time risk</i>	The project is not able to give the required deliverable in the given time	1	2	2	The progress of the projects is required to be tallied with the schedule.
<i>Scope risk</i>	The project deviates from its initial objectives and goals	3	3	9	Effectively defining the scope and communicate to other stakeholders of the project

<i>Lack of proper soft skill trainers</i>	The soft skill trainers are not able to provide proper training to their employees.	2	2	4	The performance of the trainers will be continuously tracked.
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Table 4: Risk Register of the given project

Conclusion

Based on the discussion that has been done in the above section, it can be said that the soft skill training has become an essential element in the organizations as it allows the employees of the organizations to interact with each other more effectively. Due to this reason, it can be said that a soft skill development project will be able to make a significant amount of impact on the performance of the organizations. The project participants in the given project will be required to focus on the times and the cost of the project. Apart from that the scope of the project is to be defined appropriately as improper definition of the scope of the project will result in an increased cost of the project.

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