



Managing Project

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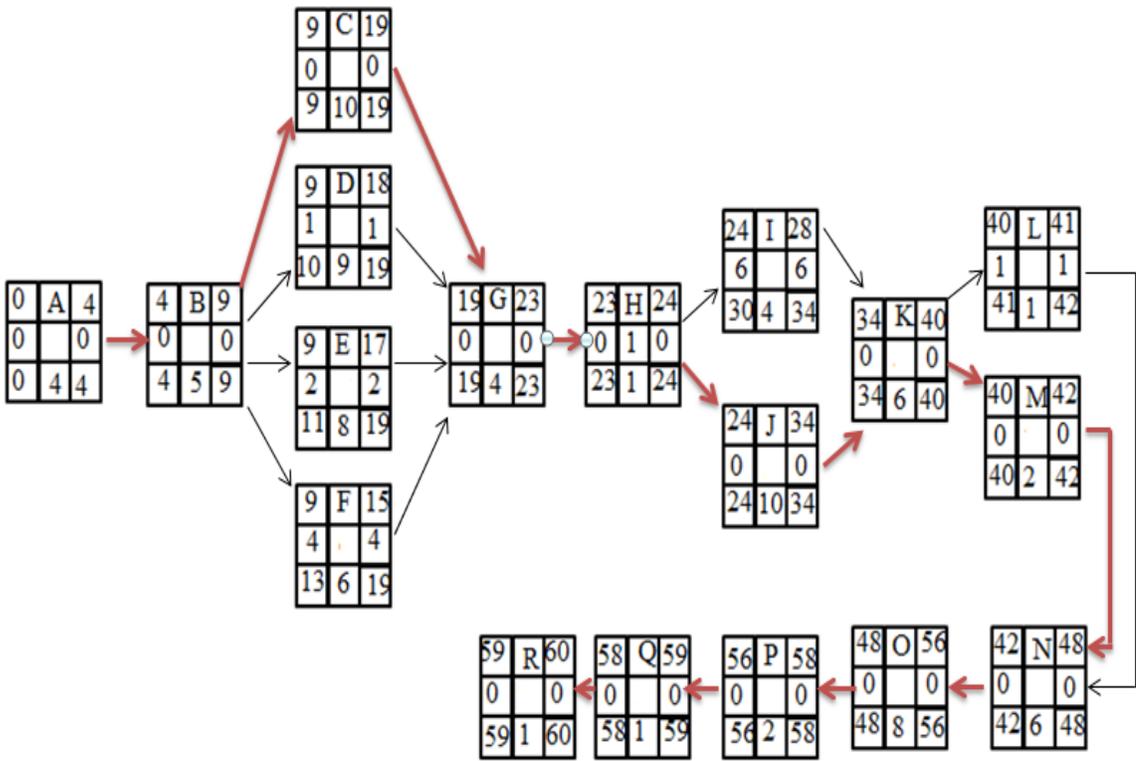
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Task 1

1.1 Network Diagram

In constructing an *activity on node* network, each activity is represented by a node and an arrow is used to connect activities (Field and Keller, 2007). The network diagram for SamMax Ltd is as follows:



1.2 Timing of activities and the total float

EST	Activity	EFT
SL		SL
LST	DUR	LFT

EST: Earliest Starting Time

EFT: Earliest Finish time

SL: Slack/float

LST: Latest Starting Time

DUR: Duration

LFT: Latest Finish Time

The timing of activities was determined by the forward pass and backward pass routines.

Forward pass

- With the forward pass method, it is assumed that every activity will start at its earliest starting time which means that an activity begins immediately as the predecessor activities are finished.
- The EST of the project is assumed to be zero.
- With the set value being zero, EFT of the project activity was calculated by the following formula:
$$\text{EFT} = \text{EST} + \text{Duration}$$
- For activities with more than one preceding activity, the highest value of EFT was taken as the EST of the following activity.

Backward pass

- With the backward pass method, it is assumed that every activity starts at its latest finish time.
- A LFT is computed from right to left, EFT of the last activity is taken as the LFT of that activity.
- LST of the activities were then computed by the following formula:
$$\text{LST} = \text{LFT} - \text{Duration}$$
- In case of more than more successors, the lowest value is taken as the LFT of the succeeding activity.

The float is said to be an amount of time for which an activity of a project can be delayed without affecting subsequent activities or the completion of the whole project (Field and Keller, 2007)

Float has been computed by the following formulas:

* $LST - EST$ * $FT - EFT$

Total float can be computed by adding float of all the activities. Total float in this case will be:

Total float = $0 + 0 + 0 + 1 + 2 + 4 + 0 + 0 + 6 + 0 + 0 + 1 + 0 + 0 + 0 + 0 + 0 + 0 = 14$ days

1.3 Project Duration and Critical path

The project duration in this case is the LFT of the last activity of the project which is 60 days as evident from the diagram.

59	R	60	5
0		0	0
59	1	60	5

Critical path is the path of all the activities which cannot be delayed and in case critical activities are delayed, it will affect the completion of the project (Field and Keller, 2007). Therefore these are activities with a float time of zero. The critical path in case of SamMax Ltd is as follows:

Critical Path:



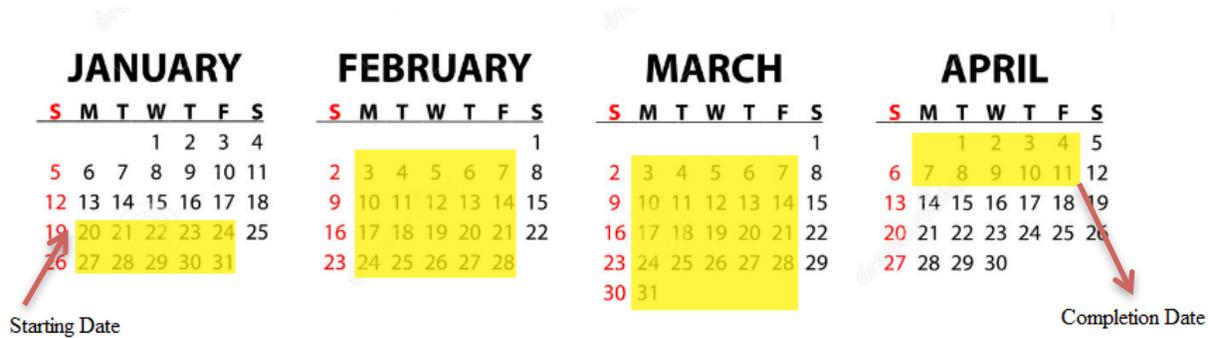
1.3 Earliest Completion Date of the Project

The total project duration for SamMax Ltd is 60 days. If the project starts on 20th Jan 2014, keeping in mind a 5 day working week without any other holidays, the completion date of the project will be:

11th April 2014

The completion date has been calculated as follows:

- Duration of the project: 60 days
- Number of weeks, keeping in mind a 5 day working week: $60/5=12$ weeks needed
- 12 weeks starting from 20th January 2013, Monday



- Completion date : 11th April 2014

1.4 Effects on the duration of the project

a) If activity P is delayed by 1 day, it will affect the start time of the following activities because Activity P is a critical activity and on the critical path. Delaying Activity P by 1 day will delay the completion of the project by 1 day and instead of 60 days, project will take 61 days to complete.

b) Completing Activity N one day earlier will also affect the completion of the project as Activity N is on the critical path. If activity N will be completed a day earlier, project completion will be done in 59 days instead of 60 days.

c) If Activity I is delayed by 2 days, it will not affect the subsequent activities or the completion of the project as Activity I is a non-critical activity and can be delayed up to 6 days. Delaying by 2 days will not affect the start of the following activities as a result it will not affect the completion time of the project.

1.5 Limitations of Network Diagram

- The effectiveness of the network is highly dependent on the commitment of workforce. A demotivated workforce will fail to stay on schedule and result in delays.
- Producing a network diagram is complex and requires skilled and experienced managers. The overall process of producing the diagram is time consuming as well as costly.
- Network diagrams can be very complicated at times when numerous activities are involved with complex dependency relationships. The diagram as a result may become too complex for users to understand and anyone without any background of project management will fail to understand and interpret results.
- Furthermore the accuracy of the diagram results is highly dependent on the reliability of data. Producing network diagrams require project managers to identify all activities involved in completing the project and their dependencies along with the time frames.

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Task 2

Executive Summary

Joshua Ltd is a SME company which specializes in designing and supplying baby/children clothing for 0-6 year old. As a part of their expansion strategy, the company is looking forward to open a new warehouse so that increasing demand can be met effectively. The initiative taken by the business is a special project which must be completed within budget and in time. This report will provide details regarding the management of activities involved in this project. The report focuses on areas such as project planning, project lifecycle, processes, role and responsibilities of project manager. Project feasibility study is the most crucial part of project management and will involve all the details about the problem and possible solutions. The project lifecycle will consist of four phases, concept, planning, execution and termination. Moreover, the role and competencies of project manager play a vital role in determining the success of project management.

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project. The study will involve a detailed investigation of what type of facility to be initiated, what will be the activities involved in achieving this and how much time and resources will be required to complete it. The management might communicate with the administrative staff and the warehouse staff to collect relevant information. The project feasibility study for Joshua Ltd will consist of the following elements:

- Detailed description of the opportunity that is the opening of the new warehouse
- List of all the requirements to exploit the opportunity
- List of all possible options available to exploit the opportunity
- A detailed assessment of all the available options
- List of all the risks involved in each option identified
- A recommendation of a preferred solution

2.2 Project Lifecycle

According to Westland (2006), project life cycle has four phases as shown in figure 1.

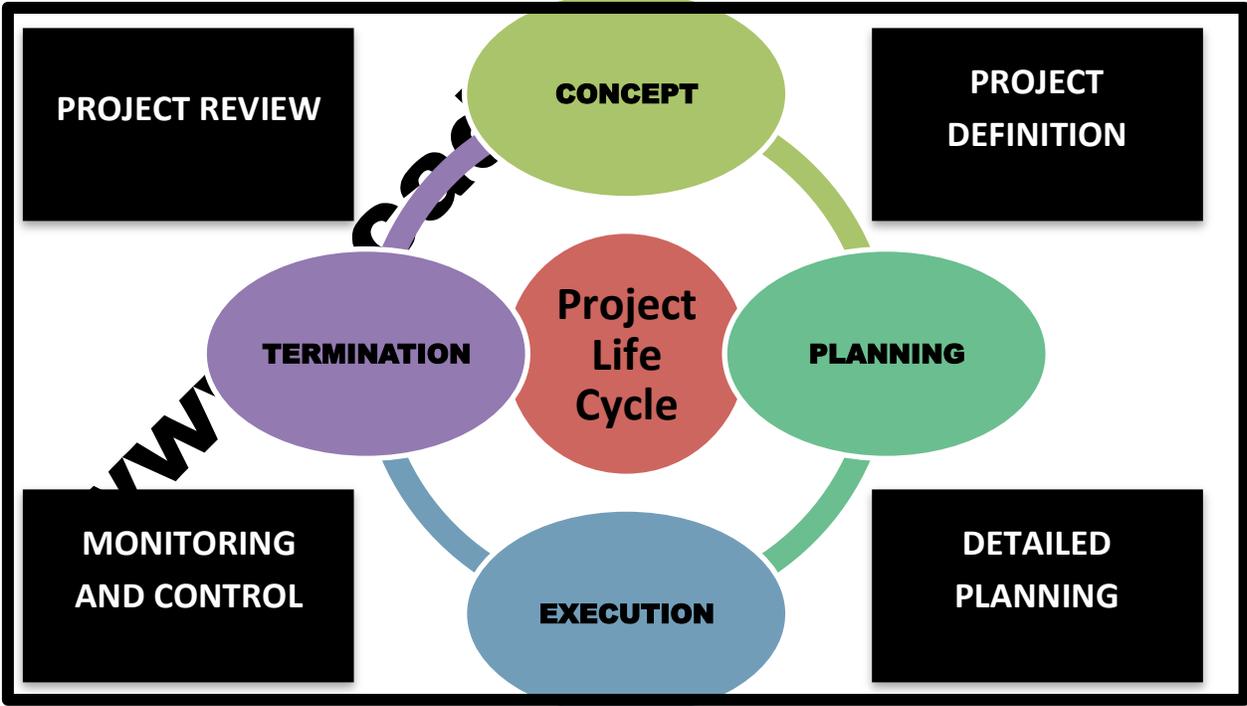


Figure 1.

2.2.1 Concept

The concept phase is the initial stage of project lifecycle. It involves massive data gathering which enables smooth project management throughout its lifecycle. The project manager will identify the key requirements and resources that will be required to achieve the set goals. The purpose of the projects will be defined and goals will be set. The project manager will communicate with the management and other stakeholders to ensure that the project is completed according to their expectations (Thompson, 2009). For the case of Joshua Ltd, project manager will need to have a meeting with the management to identify what is expected and how the management intends to plan the opening and operations of the new warehouse. This will involve deciding on the budget and the time frame within which the project has to be completed. Communication at this stage is very crucial because unless stakeholders' expectations are not known fully, project management cannot be carried out effectively.

2.2.2 Planning

On establishing the scope of the project, the project enters then moves to the next phase of planning. The planning phase will involve breaking goals into achievable objectives and determining strategies on how to achieve them. The second phase of project lifecycle involves detailed planning and establishment of project schedule and project plan. At this stage, all the activities and tasks along with their dependencies and time frames will be planned.

A project plan will be produced for Joshua Ltd which will guide management and will enable them to control operation (Thompson, 2009). The detailed planning for Joshua Ltd will involve:

- **Work Breakdown Structure:** The project manager will produce a work breakdown structure which will set all the activities and tasks which needs to be undertaken to complete the project. Once the Work Breakdown Structure is established, all the activities and tasks involved will be assessed to identify required resources. All activities will be sequenced and resources will be allocated.
- **Resource plan:** The resource plan will involve allocation of resources. It will identify what nature of resources will be required, quantities of resources needed and responsibilities and roles of required human resource.

- **Financial plan:** Financial plan will involve identifying the amount of money that will be required to undertake all the planned activities. This will form the basis of project budget. Financial plan will identify labour costs, material costs, equipment costs etc.
- **Quality plan:** Quality plan will assist in meeting the expectations of all stakeholders. Quality plan will involve setting standards looking at the criterion and what is expected. This will summarize all the management processes involved in the project completion.
- **Risk management plan:** Risk management is very important when managing projects. All risks involved in carrying out a project must be identified and managed so that their impact on the organization is reduced to the minimum. Risk management plan will identify all the risks involved and show strategies to mitigate them. All risks must be managed before the project enters the implementation phase.

2.2.3 Execution

The execution phase involves the implementation of all planned strategies. At this phase, the plan comes into action and all the management strategies and methods will be implemented. During the execution, all management processes are used in order to monitor and control all the activities involved in the project (Thompson, 2009). This includes identifying risks and changes, reviewing quality and measuring results against the agreed criteria. The execution phase is the longest as it involves physical presentation of results to customer. For Joshua Ltd, the execution phase will involve:

- **Recruitment process:** This will involve hiring the right number of workers with the right skills for the opening of the new warehouse. As Joshua Ltd currently has 4 warehouse staff, opening of a new warehouse will require more manpower. The management will carry out recruitment process according to the resource plan determined at the planning phase.
- **Motivation and team building:** This will involve implementing managerial strategies which will lead to a motivated team of workers. Project manager will ensure that the most suitable people are working effectively towards the set objectives.
- **Monitor and control:** At the execution stage, management processes will be used to ensure that the project is implemented as planned. This will involve excessive monitoring

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- **Personal skills:** A project manager must have a positive attitude and must be able to motivate people so that they work as a coherent unit and solve any problem which comes by. Effective project managers are able to communicate with their team and solve problems within their teams. Good personal skills will enable project managers to motivate employees and achieve positive team performance.
- **Management skills:** Project managers besides having technical knowledge about their job must also possess managerial skills. Project managers with effective management skills will be able to carry out effective planning, organize work and resources efficiently, reflect good leadership skills and solve problems quickly. Management skills include planning skills, organizing skills, decision making skills, problem solving skills and communication skills. According to White and Fortune (2002), communication competence and communication processes are very critical for successful project management.
- **Leadership skills:** A project manager is an individual who leads the entire project team as a result effective leadership skills are essential to enable effective project management. A poor leader might fail to complete projects successfully. Being an effective leader, project manager must inspire, motivate and influence others in a way that the team works as a coherent unit towards common goals.

The project manager of Joshua Ltd should possess the above stated skills and competences to manage the project effectively. As Joshua Ltd is an already established organization, it has experience and expertise in supplying the merchandise. Hence project manager must be aware of the working circumstances, regulations and constraints and apply relevant project management tools such as Gantt chart, WBS, PERT chart, network analysis to successfully manage the project.

3. Conclusion

Overall, the most crucial part of project management process is the feasibility study which will enable management at Joshua Ltd to have a clear idea about the present situation and the future direction. Feasibility study will provide a detailed analysis of the situation and possible solutions. The project lifecycle consists of four phases: concept, planning, execution and termination. Each

of the phases is important and activities involved in every phase must be performed effectively to achieve successful project completion. However the overall success of project management depends on the competencies of the project manager. Project manager has a very crucial role in project management. A project manager must possess management skills which will allow effective planning, scheduling and organizing project activities and tasks. Secondly a project manager must be an effective leader as the entire project team is led by the project manager. Furthermore communication skills and personal skills are also crucial for effective project management. The project manager at Joshua Ltd must have all the skills and expertise that are required to manage project effectively. Besides expertise, a number of project management tools must be used for effective planning and execution of project activities. The recommended tools could be Work Breakdown Structure, Gantt chart and network diagram.

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