Managing Projects

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1. The major project management tools ensure the project is executed and completed successfully. Gantt Chart visually represents the project tasks to be completed and their timelines. Project managers rely on this tool to improve project scheduling and ensure that the progress is tracked, and adjustments are made when there is lag time (Al-Kasasbeh, Abudayyeh and Liu, 2020). Critical path analysis (CPA) is also an important tool in identifying the longest sequence of dependent tasks (Isa, Maijamaa and Modu, 2022). Project managers rely on the CPA to determine the minimum time needed for completing the project, which helps in reducing the cost of operations. Work Breakdown Structure (WBS) is an effective tool in providing hierarchical decomposition for the project by using the phases for completing the project and tasks relevant to the completion of the project (Cerezo-Narváez et al., 2020). The budgetary allocation for different tasks and projects can be determined when the project manager provides detailed WBS for the project.

2. The project scope involves the project's boundaries, indicating its achievements, outcome, and work breakdown structure. The management prepares project scope documents with the project's quality measures, performance requirements, technical specifications, and security issues they might face (Ajmal, Khan and Al-Yafei, 2020). With these measures, the management ensures that it controls the quality of the project when it progresses to different phases. This can be achieved by developing quality standards and ensuring improvement in the project scope management initiatives.

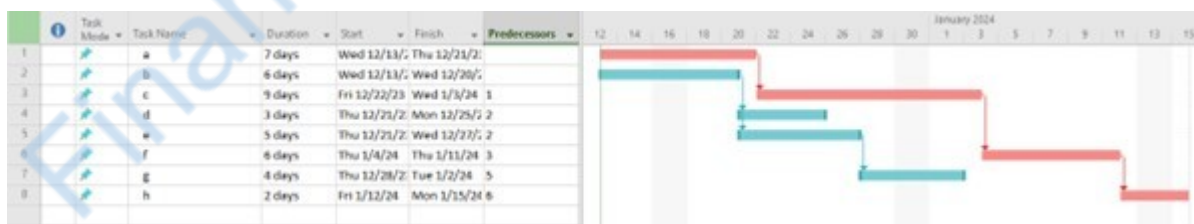3. The project's Gantt Chart is given in Figure 1 below:

Figure 1: Project's Gantt Chart

From the Gantt Chart I figure 1 above, the critical path is plotted with the red colour. The path followed is:

The project takes 24 days to complete, which is essential in mitigating the lag time for the project. The number of days to complete the project depends on the critical path developed.

4. In assessing and managing uncertainties on a project, it is essential to outline detailed potential risks for the project, which can delay the project's completion. The focus should also be on risk analysis where an assessment of the probability of occurrence of the risks is determined (Yuliatti and Hardi Purba, 2021). Risk analysis ensures that the project manager identifies the risk to be prioritised and implements measures to mitigate the project risks. Project managers are tasked with developing response plans by identifying the risks and implementing measures to reduce such risks' impact (Yuliatti and Hardi Purba, 2021). There should also be continuous monitoring and control of the project risks, which can be integral in understanding new uncertainties and adapting to strategies accordingly. The management should consider implementing a proactive approach and integrating the risk management initiatives into the organisation's project lifecycle.

5. Throughout the project, events might happen requiring minor or major changes to be implemented (Tereso et al., 2019). For the project manager, change control is an effective part of the project management process. In keeping changes to projects under control, the project manager should introduce key processes for project submission, evaluation, and approval of changes to the project plan. Another consideration should be reviewing change requests provided by the project. This includes looking at other areas within the project team and determining the courses of action towards determining the effect towards the project implemented (Tereso et al., 2019). The project manager should be involved in approving or rejecting changes and communicating such changes to the concerned individuals. There should be documentation and tracking of changes reported and reporting the effect of such initiatives in the project implemented. With these measures, the relevant stakeholders can be aware of the changes initiated in the organisation.

6. The project control schedule provides a PCDA (plan, check, do, and action) rule, which can be used in the project control and evaluation (Panchatcharam and Naidu, 2021). Planning is the key element of project control, including managing the project specifications, schedule, budget, resource plan, and vendor contracts. In this phase, the project manager understands the challenges they might experience and undertakes cost control measures to achieve success (Panchatcharam and Naidu, 2021). The planning phase provides measures for controlling the scope where the performances can be

compared with the previously conducted projects. It is necessary to conduct a check of the actual status of the project and the planned project. This informs the project team on the progress of the project developed, which Quality control measures are integral in understanding the processes ensuring that the project will satisfy the stakeholder's needs and addressing the management of the project. In the case of 'Do' in the PCDA rule, the focus is monitoring record status, project progress report, and monitoring the report cost. Finally, the 'Action' element involves correcting any variation reported in the project and replanning it if necessary. As such, it ensures the project is controlled towards realising the intended project completion.

Task 2

1.0 Introduction

As a project manager, my role is to carry out a successful plan to implement a new customer reward system for Super Deluxe towards achieving a leadership position in the industry. This report aims to outline and explain the activities required to manage this new initiative successfully. It provides the skills and competencies required by the project manager and the project management process.

2.0 Project Initiation

The project manager will start by developing the project charter. It provides detailed information on the project's scope and the mechanisms in place to improve project deliverables. The project charter is developed based on the aim of this project, which is implementing a new customer reward system. Its significance is increasing market share and regaining market leadership in the fast-food industry. As indicated in Nusraningrum, Jaswati and Thamrin (2020), the project charter offers an insight into the project's objectives and provides detailed information on the key stakeholders and team members involved. In the case of Hong Kong International Airport (HKIA) expansion, the initiation phase provided the objective of the expansion, which is to transform the airport into three-runway system (Airport Technology, 2022).

Stakeholder Analysis

In this project, the main stakeholders are:

- Christopher Chow   – CEO, Super Deluxe
- Project Manager

- Super Deluxe Marketing Team

- IT Department

- Super Deluxe Customers

- Fast food industry analysts

- Suppliers and vendors for the online platform

In providing an analysis of the external and internal stakeholders, Table 1 below provides a detailed summary:

Table 1: Stakeholder Analysis

Stakeholders		Interests	Expectations	Impact
Internal Stakeholders	Christopher Chow (CEO, Super Deluxe)	Increased market share and customer loyalty	Timely implementation of the customer reward system	Increase Super Deluxe market share by over 30% in Hong Kong
	Project manager	Team efficiency and project success	Availability of resources and clear communication	Responsible for project planning, execution and delivery
	Super Deluxe Marketing team	Successful promotion of the new reward system	Having coordinated marketing efforts	Customer engagement and effective communication
	IT Department	Integrating the online platform into the operations of the company	Meeting technical requirements	System compatibility
External Stakeholders	Super Deluxe Customers	Seamless customer experiences	Having clear communication on the implementation of the reward system	Enhancing customer satisfaction level
	Fast food industry analysts	Improving market position and assessing industry trends	Developing insightful market analysis	Providing valuable industry insights
	Suppliers and vendors for the online	Successfully implementing	Conducting timely payments	System functionality and

| | platform | the technology | to the suppliers | specifications. |

<u>Project Scope</u>

Al-Rubaiei (2021) provided the importance of scope management in influencing the project's success by reducing unbudgeted costs and expenditures incurred when the project goes beyond the scope. This project's scope involves tangible and intangible components. For the tangible components, the project management will be involved in developing customer reward system that specifies key features such as the personalized offers, discounts, and loyalty points. Intangible components for the project include the marketing and communication strategies to promote the new reward system . In conducting the marketing and promotion of the initiatives, the consumer's feedback can be integrated into the Deluxe's developed system, and this will provide information on the major or minor changes to be enacted in improving customer satisfaction and loyalty levels within the company. Similar approach was utilized in HKIA expansion project in which the scope included the three-runaway system with the project implemented in three phases. For Deluxe project, there should be continuous monitoring and evaluation of the system's performance, which can be instrumental in achieving the intended project outcomes.

<u>Concerns and Expected Outcomes</u>

The project initiation process involves providing the concerns and expected outcomes (Tereso et al., 2019). One of the concerns is the budget constraints, where the organisation might not have enough funding to complete the project. Increasing the market share to over 30% require extensive investment in the Super Deluxe's departments and stores across Hong Kong. There are also time constraints and technological limitations. In the case of technological limitations, the online platform developed should be compatible with the existing Super Deluxe Systems. In the initiation phase, the project's expected outcomes are documented, including improved market share more than 30% facilitated by the developed customer retention strategies.

3.0 Project Planning

In project planning, the project manager focuses on the scope, work breakdown, and key milestones to be achieved. The project scope mainly involves the implementation of the new customer reward system, which is the aim of conducting the current project (Hans, 2021). The online platform developed should be user-friendly, with an intuitive interface where the

customers can easily navigate. It will facilitate account creation and ensure there is seamless reward redemption process. The online platform considers personalised rewards, which should be tailored to customer preferences and tiered loyalty programs towards increasing customer engagement. The planning phase for the development of Anderson Road in Hong Kong provided detailed project plan where it briefly described the project, as an upgrade on the existing infrastructure, with a budget of $3.4 billion (CEDD, 2023a).

Another consideration is integrating with the existing system and conducting data analytics and reporting interfaces. As indicated in Abdilahi, Fashina and Fakunle (2020) study, project scope management integrates quality measures, technical issues, and the key performance requirements, which is critical in maximising the efficiency of the project completion success rate. The automation of promotional campaigns ensures that the targeted customer segments are meant to increase productivity and enhance the quality of operations in the sector.

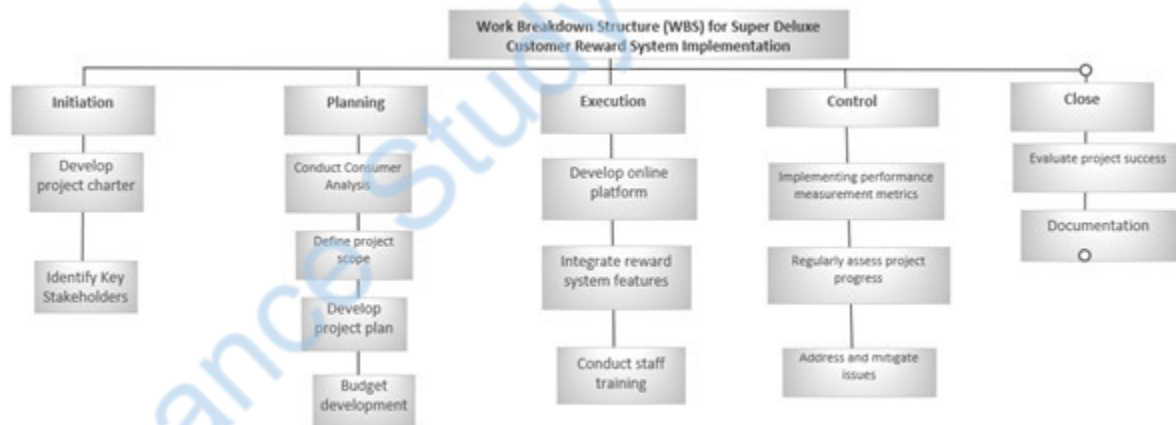The Work Breakdown Structure for the project is provided in the figure 2 below:

Figure 2: Work Breakdown Structure

The key milestones to be achieved in the implementation of the current project are provided in table 2 below:

Key milestones	Date	Accomplishment
Completion of the consumer behaviour analysis	Week 6	It will provide an insight into the customer preferences and their behaviour

Launching online platform	Week 20	Implementing a functional and user-friendly online platform
Completing staff training	Week 20	Training staff in promoting the new system.
Implementing KPIs	Week 21	Earned value metric and performance measures.
Project closure	Week 30	Handing over and assessing lessons learned

4.0 Project Execution

Tam et al. (2020) study outlines the relevance of leadership and team building in the execution of the project. The leader should demonstrate project leadership characterised by a highly skilled and unique work ethic. During this phase, the focus is to empower Deluxe's team and motivate them towards completing the project within the time provided. As such, emphasis is to communicate the project's vision on implementing a new customer reward system, which will achieve increased market share in Hong Kong. . The project manager will be tasked with developing the project team, with Alvarenga et al. (2019) indicating that the project team involves people working closely together to achieve a shared common goal. The project manager's task is to pull the team together, ensuring that they work in unity to realise the purpose. As such, weekly meetings can be conducted, in addition to the daily departmental meetings, to motivate the team and highlight challenges that needs to be addressed.

The execution of the Footbridge project across Po Yap Road covered 32 meters long and 5 meters width with the lift facilitates, footpath, drainage, and cycle track all included in the project (CEDD, 2023b). The success of the project was realized through the implementation of teamwork. Similar strategy can be applied to Super Deluxe project where the team selected can provide technical support. According to Vaida and Șerban (2021), the five-stage theory of group development is vital in team building, as it includes the key stages such as forming, storming, norming, performing, and adjourning. The key stages are integral to the current project and provide an understanding of the team's challenges. Each stage has specific implications regarding the tasks' performances as it offers personal relationships among the team members (Rojas, 2021). For instance, the forming stage involves task orientation, with the team's main concern being inclusion and acceptance, resulting in cautious behaviour

(Vaida and Șerban, 2021). The storming phase involves rules and an agenda for the project, with the team's main concerns being control, values, and ideas, which can result in conflict and power struggles (Rojas, 2021). In this case, project manager's task is creating a synergy in the Deluxe's project, and this improves the project deliverables.

The evaluation phase for the project also integrates risk management initiatives. Willumsen et al. (2019) propose a risk management model for identifying and managing risks, which can be used to improve project outcomes. The qualitative issues involved in risk management are poor communications and looking at suppliers with a focus on assessing the importance of value in the implementation of the project (Alzoubi, 2022). In this case, the focus will be to liaise with the suppliers and provide timely update on the progress of implementing the new customer reward system. For the quantitative risk analysis to be considered in the evaluation, the project manager should consider assessing the critical path model and assessing the duration for each task using the Monte Carlo analysis (Isa, Maijamaa and Modu, 2022). It is necessary to focus on the risks' impact and severity and develop project priorities. For instance, risks such as technology compatibility and customer resistance to the use of the new system should be explored and addressed.

5.0 Project Monitoring and Controlling

In project monitoring and controlling, the performance measures include the implementation of the key performance indicators (KPIs). The consideration is establishing KPIs aligning with the project objectives, including platform engagement metrics, customer retention rates, and sales performance (Pan and Zhang, 2021). Developing the baseline metrics and undertaking regular data collection is necessary, ensuring real-time and accurate KPI measurements. The project can be monitored at the head office, the site where the project is implemented, and on the departmental level to understand the integration of the project in the department. This can be done using Gantt Charts for scheduling, developing milestones for the project, reports, and inspections. The development at Anderson Road was based on weekly updates about the progress of the project through the use of milestones, inspections, and Gantt Charts (CEDD, 2023b).

Quality control is relevant in understanding the customer needs and the satisfaction level. For quality management, a project quality plan should be developed, which assures the clients and key stakeholders of meeting the client's requirements (Irfan et al., 2021). The quality control measures enacted for the Super Deluxe project can include quality audits and

developing quality standards critical in shaping the project success. The scope control for the project is undertaken, which provides specifications as per the scope statement and compares the performances based on the scope statement (Jan, Abbas & Ahmad, 2022). For Deluxe, the project scope provided is the implementation of the new customer reward system, and the activities involved should be aligned with this project scope including time of completion and budgetary allocation.

6.0 Project Closing

Project evaluation is conducted towards the assessment of goal achievement, which is critical in informing improvements as it progresses. Super Deluxe's project will be reviewed based on the team's commitment to the project's scope; rewards will be offered to competent staff. This ensures that the team members are motivated, and the customers remain happy. Project reviews are conducted to motivate the team, especially when there are project issues (Dasović, Galić and Klanšek, 2020). Other consideration for the current project is the documentation review of the risk register, change control records, and project reports. The information generated is used to make informed decisions for future projects and debrief the team on the insights gathered on the project implementation. In the final week of this project, the project manager will hand over the developed online platform and provide post-implementation support to the Super Deluxe departments.

7.0 Skills and Competencies

First, the project manager should have interpersonal skills to effectively communicate with the team (Magano et al., 2020). People skills include interpersonal skills in which the project manager can easily manage change and conflict while ensuring they motivate the project team to achieve the project goals. The project manager should understand ways of using authority and persuasive skills. In authority, it involves getting the employees to accept responsibilities and produce the intended outcome (Podgórska and Pichlak, 2019). With persuasion, it mainly involves convincing other people to accepting values and take responsibility. Super Deluxe can investigate the current customers' retention and reward system, by assessing the reaction of the individuals towards the reward system developed. The task force should be persuaded on the approach to be undertaken with the interest being on the best and relevant strategy to meet the needs of the clients.

Secondly, project managers should possess project management skills, as it makes it easier for them to determine cost estimates and provide projections (Podgórska and Pichlak, 2019).

The project manager should be knowledgeable about the company. In this case, one should have a clear understanding of the operations of Super Deluxe, as this will improve the decision-making process. With this knowledge, the project manager can negotiate with the internal and external stakeholders to understand their desires, personalities, and needs. In resolving the challenges faced in the organisation, interaction with the management helps to solve unforeseen challenges and address the problems faced (Ribeiro, Amaral and Barros, 2021). Communicating with the customers can be integral in collecting data relevant to implementing the reward system. The project manager should be able to communicate with the stakeholders outlining the role and strategies to be enacted in the reward system and implementation of measures improving customer retention initiatives.

Finally, the project manager should possess technical skills in different departments, giving them a greater chance of achieving project success (Ribeiro, Amaral and Barros, 2021). The technical skills are relevant in the integration phase of the project, which helps the team to integrate measures relevant to achieving the strategic success of the project. Considering that the project management is involved in technical drawing, the integration skills can be relevant in understanding functional strategies from the project team and coordinating with various departments to improve the project's success (Podgórska and Pichlak, 2019). The technical skills available to the project manager will provide insight into developing the state-of-the-art online platform, which integrates the views of the relevant stakeholders. As such, in remaining competitive in the dynamic industry, consideration should be to implement mechanisms that prioritise the quality of the reward system and improve the efficiency of the operations in the long run.

8.0 Conclusion

In this report, a successful implementation of the Super Deluxe Customer Reward System provides an insight into the effectiveness of the project life cycle and an understanding of the staff's commitment to achieving a successful project. The project management process involves the initiation, planning, execution, monitoring and controlling, and closure. The WBS provides a detailed breakdown of the activities to be undertaken to successfully implement the project. The lessons learned from this project management demonstrate the significance of adaptability to the market dynamics, stakeholder engagement, and continuous improvement of the project.

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