

# OPERATIONS AND PROJECT MANAGEMENT ACROSS THE PROJECT LIFE CYCLE (PLC)

\*UNIT 6/16 (L5) AND UNIT 17 (L7) Assignment Requirements

## Task 1

Read the case study provided thoroughly, and think critically about your role in the assignment.

## Task 2

Read through the list of resources provided on the resources page in the assignment brief.

## Task 3

Plan and execute your first meeting and carry-out the activities in this stage of the project.

## Task 4

Meet and have a robust discussion around the course content requirements, case study requirements, project objectives and requirements, your role as project managers, and the project design (layout/specification).

## Task 5.

Let us know the specific questions that your team has, so we can direct and support your efforts.

**Task 6.** Submit the required deliverables.

## STAGE 1: CONCEPTUALIZING AND INITIALIZING

See the **required activities** to accomplish the required deliverables for Stage One.

1. Team forming, and norming meetings. Team familiarization, establishing team goals, ethical standards, accountability of team members, and personal goal setting.
2. Review and critique the implementation of operations management principles with Batcole's travel program. Example, background and context of the case study, and the problems being experienced in travel operations at Batcole Corporation. *(This information is in the Case Study prepared by Batcole, review of Batcole's records and finances pertinent to the current travel operations, and by meeting with different stakeholder groups in Batcole)*
3. Research: conduct literature review (e.g. previous studies and successful case approach).
4. Agreeing on scope of the project, it's timeline, and contractual issues such as fees.
5. Formation of the sponsor coalition with your project team and key stakeholders in Batcole
6. Formation of work teams such as project managers and various other supporting roles for the success of the project
7. Creating the Project Specification (How the project is to be organized. See the PLC Stages)
8. Preparation of the initial report covering the activities undertaken in for stage 1.
9. Presentation of the initial report to the stakeholder groups.

## **STAGE ONE DELIVERABLES**

- I. Submit A One Page Introduction: this should cover the background and contexts of the project, scope of the problem, your role as the project manager, and key term definitions
- II. Submit A Detailed Minutes Of Meeting of the initializing stage. This must show all the activities, discussions, and decisions taken at this stage of the project.
- III. Submit The Project Specification.
- IV. Complete and submit a Report to the COO of Batcole Corporation:  
Use this report to mainly critique the implementation of operations management principles within Batcole's travel program. This covers the problems that you identified and activities that were inconsistent with the level of efficiencies required.  
**(750 WORDS)**

## STAGE 2: PLANNING STAGE

### 1) Hold A Project Kick-Off Meeting to Determine these:

- i) Set Project Aim, Goals and Objectives: for the desired outcomes of the travel program at Batcole.
- ii) Identify the areas of the travel office operations where the improvements are needed: methods for selecting appropriate and cost-saving travel elements, negotiating with vendors, booking, cost minimization, booking, developing itinerary, and hosting off-site meetings more effectively, and being more adaptive to respond effectively to change.
- iii) Identify and record specific operational performance improvements that you wish to implement in Batcole to achieve the established goals and outcomes.
- iv) Identify quality assurance models/frameworks that you will be using to achieve a lean operation e.g Six Sigma.
- v) Implement the Plan to achieve the established goals and improvements.

### 2) Developing the Project Plan includes:

- I. SMART Project Objectives.
- II. Specific Activities to carry out each of the objectivities agreed on.
- III. Timeline to complete each task/activity
- IV. Including all resources needed, and in what quantity, to carry out each activity e.g.  
Human Resources: *Managers, number of workers, role and levels of expertise of these workers*; Capital: *money, equipment, and technology*; Land: *office space*; and  
Timeframe: *to carry out each activity and process*.
- V. Proposed impact of each action on the operation
- VI. Projected outcome of each action on the objective (Improvements)

### 3) To achieve the above, use a template for the:

- i) Plan. You may use the table format provided.
- ii) Work Break-Down Chart.
- iii) Gantt Chart.
- iv) Budget to implement the project.

## STAGE TWO DELIVERABLES ARE:

- 1) The Project Management Plan
- 2) The work break-down chart
- 3) The Gantt Chart
- 4) Budget

## HOW TO PRESENT THE PROJECT MANAGEMENT PLAN

<b>PROJECT MANAGEMENT PLAN</b>					
<b>Project Title:</b>	<i>Continuous Improvement In The Travel Program At Batcole</i>				
<b>Project Aim:</b>	<i>To Achieve Efficiency maximization and cost minimization in the program</i>				
<b>Project Life Cycle:</b>					
<b>Start Date:</b>					
<b>Prepared By:</b>					
<b>Prepared For:</b>					
<i>Project Objectives Are To:</i>	<i>Activities</i>	<i>Timelines</i>	<i>Resources needed</i>	<i>Impact on operations performance</i>	<i>Outcomes</i>
1. Identify operations and policies that require improvements					
2. Implement Digital Technology For Travel Management					
3. Establish Relationship with the Vendors					
4. Improve Communication For Off-site Interaction with the office and travelling Team					
5. Develop policies and processes for continuous improvements of the operational areas identified in the Travel Office.					
6. To participate in Talent recruiting: Job specification, job description, and selection of appropriate staff with the needed competencies					
7. Improve Management And Leadership: Attaining Feedback, Leadership styles, organizational culture and continuous Improvements in people performance					
8. To prepare and submit a comprehensive project management report to Batcole with specific Recommendations					
9. To conduct a post-project evaluation of the outcome of the project					

**You may adapt this template for the plan:**

**IMPORTANT** (But *change the layout to Landscape on legal paper to plug your information in*)

## **STAGE 3: PROJECT IMPLEMENTATION**

You will **describe clearly** in the Implementation Report the steps that you are taking to:

- 1) Carry out the tasks according to the timelines, resources, and objectives that you laid out in the plan. *(Be careful that you explain the processes in a methodic way e.g. 1. 2, 3, 4 that makes sense. This means what process is done before the other. Be guided by the Work Break-Down Chart; Gantt Chart and Budget to work within the plan).*
- 2) Implement the Budget.
- 3) Any contingencies plan that you implement to mitigate changes – expected or unexpected.

### **STAGE 3 DELIVERABLES**

- 1) Project Implementation Report

## STAGE 4: PERFORMANCE MANAGEMENT



### DEFINE

1. The problem at Batcole and Review and critique the implementation of operations management in relations to Six Sigma methodology and Lean principles. (Provide theoretical perspectives of the methodologies and how these are applicable to the continuous improvements of the operational situation at Batcole. Look at pros and cons of the methods).

### MEASURE

1. Analyse and measure the effectiveness of the various methodologies that you are using within the PLC to accomplish the operational goals for the travel program: that is, the different approaches to reduce cost and waste and thus improving efficiencies and time management. (See: *PLC, Total Quality Management, the Kaizen, and process re-engineering*).

### STAGE 4 DELIVERABLES

1. Performance Management Report covering tasks 1 & 2 (1000 Words)

## STAGE 5: EVALUATION STAGE

### ANALYSE

1. The effectiveness of the continuous improvement plan that you implemented. (From the perspective of TQM, *look at the effectiveness of the objectives and activities that you selected and how the operational improvements are impacting other areas of the business - cross-organisation activity - and not simply as an independent function*).
2. The rationale for the project methodologies, tools, and leadership that you selected within the PLC for the project.
3. Critique the effectiveness of the PLC in application to the project using appropriate theories, concepts and models.
4. M4 Critically analyse how the use of appropriate theories, concepts and models in the PLC will differentiate between large and small-scale projects.

### STAGE 5 DELIVERABLES

- 1) Project Evaluation Report (covering the four (4) tasks above).
- 2) Submit A detailed list of recommendations to the COO of Batcole Corporation for continuous development.

# **REFLECTIVE EXERCISES**

This is a Report - **INDIVIDUAL ASSIGNMENT**

Upon the project close,

Reflect on your own performance in the project as team member, and project manager. Use this self-awareness to:

- I) conduct a personal SWOT Analysis and
- II) analyse the findings against your professional goals.

## **STAGE 5 DELIVERABLES**

- 3) Reflective Report with tasks i and ii