

Project Management MOD004451 – 010 Assignment

GreenReach – Global Corporate Reorganization Study

Introduction

GreenReach is a global architecture corporation with heads offices in Sydney, Australian and across the globe including New York, Dubai, Paris. The revenue of the corporation is over \$60M and employs over 700 people. GreenReach focus is on sustainable construction projects using renewal materials and are world leaders in zero emissions concrete construction. Since the company was started in 2002 the original board members have brought smaller companies or established suitable partnerships with the GreenReach Corporation. In general the expansion has been successful, but the company is a decentralization organization and each office operates independently.

The GreenReach board have seen problems with the current organization structure. One embarrassing incident occurred when two offices submitted bids for the same contract in Hong Kong. The board are aware of the lack of efficiency, skills sharing, technical knowledge across the organization and feel there is not focus from the office managers on the future vision for the corporation.

Current situation

Today GreenReach have won several major projects which include a partnership with a material company supplying the Olympic games and a multi million contract for a new port development in Vietnam. A new service been offered to GreenReach customers is ability is complete scope 3 emissions study for buildings. This means the raw materials can be tracked from source to the end of building life, with 100% been recycled with net-zero emissions.

The GreenReach board are concerned on the ability to deliver these projects, as the offices that have won the contracts have limited resource and not manage a large scale project before. Even more shocking to the GreenReach board on visiting the New York office, nearly all of the projects were over running in time and costs. One of the projects has been managed by a recent graduate who was trying to use JIRA, but the customer was using Prince 2 project management methodologies.

Due to project demands and the lack of suitable resource several of the offices have started to outsource small work packages to external consultancy companies. The cost of this outsourcing is very high, in fact most of the time they lose money and the justification is they need the work completed.

Each office manager has provided a report into the local operations, risks and future opportunities.

Office	Project management methodologies	Training	Organization structure
Sydney(Head office)	JIRA	In-house	Horizontal/flat org structure.
New York	No PM methodologies used	External training company	Matrix org structure
Paris	Prince 2	No training provided	Hybrid of horizontal and matrix org structure

London	Internal PM process	In-house	Horizontal/flat org structure.
Berlin	JIRA & Prince 2	OnLine training platform	No team structure, management define teams based on project content
Hong Kong	Customer define process	Staff manage their own training	Matrix org structure.
Iceland	Developed their own PM process	Internal trainer for the complete office	Functional base org structure
Dubai	Follow the customer	No formal training	Core business team defined, project team defined based on customer project.

Office manager report

One of the office managers who wishes to remain anonymous recently provided the following report.

“The staff in our office are very stressed and we had two members of staff leave due to the high work loads. The local team are constantly trying to hire new staff, but due to the specialization type of work it’s impossible to find experienced members of staff with the right skill set. We have recently started a graduate training program, but it will have a minimum of two years for the first graduate to start. As a short term solution we have outsourced work packages, but it’s been difficult to manage the outsource company and the returned work is poor quality which we cannot use. The outsourced company are frustrated due to the following work package is poorly defined, very short time to delivery and the project content is constantly changing.

We have a brilliant project manager who has over thirty years of experience within the circular economy and written an internal project management methodology. She recently published and provided a workshop on the future of green construction, all our customers really enjoy working with her.

We can manage multiple projects, but lack the suitable resource. Oddly I was contacted by another office branch manager, who was asking for a job which was a bit of a surprise, but due to Covid the office had lost several projects and was reducing the team size. I raised the ability to cross manage the project with the management board, who rejected the idea due to the risk of different organization team structure. I am hearing this office is now at risk of closing due to lack of project work.

Our customer base is very varied and each uses a different type of project management methodology process, some are just random and others want daily updates. One customer is very demanding and is constantly calling for project management updates and face to face meetings, which is pulling our team away from delivering the project.

One growing problem is risk management, the new trend for all consumers is compacted project delivery a 24-month project is now 18 months or even less. We are being asked by customers to be more agile, but this does not fit with the team experience and our senior project management is really worried this will affect the quality of the project. One particular project was the ability to develop a building construction concept in under a month, which is impossible and would normally take three months.

We get mixed direction from the head office, they keep asking for project KPI such as profit, resource planning, future opportunities, current risk management plan, growth targets and host of other KPI's. We have no ideas what they want and why, there is no formal training and no one knows why they need this information. A new OnLine reporting portal does not work and we still keep requests for information. I know the board want to float the company on the stock market, but there is no company roadmap and just want to change everything depending on the daily profit margin."

Board management feedback

It's clear from the survey feedback there is a major concern from the office managers any changes would affect the business, impact profits and generate more work. But, there is a need for change especially with manging projects and in some cases project management is ad hoc with little to no formal processes.

Normally customer feedback is very positive and it's common for projects to finish ahead of time, but project completion is starting to slip and more customer complains are starting to rise. Overall profits are starting to fall and this will affect the future ability to float the company on the stock market.

One of the board members has asked each office to start providing key KPI's to be able to monitor the overall company performance. Ideally the board would like to define a standard project management reporting process so they can track all the projects which are been executed across the complete organization.

Summary

You have been hired as an external consultant to critically evaluate how GreenReach can operate more efficiently and optimize their business operations in the future. GreenReach what to grow the business so they can float on the stock market.

The decentralized organization does not work as the company wants to expands and become more efficient. Even though the projects are been managed and delivered, they is no common project management process, toolbox and reporting structure.

Marking criteria

We will be using the seminar sessions to support your understanding of the assignment, please bring your assignment questions to the seminar sessions

Part A consultancy report (approx. 2500 words) 45%

- Provide a written consultancy report based on the content from the above case study.
- Your consultancy report must contain the following:
 - Summary of the GreenTech current business structure?
 - Recommend a suitable project management methodology which can be used across the complete organization and justification?
 - Provide an overview of the potential different organization structures, with the advantages and disadvantages of each structure?
 - Consider how the organization can become more agile and the benefits and risks this would bring to the organization?
 - How will customers benefit from the new approach?
 - What are the key steps to ensure quality in Project Management?
 - Develop an example of a project plan (Part B) to support your consultancy report

Please note this is not a question and answer assignment, you must define a suitable report for this case study.

- **It's very important you review and understand the marking criteria for the assignment to ensure you gain the highest marks.**

Part B Project planning (45%) Gantt Chart report (added explanations approx. 250 words)

- Given the importance of your report to the management board, you will need to develop a project plan in an MS Project Gantt chart form.
- The chart should clearly indicate the critical tasks, the planned start, end date, resource allocation, budget allocations etc
- You must provide a plan based on the following timing
 - Project duration is four months
 - The start date will be based on your student ID

Last two digits of your student ID is between	Project start date
00-20	1/Oct/2022
21-40	1/Nov/2022
41-60	1/Dec/2022
61-80	15/Oct/2022
81-100	15/Dec/2022

- The project will be implemented in the London office and you will need ensure you manage any national holidays and include them in your plan. ([UK bank holidays - GOV.UK \(www.gov.uk\)](http://www.gov.uk)). The London office will close over the Christmas period, which will be from 23/Dec/2022 to the 4/Jan/2022
- The project will contain the following activities, the duration are recommendation but you are free to change the duration based off your project management experience. Consider the order of the activities to support your project implementation.
- It recommended you structure the project plan based on our five stages of project management and make sure there is no resource which clash together.

Project activity	Activity Duration	Resource
Project kick off	1 week	S1, C1

Interview the office manager	2 days	OM, S1, C2
Interview the senior project manager	2 days	SPM, S1, C1, C2
Interview the customer	3 days	EC1, S1, C2
Interview the IT Manager	2 days	ITM1, C1, C2
Interview supplier	4 days	S1, C1, C2
Establish PMO	2 weeks	PMO, C1, C2
Establish change control board	1 week	PMO, C1, C2
Develop internal PMBOK process	4 weeks	SPM, C1
Define team R&R	2 weeks	SPM, PMO, C2
Team training phase 1	1 week	C1, EXT1
Team training phase 2	1 week	C2, EXT1
Project summary KPI plan	2 weeks	C1, S1
Report write up	1 week	C1, C2, S2
Management board meeting	2 days	M1, C1, C2
Project write up and filing	4 days	C1, C2

- Resource will be the following and costs
 - Consultant 1 (C1) ~ £1000 per day
 - Consultant 2 (C2) ~ £800 per day
 - Office manager (OM) ~ £34,000 per year
 - Senior project manager (SPM) ~ £4,000 per month
 - Secretaries x2 (S1 & S2) ~ £20 per hour
 - External Prince 2 advisor (EP2) ~ £2000 per day
 - External customer (EC1) ~ £500 per hour
 - Supplier (S1) ~ £300 per hour
 - IT Manager (ITM1) ~ £60,000 per year
 - Project office controller (PMO) ~ £60 per hour
 - External trainer (ET1) ~ £800 per day

- Management board (M1) ~ £1000 per hour
- Your project plan should contain the following
 - Any required travel i.e. flights, hotels, hire cars to meet the customer based on £500 per trip
 - Fix costs you will need to add into the project the following:
 - 4x laptops @ £1000 per laptop
 - 2x mobile phones @ £400 per phone
 - Printing material for training @ £500
 - Lunch for training event @ £900 per event
 - Miscellaneous budgets @ £2000 for the complete project

You must use MS project to complete your Gantt chart
If you do not use MS project this section will be not be marked

Part C - Academic Rigour (10%)

- Your assignment should clearly include the academic insight, i.e. the concepts and the supporting references involved, indicated in the report and listed in the references and bibliography.(10%)

Reference:

- Maylor, H. *Project Management*. 4th (or later) edition. Pearson Education : Harlow, Essex/UK.
- MS project training material