



# Class #1786: Project Management, Leadership and Skills: Planning and Control

## *House Renovation*

*Groß-Gerau, 26 August 2018*

### *Abstract*

*Planning and controlling a project requires project management and leadership skills as well as knowledge. This document shows the three main areas: scheduling, risk and leadership theories. When the leadership mandate is given, scope of the project is agreed, this report shows how scope can be decomposed into individual tasks and how they are related. This is demonstrated in a network diagram. The Gantt chart highlights the critical path, shows resources and establishes the house project duration. The purpose and classification of risk is presented and the FMEA method used for risk scoring. Several risks for the house project are shown, including mitigation plans and opportunities, where they are seen. The major leadership theories, from autocratic to laissez-faire, are introduced. A graphic shows their usual use in relationship of control and training status of the workforce. For the problematic worker, Kevin, Maslow's hierarchy of need and McGregor's Theory of Y and X is reviewed and a recommendation of leadership style for Kevin and his team is given. A recommendation for using Theory X and Y is given for all leaders, regardless of the training level of the workforce.*

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- Diagrams and sub text
- Appendices
- Any chart/tables/slide text



## 2. Part 1 – WBS / Network Diagram / Gantt chart

The house project will be planned by using a work break down structure (WBS). To show tasks required to archive the scope agreed, a network diagram will highlight relationships and dependencies in those tasks, then a GANTT chart is shown to emphasize the critical path items.

In project management the WBS is created after the initialisation phase, once scope has been clarified and agreed. The next phase is planning, and here all the scope objectives that are required to deliver the project are decomposed into manageable tasks (PMI, 2013). Although the PMBOK was changed greatly in the current version six to include and align to agile (PMI, 2017), nothing has changed for WBS creation. Further the dependencies and input from the organisation will be accounted for in the WBS. This has the benefits of fine granular planning, establishing timelines for the project and the WBS allows the monitoring of these individual tasks (Brotherton, Fried, & Norman, 2008).

The WBS in List 2.1 shows the input from the landlord (scope) and the resulting work items and their first forecasted order.

1. House Project:
  - 1.1. *Roof and structural work*
    - 1.1.1. Repairs of the roof
    - 1.1.2. Internal structural work
  - 1.2. *Non-roof and non-structural work*
    - 1.2.1. Electrical work
    - 1.2.2. Plumbing
    - 1.2.3. Plastering
    - 1.2.4. Installing a new kitchen
    - 1.2.5. Installing a new bathroom
    - 1.2.6. Internal decoration
    - 1.2.7. Fitting carpets
    - 1.2.8. Garden
    - 1.2.9. Outside paintwork

*List 2.1: WBS structure for the house project. Source: Author*

While a WBS does show an indication of tasks that need to happen first, there is usually no indication of timeline and dependency, this would be done in a network diagram. The project evaluation and review technique (PERT) uses duration and dependencies to map the tasks and calculate early start time, early finish time, late start time and late finish time (Engwall, 2012). Whenever a task has time to be delayed, this time is called slack. Tasks without slack are called critical path items and any delay to these tasks would cause the project to be delayed.

The network diagram for the house renovation project would be the following:

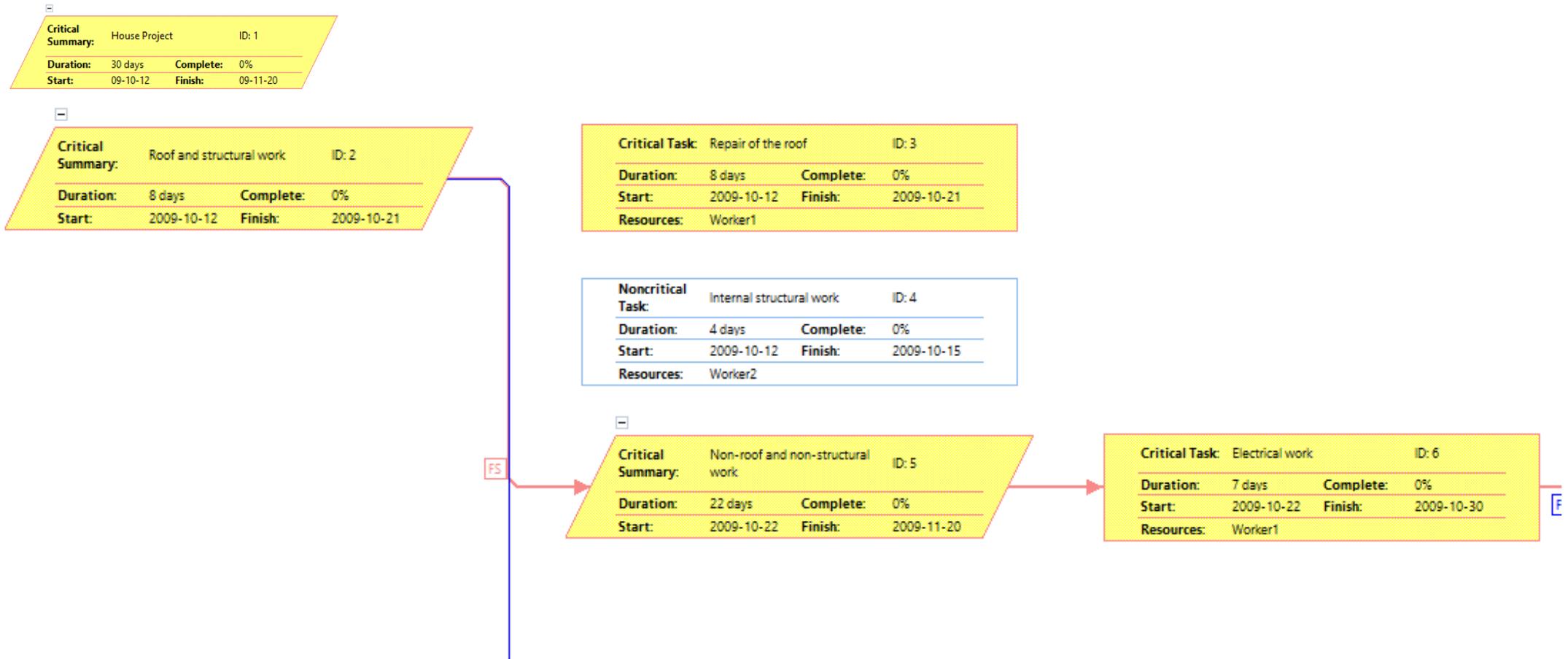


Figure 2.1A: Network diagram part 1: roof and structural work. Source: Author



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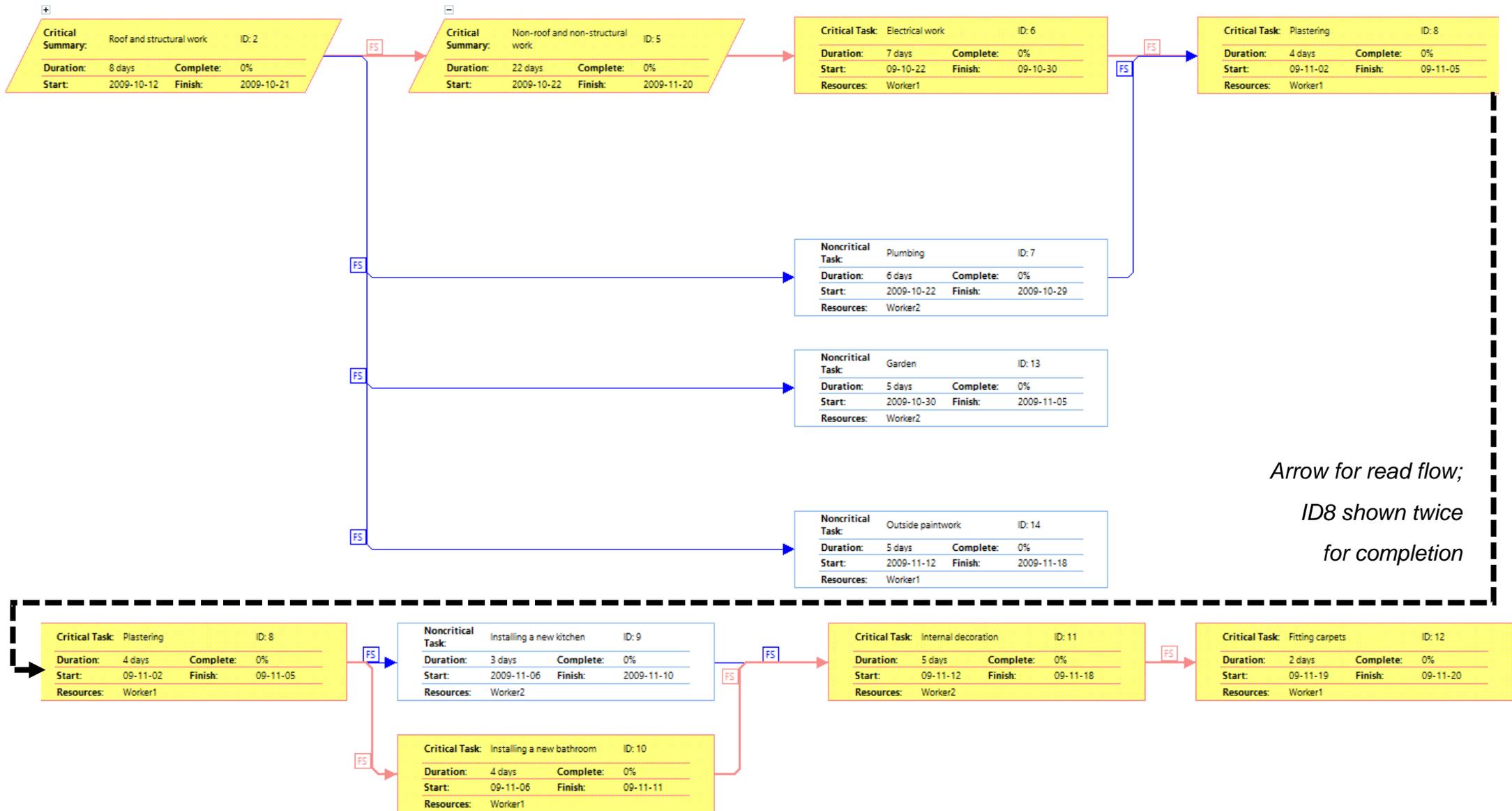


Figure 2.1B: Network diagram part 2: non-roof and non-structural work. Source: Author



Advantages of critical path analysis are that the project team, including the project manager, knows which tasks are crucial for a timely project delivery and which tasks have some slack, so could be started later (Zareei, 2018).

The critical path is much easier seen in a Gantt chart, highlighted in red in figure 2.2A.

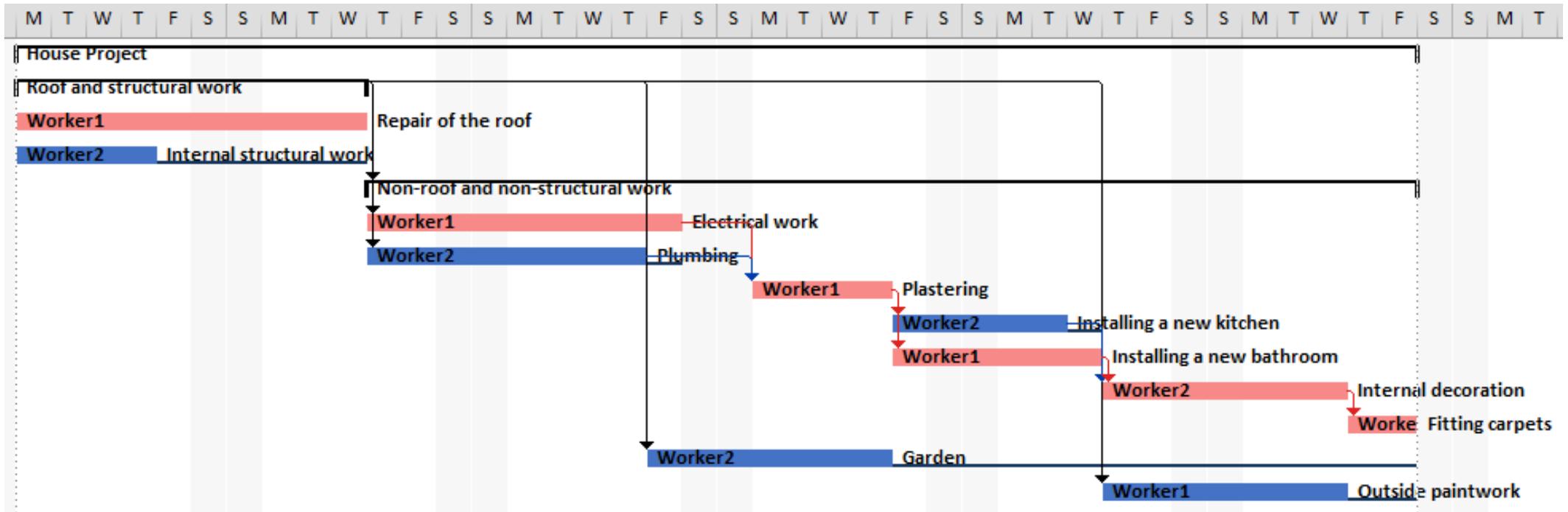


Figure 2.2A: Gantt chart of the house project: Red items are critical path items, blue ones all have slack, so have at least one day they could be delayed without delaying the project. Source: Author

The following is the input for the Gantt chart, showing resource assignment, dependencies and duration of tasks and project. The last task 1.2.7 could be assigned to either worker without shortening the project, it cannot be shortened as the property developer wants only one worker to work at each activity at a time. The Gantt tools and charts are therefore not only ways to show the critical path but also a major tool for managing and controlling major aspects like time, budget or resources of the project (Wren, 2015).



## House Renovation

Task Name	Duration	Start	Finish	Predecessors	Resource Names
1 House Project	30 days	2009-10-12	2009-11-20		
1.1 Roof and structural work	8 days	2009-10-12	2009-10-21		
1.1.1 Repair of the roof	8 days	2009-10-12	2009-10-21		Worker1
1.1.2 Internal structural work	4 days	2009-10-12	2009-10-15		Worker2
1.2 Non-roof and non-structural work	22 days	2009-10-22	2009-11-20	2	
1.2.1 Electrical work	7 days	2009-10-22	2009-10-30	2	Worker1
1.2.2 Plumbing	6 days	2009-10-22	2009-10-29	2	Worker2
1.2.3 Plastering	4 days	2009-11-02	2009-11-05	6;7	Worker1
1.2.4 Installing a new kitchen	3 days	2009-11-06	2009-11-10	8	Worker2
1.2.5 Installing a new bathroom	4 days	2009-11-06	2009-11-11	8	Worker1
1.2.6 Internal decoration	5 days	2009-11-12	2009-11-18	9;10	Worker2
1.2.7 Fitting carpets	2 days	2009-11-19	2009-11-20	11	Worker1
1.2.8 Garden	5 days	2009-10-30	2009-11-05	2	Worker2
1.2.9 Outside paintwork	5 days	2009-11-12	2009-11-18	2	Worker1

Figure 2.2B: Gantt chart input. Source: Author.

The summary of the house project duration is calculated with 30 days, see “1 House project” in figure 2.2B, so if no major risk occurs, 30 days / six weeks are sufficient time to get the work done with two workers, as requested by the property developer.

## 3. Part 2 – Risk Management

For the house project, proper risk management should be done to avoid issues in terms of scope, schedule, resources, budget or quality. It will ensure that the project runs as good as possible when the project manager is aware of the risks, reviews the steps to avoid any issues and has contingency plans on hand to react quickly.

Wherever a project manager has doubts about an aspect/task of the project, risk management should be applied to ensure timeline and desired quality can be achieved without overspend (Cooper, Grey, Raymond, & Walker, 2005).

The process of risk management can be split into four main stages, see figure 3.1: First, risk identification, where the project team, stakeholders and if required external risk auditors create a base set of risks for the project, which should be stored in a risk register. Secondly these risks are analysed and ranked by their importance to the project by combining at least probability and impact, usually resulting in a numerical indication of the risk threat. The failure mode and effect analysis (FMEA) model enhance the reliability and safety of products and services by including the risk detection as an extra factor. This factor does describe how easy the project team could detect the risk (Liu, 2016). In the next step the possible responses to the risk are determined. The responses can include avoid (setup the project that the risk will not be touched), reduce (re-plan to reduce impact or probability), transfer (which could be an insurance), accept (deploy a contingency plan where possible) or ignore. In this phase a mitigation plan and contingency plan will be created, the latter is a plan that is going to be put in place when the risk occurred and should help complete the project successfully, despite the risk occurrence. Risk control is the ongoing process of reviewing as the arrow in figure 3.1 suggest. It must be checked if a new risk has appeared, if impact, probability or the contingency plan is still valid. Ideally this would be done on a regular basis, for example as part of a team meeting (Passenheim, 2009).

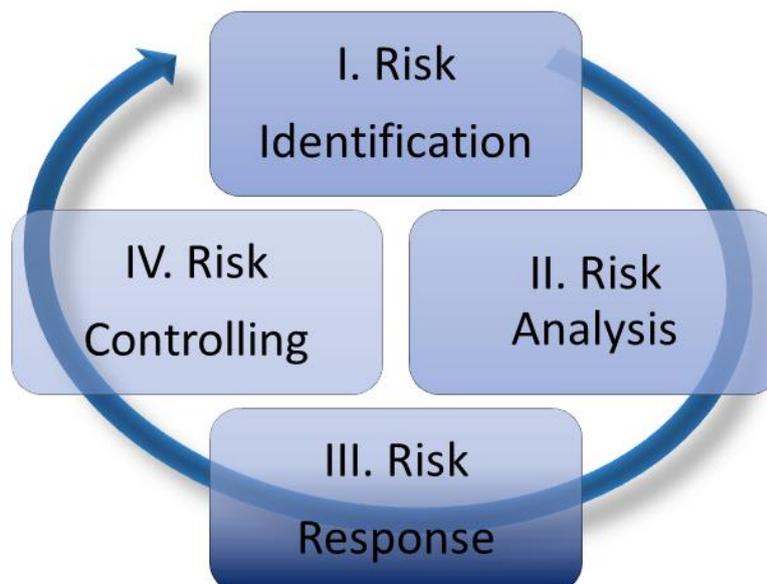


Figure 3.1: Cycle of risk stages. Source: Author



Risks can be characterised in various categories. Scope can be one of the most common risk – what is the project setup to achieve and what not. If scope is slowly changing and nobody is moderating and controlling change, it can lead to *scope creep*, turning the project into something it was not set out to be, usually resulting in a lack of resource. Therefore, scope risk must identify and track any additional tasks that the project team could be asked to complete.

Schedule risk is another common risk, all risks that can result in the delay of individual tasks, especially the ones on the critical path, and therefore delay the project completion. This could render an entire project pointless, for example an event that has a hard completion date.

Risks related to resources are something that need to be looked at closely, as resources ultimately drive completion dates and cost. A risk could be that a resource is unavailable in the quantity it is needed at the planned project time or the costs of the resource could rise, causing cost overruns.

Quality risks are a large factor, especially in the pharma industry, as they are usually at the crossing point of quality, sustainability and risk taking (Littlefield, 2012). The risk management for quality is targeting that the project outcome, product or service, is in line with the organisational, culture and customer expectations and validates what factors would deny the project from reaching these goals.

All risks above can lead to overspending the project's budget, but there are some risks that can directly impact project costs, mainly project resources at a higher price or an extended project timeline. Extended timelines usually consume more resources, and if only the project manager's time, than initially accounted for.

When a project is depending on goods or services outside of the company, there are supplier risks, which mostly are of the two types: What if the supplier cannot deliver (on time) and what are the risks selecting a certain supplier for the project? The risk the supplier has internally should not be accounted for by the project team purchasing the goods or services unless they impact the project.

A completely different risk category that is usually looked at last are the "Nature/Acts of God (AoG)" risks. These risks describe risks that cannot be controlled by mankind but in a certain condition would affect the outcome of the project. An example would be a flooding, which could either be to the benefit of the project (opportunity), but most likely be a negative risk.

In large international projects culture, or rather subculture, can be a risk, when people with different cultural values work together in one team. Additional attention needs to be paid to the project members and it must be ensured all are aligned to deliver the project (Hampton, 2009).



For the house project the following risks were identified as per Table 3.1: A worker could get ill or injured, materials are out on the building supplies store, unaccounted work is detected, the company has no money in place to pay the workers, a shortage of materials hikes up prices on short notice, the weather renders outside work impossible, colours or patterns are requested to be changed after implementation or an earth quake could happen and damage building structure.

The risks are scored with an FMEA score, and for the three factors *severity*, *probability* and *detection* values from 1 to 10 were used to determine the exposure score:

Exposure score = 1xSeverity \* 2x probability \* 3x detection

This does reflect that risks that are hard to detect will score high (factor three) as the team may not catch the risk in time, the probability is doubled to focus on risks that are more likely to happen, and the two products are multiplied once by the severity of that risk, reflecting the impact to the project if such a risk would occur. This risk calculation was determined to be a good fit for construction projects, it would yield the best result if stakeholders are highly involved, for example to provide view from outside of the project team (Murphy, Heaney, & Perera, 2011).



Risk ID #	Risk Statement	Categories	Severity	Probability	Detection	Exposure Score	Risk Response	Mitigation Plan	Threshold / Trigger for Implementing Contingency Plan	Contingency Plan	Opportunity
Ri#01	A Workers could get ill or injured	Resource, Schedule	4	2	2	96	Mitigate	Ensure workers have protective gear, sufficient free time and beverages	A worker cannot get to work for two days	Hire replacement worker	-
Ri#02	Materials are out on the building supplies store	Supplier	5	2	1	60	Accept	Check building supply store	The needed material is out	buy from a building supply store further away or online	-
Ri#03	Unaccounted work detected	Scope, schedule	3	3	1	54	Avoid	Do a due diligence	Additional work detected	Schedule additional work	Detected work reduces another work step greatly
Ri#04	The company has no money in place to pay workers	Budget, schedule	5	1	1	30	Accept	Ensure the company has funds for six months without income	No Payment could be made	Get a loan for the company	-

Risk ID #	Risk Statement	Categories	Severity	Probability	Detection	Exposure Score	Risk Response	Mitigation Plan	Threshold/Trigger for Implementing Contingency Plan	Contingency Plan	Opportunity
Ri#05	A shortage of materials hikes up prices on short notice	Budget	2	2	1	24	Mitigate	Buy materials when cheap	Materials 15% more expensive than budgeted	Leverage materials from other building sites	buying at the right time, buy under budget
Ri#06	The weather makes outside work impossible	Nature/Acts of "God", Schedule	3	3	2	108	Mitigate	Plan outside work during summer	Temperature over 35°C or Wind over 60 KM/H	Move outside work if possible, work inside	-
Ri#07	Colours or patterns are requested to be changed after implementation	scope, quality	2	3	1	36	Avoid	Get signoff on selected colours/patterns	A new colour/pattern is requested	Check if old colour/pattern can be reused at another building site	-
Ri#08	Earth quake happens and damage building structure	Nature/Acts of "God"	10	1	1	60	Transfer	Get insurance in place	Earth Quake did happen	Get insurance money	Benefit higher than with "normal" completion

Table 3.1: Risk Table. Source: Author

Opportunities are shown on the right side, where a fitting opportunity could be identified. The uncertainty the project has in risks, can sometimes be used to the advantage of the project, like lower prices than initially expected (Kucuk Yilmaz & Flouris, 2017).



### 4. Part 3 – Leadership and motivational theories

The team member Kevin, the ex-lecturer in project management supporting on technical project problems, may be unhappy due to the management style applied by leadership, as this can strongly influence the performance of and interaction with people (Gustavsson & Hallin, 2014).

Since the evolution of the manual labour worker to a knowledge worker in the last century, the importance of self-fulfilment for everyone has risen and new leadership methods are required more than ever, replacing simple supervision of subordinates without knowledge (Kippenberger, 2002). A review of major leaderships that could be applied:

*Autocratic leadership* is usually used in smaller or simple structured companies, where one manager is personally controlling all aspects of an organisation (Mintzberg, 1979).

As this management style is based on only one leader, it is quickly exhausted and the next step would be *directing leadership* to enhance *leadership leverage*, where leadership teams share workload. Leadership teams control and delegate tasks to enable organisational departments, like project teams, to reach their targets (Beard & Weiss, 2017).

Leadership can also be assigned, resulting in *delegated leadership*, where the guidance for the employee comes from the delegatee, like from project managers, superseding the one's of the direct manager, who would only be in a consultative position (Kerzner, 2013). The delegatee needs to select and apply his own leadership, however the followers may still be used to the leadership style of their direct manager.

Although *directing leadership* can end up in an inflexible *bureaucratic leadership*, trying to control every detail and restricting employees innovation (Charvat, 2003), large organisations or states with serious coordination and control needs can benefit from this to establish action items and foster growth (Niaz, 2011).

*Analytic leadership* uses all data at hand, including employee feedback, to drive company strategy and goals by making informed, rational decisions. Still, analytic leaders can be self-centred or display arrogance, undermining or not fostering staff morale (Marques, 2017).

In a *charismatic leadership*, the leader and the employee have a relationship which engages the employee personally in the leader's vision. This positively stimulates the employee to perform highly and achieve goals with elevated expectations.

On the other side is the *transactional-contingent reward leadership*, where both parties, leader and employee, focusing only on getting work completed and get their benefit, for example, their salaries or avoid disadvantages (Yammarino, Dubinsky, Comer, & Jolson, 1997).

The current employees ask for more freedom in an *empowering or coaching leadership*, where leadership is supporting staff to achieve their targets by highlighting to the coachee the possible actions for their goals (Swan, 2017), sometimes including personal ones, but this leadership does not prescribe strategies or controls employees in all details. (Ren, Ying, & Warner, 2018).

Recent research showed that active *empowering* and passive *laissez-faire leadership* is sometimes not too far apart. While leaders who empower their employees do not monitor employee's work closely but create an environment for success (DeCarlo, 2004), it is much in the perception of the employee if he is empowered to achieve targets or simply left alone. Where the latter is the case, reflecting the followers' expectation of more leadership control, it is perceived as *laissez-faire leadership* resulting in less effective leadership and lower moral (Wong, 2018).

The *laissez-faire leadership* is not involving with the employees/followers, allowing them to make all their decisions independently, but also asking them to figure out how to achieve their targets on their own (Furtner, Baldegger, & Rauthmann, 2013).

In many cases, the leadership style needs to be adapted during either the course of a project phase or when dealing with different organisations, for example outside suppliers. Suitable leadership styles should be selected, combined and applied, depending on the situation to achieve effective leadership (Ayman, Chemers, & Fiedler, 1995).

The figure 4.1 shows the leadership types distributed in relation of leadership involvement and workforce training or skill status. The figure was created to show where leadership styles are usually applied in terms of workforce training and how much leadership involvement they give to the manager(s).

The dimensions of the clouds do not indicate how much they are used, but how varying, in terms of workforce and leadership involvement, they can be applied. *Delegating leadership* plays a special role, as this is passing leadership between managers, and the delegatee will need to decide on his leadership style, therefore the position in the figure below cannot be applied permanently.

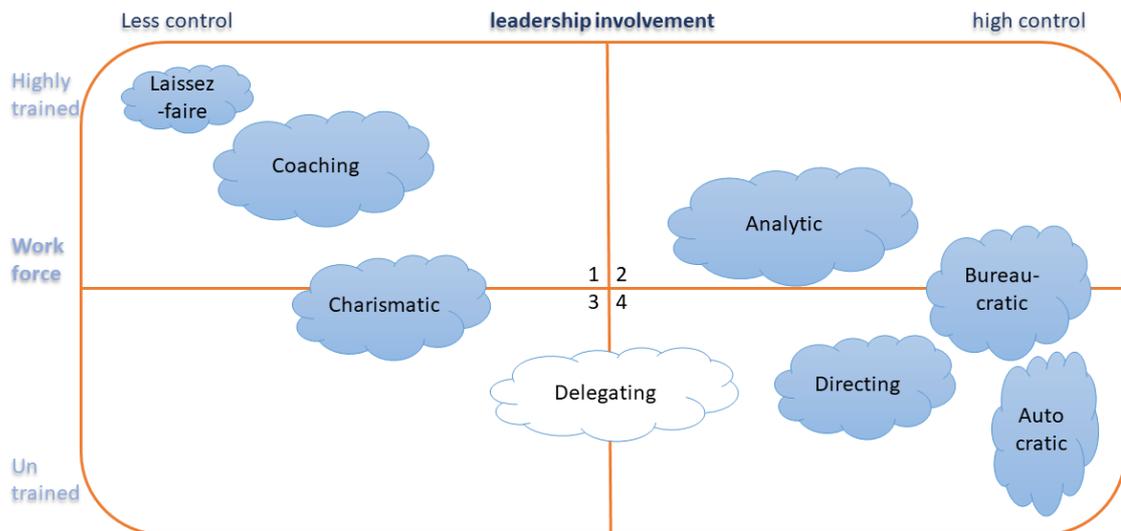


Figure 4.1: Leadership type overview: Leadership types distributed by the leadership involvement and the workforce (employee) training or skill status. Source: Author.

As team member Kevin is highly trained on the job, due to his recent experience in the field, the four leaderships in Quadrant 1 and 2 are the applicable ones.

As written above, autocratic, directing and bureaucratic leaderships (Quadrant 4) are not suitable for today's knowledge worker.

While Charismatic leadership (Quadrant 3) inspires usually an entire workforce, where employees personally engage and respond to leadership, it is unclear if Kevin would react, and given his current issues with co-workers, another leadership that is focusing more on him as an individual is more appropriate.

Although laissez-faire leadership (Quadrant 1) was put up highest in the figure in terms of suitability for highly trained workforces, Kevin's recent job change and current issues indicate a higher need of leadership involvement. Analytic leadership for Kevin (Quadrant 2) could be the option, however asking him for his input would possibly not allow him to reach his full potential and work independently.

With Kevin being a longstanding professional in project management, it must be assumed his motivation is the top levels of the Maslow's Hierarchy of Needs, see figure 4.2.

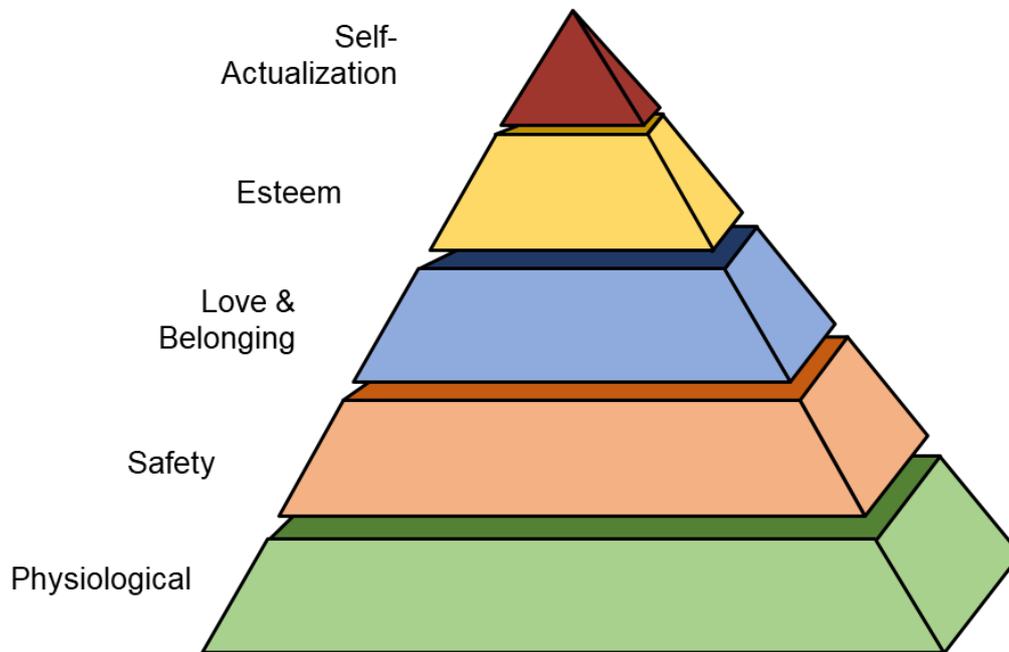


Figure 4.2: Maslow's Hierarchy of Needs. Source: Author.

Maslow (1954) described various stages of needs, each build on each other. The first two ones are basic physical ones, the "Love & Belonging" stage drives satisfaction via how and if a person is related on a social level. The top two levels are called meta motivation or being needs: Esteem and Self-Actualization (SA). The first can be fulfilled via rewards from leadership (extern) or by achievements by oneself (intern). SA can be established by doing meaningful work, taking responsibilities and stop exploitation.

In Kevin's case this would translate into giving him work that is meaningful and that can be achieved swiftly, so rewards can be awarded and achievement can be felt by him. With the leadership responsibility delegated to the project manager, *coaching leadership* (Quadrant 1) should be used – Kevin should be put in a position where he can take over responsibilities to build trust with his team and colleagues (Marques, 2017) and gratification can be guaranteed (Maslow, 1954).

Allowing Kevin to work on his own, would be in the Y group of McGregor's theory of X and Y. Workers in the Y group are trusted by the manager to completed work on their own successfully, while workers in the X group must be controlled constantly. As McGregor stated, managers usually have a constant, *cosmology* view on the human work motivation, group X or Y, and therefore threatening employees accordingly. It was recently proven that this broad application tends to foster either behaviour in the employees (Lawter, Kopelman, & Prottas, 2015). As project manager rely on people getting work completed on their own, they would belong to group Y and hence encourage the team, including Kevin, to get things done on their own. It was found that theory Y yielded better performance and results, while allowing them to grow (Mohamed & Nor, 2013).

Establishing several factors to motivate are usually reflected positively (Wunderlich, 2013), so at least one more factor should be established.

Frederick Herzberg's theory from 1974 works with two factors: *satisfaction* and *hygiene*, factors that improve satisfaction and ones that reduce them. Examples for a hygiene factors can be a timely monthly pay and physical security on the job. They may be taken for granted but are required and still do not provide satisfaction on their own. For satisfaction, again recognition, self-actualization and responsibility are required, only then an employee would be happy (Khanna, 2017).

As for Kevin, it must be assumed he had no clear indication of his work (self-actualization) and his pay was late the last months. With the new payment system, responsibilities and reward systems in place, Kevin should be satisfied and contribute to the team.

As with all teams, all members of the house building team would go through the five stages of *forming*, *norming*, *storming*, *performing* and *ending* as introduced by Bruce W. Tuckman in 1965. As shown in figure 4.3, only in performing will the team be working fully effective, as the need to find their roles and responsibilities will only be completed by then.

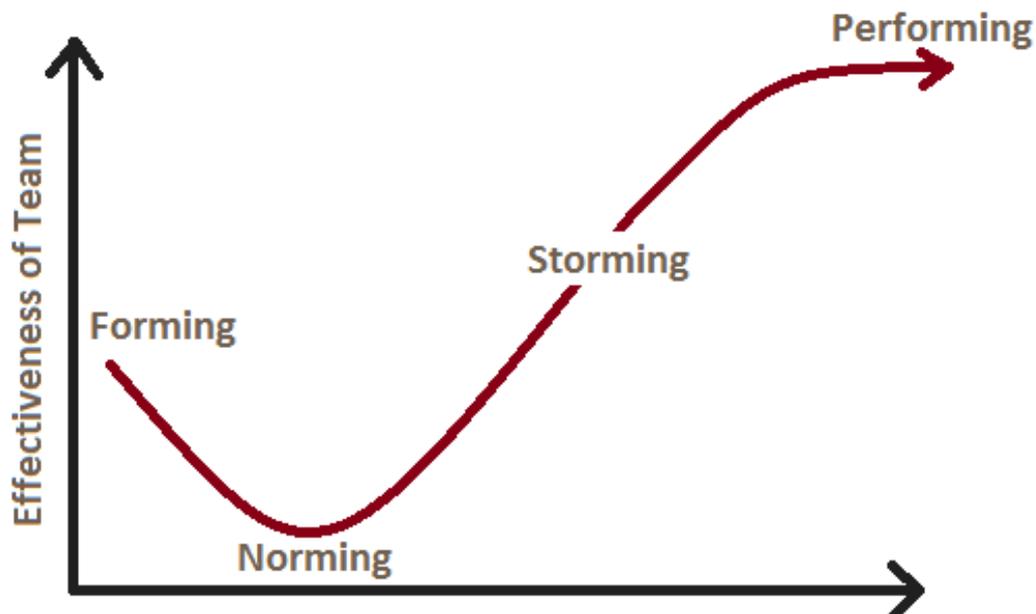


Figure 4.3: Tuckman's development Model. Source: Author

The stage is currently *storming*, where most conflicts are, and shortly after this stage an influx in effectiveness can be seen. It is expected that with roles and responsibilities defined, Kevin's effectiveness will rise and so will the effectiveness of the entire team in *performing* (Bookman, 1992).

To overcome the storming phase and create social belonging, a team building activity is encouraged, which would result in better team work vigor and performance (Salanova Soria, Torrente Barberá, Llorens Gumbau, & Schaufeli, 2012).



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## 6. Appendix A1: Bibliography

Books and other sources that were read by the author to compile or understand Project Management, Leadership, Planning and Control skills. The reader is invited to use them to strengthen his own expertise in these areas by reading them.

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## 7. Appendix A2: Declaration of Originality / Conduct of Assessed Work

Research Degree Program: MSc in Information Systems Management  
Assessment Title: Mid-Terms: Class #1786: Project Management,  
Leadership and Skills: Planning and Control  
Title of the report: Business Case for Target UK

Family name of candidate: UNSER  
Given name of candidate: FREDERIK  
ID number: @00533325

In presenting my Assessment I declare that I have read and understood the University Policy on Academic Misconduct

(available at <http://www.salford.ac.uk/about-us/corporate-information/governance/policies-and-procedures/browse-by-theme/2>) and that:

1. This work is my own
2. The work of others used in its completion has been duly acknowledged
3. I have been granted the appropriate level of ethical approval for my research

Signature of candidate: *Frederik Unser* .....

Date: 26 August 2018