

The background features a large black triangle on the left side, with blue triangles at the top-left and bottom-left corners. The rest of the page is white, overlaid with a pattern of light blue and grey hexagons and connecting lines, resembling a molecular or network structure.

B113 Project Management

Project Report

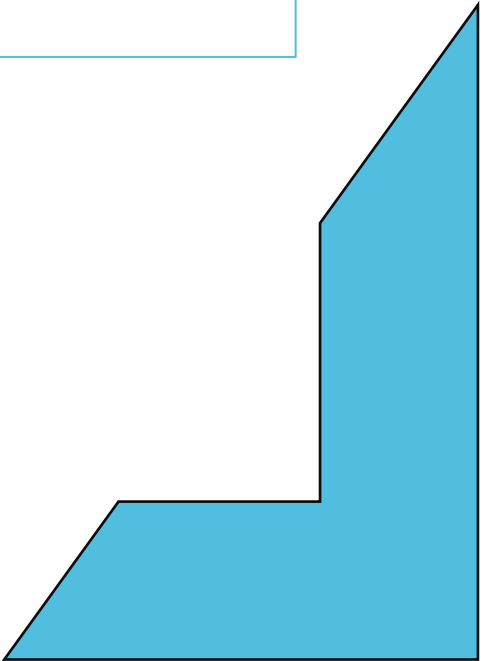
3rd July 2022

GH1019657



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1.Introduction

An analysis of three different cases reveals project terminologies such as methodologies, risk management, and network diagrams, among other things. In the following report, we'll briefly summarize the cases, analyze them, and then offer strategies and methods that should have been used based on the analysis, followed by the lessons learned from these three cases.

2. Case 1 - Project Selection at Nova Western, Inc.

2.1 Summary

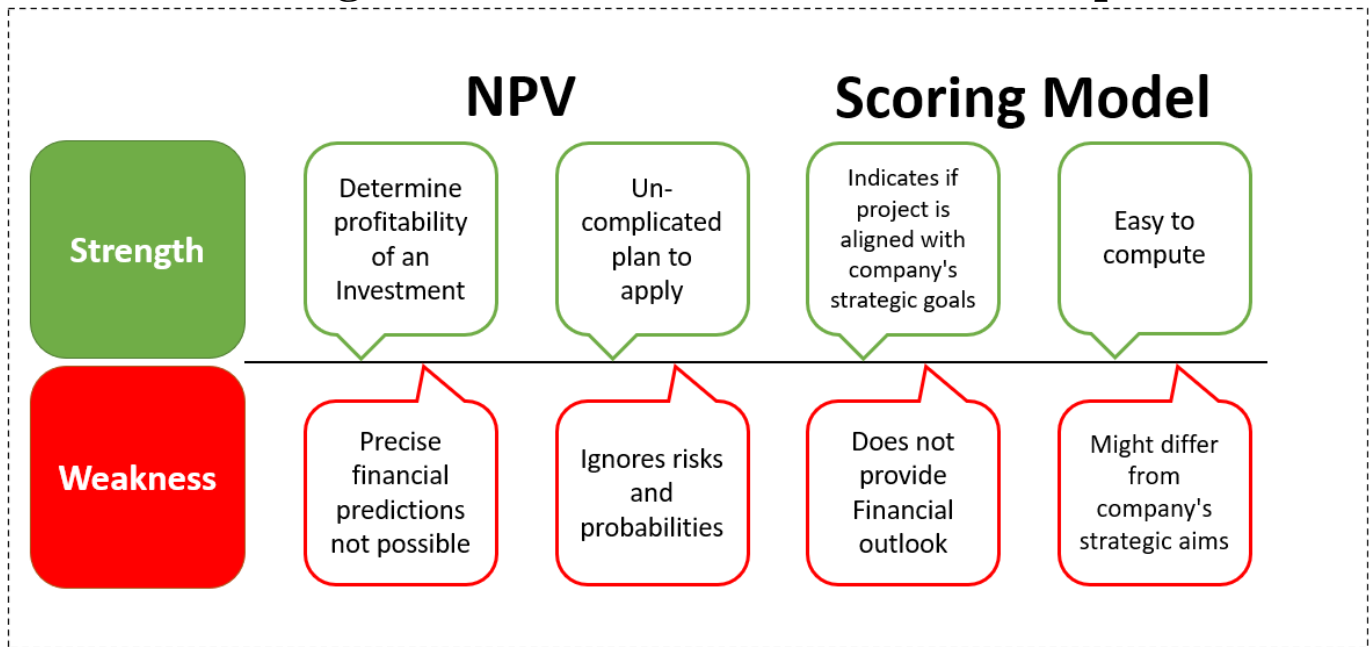
For the preceding nine months, operating revenues at Nova Western, Inc., a big provider of business software and application programs, had been declining, and to reverse this trend, Phyllis Henry, vice president of new product development, and the senior management team were under pressure from the board. Two leading contenders have presented two new concepts after weeks of investigation, which could be an opportunity for Nova Western to ascend again. Janus and Gemini were the project code names, respectively and due to budget constraints, only one of those projects could be implemented. Hence both projects were evaluated for their (1) strategic fit, (2) probability of technical success, (3) financial risk, (4) potential profit, and (5) strategic leverage, with scores ranging from 1(Lowest) to 3(Highest). The analysis results in confusion between Project Janus and Project Gemini. Project Janus has the best NPV value of (Janus \$60,995>Gemini \$25,695) whereas the scoring model gave suggested Gemini as the project to proceed with (Gemini 28 > Janus 22)

2.2 Analysis

Below is my analysis in the table that shows contradictions in evaluations of both the projects, followed by Opinion Divergence along with the Strength and weaknesses of both the projects.

Type	Details
Contradictions in evaluations	Flexibility should be considered when choosing a project. It would be both cost-effective and simple to use. The project should be cost-effective and versatile enough to be quickly updated also simple enough for people in all departments of the company to use. (Kumar, 2021) The scoring model and the NPV analysis produced different results for both projects; the Scoring model = non-financial technique whereas the NPV = financial way.
Divergence of Opinion	<p>As mentioned, both the techniques target different aspects of Business, and I am highlighting the differences below</p> <ul style="list-style-type: none">- NPV is used in profitability of an investment and Scoring model helps in predicting an unknown future outcome- NPV helps in estimating future wealth and Scoring model helps in deciding what rules must be applied (2022) (Thakur, 2019) <p>Hence One technique pointing towards financial outcomes and other towards non-financial results in major difference in opinion</p>

Strength and Weakness of both the techniques



(Kristiani, 2022)

(Gaille, 2020)

(Bridge, 2018)

(*Weighted Impact scoring model*, 2019)

Recommendation: -

If we look at the financial perspective of the techniques, then I would select Project Janus as it has a higher NPV, being financially correct is very important for the company due to declining revenues. However, if we want to get rid of the confusion then we need to validate the projects with a technique that is unbiased towards any department in the company and results in the desired outcome.

The 3rd technique can be to see How fast can the projects result in Profitability, and it would be the best Tie breaker to find the best project to proceed with. This process is called Payback period analysis. Payback period analysis is the best way to choose the best project. Although Project Janus has a higher NPV which is longer than Project Gemini, if the company doesn't want to tie money for too long then Project Gemini is a reasonable alternative as payback period analysis results in 2.25 years of payback for Project Gemini compared to 3 years of payback for Project Janus. Therefore, considering the three selection methods two of them indicate Project Gemini as the best one to choose.

2.3 Lessons Learned

Project management is a very important tool or team for any organization as it uses various techniques and tools to deliver or fuel decision-making. Different Internal teams can come up with different opinions and you will need to create a new approach to validate all the opinions.

3. Case 3 - The Building that Melted Cars

3.1 Summary

Controversial architect Rafael Viñoly is again in the news for his soon-to-be-completed 38-Story skyscraper in a downtown area of London who also designed the controversial Vdara hotel in Las Vegas which directed sunbeams into swimming pool which made the water hot enough to burn plastic and hair. This skyscraper is known as “The Walkie Talkie” because of its unusual design. A parked Jaguar XJ luxury car was destroyed by the Sun rays generated during high summer temperature that are reflected by concave glass design of the south-facing external wall along with also having an impact on carpets in nearby shops, and damaged slate tiles at nearby restaurants. The building owner suggested a short-term solution to restrict a limited number of parking spaces in the sunbeam's route. As building's design and sun's route cannot be changed, longer-term solution may generate greater problems. On windy days, the Walkie Talkie has a residual feature that can blow individuals away. Further analysis resulted the window panels to be the Root cause of the issue. As a result, developers devised several alternatives, like covering windows, misaligning window frames, and so on, but these were all costly fixes that could lead to future problems. Hence it got nickname of "The Building that Melted Cars."

3.2 Analysis

This analysis talks about why the building (The Walkie-Talkie) was disliked, Risk Management, and Known-Unknown risks.

Type	Details
Why is the building disliked?	<ul style="list-style-type: none">- The skyscraper dangles from the streets and the nearby river as the top is bulbous and massive.- It was planned to feature a collection of metropolitan public places with a spectacular skyline, ferns, mature trees, and accessibility. However, it turned out to be a jumble of expensive restaurants and bars with a disturbing public space. Its access is controlled by security staff.- It has melted parked cars, blown pedestrians across the streets, and started a fire on the restaurant's carpets.- The public space is no longer available to the public. <p>(BBC News, 2015) (Bloomberg - Are you a robot?, 2022) (Butler, 2017)</p>
Risks and Examples of “unknown-unknowns”	<ul style="list-style-type: none">- Risks always come in a surprise box about which we don't have any idea what the consequences will be either it can be positive or negative and can be direct or indirect. (Kenton, 2005)- Managing risks requires time and proper planning and methodology. In this case, the project risks could have been a shortage of labor, theft of tools or damage, low-quality materials, unskilled labor, delay in the supply chain of raw materials, and some indirect risks associated with the project could be Natural disasters, Unknown conditions on the construction site, Fire, Change in the regulatory, etc.

	- Some risks were easier to identify in this project but still, there may be some risks that take time to be identified therefore they are considered the "unknown-unknowns".
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“With construction, the risk is simply the residue of creative designs. You cannot account for it in your plans.” – *I would disagree that we cannot account for all possible risks*

1. Strategies for risk mitigation are crucial.
2. Identifying the risk, analyzing the implications, mitigating the risk approach, and eventually controlling the risk are some of the phases involved in risk management (*5 steps to any effective risk management process, 2017*)
3. Risks might be open, compliance concerns, administrative issues, and so on. In this circumstance, a corporation should have enough income or cash on hand to withstand risk while also analyzing its needs.
4. I agree with the given statement as there are two categories of risks: direct and indirect. Direct risks are more easily identified and managed, but indirect risks are more difficult to identify and control. However, if planned well and tested we can access possible impacts and setup mitigation strategies.

Recommendation: -

A risk mitigation review and assessment are highly recommended as in current world with architects and innovation reaching new heights, we cannot say it is a risk or a natural risk. Every time the risk mitigation team or process comes across a loophole, we will need to adjust the approach.

3.3 Lessons Learned

Proper planning or project review process can lead to negative outcomes. Risk mitigation is crucial for mega projects with high investments.

4. Case 5 - Moving the Historic Capen House

4.1 Summary

Built in 1885, James Seymour's majestic Capen house was to be demolished but new owners gave it to preservationists who were eager to save the home and then move it to Lake Osceola and hired contractor Frank Roark. Mr. Roark quoted and considered this as complicating, challenging factors that add to the excitement and fun of the whole thing. With his team, he explained how they assemble large and long barge and discussed how his team prepared the large, long barge, stating that typical barges are huge and was required to transport the house across the lake. Hence, they assembled the standard size barge to make it 40 feet wide by 60 feet long to truck and roll it to the dock. Small motorboats were used to slowly transfer it across the lake. Mr. Roark described the house's final resting location and how the house arrived. To handle and take down house, they used tow vehicles with winches and steel cables. This move of this majestic old house was very difficult based on how Mr. Roark described it and was finally delivered to its new location near the Museum. The move was made possible by Frank Roark's committed team, who rebuilt two portions of home and reinstalled it as a stunning public event space for the Winter Park community to cherish for many years ahead.

4.2 Analysis

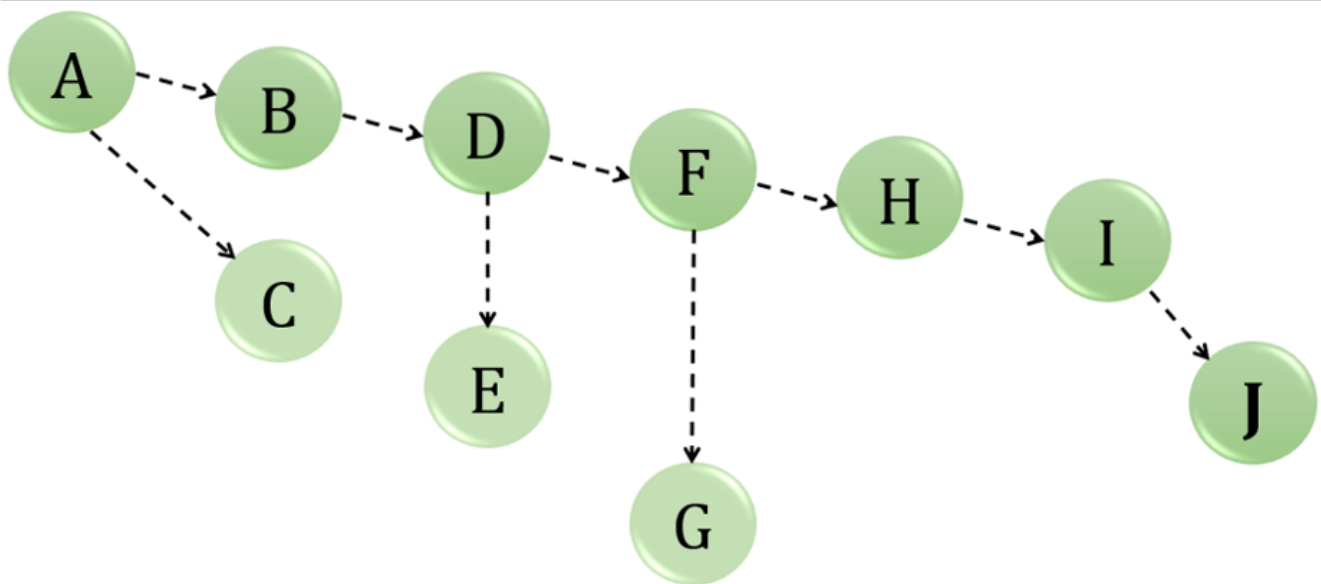
We will have a look at list of activities connecting them in AON diagram and at the end, I make some recommendations.

List of Activities

Activity ID	Project Work Activities	Description
111A	Barge Assemble	Assemble large barge to transport the house
112B	Ramp Assemble from Barge to Shore	Build a Ramp to move the house from Barge to Shore
113C	Cutting old house into 2	As lake is narrow, cutting the big house in 2 pieces makes it easier to move
114D	Ramp assemble to Roll house	Build a Ramp on other side of the house to roll on the raft
115E	Moving Obstacles out	To make it easy for the house to be moved remove anything in between
116F	Moving house slowly	With help of 2 motorboats move the house slowly
117G	Towing house away from Ramp	With help of heavy trucks with winches and cables attached, move the house from Raft to Land
118H	Restoration of House	Re-assemble house to original form

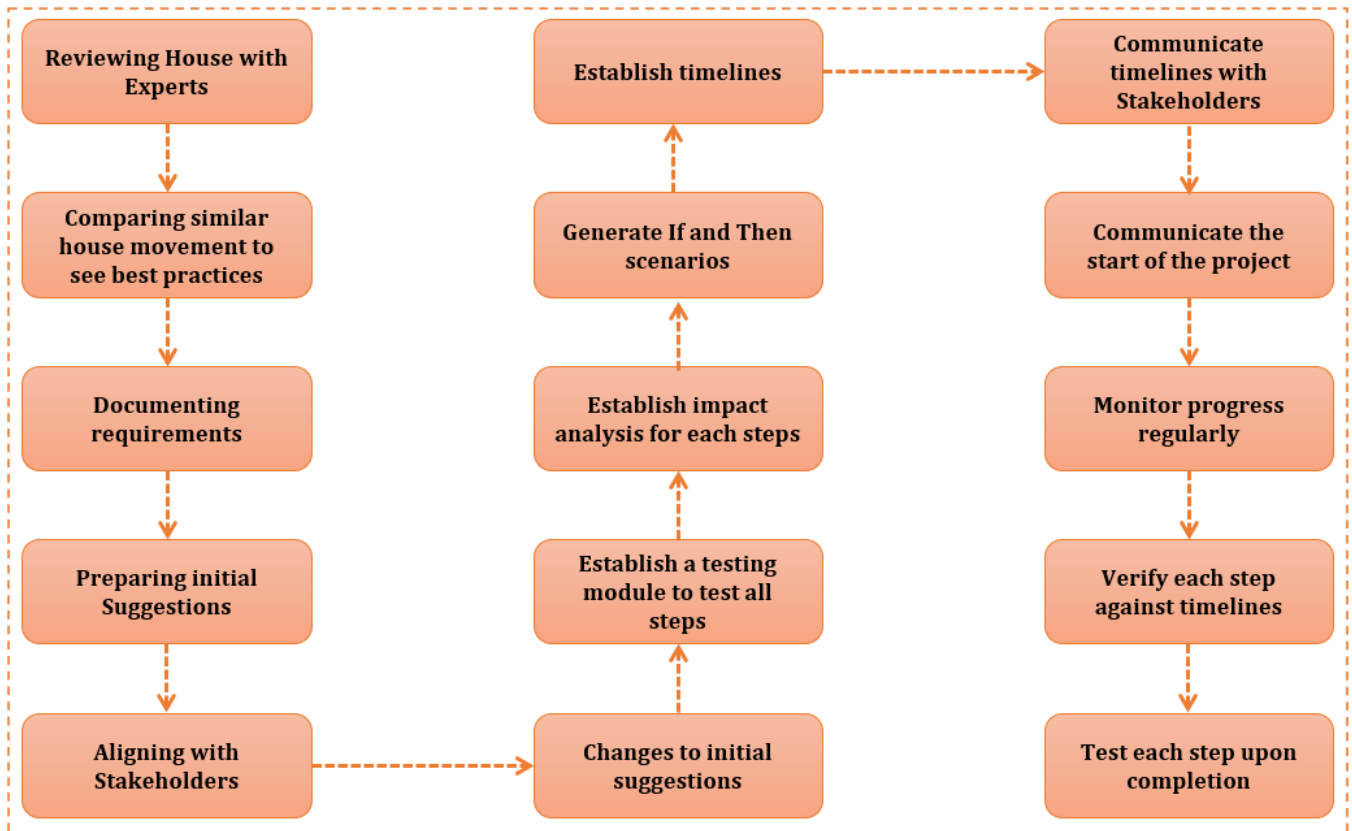
AON Diagram with Activities as per detailed provided

Activities	Description	Predecessor
A	Assigning the responsibilities to Mr. Roark	
B	Barge Assemble	A
C	Cutting old house into 2	A
D	Ramp Assemble from Barge to Shore	B
E	Moving Obstacles out	D
F	Ramp assemble to Roll house	D
G	Rolling house onto Raft	F
H	Moving house slowly	F
I	Towing house away from Raft	H
J	Restoration of House	I



Recommendation: -

In details provided, we do not see selection process of vendor which an important step is to move an old and majestic house. Procedure review or a Demo of each step part of the Movement process will be good to be sure about safe move of this house. Below would be an *Ideal process map* for this project.



4.3 Lessons Learned

Complicated and mega projects require deep thinking and Project visualization. Impact analysis and testing should also need to be part of the process.

5. References

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Assessment Submission Form

Student Number (If this is group work, please include the student numbers of all group participants)	GH1019657
Assessment Title	Project Report
Module Code	B113
Module Title	B113 Project Management
Module Tutor	Prof. Dr. Ahmad Abu-Alkheil
Date Submitted	3 rd July 2022

Declaration of Authorship

I declare that all material in this assessment is my own work except where there is clear acknowledgment and appropriate reference to the work of others.

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Signed:

A handwritten signature in blue ink, appearing to read "Shaikh", with a horizontal line underneath.

Date: 3rd July 2022