GSOE9820 Engineering Project Management

Project 3 "Kerzner Office Equipment"

Group Number:

25

Team Members:

Dong Lu
Esther Van Der Giessen
Qi Yao
Saqib Saleem
Yufei Zhang (PM)
Yumeng Liu
Zinan Cheng (PM)

Supervisor:

Sandra Cowan

Catalogue：

Abstraction

In this project, we analysed a case, which is the first meeting held by a 42 years old HR, Amber Brigg. Brigg worked for Kerzner and this time, she got a responsibility to organize the company 10th anniversary celebration. She held to meet 14 members from different departments of the company and the top management was willing to pay up to $150,000 for the event. Before analysing the good parts and lackness that Brigg had made in the first meeting, we had no idea about what a good management should be. And that is the reason why we were given an opportunity to explore some of the issues surrounding the startup of a project and formation of a team.

Goals

1. Learn from the case and get a better conception about how a good management will be.
2. Also learn some methods to overcome some barriers that we may face in future work.

Milestones

The discussion in the project is being divided into four milestones based on the questions given by our supervisor (Sandra):

I. Critique Briggs's management of the first meeting. What, if anything, should she have done differently?

II. What barriers is she likely to encounter in completing this project?

III. What can she do to overcome these barriers?

IV. What should she do between now and the next meeting?

Milestone I

The question contains two parts:

1. Critique Briggs's management of the first meeting.
2. What, if anything, should she have done differently?

After reading the case, we found that, Brigg used the traditional method for the first meeting and did a fair enough job on it. However,

1. （1）before the meeting

She connected each member of the team, but for some reasons she didn't make sure about who would come to the meeting. And it wasted their time for waiting.

She post the agenda on a flipchart adjacent to the table which can help them to prepare for the meeting.

(2) during the meeting

Some team members still didn't know why they were chosen. Team members seem did not have enough enthusiasm for the project. That would be difficult for them to acquire how can they accomplish the project.

During the first meeting, they just focused on knowing each other, not on how they can work together or the rules in the project.

The diverse nature of the team might help the team go accomplish complicated tasks, but also gave potential risks of bad cooperation. But briggs didn't help them to transfer the diverse nature to their advantages.

2 .(1) informing

Talking to each person might be a solution to this problem if they have enough time and effort. Informing them online might be a possible way to make sure if they can come to the meeting. Because of the time is limited, they can not waste their time waiting for some people wouldn't come.

(2) introduction and summary

Posting agenda is not enough for group members to understand what they came for, because they came from different apartments and some of them were not familiar with this kind of project. How Briggs organized the meeting would decrease the seriousness of the meeting. Briggs need to introduce the whole plan and help them to know what tasks to accomplish and also how they can work together successfully.

Of course, a summary of the meeting is needed because the team members might not have experience for this kind of meeting. And it will be useful for the next step and the next meeting of the project.

Milestone II & III

The second and third milestone are highly related to each others. Milestone II is asked "What barriers is she likely to encounter in completing this project?" while the third milestone is asked to give some solutions to overcome those barriers. Therefore, we made a table to shown barriers she likely to encounter and solutions for each barrier respectively.

Barriers Brigg Likely to Encounter	Solutions to Overcome Barriers
Mindset of Team Members	Training session on "Company's Cultures and Its Impact" Training session(s) are required to convey the team members about the culture of the company and contribution of such celebrations to make a positive culture among the company. And finally the impact of positive culture on the overall performance and wellbeing of employees on grass-root level.
No Visible Relation between Project Objective and Company's Objective	Make a Strategic Project Plan Strategic project plan involves making a plan of the celebration project in a way that it clearly shows the alignment of the project with the overall strategies of the company.
Conflict with other members	Brigg should include more group interaction in the meetings. For example, brainstorming and some fun activities to do together.
Bad Time Management	Brigg should make a good planning and strict deadlines, so the amount of last minute work will be limited.
Lack of Leadership	Brigg should act as a real leader instead of someone who just organize this celebration. She should get tough and control the whole team. Seh also should focus on the feedbacks from team members and try to deal with all those feedbacks.
Do Not Have a Tracking System And Shared Vision	On ever meeting, Brigg should have some way to track where they are and how much time they need for the project. One good way is using a burndown chart.
How Team Members are Selected	Let team members introduce themselves more in detail. Including involvement, supplement expertises.

There Is No Reward System	Brigg should have a reward system for the team. The system should includes penalty and reward. For those people who works hard and makes the most contribution, those people should get some reward. On the contrary, however, if people who are so lazy and do not accomplish missions on time for several (e.g 3) times, they will be incurred deductions on salary.
Lack of Shared Vision	Brigg should collect the ideas of members on how they weight different attributes of project. In addition, she should encourage members to contribute their ideas. Besides, members should view the vision frequently and view the vision should be seen as a part of the routine.
Involvement of team members	Brigg should make it interesting for all team members to contribute to the project. She could do this by giving everyone tasks at which they are good at or interested in. The team members will feel responsible for doing their tasks.
Lack of Team Identity	Team name: Logos and slogan could help identifying team members.
Lack of Communication	Brigg should find a place to have meetings with her members every a few days. Also, she should communicate with team members face to face or online to help team members recognize that the project was high priority. In addition, she can help her members to release those members' pressure of communicating with people from other apartment.
Project is Too Large	Break down the task force into small sub-forces.

Milestone IV

The fourth question to be discussed was what should Brigg do between then and the next meeting?

Briggs needs to

1 review the first meeting, and help the two who absent the first meeting to catch up.

2 prepare and distribute a new agenda prior to the meeting.

3 develop a set of rules for team work, which include time management.

4.communicate with team members to find a good time for more people could attend the meeting.

5 set rules of meetings or project would be beneficial

6 inform them to the meeting, and know who can't attend and why.

7 encourage active participation of all members by asking questions instead of making statements.

Conclusion

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Reference

Gray C.F. and Larson E.W. 2014, *Project Management*, 6th edn, McGraw Hill International edition, New York.

Marking

To make the marking criteria objective and more systemize, some key features are being set on the basis of instructions provided by Sandra. Maximum of 2 marks can be achieve in each key feature. As there are total five key features, which makes maximum marks that can be obtain in total is 10. Marks will only be in the multiples of point five (.5).

Marks are being allotted to team members on the mutual agreement of both PMs. Each project manager is marked by the individual assessment of the other project manager to eliminate any possible biases.

Name	Following Project Schedule	Throughout Participation	Expressions of Ideas	Reasoning to opinions	Reflection on other's ideas	Total Marks
Dong Lu						
Esther Van Der Giessen						
Qi Yao						
Saqib Saleem						
Yufei Zhang						
Yumeng Liu						
Zinan Cheng						