

Resource Breakdown Structure/Resource Management Plan



Project Name: Interior Design by Harmony
Date: 23 May, 2023

| WBS Identifier # | Work Package | Internal Personal Required | | External Personnel Required | | Software and Tools | | Supplies Required | | Equipment Required | | Furniture and Lighting | | Other 2 | | Start Date | Finish Date |
|------------------|------------------------------------|----------------------------|--------|--------------------------------------|---------|-----------------------------|--------|-------------------|--------|--------------------|--------|------------------------|----------|---------|---|------------|-------------|
| | | Name | Amount | Name | Amount | Name | Amount | Name | Amount | Name | Amount | | | | | | |
| 1.1.1 | Project Plan | Project manager | 560 | | | Project management software | 200 | | | | | | | | | 1-Apr | 15-Apr |
| 1.1.2 | Budget Plan | Project manager | 280 | | | Project management software | | | | | | | | | | 8-Apr | 15-Apr |
| 1.1.3 | Resource Plan | Project manager | 280 | | | Project management software | | | | | | | | | | 8-Apr | 15-Apr |
| 1.2.1 | Design Concept | Interior Designer | 6000 | | | Design Software - AutoCad | 1,500 | Measuring tools | \$50 | | | | | | | 15-Apr | 30-Apr |
| 1.2.2 | Furniture and Materials Selection | Interior Designer | 1500 | | | | | | | | | | | | | 1-May | 31-May |
| 1.2.3 | Lighting Plan | Interior Designer | 4500 | | | Design Software - AutoCad | | | | | | | | | | 1-May | 15-May |
| 1.3.1 | Furniture and Materials Purchasing | Purchasing | 200 | | | | | | | | | Furniture and Lighting | \$15,000 | | | 31-May | 5-Jun |
| 1.3.2 | Installation | Assistant Designer | 800 | Contractors (painters, electricians) | \$4,000 | | | | | | | | | | | 20-Jun | 30-Jun |
| 1.3.3 | Final Walkthrough | Assistant Designer | 200 | | | | | Camera | \$500 | | | | | | | 30-Jun | |
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| Totals | 35570 | | 14320 | | 4000 | | 1700 | | 550 | | 0 | | 15000 | | 0 | | |

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|----------------------|-----------|-----------|
| Project Manager | \$28/hr | 40 hours |
| Interior Design Lead | \$100/hr | 120 hours |
| Assistant Designer | \$20/hr | 50 hours |
| Purchasing | \$20/hour | 10 hours |

Potential Challenges



| Step | Potential Challenges | | | | | | | | | | | | | | | | | | |
|------------------------|--|--|-----------|---------|---------------------|----------|--|---------|--------------|--|---------------|-------------------------|--|--------------|-------------------------|--|------------------------|-----------------------|--|
| Step 3 | <p>Possible challenges include:</p> <ul style="list-style-type: none">- Availability: The current assistant designer will be on vacation during the installation and walkthrough. The contractors will be finishing up the 2nd project shortly before they are needed for the 1st project.- Budget: The current RBS accounts for \$35,570 worth of resources, but the budget is only \$35,000.- Priorities: The business has two other major projects that may get prioritized over this project as they generate more revenue for the company. | | | | | | | | | | | | | | | | | | |
| Step 4 & 5 | <table><tr><th>Approach</th><th>Challenge</th><th>Actions</th></tr><tr><td>Build relationships</td><td>Priority</td><td>Meet with the purchasing department ahead of time to address any concerns or potential conflicts</td></tr><tr><td>Network</td><td>Availability</td><td>Reach out to a network of additional contractors Contact previous assistant designers to see who is available over the summer</td></tr><tr><td>Communication</td><td>Priority & Availability</td><td>Share the resource breakdown structure and WBS with the teams and be clear about when resources are needed, the duration they are required for, and the expected number of working hours</td></tr><tr><td>Cost-benefit</td><td>Priority & Availability</td><td>Perform a cost-benefit analysis to identify if other resources can work on parts of the project Consider having the lead interior designer manage part of the installation or walkthrough</td></tr><tr><td>Cost- benefit analysis</td><td>Availability & Budget</td><td>Allow a more junior person in the purchasing department to take on some of the purchasing work</td></tr></table> | Approach | Challenge | Actions | Build relationships | Priority | Meet with the purchasing department ahead of time to address any concerns or potential conflicts | Network | Availability | Reach out to a network of additional contractors Contact previous assistant designers to see who is available over the summer | Communication | Priority & Availability | Share the resource breakdown structure and WBS with the teams and be clear about when resources are needed, the duration they are required for, and the expected number of working hours | Cost-benefit | Priority & Availability | Perform a cost-benefit analysis to identify if other resources can work on parts of the project Consider having the lead interior designer manage part of the installation or walkthrough | Cost- benefit analysis | Availability & Budget | Allow a more junior person in the purchasing department to take on some of the purchasing work |
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| Step 6 | Negotiation | | | | | | | | | | | | | | | | | | |
| Step 7 | <p>Key issues</p> <ul style="list-style-type: none">- The need for a resource from the purchasing department.- The director is also facing issues with prioritizing work between projects due to pressure from executives, the value of the two projects, and the availability of his resources. | | | | | | | | | | | | | | | | | | |
| Step 8 | <p>As a project manager, your objective is to come to a mutually acceptable agreement with the director of purchasing so that you can get products purchased for your project within a specified timeline.</p> | | | | | | | | | | | | | | | | | | |
| Step 9 & 10 | <p>Relationship Building: As it appears the director is under a bit of stress, reiterating that you are willing to work together to come up with an agreement that works well for both of you is key. Building a relationship through rapport can help both of you reach for the best possible outcomes. You can also identify common areas of interest, professionally or personally, to help set a friendly tone for the meeting.</p> <p>Active listening: As with relationship building, active listening is also critical here. Listening actively by reiterating what the director says, asking questions to clarify points, and projecting a relaxed body language can help you reach a mutually beneficial outcome by helping the director feel he is being heard.</p> <p>Clearly communicate: In this scenario, clearly and assertively communicating the needs of your team is critical. It is important that the director of the purchasing department know exactly what is needed from his team in terms of skillset, work that is going to be done, number of hours estimated, and any possible risks. This can help both you and the director come up with the best possible mutually beneficial agreement.</p> <p>Problem-solve creatively: This is a great principle to use in this scenario because both you and the director are under a number of different stressors and constraints. Bring your creative problem-solving skills to the negotiation to see if there are possibilities of moving the timeline forward or reducing the number of hours the purchasing resource may need to work.</p> <p>Manage emotions: This is an important principle for you to follow as a project manager because you both feel like your projects are very important, and there is a possibility that the conversation you have with the director can get emotionally charged. You will need to manage your emotions to come to a mutually beneficial agreement with the director.</p> | | | | | | | | | | | | | | | | | | |