ITM Assignment-Business School Project

Background

The Aytoun building is currently situated on Aytoun Street of Manchester city centre; this is the home of Manchester Metropolitan Business School. The plans are for the current site of the university to be moved to a more appropriate location situated near the other metropolitan campuses on oxford road near by All Saints campus.

This project is involving the moving of the site for current Manchester Metropolitan Business School which is currently situated on Aytoun Street, Manchester. The planned destination for the new site is a new building situated on Oxford Road. This project is planned to take place in May next year, and preparation for this move needs to be of the highest standard. For this assignment we are going to design a Project Definition Report for this project to allow external contractors to analyse the best possible proposal. We need to include details about all aspects of the move and all sectors of the move, the different sections of the business school that will need to be taken into careful consideration are all offices, the library, information systems support and the drop-in, computer laboratories, reception, media services, and all other associated services housed within the business school.

It has been decide that the move from the current destination for economical and financial reasons. The new destination is more appropriate In terms of location and facilities. It is better suited to accommodate the business schools wide range of technological facilities and equipment, not to forget the wide range of lecture theatres, tutorial labs and admin offices.

These plans have now been confirmed by the board and the move is going ahead, the ideas and plans from the all the second year student will be taken into consideration by the Business school sponsors and board members. All ideas and reports will be considered and marked according to their standard in a real project planning scenario.

Objectives

The obvious main objective with this specific project is to successfully move the MMU Business School to a new building situated on Oxford Road. There are a few following factors that are needed to be taken into consideration when considering this move.

- ✓ The building needs to built and complete before the 20th May to ensure that the move can take place
- ✓ This project needs to be completed before the start of the academic year beginning 2008/09 to ensure the students are able to commence or continue their studies
- ✓ The site will offer all of the current facilities as it does currently along with a new range of facilities and services also

- ✓ The maximum budget for this project is 60 million pounds

The main point of the move is the advantages it offers, some of the advantages that are immediately apparent are;-

- ✓ The building is obviously brand new and therefore all facilities are up to date and easy to use, this will offer a pleasant new working environment fore the students to work in.

- ✓ The current building is quite old compared to other university campuses, it was built in the 1960's and therefore is not as structurally sound as the new building and will not need as much maintenance as the current site.

- ✓ The current Aytoun campus is not laid out particularly well and navigation around the campus is difficult for both staff and students, the plans for the new campus will allow easy navigation and movement due to its well planned layout.

- ✓ The technologies that will be incorporated into the new building will be state of the art and will therefore display numerous advantages of the current site.

- ✓ The rooms and facilities that are being built will be suited for the new technologies available and therefore no new equipment will need to be installed as it will be incorporated into the building from the beginning.

- ✓ The situation of the new geographically is more suited for its students; it is more centrally situated in terms of the student population

- ✓ Due to the brilliant location the current site the location will sell for millions, it may not cover the expenses of the current location but will definitely contribute massively to the new site and resources needed within it

- ✓ The new library of the campus will be a lot more efficient and offer many more new computers along with higher levels of useful technologies. The library will incorporate more time into technological resources rather than the less efficient method of physical books and documents.

Scope

The main points to be considered about this project are as follows: -

- ✓ The moving of the entire site from the current site this includes the complete ISS section, library, lecture theatres etc…
- ✓ The planning of the move in general, from when to move and train staff to when to move equipment such as furniture etc…

This project is a detailed description of the move but will not include very aspect about the move, some of these points include; -

- ✓ Internal maintenance and technological installation (electrical wiring, water, heating).
- ✓ Student details and documents, personal data
- ✓ Although the layout will be spec ified the actual room allocation for each subject will not be listed.
- ✓ Council and other authority's documents and certificates.

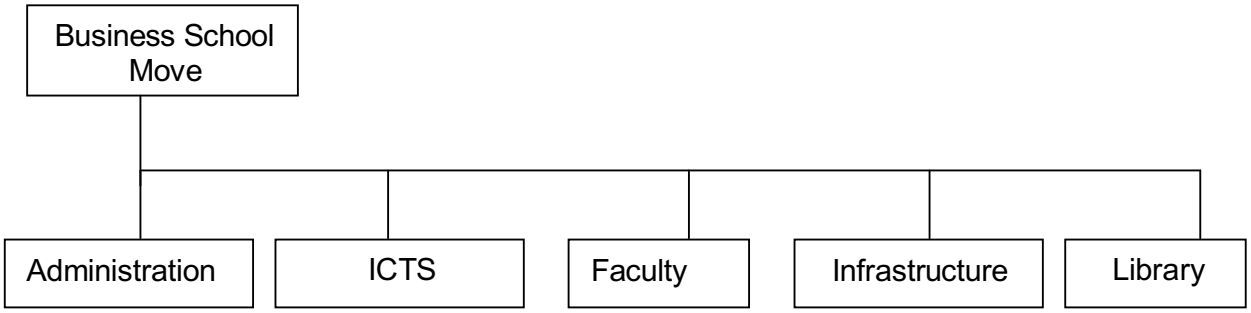
Outcomes

- ✓ Complete the entire move of the project to the specified deadline to achieve maximum result from the move and minimi ze problems and set backs.
- ✓ These deadlines need to be adhered to allow the students to begin their course on time with no set backs or disturbances f their course.

Work Breakdown Structure

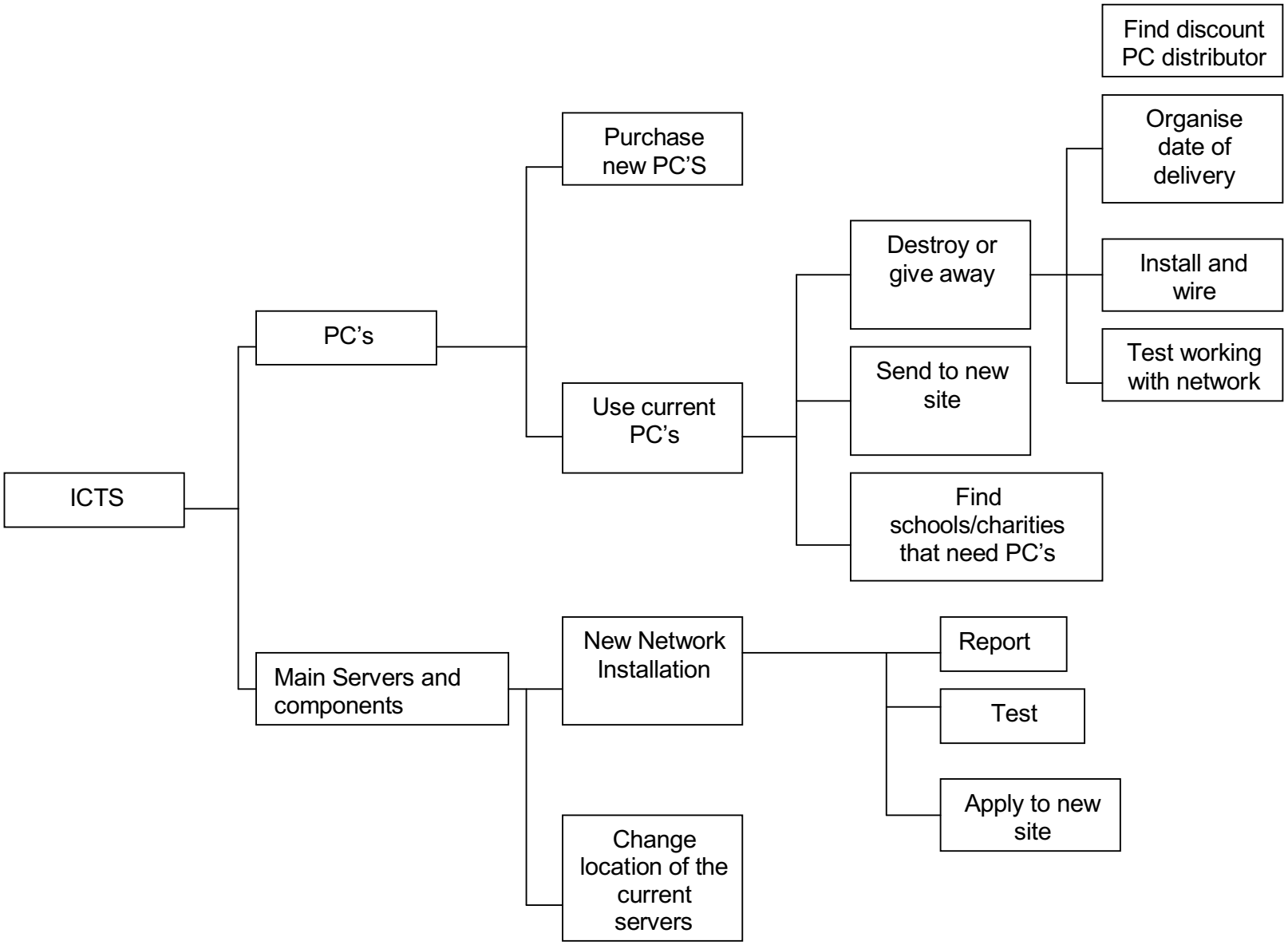
Below are going to be a series of tables that will disp lay effectively the breakdown of the entire project move; -

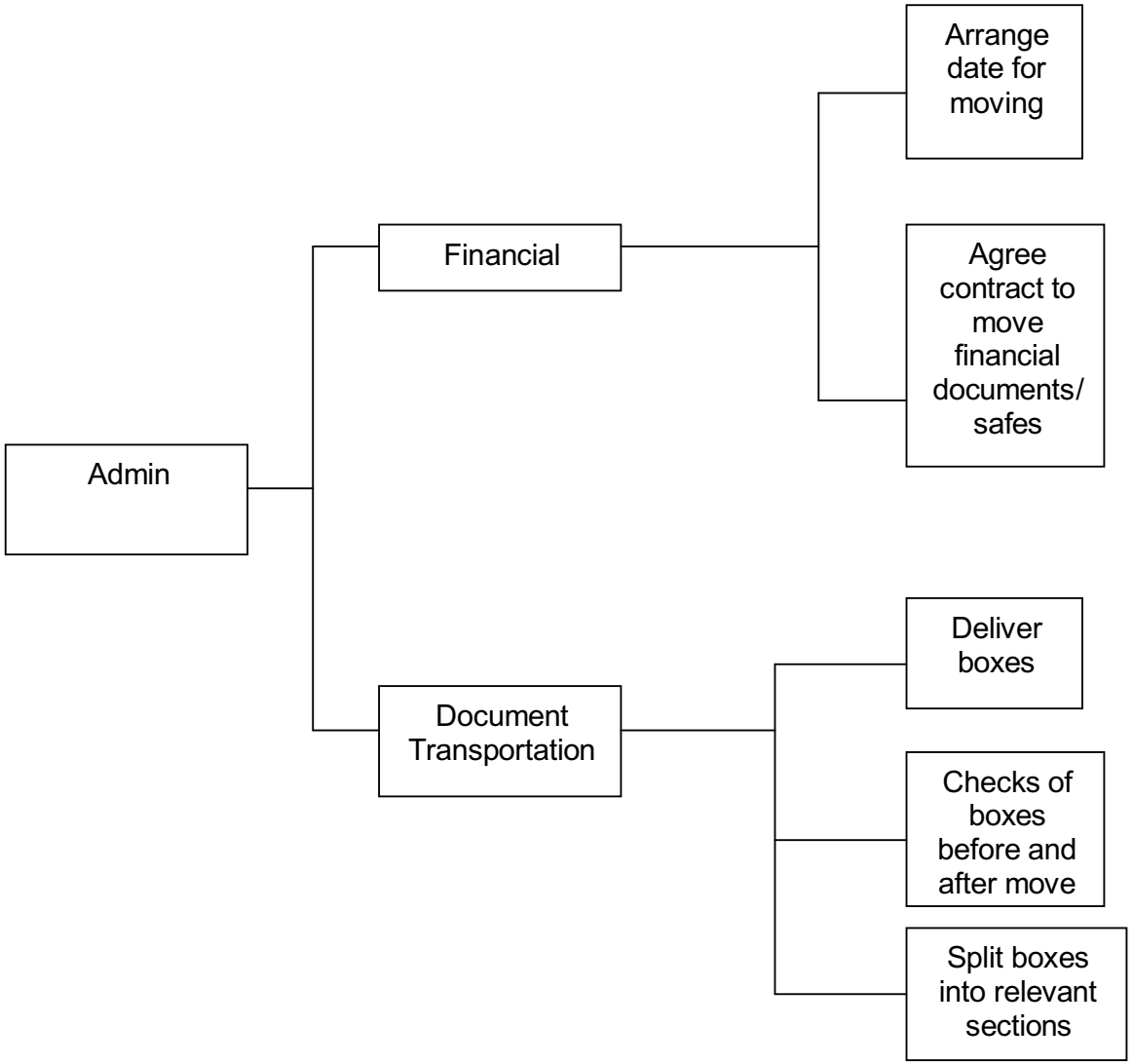
Main project diagram-

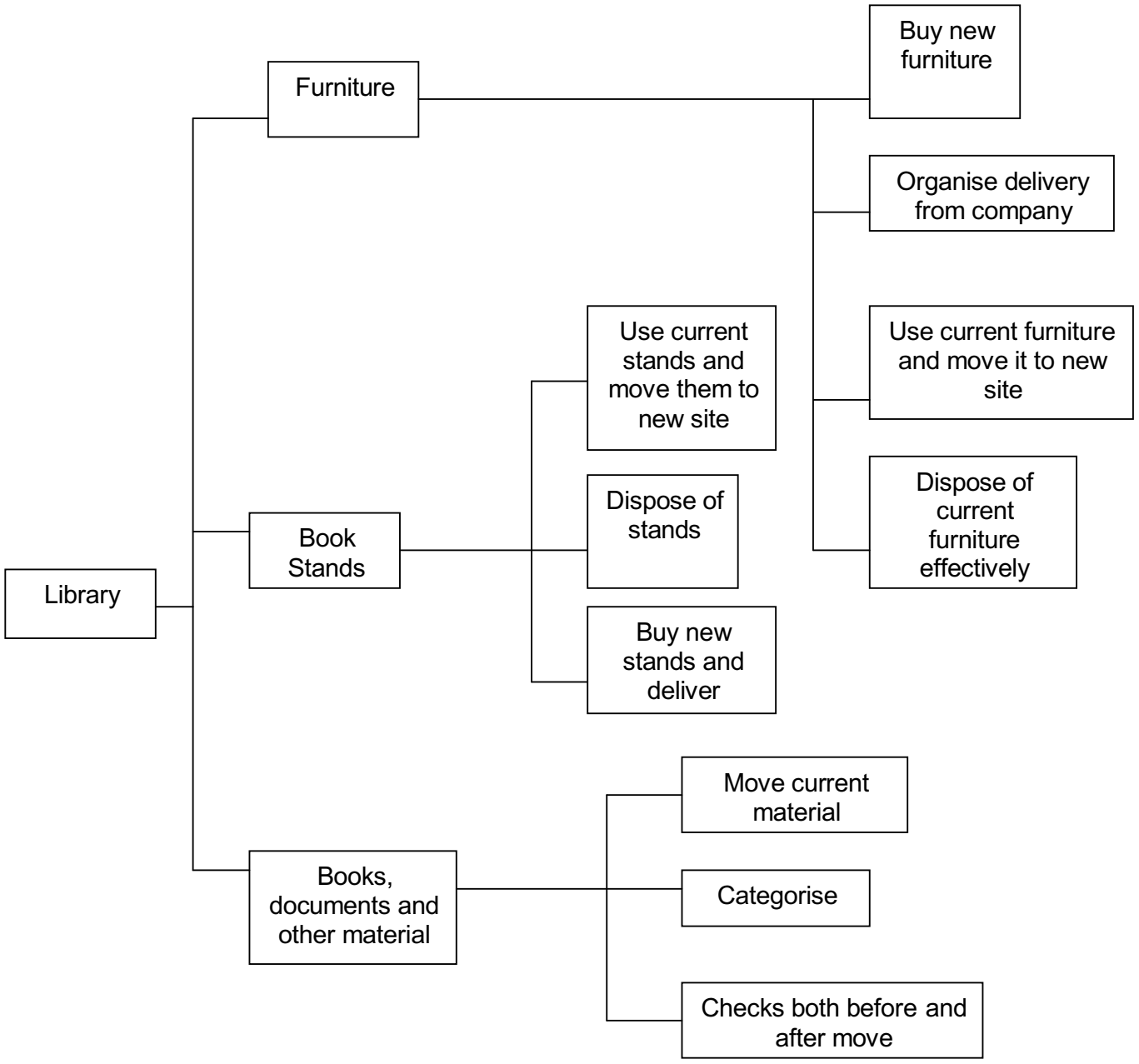


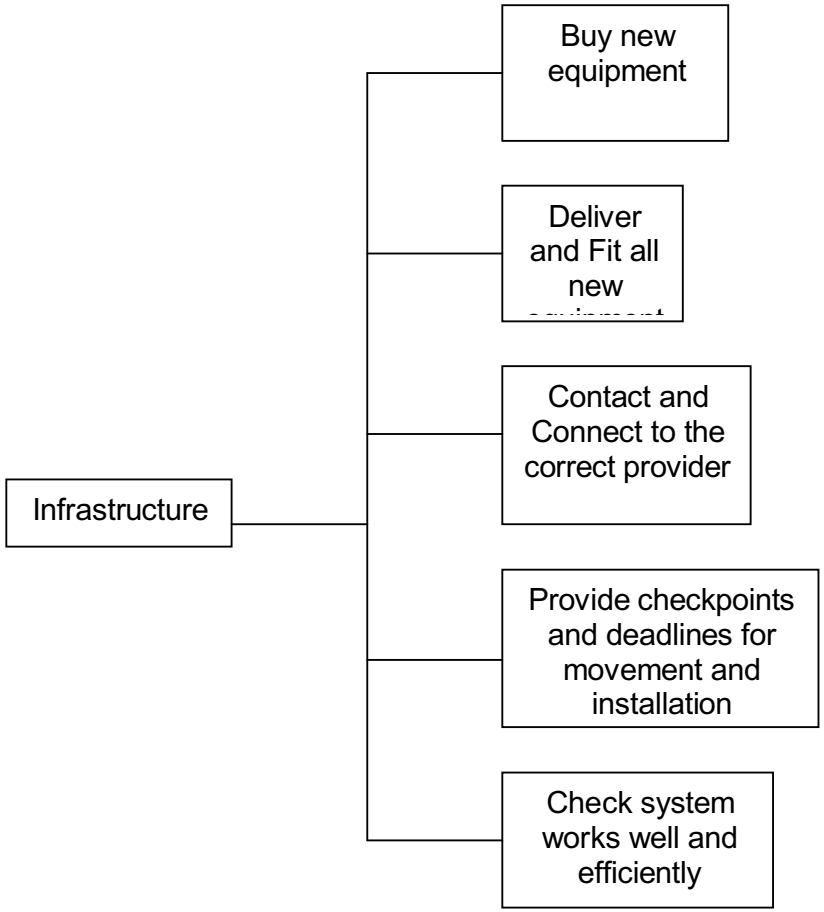
Predictions about the move

- ✓ This is a very simple diagram of the process of the move, there will be other aspects involved also but they will simp ly just move to the new site without to much confusion.
- ✓ The ICTS and the general media options will form into one and will become part of the same sector within the new building. .
- ✓ The building will be completed and the move will be able to take place on time and within the desired deadlines.


ICTS
PC's
Purchase new PC'S
Use current PC's
Destroy or give away
Send to new site
Find schools/charities that need PC's
Find discount PC distributor
Organise date of delivery
Install and wire
Test working with network
Main Servers and components
New Network Installation
Change location of the current servers
Report
Test
Apply to new site


Admin
Financial
Arrange date for moving
Agree contract to move financial documents/ safes
Document Transportation
Deliver boxes
Checks of boxes before and after move
Split boxes into relevant sections


Library
Furniture
Buy new furniture
Organise delivery from company
Use current furniture and move it to new site
Dispose of current furniture effectively
Book Stands
Use current stands and move them to new site
Dispose of stands
Buy new stands and deliver
Books, documents and other material
Move current material
Categorise
Checks both before and after move


Infrastructure
Buy new equipment
Deliver and Fit all new
Contact and Connect to the correct provider
Provide checkpoints and deadlines for movement and installation
Check system works well and efficiently

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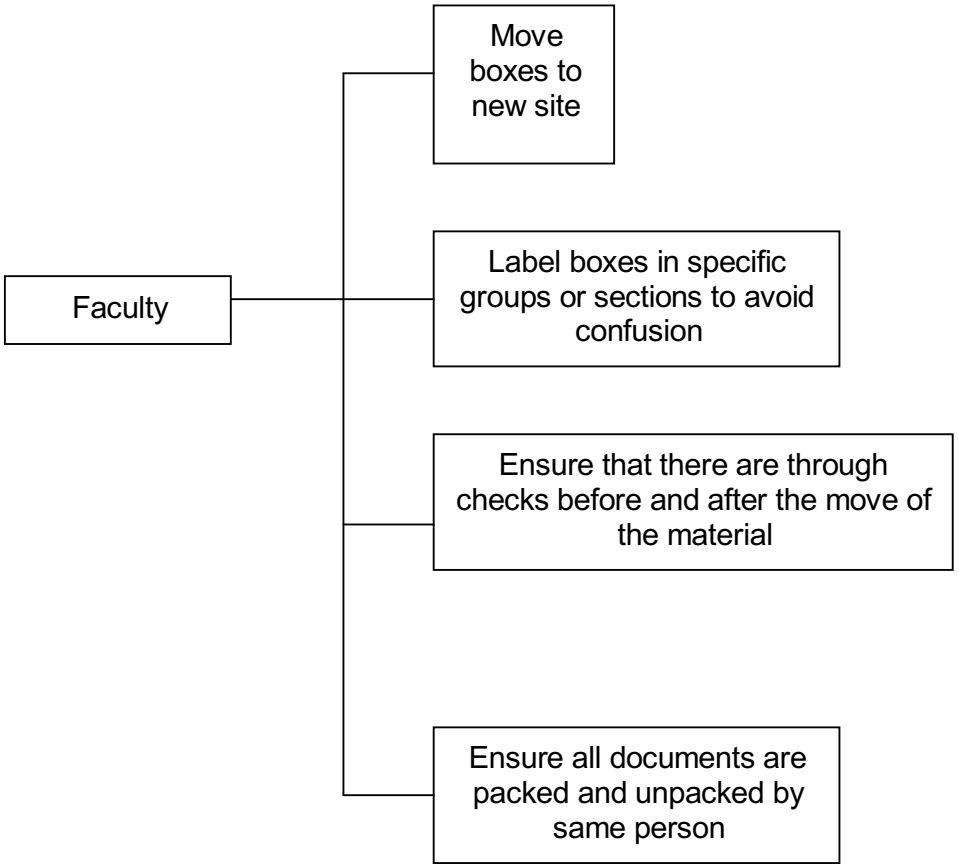

Faculty
Move boxes to new site
Label boxes in specific groups or sections to avoid confusion
Ensure that there are through checks before and after the move of the material
Ensure all documents are packed and unpacked by same person

ICTS-predictions about the move

- ✓ All the system will be updated and will not use current system
- ✓ The servers will need to be carefully transported and securely situated in John Dalton Building.
- ✓ The majority of equipment will be new and will also need to be transported.
- ✓

ADMIN-predictions about the move

- ✓ To increase the efficiency of the current system most of the current documents will be converted to the electronic alternative.
- ✓ These documents are going to be key to the ICTS section of the university.
- ✓ Good time allocation is essential with this part of the move

LIBRARY-predictions about the move

- ✓ Ensure entire collection of books are collected before move begins
- ✓ All current shelves and stands should be kept to decrease costs
- ✓ To cut down on costs the library on the All Saints campus and the Aytoun library will merge.

Infrastructure-predictions about the move

- ✓ The new technologies will be p to date and effective, including wireless and WiFi capabilities
- ✓ The To reduce confusion amongst staff and students the network and serve provider will remain the same
- ✓ The service provider will need to be made aware of this switch over and dates should be arrange appropriately.

Faculty-predictions about the move

- ✓Everything needs t be made su re it is collected and checked again on the arrival at All Saints
- ✓There will need to be enough boxes allocated for the entire staff population.

Resources

After all planning has taken place, the final move will need to take place, some factors about the move need to be considered -

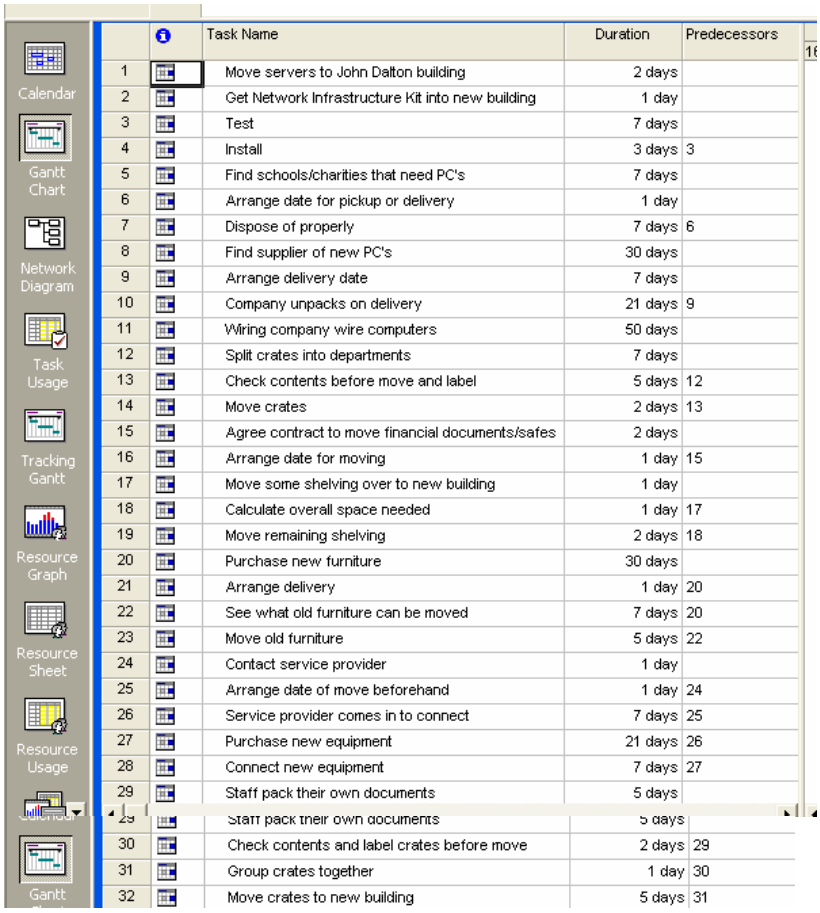
- ✓ The move will take place in the summer and therefore will not conflict with term time activities, it will take approximately 3 months to complete.
- ✓ All staff will need to arrange dates of when the belongings, materials and documents need to be moved and re applied at the new site.
- ✓ All relevant companies involved with the build will need to be made aware of what dates they need to be available and finished by also.
- ✓ There are 30,000 books to be packed, transported and re arranged at the new site.
- ✓ 1000 PC's on site and 15 servers will also need to be transported, installed and collected at the new site.
- ✓ The old PC's will need to be dispose off effectively, either given away or sold for parts.

All contractors, delivery companies etc need to be aware of their job responsibility before they arrive. All fees need to be dealt with and settled with notification at all parts of the move. Any problems that may occur during this time also need to be recorded effectively to reduce the chance of repetition.

The university also need to contact the appropriate suppliers for all new equipment and to reduce costs organise reductions for such bulk buying. These companies should be reliable and well know to reduce the chance of any problems or mishaps.

Timing

AUMAR PUT YOUR MS PROJECT IN HERE



	Task Name	Duration	Predecessors
1	Move servers to John Dalton building	2 days	
2	Get Network Infrastructure Kit into new building	1 day	
3	Test	7 days	
4	Install	3 days	3
5	Find schools/charities that need PC's	7 days	
6	Arrange date for pickup or delivery	1 day	
7	Dispose of properly	7 days	6
8	Find supplier of new PC's	30 days	
9	Arrange delivery date	7 days	
10	Company unpacks on delivery	21 days	9
11	Wiring company wire computers	50 days	
12	Split crates into departments	7 days	
13	Check contents before move and label	5 days	12
14	Move crates	2 days	13
15	Agree contract to move financial documents/safes	2 days	
16	Arrange date for moving	1 day	15
17	Move some shelving over to new building	1 day	
18	Calculate overall space needed	1 day	17
19	Move remaining shelving	2 days	18
20	Purchase new furniture	30 days	
21	Arrange delivery	1 day	20
22	See what old furniture can be moved	7 days	20
23	Move old furniture	5 days	22
24	Contact service provider	1 day	
25	Arrange date of move beforehand	1 day	24
26	Service provider comes in to connect	7 days	25
27	Purchase new equipment	21 days	26
28	Connect new equipment	7 days	27
29	Staff pack their own documents	5 days	
30	Check contents and label crates before move	2 days	29
31	Group crates together	1 day	30
32	Move crates to new building	5 days	31

- The chart above shows an outline of what tasks need to be done and any dependencies there are for tasks.

Quality Plan

This project quality plan is to achieve a set of agreed objectives to achieve quality in the project being executed, in this case the moving of the business school. The Purpose of the Project Quality Plan is to define these activities / tasks that intends to deliver products while focussing on achieving customer's quality expectations, but in this case less the customer and more the board, sponsors, staff and also the students. These activities / tasks are defined on the basis of the quality standards set by the organization delivering the product.

Project Quality Plan identifies which Quality Standards are relevant to the project and determines how they can be satisfied, in this case a list of objectives that need to be conformed to in order for the project to be completed to the best possible standard. This quality plan consists of set meetings known as quality events which are put in place to allow the quality standards to be checked at specific deadlines using various methods.

Below is a list of the different factors that need to be included to achieve I high standard of quality when considering the project as a whole.
Management Responsibility. Describes the quality responsibilities of all stakeholders.
The stakeholders have major responsibility with the overview of all of the completion of this project There is various people who are going to be contributing to the not only the funding of this project but also to the general contribution of planning and construction. Some important shareholders and their responsibilities include:-

Board of Governors-

The current board of governors of Aytoun business school, who will have the responsibility of the over viewing of the entire project. From the planning stages, the documentation, funding, the move and monitoring of the result. The general management will be at the fore front of all the process, they will be constantly updated with relevant information and any problems or disturbances.

Financial and Personnel committee/ Sponsors-
The sponsors of the project will need have their responsibilities within the project also. Obviously their key objective is to fund the project and monitor its progress throughout the switchover. They will require up to date detailed analysis of the progress and any changes or adaptations in the planned programme. They will also oversee the staffing of the project making sure that all staff that is required is available at the right time in the right place with a contingency plan to hand for emergencies or problems that may be encountered.

Estates and Services committee

This committee of Estates and Services will oversee the building related aspects that are involved with the move. They responsibilities include such tasks as the building schedule, construction, letting, building finances, plotting informati on etc…

Lecturers/Students

Even though it is not immediately apparent that the lecturers and students are stakeholders but they are as important to this organisation and its build as anyone taking part. They have as much right to know as the people in higher

levels. They have the responsibility of putting their input forward as they are the users of the new establishment and will be the ones benefiting from its facilities

Documented Quality Management System. This refers to the existing Quality Procedures that have been standardized and used within the organization. The current Quality Management system that is in place as part of the business school project is as follows. The Business school project must have in place a set of standardized rules or checks tat project as a whole must confirm to and understand. Some of the following methods will be used in the project to increase the integrity of the products quality and the following information should be considered:-

Design Control

Design Control. This specifies the procedures for Design Review, Sign-Off, Design Changes and Design Waivers of requirements that may become apparent as before, during and after the move has taking to place, it states that when manufacturers or suppliers develop a product subject to design controls, they shall establish and maintain the proper documentation to ensure that the specified design requirements are met to the quality of the products that the university are using are to the highest standards.

Design and Development Planning - Describes the overall development plan and defines design activities and responsibilities that will be involved with the move.

Design Input - Establishes the requirements that will ensure the device will meet the needs of the intended users in this case the students of the university and the staff including lecturers, admin staff and general maintenance staff.

Design Output - Applies to all stages of the design process. These are the final technical documents that constitute the Device Master Record (DMR). This information shows that the device was developed according to the Design Plan and Design Inputs these will include documents received in the earlier stages of the move.

Design Review – These will involve the business school team meeting up at minimum of two times to occur throughout the design process. They verify that the development of the design continues to meet the requirements outlined in the Design Input stage.

Design Verification - Identifies whether or not the Output requirements continue to meet the Input requirements. This stage should ideally involve persons who are not responsible for the design under review. Results are documented in the Design History File. It verifies that the product was made correctly and t the highest standard for the building.

Design Validation - Follows successful Verification, and is part of overall risk analysis. Includes testing of production units under actual or simulated use conditions. Validation demonstrates that all Verifications have bee n completed

and that only safe and effective devices are produced. It confirms that the right product was made.

Design Transfer - Addresses the transfer of a design to production, and review of those specifications. Ensures that the finished production devices have the same qualities established during the design phase

Design Changes - This is the documentation which shows that all modifications to the design after the Design Review have been identified, reviewed, and approved. If changes are made, they must be Verified and Validated again

Design History File - The documents that show that the device complies to the approved design plan and design control procedures. This file is the basis for the Device Master Record, which includes all specifications, drawings, outputs, and actions relating to the development of the device.

Risk and Hazard Analysis-

Activities are required during most phases of development. The extent of this testing is proportional to the risks associated with the product. If risks are unacceptable, the device may need to be redesigned, or warning labels should be attached. It is important that any changes do not introduce new risks or hazards.

Document Control.

This will involve a member of the quality control team to analyze the different project documents that will be available to ensure that all process are being completed effectively and to plan. Their will be wide range of documents

Purchasing-

This will be completed by the sponsors and Financial and Personnel committee and will involve the setting of the quality requirements to ensure the control of all processes. It can be applied to either a part if the project or applied to the project as a whole. Their will be high purchasing levels and if these purchases are not monitored and checked to the highest of standards then the project may run over budget and this is major set back for stakeholders and board members alike.

Inspection Testing-

This will involve all aspects of the build being tested at specific dates throughout the move. There will need to be numerous tests and inspections involved within the project. This will need to take place at all major checkpoints throughout the project. This will include the initial move and all other major changes within the project. Their will need to be member of the project assigned this specific job and will need to report back to the board members at various stages.

Corrective Actions-.

Problems may occur throughout the project and are more than likely to. These problems need to be rectified in the most efficient way to stop the problem from repeating at a later date in the project or for the problem to persist further. No only should the problems be noticed early and dealt with effectively but also they

need to be recorded in an appropriate way and reported back to the project management team at designated points throughout the move.

Quality Records-

This involves collecting and recording the quality recordings from throughout the project, this may include checklists, questionnaires, reports, and metrices. This is going to be a very important stage of the checks as it will be the area where all of the feedback can be analyzed and evaluated upon. This should be completed throughout the project and also after the project has been completed

Quality Audits-

This is the individual stages that are going to be set at specific time throughout; these stages need to be set even points throughout the project. This allows the project then to be analyzed and evaluated on effectively this will give reliable and genuine data. These checks are essential throughout the project and without this the project can easily stray of track and become inefficient and problems may occur.

Training-

With such a big project to consider, training of all the members of the project team is essential. Each sector of the team should already have supplicant training in their specific area and profession but as each project is individual; specific training to certain areas will need to be applied. The management of the project need to categorise these sections of the overall project and apply appropriate training to each differently. The role of the training should be organised by each section leader/manager. All of the training programmes should be organised effectively and needs to put in place at the correct times of the project, all staff are going to be needed to be trained to highest of levels in their area to reduce the chance of ineffective work results. If the training programme is designed and developed correctly there is no point commencing the project as it will not be completed to the standards needed to ensure the highest quality of product?

Budget:

- Fixed capital
  - For a start there have to be a fixed capital in the budget. This fixed capital can be provided by the finance department in the MMU.

- Sponsors
  - To help the project to carry on without any finance problems, MMUBS should make deals with some sponsor companies. This kind of deals can provide much money that will run the moving process.

Risks:

- Risk History
  - Risk is a concept that denotes a potential negative impact to an asset or some characteristic of value that may arise from some present process or future event. In everyday usage, *risk* is often used synonymously with the probability of a known loss. Paradoxically, a probable loss can be uncertain and relative in an individual event while having a certainty in the aggregate of multiple events.

- Risk Management
  - Risk management is one of those ideas, the sense that a logical, consistent and disciplined
  approach to the future's uncertainties will allow us to live with them prudently and productively, avoiding unnecessary waste of resources. It goes beyond faith and luck, the twin pillars of managing the future before we began learning how to measure probability.

- Talk with PSOV Company for pollution risks.
  - Pollution Solutions of Vermont (PSOV) was a relatively small company that specialized in hazardous waste management. One of the services they offered was to supply 100-gallon drums to clients (mostly manufacturers) who would then call PSOV when the drums were full. PSOV would take possession of the drums, treat the contents (if necessary), and transport and dispose of them. In addition, the company could handle liquid waste with their liquid tank truck, provide environmental consulting and remediation, and also sell some environmental supplies. The drummed waste constituted about 75 percent of PSOVs sales.

- Financial Risks
  - Financial risk management is the practice of creating economic value in a firm by using financial instruments to manage exposure to risk, particularly Credit risk and market risk. Other types include Foreign exchange, Shape, Volatility, Sector, Liquidity, Inflation risk.

- Risk Matrix

Impact \ Likelihood	Low (1)	Medium (2)	High (3)
Low (1)	1	2	3
Medium (2)	2	4	6
High (3)	3	6	9

- Risks Predictions

ICT department:

- Problems in moving servers, like loss of data or damage. It is considered as risk level 4, medium impact and likelihood.
- Risk of damaging media equipment when moving it, for example dropping it while moving. It is considered as risk level 2, low likelihood and medium impact.
- Delays in the setup for the computers. It is considered as risk level 6, medium likelihood and high impact.
- Facing problem with internet servers. For instance, they maybe have problems in Web CT settings. It is considered as risk level 6, medium likelihood and high impact.

Administration department:

- Moving important files and documents safely. For example, they might lose some crucial data while moving. . It is considered as risk level 3, low likelihood and high impact.
- Changing paper records to computer based may take time. . It is considered as risk level 6, medium impact and high impact.

Library:

- Moving all the books may cause some damage for books. . It is considered as risk level 3, low likelihood and high impact.
- Problems in moving library furniture without damage. . It is considered as risk level 6, medium likelihood and high impact.

Faculty:

- Staff items may lost or damage when moving. . It is considered as risk level 2, low likelihood and medium impact.

Infrastructure:

- There maybe a problem in providing a contacting service. It is considered as risk level 6, medium likelihood and high impact.

Project Organisation Structure:

- Board of Governors:
  Governers services are provided by "independent establishments," which provide an environment mixing a corporation and a government agency.

- Estates and Services Committee
  They are responsible for buying and renting the building.

- Finance and Personnel Committee
  The committee considers expenditure on and the administration of services for the House of Commons, and it has responsibility for detailed scrutiny of the House's budget.

- Project Review Group
  They provide an explanatory note on the Project Review Group (PRG) process. They also clarify the allocation of responsibilities, including assessment of criteria, between departments, the PRG, PRG reviewers, and the local authority. They establishes the timeframes within which reviews are expected to be completed, and, sets out a standard Code of Practice for PRG Reviewers to follow in conducting a review.

Project Controls:

- Monthly progress report
  - Every month we are required to compile a progress report for the departmental review. It can clarify all the process that the project make each month.The first report is a project proposal, rather than a progress report.

- Supervising by Project Manager
  - There will be a project manager who will supervise the project process and progress. This manager engages in the monthly report effectively.

- Meeting at the end of each month to discuss the progress
  - The meeting will be more like a discussion about the progress of the project. It will also help us to avoid any future mistakes.

Evaluation

Why project management occurs?

The point of project management is to allow the entire project to be organised into an efficient and manageable layout. Project management is a brilliant tool to use when considering large projects such as this one. It allows such a large project to be broken down into smaller more manageable chunks and allows all team members to understand their responsibilities more effectively.

What are the impacts and benefits?

The impact this style of management has doesn't have many downsides. . The advantages this method provides are that with the correct management and supervision any reject of this scale can be performed effectively and to the best of standards with limited draw backs or problems. One impact which would be noticeable in this situation would be if no one took an effective project manager role and the group became disorganised and therefore would not complete their tasks to the full capabilities and the project would probably fail.

What are Project Management problems and what would the solution to these?

One negative point about this method of management is that is very in depth and only works well if understood by the whole of the group taking place. Another negative outcome of using this method may be that if the system is not applied to the actual move properly and all aspects are not applied then there is no point planning in the first place as the project is not running as it should and may again fail.

Suggest sensible improvements?

Outsourcing is a good example of an improvement to a project management method, bringing a project manager from a different area is a good way to ensure results. Make sure the whole group are fully aware of the project management process and understand it completely. Ensure that the team has practice and test within the method before actually implementing an actual project to reduce the chance of problems.

What is the nature of Project Management?

Decisions- to decide on what factors need to be included by certain dates and deadlines, with allocated positions on who is doing it, where and when.
Board meeting- ensure Board meetings are widely available to reduce the chance of confusion and to make sure all members of the group area aware of what they are ding and what has been done.
Delegation- set everyone tasks but also assigns the correct roles to the correct personalities based on past performance and previous experience.
Schedule- setting a schedule is paramount to achieve the correct goals and retrieving the correct results.

Budget- setting a realistic budget is also one of the key points to consider; if the budget is miscalculated then the project can experience major problems and has a high risk of completely collapsing.
Motivation- including all of the above factors is very important but without the correct motivation from the team then there is no point starting the project at all.

Problems	Solutions
Overspend	Use contingency money
Off sick	Make sure there are people who can cover
Building not ready	Prepare to store materials
Removal companies let you down	Have alternative companies
IS system fails	Agree new timescale.