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by Zxx54a Zxx54a

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Introduction

A project denotes a short-run work which is undertaken to generate definitive service or product. A project, however, can be comprehended as a series of well-defined activities that need to be full finished to accomplish the project goals. The project entails simultaneous implementation of numerous responsibilities and it involves primacy relationships between tasks. Such relationships highlight the control involving a job to be executed before commencing the other, in a project management life cycle. As opposed to usual business procedures, project management appears to be challenging primarily in respect of theoretical and practical perspectives. The practical aspect deals with the budget and time completion whereas theoretical perspective focuses on necessary planning challenges of supply controlled preparation. Many projects, however, fail to meet these two perspectives irrespective of planning and comprehensive details beforehand right from software implementation and use in contemporary project management. Project development software have not solved the challenges organization face in managing their projects and this calls for the need to investigate this area to come up with recommendations that can help organization have successful project management. The main aim of this paper is to investigate the main issues in respect of project management using Emirates Airline in order to highlight the effective recommendations that can help the firm improve on its project management activities and practices.

Review of the new Emerging topics in Project Management

Learning between Projects

Learning from past projects are good approach to project management practice improvement. Project managers have the capabilities and competencies to learn between projects and identify the weakness and strengths to improve project management practices in subsequent projects. This is why many firms used their services to manage their respective projects. The

limitation in learning between projects is, however, impeded by the pressure of business and the need for the project managers to have successful projects. Learning trigger delay in beginning date of the planned project. Hence, there is a need for project managers to ensure effectiveness in term of time allowable for learning to meet the project timeframes.

The Rise of Business Agile:

Project management software is increasingly become attractive in meeting the today's needs of project managers. It is merely a trend which allows the project managers to deliver high-preference and extremely quality projects. However, it is always a daunting task to manage Agile and give essential risks to innovation bringing fast change. The present-day smart organization have ceased from utilizing waterfall project management and has begun to use an agile strategy. The year 2018 is expected to observe project managers hitting core milestones and give quick project status using the agile project methodology. The project managers are able to streamline, cooperation, collaboration as well as decision making to bring the desired outcomes.

Agile utilizes the short development cycles referred to as prints thus focusing on the continuous improvement in the service or product's development. Even though incremental software development methods dates back to 1957, agile strategy was employed for the first time in 1970s by William Royce. The Agile manifesto was later published in 2001 that formally proclaimed the four core values alongside twelve principles to guide the alternative as well as people-focused strategy to developing software. The key principles of agile are:

- A service or product is delivered based on higher frequency
- Agility is boosted via a continuous emphasis on the technical excellence alongside proper design

- All team members and stakeholders stay inspired for optimal outcomes of the project whereas teams are given all the essential support and tools, and become trusted to achieve the goals of the project

- An ultimate working product remains the eventual success measure
- Developers and stakeholders must closely collaborate daily
- Face to face meetings are considered the most effective and efficient format for the success of the project

- Regular intervals are utilized by team to enhance the efficiency via fine-tuning behaviors.

- Satisfaction of customer remains the highest preference and is accomplished via fast and continuous delivery

- Self-organization teams stays the most probably to develop best designs and architectures and to accomplish the requirements

- Simplicity remains a necessary aspect
- Sustainable development is achieved via agile process in which stakeholders and development teams can maintain consistent and ongoing speed

- The altering environment are adopted at any phase of the process to give the customer a competitive edge

Even though agile strategy was initially designed for software sector, several industries are currently using agile to develop services and products due to highly cooperative and increasingly efficient and effective feature of agile approach. The figure below demonstrates rates of adopting agile strategy in a range of sectors, as indicated in the eleventh annual state of agile survey by Version One.

Industry	Agile adoption rate
Software (ISV)	23 percent
Financial services	14 percent
Professional services	12 percent
Insurance	6 percent
Healthcare	6 percent
Government	5 percent
Telecoms	4 percent
Transportation	4 percent
Manufacturing	4 percent

Agile has various benefits. It was developed initially for the software sector for streamlining and improving the process of development in attempts to identify and adjust rapidly to the defects and issues. Agile methodology gives a means for teams and developers to deliver better services and products, in a rapid way, via short, interactive, iterative prints or sessions (cvsnead, 2014). In digital transformation era where there several firms shifting to the digital workplace, agile approach remains the perfect-fit for companies looking for transformation on how they can effectively manage their projects as well as operate as a whole. Agile methodology can assist organization-broad process as well as methodologies alignment. Based on the business benefits, both the agile and digital workplace provide the following benefits:

- High quality deliverables
- Increased engagement and satisfaction of shareholders
- Increased flexibility

- Increased productivity
- Increased transparency
- Reduced risks of missed objectives

There are various advantages of using agile methodology in managing projects. In the field of project management, the agile methodology gives project sponsors, project teams, project leaders as well as customers various project-particular benefits, amongst them:

- Augmented focus on particular customer needs
- Augmented success via increased focused efforts
- Increased adaptability and flexibility to change
- Increased feedback and collaboration frequency
- Increased rapid solution deployment
- Lighter weight framework
- Minimized waste via resources minimization
- Optimal control of project
- Optimized development processes
- Rapid detection of defects and issues
- Rapid turnover times

There are various disadvantages of using agile methodology in project management. Agile, like any other methodology, is never well-suited for each project, and adequate because of diligence is usually recommended to acknowledge the best methodology for distinct scenario. Agile might never function as purposed where the customer is never precise on goals, the project team or manager is inexperienced, or even if they fail to work well under intense pressure

(Lyngso, 2015). In the entire process of development, agile prefers the project teams, project developers as well as customer goals, but not essentially the end of the experience of the user. As a result of agile's less formal and increased flexible process, it might never usually be absorbed easily within a bigger and more traditional company whereby there are substantial amounts of flexibility or rigidity within the teams, process or policies. It might additionally face challenges being utilized with the customers who identically have rigid operating methods or processes.

Role of Project Manager:

A project manager (PM) is an individual with the general responsibility for fruitful initiation, planning, designing, executing, monitoring, controlling as well as closing a given project. This job title has been commonly used in such organizations as construction, petrochemical, IT, architecture alongside several sectors producing products and services. The PM has to possess a combination of skills alongside the ability to ask penetrating queries, detect unstated assumptions as well as resolve arising conflicts and even more general skills in management. Among the duties of PM, are the acknowledgment that risks impact the possibility of success directly and such a risk has to be both informally and formally measure in the entire project lifestyle. Risks emerge from uncertainty, and a successful PM must be that person who emphasizes on risks as their main concern. Most of the issues impacting the outcome of the project arise from risks in a way or another. A good PM has the ability to significantly reduce the risk, usually by adhering to the open communication policy, making sure each substantial player has the chance of expression concerns and opinions. A PM is an individual who remains responsible for decision making, both small and large. The PM must ensure the risk is controlled as well as uncertainty minimized. Each decision made by the PM has to be directly beneficial to the project. A PM uses the software for managing project like Microsoft Project to organize

respective tasks as well as workforce. Such software packages enable the PM to generate reports and charts in a less time, as opposed to many hours it can take if they were to use manual means.

The following are the roles of PM:

- Analysis of risk
- Analysis of scalability, interoperability and probability
- Budget development
- Business partnering
- Charts and schedule creation
- Documentation
- Estimating cost
- Estimating time
- Issues and risk management
- Planning and sequencing of activity
- Planning of resources
- Progress monitoring and reporting
- Quality controlling
- Realization of benefits
- Scheduling development
- Scope planning and defining
- Working with desired vendors

Planning:

The PM has to plan the work and work the plan. As indicated, the entire intention of running a given project is to accomplish some goal. Therefore, establishing a roadmap or

planning beforehand remains a necessary role of the PM. Moreover, the plan is the determinant of whether the approval for the project will be got or not. Thus, the PM must ensure that he addressed such questions as, what task need to be finished, who is to finish such tasks, by when such turns need to get finished (Klemme, 2013).

In the planning stage, the PM must define the scope of the project and subsequently develop the schedule and plan for the project. PM develops effective and efficient policies and procedures so that the project becomes delivered to the client. This is executed while keeping in mind the specified time as well as the given budget. Moreover, the planning entails the determination of the resources available and considers the time required to wind the project. A PM who misunderstands the planning as only taking place solely at the start of the project will not succeed. Planning must be an ongoing process through the project lifespan. Indeed, a good PM is one who is dynamic adequately to modify the plan based on the changing scenarios.

Organizing:

After the PM has a plan regarding how to perform the project, he must implement. The PM must then organize to come up with a structure to give the project team. The PM has to consider the current structure the organization is following. The PM will assign roles to members of the team and set deadlines to accomplish targets. The PM will also brief the team members regarding the tools to be used (Martinez, 2013). This is done by identifying the services or product to be given, and the firms that offer them.

Leading:

The leading role can accommodate all the PM's roles. Therefore, leading is regarded as the most significant role of the PM. The PM must take the leading right from the beginning. The PM has

to coordinate with various people to make sure that the project runs as smoothly as possible. The PM must keep a regular inspection on the development of the project. He must ensure that his project team members meet the deadline as well as the adhering to the set guidelines. The PM must conduct meeting regularly and make sure that the members of the team undertake follow-up actions. To lead by PM means making decisions at each phase of the progress of the project. He needs to build his knowledge regarding the technical matters linked to the project. Besides technical aspect, leading further entails interpersonal skills. The PM must demand excellence from the members of the team and assist them in their respective personal development. The PM must motivate and inspire his team despite the hiccups and ensure high morale. In a nutshell, the PM is the leader the team members are looking up to. Hence, managing people always remains a core aspect of PM.

Monitoring:

The PM must consistently be on his toes and has to make sure that the project stays on the right track. This implies that the PM will have to make sure that resources are used efficiently. Moreover, the PM has to see to it that the project is completed within the timeframe. Project manager ensures effective monitoring through measuring, evaluating and correcting. Monitoring does not have the conventional meaning in project management since it does not involve the imposition of decision from above. Projects currently take place via collaboration between PM and the members of the project team. Thus, instead of dictating and commanding the things to be done, monitoring is achieved via the contribution from all team members.

Communicating

A PM cannot stress adequate significance of communication in a project success. It remains so important that several surveys demonstrate that the PM spend 90% of his time

communicating. The ability of the PM to communicate differentiates him from average PM. The PM must interact with many people including project team, project sponsor, clients and vendors. All this calls for the PM to communicate with key stakeholders higher up in the command chain.

Manage Risk:

The project seldom runs smoothly. Thus, risk remains unavoidable part of every project. Therefore, the PM must manage uncertain scenarios which might have an adverse impact on the project remains a key role of the PM.

Emirates Airline:

Narrative and Core Business

The Company offers airline services and provides transportation and travel services, air catering, young flyer accommodation, first-class lounges, and in-flight entertainment. The company serves customers globally. Emirates Airline was formed in 1985. Currently, it is among the leading airlines globally and flies to more than one-hundred and twenty-four destinations. It operates current airbuses and provide as well as offer satisfactory services to clients.

Current Organizational Structure

The current organization structure of Emirates Airline assumes a tall, hierarchical and this influence its culture, management, and leadership. The management approach followed by Emirates Airline is classical one. The organizational structure influence project management in that it is the means by which group and individuals in the company cooperate systematically to undertake the business and manage projects. The Emirates Airline organizational structure is both tall and hierarchical thus this ³ structure begins with:

- Chairman, Vice Presidents
- Executive Secretaries

- Divisional VP
- Senior VP
- Regional managers
- Area managers
- Department heads
- Supervisors below that the Emirates Airline employees report upwards

The tall and hierarchical structure results from the fact that it is a large organization and hence the more a firm expands the management level will increase thereby leading to hierarchical structure.

With a tall structure, Emirates Airline gets more benefits. In this tall structure, the Emirates Airline has a highly closer supervisory control since this structure is employed. The structure is an increasingly authoritative due to clearly defined roles and responsibilities. Also, hierarchical structure makes everyone responsible answerable to ascending authorities hence faults become less and considered decisions shall be reached every time (Burger, 2017). Nevertheless, hierarchical structure has some demerits to the workers' side since motivation level might stay slightly lower and consequently affects the firm. Another cons of tall structure is that it establishes a large obstacle to communication with senior management, middle- and lower-level management.

Emirates Airline is a big organization with several levels of management. Such various departments involve different tasks, ranging from department that serve customers' needs to engineering department alongside catering department. However, each department is under the management of department head. They report upwards to middle-level management as well as up

to seniors. The staff play a key role in various stations since it is not all the online and thus regional managers, department managers, area managers, as well as supervisors are appointed.

The tall organizational structure of Emirates Airlines affects project management in either ways. The fact that the organization has a clear definition of roles and responsibilities and chain of command makes it easy to run the project. This is because everyone task with a responsibility must be accountable upwards the chain and this means that errors or mistakes during the project management are minimal. However, communication by PM is affected since there are many people to be included alongside the tall chain of command. With communication difficulties, the project manager may not achieved the desired outcomes. However, generally, Emirates Airlines provides a culture that is enabling environment for successful project management.

Current Project Management Practices

The current methodology used by Emirates Airline is PRINCE2. This is an acronym for Projects IN Controlled Environments. It is a best practice for managing project saves to its highly flexible nature. With this methodology, Emirates Airline outputs are defined clearly and there is also a justification give per project. The methodology features timely delivery of services and products and well within the estimates of costs (Tse, 2013). The roles are determined beforehand and the project only kicks off with defined roles with every member of the project team being well aware of their roles and responsibilities towards the successful project execution.

Difficulties Associated with Current Project Management Practices

The Project Management Life Cycle has four stages including initiation, planning, execution and closure. However, the Emirates Airline faces some difficulties in its project management based on the current methodology used in respect of the project management life

cycle. Under the initiation phase, the main difficulty facing the organization is how to effectively appoint a project team. This is caused by the hierarchical structure that has to consider many people to be included due to its long chain of command. In planning, the challenge is that of creating effective communication plan. Since the project has to fully engage both senior management down to the staff, it is difficult to create an effective communication plan. This is because the PM will not have the freedom to do it alone but has to consult many people in its hierarchal structure. The lack of freedom by PM makes him uncomfortable to work with authority since his actions must be ratified by someone on top. This affects the project success negatively as the ideas of the PM and members of team might account anyway. Under the execution, the main challenge facing project management is the monitor and control. This is because there is a need for every person to report to another one right from the staff to the senior management. This makes it hard to monitor and control within the required timeframe thus negatively affected the performance and success of the project. In respect to closure, the main difficulty is review of completion since every person along the tall structure must be contacted. This will take some time and might be tiresome.

Recommendation

The Emirates Airline should adopt the following recommendations to improve its current project management activities and practices.

- There is a need to adopt agile methodology as the default methodology for project management
- The company should separate its normal management structure from the project team management to give full authority for the PM to act authoritatively without the need to report and get the decisions ratified by top management

- The Emirates Airline should appoint the project manager and mandate him with the full responsibility of appointing the project team to deal with this challenge
- It is also recommended that the chain of communication of the project be separated from the normal chain of communication in the firm to avoid the negative effects of the hierarchical structure which delays the project

Achievement and Conclusion

Emirates Airline has won the ² best Airline Worldwide award at the 2017 business traveler awards in the sweep of four award. These included best airline worldwide, best frequent flyer programme, best first-class lounge and best first-class. The Company stressed on the meeting as well as exceeding the expectations of the customers both on the ground and in air and these were highlight acknowledged with four accolades at the Business Traveller Middle East 2017 Awards. The firm has achieved its continuous investment in the service enhancement and project development. The enhancement achieved include newly designed business class seats, environmentally sustainable blankets and interactive augmented reality amenity kits, as well as redesigned amenity kits for first and business class travelers. It has also continued to top the in-flight entertainment with a wide choice of more than 2,600 channels on the organization's system.

In conclusion, effective project management activities and practices revolve around the consumer prospects handling with consumer-oriented visualization. In the Emirates Airline, the project management practices revolves around four core business including airline services, frequent flyer programme, first-class lounge and first-class and all these are consumer-involvement.

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