PLANNING, EXECUTION AND CONTROL CAPABILITIES
IN A REAL-WORLD PROJECT

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Organizations Involved in the Project

This project entails construction of a world-class football stadium with a capacity of 60,000. The stadium is to be constructed by two different companies. One of the companies will be involved in the designing and engineering work, while the other one will be involved in the actual construction of the stadium. The companies that would ensure a successful completion of this stadium project will be Carrillion and Balfour Beatty. Carillion will be concerned with designing and engineering of the entire stadium, and the Balfour Beatty will be involved in the actual construction of the stadium. For the entire project to be a success, the two companies will have to work together and complete their part of the project on time. Given that the role that one company plays in this project depends on the role played by the other company, it is crucial for the companies to ensure that they work within the set period to avoid delays that may have negative implications for the entire project (Harrison & Lock 2004).

Specific Planning

The entire project will take two years to complete, with designing and engineering work taking about six months. Therefore, the company in charge is expected to be through within six months, because the other part of the project is dependent on the timely performance of the first phase of the project. The second phase of the project will be the actual construction work, which the Balfour Beatty Construction Company will be expected to carry out. The second phase of the project will take one and a half year for completion. The two companies involved in this project will select a team of experts who will come together and plan on how the entire project will be executed to avoid delays in completion. It is estimated that the entire project will cost $500 million, with the engineering and designing work running up to $100 million. The actual construction work is estimated at $400 million.
There are a number of risks that may arise during the execution of the project. In order to protect the project from these risks, a number of risk management strategies will be employed. Risk retention strategy will be used to manage risks that cannot be transferred to a third party. Risk reduction will be used to reduce the impact of those risks that are manageable (Stevens 2002). Finally, risk transfer will be used to manage those risks that are not manageable and whose impact is great on the project. In order to start the construction process, the relevant authorities need to issue approval and the process is expected to take place immediately after the first phase of the project is completed. The companies involved in the construction work will have to seek the approval of the community where the stadium is being constructed. Secondly, it will then seek for approval from the body that is responsible for environmental management. There are a number of deliverables that are involved in the project; these deliverables include designing, budgeting, engineering, and construction of the stadium (Kousholt 2007). Engineers and designers will be required to perform these activities, the finance managers will be expected to prepare a budget for the project, and various teams of employees will be expected to perform different aspect of construction work (Lock 2007).

**Execution, Control Tools and Methods**

The companies will approach the stadium construction project using the extreme project method. Given that the project has great dynamics and the needs of the customers may change during the process of undertaking the project, the extreme project method approach will provide room for catering for these changes. For example, from our experience, the project is arranged using the current data available and, should the need arise, we then modify the plan as required.

Critical chain management method will be used in executing and controlling the project. This method will help the project manager to cope up with uncertainties that arise
during execution of the project. That method will be appropriate, as it will take into account
the limited resources that are available for completion of the project (Phillips 2003). The
main purpose of the execution and control method is increasing the speed at which the project
is executed to avoid any delays in its completion.

Event chain method will be used in controlling and executing the project. The method
will be useful in identifying and managing various events that may be affecting the schedule
of the project. The method will help in mitigating the negative impact that psychological
biases and heuristics from affecting the execution of the project (Ireland 2006).

**Goals of the Project**

The main goal of this project is to build a stadium of a world-class standard. The other
goal of this project will be to ensure that stadium construction is completed on time and
within the budget. In order to achieve these goals, the employees involved in this project will
be required to follow the project vision and mission and ensure that they work hard towards
the realization of the project goals.

**Relationship between Project Goals, Planning and Execution, as well as Control Tools and Methods**

The planning process should be aimed at ensuring that the goals of the project are
realized. The project manager should ensure that the planned events are in line with the goals
of the project. The resources needed to achieve the goals of the project should be availed
during the planning phase so as to avoid any problems that may hinder the execution of the
project. On the other hand, the execution tools and methods selected should be in line with
the planned events. The methods should be aimed at aiding the process of execution and
controlling project activities so that they are in line with the initial plan. Therefore, there is a
close relationship between planning, execution and control methods and the project goals,
because the success of one is dependent on the other (Witzel 2003). The organisations
involved in the project should ensure co-operation, because the success of the two phases of the project depends on the degree of their co-operation.

**Scheduling Problem**

Given the nature of the project, problem of scheduling may likely arise during the planning and the execution stages. The project, which is divided in two phases with every phase to be performed by a different company, will likely to cause the scheduling problem. For instance, a failure by the company to design and engineer the project may result in the delay in the actual construction of the stadium. This in turn will result in problems with completion of the project on time (Kwak 2005). The project manager will be faced with a challenge of rescheduling the implementation of the project goals. There are other factors that may result into scheduling problem during the execution of the project. For instance, the issue of the legal case arising as a result of the project will have a great impact on the completion of the project. The community hosting the stadium may be opposed to the project, thereby moving it to the court. Consequently, before the case relating to the project is fully dealt with, the project execution will be stopped, and this in turn will cause delays in project execution (Marsh 1975).

**Recommendation**

Therefore, it is important to apply the execution and control method in dealing with the scheduling problem. In addition, the chain method will be used in controlling and executing the project. The method will be useful in identifying and managing various events that may affect the implementation of the project. The method will help in mitigating the negative impacts from psychological biases and heuristics on the execution of the project. Critical chain management method will be used in executing and controlling the project. This method will help the project manager to cope up with uncertainties that arise during execution of the project. The method will be appropriate, as it will take into account the
limited resources available for completion of the project. The main purpose of this execution and control method will be to increase the speed at which the project is executed to avoid any delays.

In order to overcome the problem of scheduling, it is important for the project manager to allocate realistic time for each and every item that will be performed during the execution process. The project manager should ensure that the events of the project are allocated enough time to avoid scheduling problems that may have a negative impact on the execution of the project. All the project stakeholders, that is, employees, suppliers, government, community, and the managements of the companies should come together and enter into an agreement on how the stadium project will be executed (Cleland & Roland 2006). This will help in minimizing project scheduling problems.
Reference List


