

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

Massy Stores SLU Store Remodel Project Plan

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MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

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This Final Graduation Project was approved by the University as  
partial fulfillment of the requirements to opt for the  
Master in Project Management (MPM) Degree

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Full name must be written  
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## **DEDICATION**

**Comentario [CB1]:** Pls complete

This project is dedicated to my mother who always believed that I could accomplish whatever I set out to do.

## **ACKNOWLEDGMENTS**

**Comentario [CB2]:** Pls complete

I would like to acknowledge the management of *Massy Stores (SLU)* for helping me retrieve some of the information which was critical to conceptualizing and creating this plan. In particular, members of the *Finance* department who were very accommodating by providing various costs, budgets and analysis, from past similar projects. I am also grateful to *Dinks Networking*, *Medrics' Construction Inc.* and *Baptiste Refrigeration* for helping me come up with costs estimates. My tutor Mr. Carlos Brenes is deserving of my gratitude for his professional guidance, for being extremely understanding, patient, empathetic (when I caught the Zika virus) and generally for being one of the best tutors I have had through my academic journey.

To all I say, thank you!

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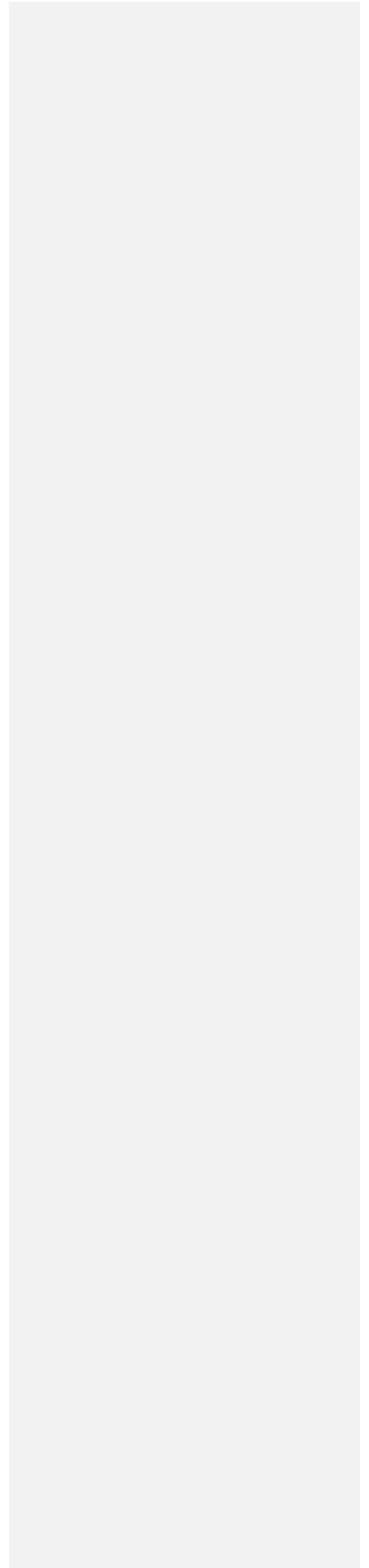


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## **ABBREVIATIONS AND ACRONYMS**

- CFL – Consolidated Foods Ltd
- FGP – Final Graduation Project
- GPM – Green Project Management
- PMBOK – Project Management Body of Knowledge
- SLU – St Lucia
- UCI – Universidad Para La Cooperacion Internacional

## **EXECUTIVE SUMMARY (ABSTRACT)**

Massy Holdings, operator of companies in several Caribbean and South American countries, two years ago acquired a chain of St Lucian owned supermarkets, known today as Massy Stores SLU. The Massy Group, founded in 1932, operates businesses in many sectors which include Distribution, Energy and Retail. Since their acquisition of the supermarket company in St Lucia, the rebranding of the company has brought with it the need to have all stores remodeled.

The company has set a stiff timeframe by which it wants all stores remodeled. Thus far, three remodeling projects have been undertaken. However, as a result of the tight timeframe imposed upon the project team, the store remodel projects, although finishing on time (within planned schedule) have all gone over budget and have all deviated from the previously agreed scope of work.

Because of the company's commitment to continuously improving its business strategies, a more results oriented, efficient and effective approach to project implantation could be achieved through the use of a detailed project management plan for the Massy Stores SLU store remodel project.

Both qualitative and quantitative methodologies were used to gather data for this research endeavour. Firstly the descriptive form was used, in the form of customer suveys, questionnaires and interviews as well as the observation of the customers and employees in the current environment. The findings from these were analyzed and interpreted to help make better decisions with regard to environment, shopping experience, etc. Secondly, the quantitative methodology was used by means of critically analyzing data such as cost factors (labor, materials, etc), potentail profit loss (loss of sales during the time which the remodel takes place), budgets and realistic schedules to help develop a plan that would serve as a guide for the

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**Comentario [CB4]:** Pls complete

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**Comentario [6-JTG6]:** Check spelling

**Comentario [CH7]:** This has been adjusted

**Comentario [CH8]:**

implementation of the remodel project by means of a formally documented and accepted plan.

The general objective was to develop a comprehensive Project Management Plan, inclusive of all subsidiary management plans for the Massy Stores SLU supermarket remodelling project. The specific objectives were:

1. To develop a Scope Management Plan to ensure that all project work and only the project work is done
2. to develop a Time Management Plan to ensure the timely completion of the project,
3. to develop a Cost Management Plan to ensure that the project is completed within budget,
4. to develop a Quality Management Plan to ensure that project and product requirements are met and validated,
5. to develop a Human Resource Management Plan to organize, lead and manage the project team,
6. to develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information,
7. to develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk,
8. to develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project
9. to develop a Stakeholder Management Plan to identify, analyze and engage stakeholders and manage their expectations.

With the time frame in hand, the Project Manager and his team set about creating various subsidiary management plans that were later intergrated into one main Project Management Plan. This plan details all the necessary steps to be performed from project initiation to project close, to ensure the project's success.

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**Comentario [CH11]:**

At the end of plan formulation, recommendations that can also serve as lessons learnt on how the project team can better the planning process for future similar projects, are made.

## 1 INTRODUCTION

### 1.1 Background

Massy Holdings, which is the parent company of the Massy Group “is a diversified regional conglomerate which operates in six Caribbean countries, as well as Costa Rica, Colombia and the USA (“CFL Stores rebrand to Massy Stores (SLU) Ltd.,” 2016). Massy stores SLU, was previously known as Consolidated Foods Ltd, operators of Super J Supermarkets. Consolidated Foods Ltd, more commonly known as CFL was a private limited liability St Lucian company. Formed in 2004 through a merger of two of St Lucia leading supermarkets, CFL extended their operations to St. Vincent and the Grenadines (“Welcome To Consolidated Foods Limited - About CFL,” n.d.). The Massy Group acquired a majority share of CFL in January 2014, after which began their companywide rebranding exercise which involved bringing together all their business and subsidiaries under a single corporate entity which is MASSY.

The Massy Group was originally founded in 1932 by Harry Neal and Charles Massy (the company was formerly known as Neal and Massy) and since then the regional conglomerate owns over 60 companies in eight countries, boasting over ten thousand employees in sectors such as industrial equipment, finance, distribution, insurance, energy and gas, properties and real estate, technology and retail (“About Us,” n.d.). Massy Stores SLU runs under the retail subsidiary of the Massy Group called “Massy Stores”. Massy Stores consists of 45 stores in four different countries – Trinidad, Barbados, St. Lucia and St Vincent (“About Us,” n.d.). Since the acquisition and the rebranding in St Lucia, Massy Stores SLU has undertaken store remodeling projects and plans to remodel all its supermarkets in St Lucia. Massy has established a three-year time frame to have all the stores remodeled to adopt its traditional look, feel and concept.

Therein lies the problem. With this stringent time frame, the previous store remodel projects, though completed on schedule, have blown their budgets while proving to



be somewhat chaotic because of the project's ineffective execution and inefficient control. With the creation of a Massy Store project management plan tailored to the Massy Stores SLU remodeling exercise, the St Lucian leadership team heading these developments can better and more efficiently execute and manage these projects.

## **1.2 Statement of the problem**

This study investigates the inefficiency and ineffectiveness of project planning and execution during Massy Stores SLU store remodels.

This project addresses the overall problem of project planning and execution, to further increase the project completion success rate. Post project analysis of the last three projects indicate that even if the projects were completed on time, certain budgets were surpassed because of rework and scope creep, a result of inadequate planning, poor information and requirements gathering and poor monitoring control measures.

It is the opinion of this researcher that a properly planned document housing the goals and detailed plan for action, would increase the project completion rate. Specifically, this project focuses on ensuring that all appropriate planning to include information gathering, analyses and interpretation are done according to a recognized standard. Emphasis is also placed on execution and monitoring processes, to ensure that the work to be done, is done to specifications within the stipulated time frame.

## **1.3 Purpose**

The Massy Stores SLU Project Management Plan will investigate the practices and processes currently employed by the company for project planning and execution and align them with best practices of PMI and the project community.

The implementation of an approved project plan containing all formal information, past and present, along with the appropriate steps, measures and controls, would cause the the upcoming remodel projects to reap many benefits. These include more complete requirements identification, better data collection, better decision making through the use of more data analyses, improved execution, cost savings, timely task completion without the need for crashing or schedule compression and overall, a more smoothly run project.

This FGP can enhance the implementation of the Massy Stores SLU remodel projects by investigating the problem of poor project execution and recommending appropriate solutions through the development of an indepth project management plan.

#### **1.4 General objective**

The general objective of this plan was to:

Develop a comprehensive Project Management Plan, inclusive of all subsidiary management plans for the Massy Stores SLU supermarket remodelling project.

#### **1.5 Specific objectives**

1. To develop a Scope Management Plan to ensure that all project work and only the project work is done
2. To develop a Time Management Plan to ensure the timely completion of the project
3. To develop a Cost Management Plan to ensure that the project is completed within budget
4. To develop a Quality Management Plan to ensure that project and product requirements are met and validated
5. To develop a Human Resource Management Plan to organize, lead and manage the project team

6. To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information
7. To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk
8. To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project
9. To develop a Stakeholder Management Plan to identify, analyze and engage stakeholders and manage their expectations

## **2 THEORETICAL FRAMEWORK**

### **2.1 Company/Enterprise framework**

The research for the creation of the management plan was done both online from company websites such as <http://www.massygroup.com/home.aspx> and <http://www.superjsupermarkets.com/cfl/> as well as from field research within the company and outside of the company. The websites proved to be very detailed and user friendly. Field work did not prove to be demanding because the researcher is an employee of the company and a member of the project team. Access to documents such as historical data (previous bids, contracts, approved sellers, bills, invoices) were made available by the Finance department and various charts were made available by the operations and Human Resources department. Formal and informal conversations with Management, Staff and Contractors also contributed to the creation of the plan.

### **2.2 Company/Enterprise background**

Massy Stores SLU is the largest supermarket chain in St Lucia with eleven stores conveniently located around the island. The company prides itself on offering competitive pricing, great customer service and quality brands while supporting the local agricultural and manufacturing industries as well as fostering community involvement. The store offers conveniences such as bill payment services, in-store pharmacies and in store ATMs. ("Welcome To Consolidated Foods Limited - About CFL," n.d.). One of the stores, Massy Mega is a 50,000 square foot warehouse store that caters to restaurateurs, yachters, shops and kitchens. At this location individuals can find products of different sizes to suit their needs.

Under the guidance of the managing director Martin Dorville, Massy Stores SLU's team consists of a dynamic team of individuals who are committed to the success of the company. With such a plethora of successful and insightful individuals

comes a magnitude of experience resulting in more innovative and successful ways to lead, direct, motivate their teams to achieve their vision.

### **2.3 Mission and vision statements**

As is the custom with most successful organizations, Massy Stores SLU has a clear Mission and Vision statement that sums up the aim and values of the organization. The Mission Statement of Massy Stores SLU reads:

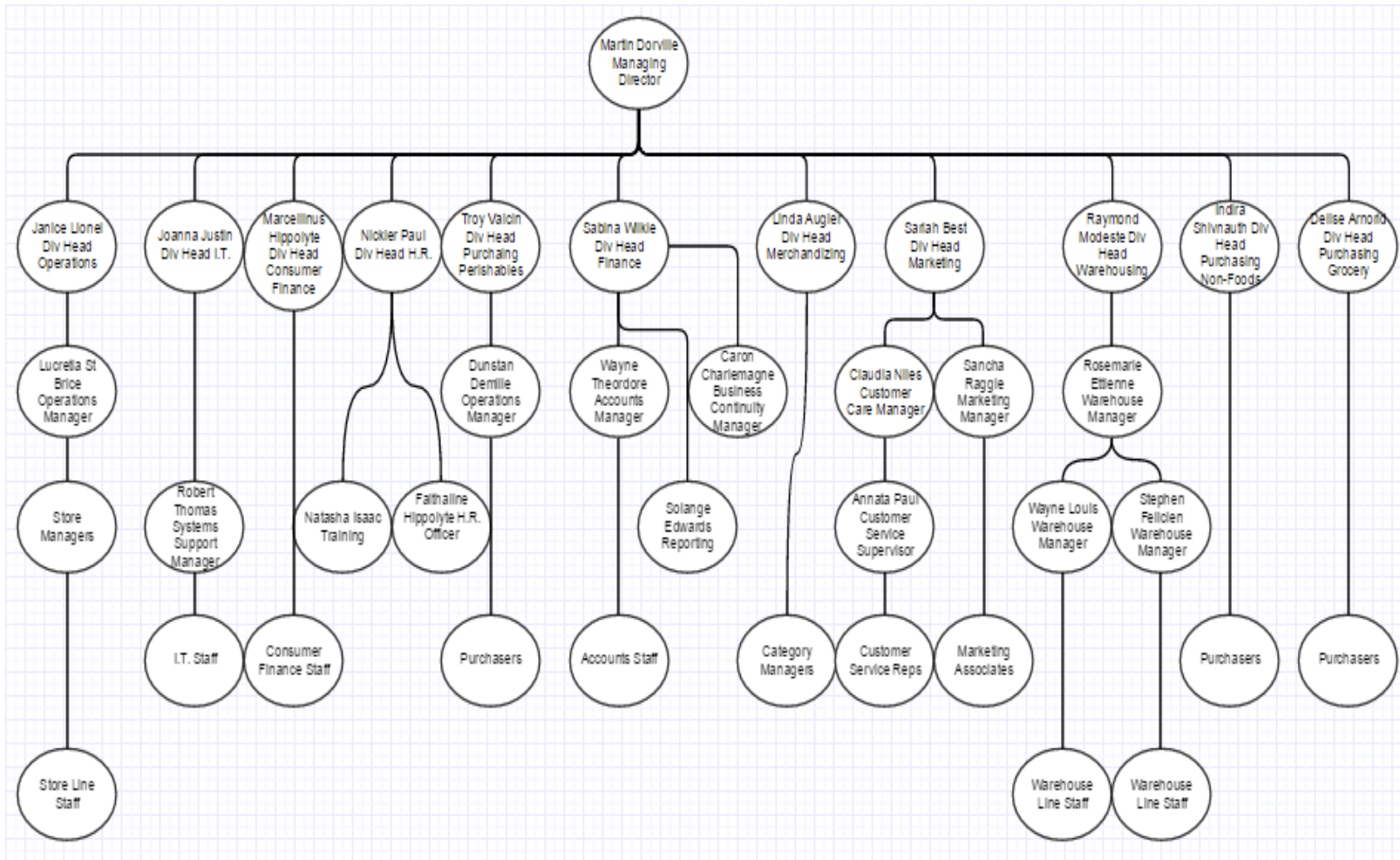
*Creating Value. Transforming lives through: 1. Commitment to the ultimate satisfaction and happiness of our Associates 2. Continuously building the trust and loyalty of our customers 3. Delivering a delightful, pleasurable and safe shopping experience to all 4. Fostering a mutually beneficial and ethical relationship with our suppliers 5. Caring about our communities and our environment.*

Its Vision states: *The Premier Caribbean Basin Retailer – Continuously Extending Our Reach* (“About Us,” n.d.). Both the mission and vision statements exemplify what the company aims to accomplish with regard to growth, development and success.

### **2.4 Organizational structure**

Making up the management of Massy Stores SLU is a group of unique professionals all committed to the development and growth of employees as well as the success of the organization. These individuals are recognized and known island-wide for their innovation and contribution to the supermarket and service industry. On the following page is an organizational chart which represents the management of Massy Stores SLU.

Figure 2.1 Organizational structure



## 2.5 Products offered

Massy Stores is known for offering a wide range of products, convenient services and customer service that are second to none. The Massy Store St Lucia is a chain of Nine Supermarkets offering a wide range of grocery options as well as services which include pharmacies, delis, mobile top up, Sure Pay Bill Payment, Gift Vouchers, Lotto, ATM Machine services and ice machines.

The club store, Massy Stores Mega, is a 50,000 square foot warehouse type store that offers customers savings from buying in bulk. At this store one can find bulk groceries, office supplies, home improvement products, furniture, appliances, auto supplies as well as garden supplies. The store hosts an in-house bakery that offers an assortment of freshly baked bread and pastries. Also housed at Massy Mega are Ace paints and hardware products. A Pharmacy, a bank, an ATM, and Eye Care Centre as well as post office boxes are more great offerings from the store

Massy Gourmet is another proud achievement of Massy Stores SLU. This store offers specialty items that cater to particular health needs or lifestyle choices. There one can find an assortment of international wines and cheeses. Other offerings include breakfasts and lunches on the run, delicatessen and bakery treats as well as a variety of meat cuts prepared by the store's in house butcher.

("StoreTypes | Massy Stores," n.d.)

Massy has recognized the importance of providing the customer with not only the products and services needed, but also that of providing the atmosphere within which shoppers can feel relaxed while shopping. It is for this reason, that the company has taken an aggressive drive to renovate all store locations to meet the international Massy Standard. The creation of the Massy Stores SLU Project Management Plan is sure to aid the company to achieve this goal more efficiently and effectively.

## 2.6 Project Management concepts

Below is a list of the various project management concepts that Massy Stores SLU adopted during the development and execution of the Project Plan. While some of these concepts may be new to Massy Stores, many of them were familiar to the Management and project team of the company.

## 2.7 Project

The definition of a project in its simplest form, according to the PMBOK is a temporary endeavor undertaken to create a unique product, service, or result (Project Management Institute, 2013). A project can further be described as “a unique, transient endeavor, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits” (“What is project management? | Association for Project Management,” n.d.).

The deliverable of this project was to produce a project plan that was used to manage the execution of the Massy Stores SLU store remodel project. The objective of the Project Plan is to develop a comprehensive project management plan, inclusive of all the subsidiary management plans for approval by the board of examiners on or before the project deadline.

The Massy Stores SLU Management plan contains the project methodology, scheduled milestone dates, deliverables, deadlines as well as submission and review dates. The Massy Stores SLU organization is no stranger to project development and implementation. In the past, the company has executed projects that have been completed by the scheduled dates and which met some strictly imposed deadlines. However, the company lacks certain fundamentals of planning, execution and controlling with regard to the implementation of these projects. The development of an approved project management plan would be sure to fill the gaps with regard to implementation and provide much needed guidance to the Massy Stores SLU project team.



## 2.8 Project Management

Project Management, according to the PMBOK is “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements (Project Management Institute, 2013).

The Final Graduation project plan is a unique endeavor with a definite start and end date that is to result in a final deliverable of a plan on how to manage and develop the FGP. The FGP which is the Massy Stores SLU store remodel management plan details processes such as the Inputs (documents, plans, designs), Tools and Techniques (Mechanisms applied to inputs) and Outputs (documents, products, etc.) within the various knowledge areas (Integration, Cost, Risk, Human Resource, etc.) to achieve the main objective of the project. The knowledge gained during the various MPM courses was applied during the development of the Project. Reference was made to the PMBOK for guidance on knowledge areas such as Integration and Time Management since these sections were not adequately covered in the course.

In the past, Management viewed Project Management as **just** a discipline, and a process that was not particularly necessary to the company’s development and rapid growth. There were a few (and probably still are today) who viewed the discipline as a threat to their authority. Today, years later, this notion of Project Management has changed. Massy Stores, through the realization of its benefits has embraced the discipline and although certain processes may not be done properly (or left out altogether), the company now relies on Project Management to see its projects from initiation to project close.

## 2.9 Project Life Cycle

According to the PMBOK the Project Life Cycle is “the series of phases that a project passes through from its initiation to its closure” (Project Management Institute, 2013).

**Comentario [6-JTG12]:** What you mean by graduation seminar project?

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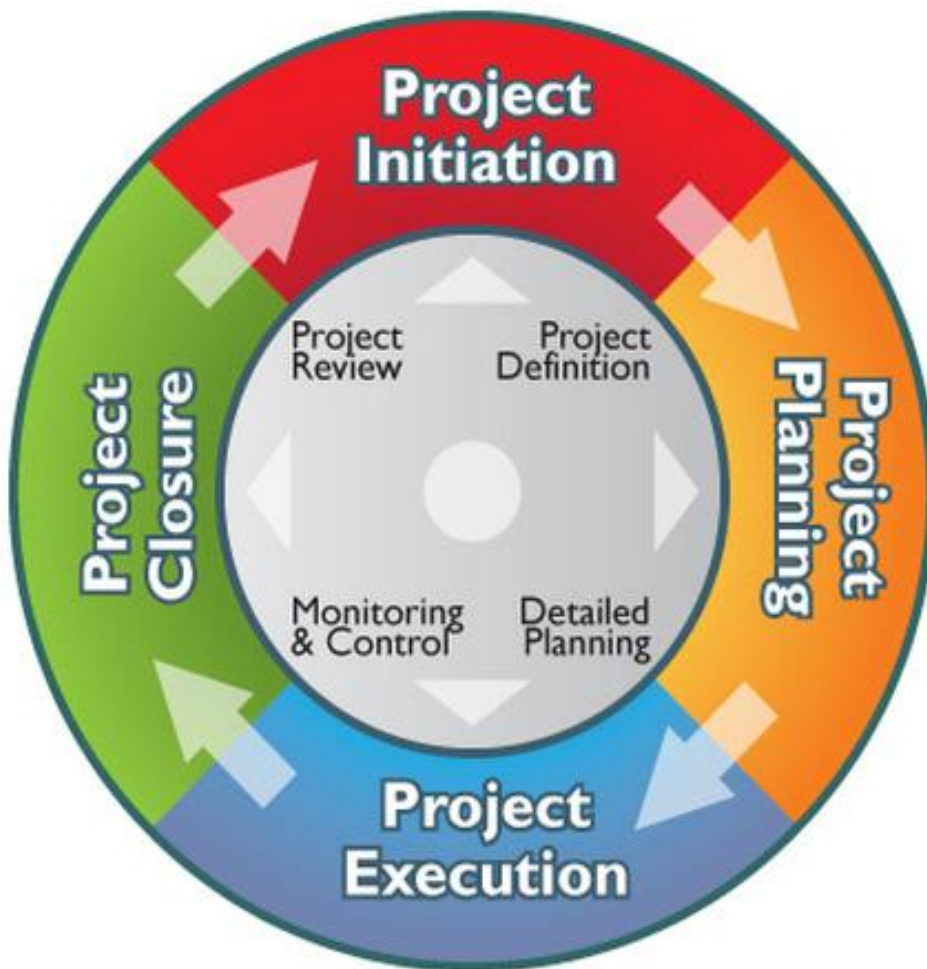
**Comentario [CH14]:**

The Project life cycle of the organization starts with the initiation of the project. This is when management decides to undertake the project. The reason for undertaking the project is stated in the Project charter. Project approval occurs at this stage. The next stage is the planning stage. During this phase, all the project requirements are collected from the stakeholders (employees, customers, contractors, leadership, suppliers, etc.). Further, data collection is analyzed and processed resulting in decisions being made with regard to budget, schedule and project scope. Plans on how to manage the project are developed. In the third phase of the project, the execution of the planned work begins. The fourth phase of the project, the closing phase, is where the project's deliverables are formally accepted, lessons learned are documented and resources are released. During this stage the contractors formally hand over the product of the project (which is the completed renovated store). There should be formal acceptance of the project by Massy Stores SLU, after which all contracts are closed.

**Comentario [CH15]:** It has been adjusted

Below is a Figure illustrating the project life cycle:

Figure 1.2 Project Life Cycle



Source: <https://jaideepkatkarcs200w.wordpress.com/>

## 2.10 Project Management Processes

According to the PMBOK, Project Management Processes are defined as “A systematic series of activities directed towards causing an end result such that one or more inputs was acted upon to create one or more outputs” (Project Management Institute, 2013).

The Project Management Processes that were utilized during the development of the FGP are summarized in Figure 2.3 below. Please note that only appropriate processes pertaining to the FGP were utilized.

Figure 2.3 Project Management Processes

Initiating	Planning	Executing	Monitoring & Controlling	Closing
Select project manager	<b>Determine how you will do planning—part of management plans</b>	Acquire final team	Measure against the performance measurement baselines	Develop closure procedures
Determine company culture and existing systems	Create project scope statement	Execute the PM plan	<b>Measure according to the management plans</b>	Complete contract closure
Collect processes, procedures and historical information	Determine team	Complete product scope	<b>Determine variances and if they warrant corrective action or a change</b>	Confirm work is done to requirements
Divide large projects into phases	Create WBS and WBS dictionary	<b>Recommend changes and corrective actions</b>	Scope verification	Gain formal acceptance of the product
Identify stakeholders	Create activity list	<b>Send and receive information</b>	Configuration management	Final performance reporting
Document business need	Create network diagram	Implement approved changes, defect repair, preventive and corrective actions	<b>Recommend changes, defect repair, preventive and corrective actions</b>	Index and archive records
Determine project objectives	Estimate resource requirements	Continuous improvement	Integrated change control	Update lessons learned knowledge base
Document assumptions and constraints	Estimate time and cost	Follow processes	Approve changes, defect repair, preventive and corrective actions	Hand off completed product
Develop project charter	Determine critical path	Team building	Risk audits	Release resources
Develop preliminary project scope statement	Develop schedule	Give recognition and rewards	Manage reserve	
	Develop budget	<b>Hold progress meetings</b>	<b>Use issue logs</b>	
	Determine quality standards, processes and metrics	Use work authorization system	Facilitate conflict resolution	
	Determine roles and responsibilities	Request seller responses	Measure team member performance	
	<b>Determine communications requirements</b>	Select sellers	<b>Report on performance</b>	
	Risk identification, qualitative and quantitative risk analysis and response planning		<b>Create forecasts</b>	
	<b>Iterations—go back</b>		Administer contracts	
	Determine what to purchase			
	Prepare procurement documents			
	<b>Finalize the “how to execute and control” aspects of all management plans</b>			
	Create process improvement plan			
	<b>Develop final PM plan and performance measurement baselines</b>			
	Gain formal approval			
	Hold kickoff meeting			

(n.d.). Retrieved September 12, 2016, from <http://www.rmcpjproject-exampreppm.com/sample/lesson10-comm/chart.html>

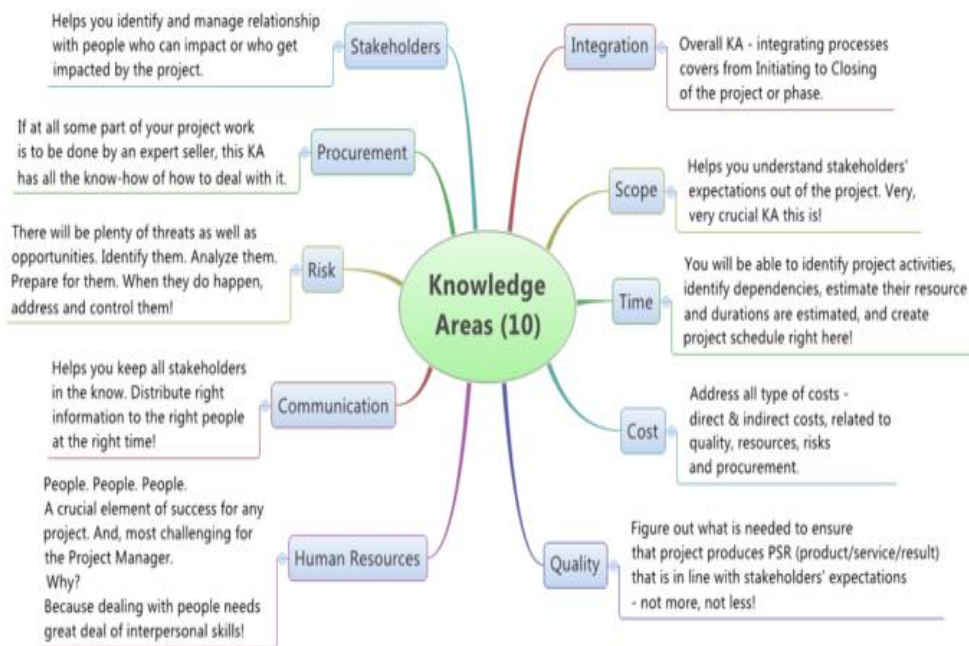
The project team at Massy Stores SLU sadly does not view the processes of Project Management as being absolutely necessary in the development of a project plan and the implementation of the project. It is the view of some project team leaders that the old concept of developing the project as it goes along, has been working and as a result, they do not think that anything more should be done. Although this concept, in the form of progressive elaboration or rolling wave planning, has its place in the project, best practices show that adequate and detailed planning betters the project's chance of success. This Management Plan is intended to adhere to best practices and better guide the organization with reference to project implementation.

### **2.11 Project Management Knowledge Areas**

The PMBOK describes the Project Management Knowledge Areas as “an identified area of Project Management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools and techniques (Project Management Institute, 2013).

The knowledge areas to be used in the project and a basic description of their content can be found in Figure 2.4 on the following page:

Figure 2.4 Project Management Knowledge Areas



Shenoy, S. (2014). Knowledge Required To Manage Projects -. Retrieved September 12, 2016, from <http://www.pmaxamsmartnotes.com/project-management-knowledge-areas/>

The majority of the project team at Massy Stores SLU are familiar with the terms of the various knowledge areas such as Quality, Stakeholder, Risk, etc, but lack and fail to apply the fundamental processes within these areas to derive suitable outcomes (Outputs) that would aid to steer the project in the right direction. The Massy Stores SLU Store Remodel Project Management Plan aims to address these issues.

## 2.12 Other applicable theory/concepts related to the project topic and context

Green Project Management, more commonly known as GPM, is a set of standards focused on the integration of sustainable practices. The store's remodel key focus, similar to that of the Tripple Bottom Line of GPM was on People: These are the company's employees, suppliers and customers, Profit: a newly remodelled store would result in a more pleasurable shopping experience would lead increased sales and Planet: ensuirng the installation of more energy efficient equipment (e.g. refridgeration) which are more environmentally friendly. It also involves change management initiatives which are geared at better aligning the organization's strategy with measureable social, environmental and economic outcomes. This concept is new to many members of the project team. However, it has been observed that adopting this approach can help Massy Stores SLU to further recognize its Mission Statement "...Caring about our communities and our environment " ("About | Massy Stores," n.d.).

**Comentario [6-JTG16]:** Where are you using GPM? Are you taking into account the triple baseline?

**Comentario [CH17]:** Yes Sir. I was relating this to the Triple Bottom Baseline. I included a few lines to make reference to this

### 3 METHODOLOGICAL FRAMEWORK

The following section reflects the sources of information for the project plan, research methods chosen, the tools used for each specific objective, the assumptions and constraints as well as the deliverables.

#### 3.1 Information sources

Information in its simplest definition is processed data. In order to process this data, one must have a source from which it is collected. In the article entitled "Finding, Organizing and using Health Information: A training Manual for Students, Researchers and Health Workers in Africa", an information source is defined as where you got your information from. (Ajuwon et al., 2011). Information sources can be observation, people, speeches, documents, pictures or organizations (Ajuwon et al., 2011). The information sources can be print, non-print or electronic media (Ajuwon et al., 2011). Information sources can be further categorized as Primary and Secondary sources.

##### 3.1.1 Primary sources

According to an online article from Santiago Canyon College, a primary source provides direct or firsthand evidence about an event, object, person or work of art. Primary sources provide the original materials on which other research is based and enable students and other researchers to get as close as possible to what actually happened during a particular event or time-period. ("Identifying Primary and Secondary Resources," n.d.)

For the FGP, the primary sources of information were mainly staff meetings, customer surveys, focus groups, official and unofficial Mazzi records (lessons learnt), contracts, Mazzi historical data, work performance data, health codes (ministry of health), building codes (ministry of infrastructure), electrical codes (Ministry of Infrastructure) company registers (risk, stakeholder), organizational

**Comentario [CH18]:** Thank you for your comments sir. However, I am a bit confused as to what do you mean by "justified". Should I further justify the statement made or is it that I need to justify the paragraph rather than have it indented. With regards to the indented paragraph I did follow the APA format referencing Block Quotes. On Page 2 of the Citing Sources Using APPA Manual 6<sup>th</sup> ed, it states "block quotes are used for quotes of 40 words or more." Did I miss interpret? Please provide guidance.

**Comentario [CB19]:** I meant justified text (format). No need to do anything else



process assets, various checklists, organizational charts, reporting structures, schedules and calendars, staff performance and appraisals, meetings, and project charters.

### 3.1.2 Secondary sources

An online article from the Santiago Canyon College described Secondary sources as sources that describe, discuss, interpret, comment upon, analyze, evaluate, summarize and process primary sources. A secondary source is generally one or more steps removed from the event or time period and is written or produced after the fact with the benefit of hindsight. On occasion, secondary sources will collect, organize and repackage primary source information to increase usability and speed of delivery ("Identifying Primary and Secondary Resources," n.d.).

For the FGP, the secondary sources of information that were used are budgets, various analysis, lessons learnt (previous projects), survey findings and focus group findings, previous project documents, PMBOK 5<sup>th</sup> Edition. Below is a table which summarizes what was used in the FGP:

**Table 3.1**  
Information sources

Objectives	Information sources	
	Primary	Secondary
To develop a Scope Management Plan to ensure that all project work and only the project work is done	Staff interviews, Customer surveys, Focus Groups, Budgets, Lessons learnt, Mazzi historical data, contacts, Meetings	Analyses, Lessons learnt, PMBOK 5 <sup>th</sup> Edition
To develop a Time	Mazzi Stores	PMBOK 5 <sup>th</sup> Edition, Lessons Learnt

**Comentario [CH20]:** Thank you for your comments sir. However, I am a bit confused as to what do you mean by "justified". Should I further justify the statement made or is it that I need to justify the paragraph rather than have it indented. With regards justifying the paragraph I did follow the APA format referencing Block Quotes. On Page 2 of the Citing Sources Using APPA Manual 6<sup>th</sup> ed, it states "block quotes are used for quotes of 40 words or more." Did I miss interpret? Please provide guidance.

**Comentario [CB21]:** See previous comment. No need for further action

Objectives	Information sources	
	Primary	Secondary
Management Plan to ensure the timely completion of the project	official records, unofficial records, Staff rosters, Milestones, company calendar, Staff performance data, Meetings	(historical data)
To develop a Cost Management Plan to ensure that the project is completed withing budget	Project Charter, Work performance data, Project schedule, Staff schedule, Agreements, Massy historical data, Estimates, contracts, Meetings	Analyses, PMBOK 5 <sup>th</sup> Edition. Previous Project Documents
To develop a Quality Management Plan to ensure that project and product requirements are met and validated	Surveys, Focus groups, Risk register, Work performance data, Organizational process assets, Stakeholder register,	Lessons learnt, Analyses, PMBOK 5 <sup>th</sup> Edition

Objectives	Information sources	
	Primary	Secondary
	Meetings	
To develop a Human Resource Management Plan to organize, lead and manage the project team	Organizational process assets, Staff schedule, Staff performance assessments	Previous project documents, PMBOK 5 <sup>th</sup> edition
To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information	Focus groups, Organization process assets, Stakeholder register, Work performance data, Meetings	Analyses, PMBOK 5 <sup>th</sup> edition, Previous Project Documents
To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk	Staff meetings, Customer surveys, Focus groups, Official and unofficial Mazzi records, Organizational process assets, Staff schedule, Estimates, Risk register, Project Schedule, Work performance data	Analyses, Lessons learnt, PMBOK 5 <sup>th</sup> edition
To develop a	Project schedule,	Analyses, PMBOK 5 <sup>th</sup> edition,

Objectives	Information sources	
	Primary	Secondary
Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project	Estimates, Organizational process assets, Contracts, Work performance data,	Previous project documents
To develop a Stakeholder Management Plan to identify, analyse and engage stakeholders and manage their expectations	Project charter, Organizational process assets, Stakeholder register, Work performance data, Mazzi records,	Analyses, PMBOK 5 <sup>th</sup> edition, Previous project documents

### 3.2 Research methods

During the initiation and planning stages of the project plan, the researcher is expected to gather information in various ways. To achieve this, he or she must select the appropriate research method(s). According to BusinessDictionary.com, (“What is research methodology?,” 2016) research methods can be defined as the process of collecting information and data for the purpose of making business decisions. Most of the previously mentioned methods such as using publication research, interviews, surveys, focus groups etc. can all be included as chosen research methods for project planning. For the purpose of the FGP the main research methods that were used are outlined in Sections 3.21- 3.24.

### **3.2.1 Analytical Method**

The analytical method involves the use of critical thinking skills followed by the evaluation of the information collected. This type of research affords individuals the opportunity to make key decisions based on the outcome of the research conducted ("Analytic Research," 2016).

### **3.2.2 Statistical Method**

Statistical methods involve the collection and close examination or inspection of the information gathered (Rouse, 2014). Usually, data samples are used from the information gathered but in this case, since the data quantity to be collected was not difficult to manage, all the data collected were analyzed and scrutinized in order to reach the desired objective.

### **3.2.3 Observation Method**

This type of research, often called field research is done by observing the ongoing behavior of the subject of the research, ("Observational Research - Definition, Methods & Examples," n.d.). In the case of the management plan, the subjects of this research would be the customers, suppliers and employees. By observing these subjects in relation to the questionnaires, surveys, etc. important and relevant information can be collected which will lead to successfully achieving the desired objectives of the management plan.

### **3.2.4 Specific Research**

The Specific Research method requires that the focus be on gathering primary information "geared towards resolving problems found through prior research" (Venture Line, n.d.). This type of research is vital during the preparation of budgets, scheduling, costing, contract awarding or generally any major decisions that may affect the project.

Table 3.2 Summarizes the research methods employed during this project.

**Table 3.2**  
**Research Methods**

Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
To develop a Scope Management Plan to ensure that all project work and only the project work is done	Applied through the use of in depth planning, investigation and analyses with reference to the work that must be done. This involved stakeholders	To accommodate the evaluation and analysis data were collected via focus groups, surveys and inspected	Data were also collected by conducting walk-throughs	Experts (like contractors, architects and interior decorators) were brought in to evaluate, estimate, measure scope
To develop a Time Management Plan to ensure the timely completion of the project	Applied through the use of in depth planning, investigation and analyses with reference to the project time frame. This involved stakeholders	Applied through the use of examination of data like supplier delivery time frames, etc.	Not Applicable	Applied through the use of staff Organizational calendars and staff schedules (for staff availability)
To develop a Cost Management	Applied through the use of budgets,	Applied by gathering by comparison	Applied by conducting field research to	Applied by means of retrieving

Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
Plan to ensure that the project is completed within budget	historical data (previous purchases and contracts), forecast. This involved stakeholders	relevant project costs e.g. bidders, tenders, open bills for material cost, etc.	determine areas that may impact cost negatively or positively e.g. (increase receiving bay capacity or change inefficient air condition system)	various costs beforehand such as contracts, materials cost, freight and duty costs, wages and salaries, etc. This will aid individuals make cost effective decisions
To develop a Quality Management Plan to ensure that project and product requirements are met and validated	Applied through the evaluation of surveys on topics such as customer shopping experience, product availability, etc.	Done by determining accepted quality levels in construction, decoration, speed of delivery	Applied with the aid of walk-throughs. Both the PM and project team conducted scheduled as well as unscheduled walk-throughs	Applied by determining which quality metrics, quality control measures and checklists were used to ensure project quality.
To develop a Human Resource Management Plan to organize, lead and manage the	Applied by using staff performance reports to determine which employees would be most	Based on the amount of tasks to be done, using a sample can determine how many people would	Not Applicable	Through the use of staff calendars, organization resources, and vacation rosters appropriate

Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
project team	appropriate for tasks e.g. most efficient merchandisers would be used for supermarket restocking	be needed during a particular project phase, e.g. after determining how long one merchandiser would take to stock a shelf, one can derive the approximate number of merchandisers needed to restock the entire store in a given time frame		schedules can be created and managed. Also through the use of organizational charts and employee performance reports, one can match employees with specific skill sets to the appropriate tasks
To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project	Applied by evaluating the best methods for communications in contrast with what is currently used outside the organization	Applied by inspecting the results from group discussions, focus groups, contractor meetings etc., to determine	Walk-throughs and face to face communication with employees, suppliers and contractors also help determine communication needs and gaps	Applied by gathering all forms of communication available to the project and project team and documenting when, where,



Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
information		which form of communication was used and the frequency of communication		how and why it is supposed to be used
To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk	Applied through the use of expert judgement to determine alternate courses of action e.g. management is prepared for further loss in sales due to the scheduled store reopening being pushed back as a result of inclement weather slowing down construction. Also this method along with the aid of	This is applied by examining the results to the various surveys and analyses done to determine the chances of events (such as lost customers, decreased profits, shrink in perishable items)	One of the best ways to determine risks is to interact with the project environment itself. Walk-throughs provide a great way to observe work, situations and people	Applied by using data from budgets, forecasts, analyses, surveys and reports as well as previous lesson learnt, Organizational process assets, and risk registers

Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
	stakeholders can help create risk registers and their appropriate risk responses			
To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project	Through the use of expert judgement, buying and procurement decisions that would not negatively impact the project were made e.g. experienced purchasers know how to negotiate better prices based on market conditions	When receiving tenders from vendors or conducting bidding with contractors, analyzing offers that fall way over or under the mean (average contractor rate) ensures you work with offers that have a higher likelihood of success	By observing the project environment as well as the external environment, it can help individuals make better procurement decisions e.g. a possible increase in cement would lead to an increase in the cost of construction. This means that the project should have a contingency reserve that	Applied by using cost specific costs of materials, goods, contracts, employee labor (with regards to rates) along with tools, techniques and analyses to determine efficient or alternate means of procuring products or services.

Objectives	Research methods			
	Analytical	Statistical	Observational	Specific
			would serve as a response to this risk	
To develop a Stakeholder Management Plan to identify, analyze and engage stakeholders and manage their expectations	By evaluating the responses of customers, shareholders, employees, suppliers, contractors, etc. to determine direct and indirect stakeholders as well as stakeholders' influence on the project	Through the use of charts (power/interest grid or a power/influence grid) stakeholders can be identified with relation to their influence levels, their knowledge and experience as well as their expectations. This can help analyze the impact each stakeholder or group of stakeholders may have on the project	Interaction within the project environment can help you identify silent stakeholders that you may not have identified previously through surveys and focus groups. These stakeholders can still have an impact on the project and needs to be managed	By applying this research method identifying potential/key/all stakeholders would result in producing a stakeholder register. This register would help in the managing stakeholders and their expectations

### 3.3 Tools

According to the Merriam-Webster online dictionary, a tool can be described as something used to perform an operation or something that is necessary in the practice of a task or profession (“Definition of TOOLS,” n.d.). Project Management tools are further described as something tangible, such as a template of software program, used in performing an activity to produce a product or result (Project Management Institute, 2013).

Some of the tools used in the creation of the project plan for Massy Store Remodel are a milestone checklist, Charts and templates (Gantt charts), project management software (WBS scheduler, MS Project), Project reviews, Review documents (Delivery reviews and project reviews), and Project plans.

Table 3.3 lists the tools which were used on the Project Plan.

**Table 1.3**  
**Tools**

Objectives	Tools
To develop a Scope Management Plan to ensure that all project work and only the project work is done	Expert Judgements, Meetings, Focus groups, Surveys and questionnaires, Analyses, Inspection, Decomposition, Observation
To develop a Time Management Plan to ensure the timely completion of the	Expert judgement, Meetings, Estimates, Analyses, Decomposition,

project	Modeling techniques, MS Project, Diagrams and charts,
To develop a Cost Management Plan to ensure that the project is completed within budget	Expert judgement, Analyses, Forecasts, Reviews, Estimates, Historical data, Cost of Quality, Project management software
To develop a Quality Management Plan to ensure that project and product requirements are met and validated	Analyses, Seven basic Quality tools, Meetings, Sampling, Audits, Sampling, Inspection, Reviews
To develop a Human Resource Management Plan to organize, lead and manage the project team	Organizational Charts, Expert judgment, Meetings, Networking, Negotiation, Analyses, Observation, Performance reports, Training, Team building, Assessments
To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information	Analyses, Technology, Communication Models, Performance reports, Information management systems, Expert judgement, Communication methods
To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk	Analyses, Expert judgement, Meetings, Reviews, Diagrams, Assessments, Strategic responses, Audits, Performance measurements
To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project	Analyses, Expert judgement, Research, Meetings, Conferences, Evaluations, Negotiation, Performance reviews, Inspections, Audits, Payment systems
To develop a Stakeholder Management Plan to identify, analyze and engage	Analyses, Expert judgement, Meetings, Communication methods, Information

stakeholders and manage their expectations	systems
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### 3.4 Assumptions and constraints

During the planning process the researcher anticipates that some things are true, remain constant or are as perceived without prior proof or demonstration (Project Management Institute, 2013). This is known as an assumption. Constraints however are factors that affect the execution of the project (Project Management Institute, 2013).

The assumptions considered on the Final Graduation Project are many. Some of these are that it is assumed that the work to be undertaken to complete the project plan is clearly understood by all involved and that all the work to be done for the project was taken into account. Additionally, it was assumed that all tasks will be completed within the scheduled dates, that all project costs will remain within budget, that the project plan lists all requirements and that all the stakeholders of the project are identified. Table 3.4 summarizes the assumptions and constraints of the project.

**Comentario [6-JTG22]:** What is your base to assume this?

**Comentario [CH23]:** The assumptions speak to the tasks being accomplished as per the planned dates. My wording may not have reflected this so it has been adjusted accordingly.

**Table 3.2**  
**Assumptions and Constraints**

Objectives	Assumptions	Constraints
To develop a Scope Management Plan to ensure that all project work and only the project work is done	All the necessary information needed for project planning was	User requirements can change after the plan has been developed.

**Comentario [CB24]:** Need to focus both assumptions and constraints from the FGP perspective, not to the remodeling project itself

Objectives	Assumptions	Constraints
	collected.	
To develop a Time Management Plan to ensure the timely completion of the project	The schedules created in the time management plan are of a realistic nature.	Scheduling software may not be readily available.
To develop a Cost Management Plan to ensure that the project is completed within budget	It is assumed that historical data (invoices, records, contracts) were made available to help project costs.	Massy Stores SLU may keep or withhold certain cost documents due to company confidentiality policies.
To develop a Quality Management Plan to ensure that project and product requirements are met and validated	It is assumed that the quality specifications/ metrics planned into the project will be adhered to.	Some of the quality checks and matrices included in the plan may not be inadequate with reference to the project.
To develop a Human Resource Management Plan to organize, lead and manage the project team	It is assumed that the Project Manager will work closely with the HR	Determining resource skill levels may be difficult because of inadequate HR

**Comentario [CB24]:** Need to focus both assumptions and constraints from the FGP perspective, not to the remodeling project itself

**Comentario [6-JTG25]:** If you assume this. Why do you want a quality management plan?. Is a bold assumption

**Comentario [CH26]:** This assumption was initially made with regards to the quality specifications/matrices specified within the scope plan. As stated by the PMBOK, Quality needs to be planned in. It is assumed that these specifications which were planned in will be followed by persons executing the respective tasks. However, I further adjusted the sentence to reflect your observation.

Objectives	Assumptions	Constraints
	department in order to develop the plan.	documentation.
To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information	Communication methods chosen are understood by the entire project team	Determining communication needs may be difficult especially amongst the older age group of Massy SLU project team.
To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk	It is assumed that all relevant stakeholders have been involved in risk identification processes.	Risk identification may prove difficult because of stakeholder absence during the risk identification meetings.
To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project	It is assumed that all invoices, contracts, etc. are current and available.	Some of the contracts may be of a confidential nature and may be difficult to access.
To develop a Stakeholder Management Plan to identify, analyze and engage stakeholders and manage their expectations	It is assumed that for the development of	Prioritizing stakeholders may be a challenge

**Comentario [CB24]:** Need to focus both assumptions and constraints from the FGP perspective, not to the remodeling project itself



Objectives	Assumptions	Constraints
	this plan, all stakeholders are identified.	with respect to stakeholder influence on the project.

**Comentario [CB24]:** Need to focus both assumptions and constraints from the FGP perspective, not to the remodeling project itself

### 3.5 Deliverables

According to the PMBOK, a deliverable can be defined as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase or project (Project Management Institute, 2013).

The expected deliverables for the FGP management plan are, a Scope Management plan, a Time Management plan, a Cost Management plan, a Quality Management plan, a Human Resource Management Plan, a Communication Management Plan, a Risk Management Plan, a Procurement Management Plan, Stakeholder Management Plan and a complete Project Management Plan. Table 3.5 provides a summary of the deliverables

**Table 3.3**

#### Deliverables

Objectives	Deliverables
To develop a Scope Management Plan to ensure that all project work and only the project work is done	Scope Management Plan This plan is used as a guide to ensure that scope creep is avoided. This is the plan that PM and team should refer back to when in doubt about the project

**Comentario [6-JTG27]:** Do you have the acceptance criteria for each deliverable?

**Comentario [CH28]:** Thank you for that observation. The acceptance criteria has been stated below this Table.

To develop a Time Management Plan to ensure the timely completion of the project	Time Management Plan This plan must be developed with the help of other department heads to help ensure employee availability
To develop a Cost Management Plan to ensure that the project is completed within budget	Cost Management Plan Expert Judgement, forecasting, budgets, Company historical data all play a role in this plan
To develop a Quality Management Plan to ensure that project and product requirements are met and validated	Quality Management Plan In this plan attention must also be paid to the Cost Of Quality, bearing in mind the cost associated with rework if the quality requirements are not met
To develop a Human Resource Management Plan to organize, lead and manage the project team	Human Resource Management Plan This plan indicates staff availability, employee competency, planned training, Organizational charts, reporting structures etc.
To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information	Communications Management Plan This plan indicates the type of communication to be used (phone calls, email, meetings), when it was used and how often. It also states how and where project information was stored as well as the process for information retrieval.
To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk	Risk Management Plan. Should involve as many stakeholders as possible. Unforeseen risk must also be planned for. There will also be ways to identify possible opportunities from various

	risks.
To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project	<p>Procurement Management Plan</p> <p>Development of this plan will also involve meeting with suppliers and contractors to find cost effective solutions to procurement issues.</p>
To develop a Stakeholder Management Plan to identify, analyze and engage stakeholders and manage their expectations	<p>Stakeholder Management Plan</p> <p>This plan is about knowing who your stakeholders are, knowing their interest and influence on the project, keeping them informed or satisfied or keeping them monitored.</p>

#### Acceptance Criteria

- Each management plan must consist of a detailed document with specifications for each area of the project as well as all functional requirements of the project.
- The Deliverable must be reviewed and approved by the management of Massy Stores (SLU).

## **RESULTS**

### **4 Scope Management Plan**

This Scope Management Plan ensured that the work undertaken for this project was only that which needed to be undertaken until the successful completion of the project. This Scope Management Plan served as a blueprint of how the project scope was defined, developed, validated and controlled. This plan contains the scope management approach, roles and responsibilities, and guidelines for managing the scope of the project.

#### **4.1 Plan scope management**

A variety of project documents were used as the key inputs to define the project scope and derive the project scope statement. The project objectives found within the project charter and Stakeholder Register were used as a basis to define the project scope. Other documents that were used include the procurement documents, historical planning documents, contracts and processes.

Document approvals were the responsibility of the Project Sponsor along with the project manager and project team, where necessary. Some of these documents included deliverable checklists, milestone checklists and work performance measurements.

Proposed changes to the project scope were compared to the WBS and Project charter. Project changes can be classified into two categories: Major changes and Minor changes. Minor scope changes can be approved by the Project Management Committee, which comprises the Project Manager, members of the project team and the Head of Operations. Major project scope changes can only be approved by the Change Control Board comprising of the Project Manager, Project Sponsor and members of the Executive Steering Committee. Both minor and major scope changes must be submitted via a formal change request.

**Comentario [CB29]:** This is more an introductory section were you explain in general terms how the scope planning is to be done

#### 4.2 Collect requirements

The collection of the requirements was done with the use of a requirements traceability matrix. This matrix can be used to help develop the WBS, aid with project development, zoom in on project objectives, assess the business' need for the renovation and also help explore the opportunities and realize the intended goals of the project. The development of the requirements traceability matrix was done by the Project Manager along with the project team and project stakeholders through the use of interviews, focus groups, supermarket surveys, customer observations, sales analysis and documents analysis. Please see the Requirements Traceability Matrix for Massy Stores (SLU) in Table 4.1.

**Comentario [CB30]:** For this one you need to apply the tools and techniques to do the collect requirements process, which basically end up with the requirements traceability matrix. Meaning the requirements for the Government house restoration project in the form of a matrix/chart. Pls review the PMBOK and the outputs of each process applied since you need to have at least the main output of each one of the processes

Table 4.1 Requirements Traceability Matrix

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
1	Polished tiled Floors	Janice Edwards	Operations	Improves atmosphere, adds to a pleasant shopping experience, easy to clean and maintain		Walk through/ Checklist			
2	Spacious Isles	Catherine Pascal	Operations	Improves atmosphere, adds to a pleasant shopping experience,		Walk through/ Checklist			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
				less clutter					
3	Improved Lighting	Caron Charlemagne	Security and Audit	Improves atmosphere, adds to a pleasant shopping experience, savings on energy consumption		Walk through/ Checklist			
4	Brighter Décor	Linda Augier	Merchandizing	Improves atmosphere, adds to a pleasant		Walk through/ Checklist			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
				shopping experience, better organizing of products					
5	Larger Backstore Storage	Catherine Pascal	Operations	Ability to store more goods, easier retrieval of goods, easier receiving of delivery trucks		Walk through/ Checklist			



Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
6	More efficient Refrigeration	Janice Edwards	Operations	Refrigeration was better situated on store perimeter, better storage of cold foods and fresh meats, more chilled drinks offered		Walk through/ Checklist/ Temp test			
7	Improved customer Service Counter	Claudia Niles	Customer Service	Able to tend to customers better and quicker, able		Checklist			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/ Requestor	Department	Business Justification/ Need	WBS Deliverable	Validation	Status	Active/ Inactive Flag	Comments
				to offer customers more services					
8	In Store Deli	Troy Valcin	Purchasing Perishables	More customer offerings through Deli foods and freshly baked treats, increased store sales		Walk through/ Checklist/ Inspection by the Bureau of Standards			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
9	In Store Pharmacy	Indira Shivnauth	Pharmacy	Offering customers over the counter and prescription drugs, increased store sales		Walk through/ Checklist/ Inspection by the Bureau of Standards			
10	Wider Variety of products	Delise Arnold	Purchasing Grocery	More and better options for customer shopping, increase in store sales		Walkthrough/ Checklist			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
11	Bigger staff kitchen	Catherine Pascal	Operations	able to accommodate more staff at a time, better amenities, keeping with health and safety standards		Walk through/ Checklist			
12	New ceiling	Janice Edwards	Operations	Improves atmosphere, adds to a pleasant shopping experience,		Walk through/ Checklist			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
				easy to clean and maintain					
13	More efficient check outs	Catherine Pascal	Operations	easier to operate by cashier, more technically advanced cash lanes work smoother, better experience for both cashier and customer		Walk through/ Checklist/ Inspection by the Bureau of Standards			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
14	Improved Network Infrastructure	Joanna Justin	Business Systems & IT	Faster network operating at optimal functionality, improved network and equipment uptime, more robust IT equipment		Walk through/ Check list			
15	More Security Detail (Cameras)	Caron Charlemagne	Security and Audit	Improved security, reduction in theft and		Walk through/ Check list			

Requirements Traceability Matrix									
Project Name		Massy Stores (SLU) Remodel Project							
Project Description		The remodelling of the Massy Stores (SLU) Supermarket to meet industry standards							
Unique Req ID	Requirements Description	Source/Requestor	Department	Business Justification/Need	WBS Deliverable	Validation	Status	Active/Inactive Flag	Comments
				other unlawful incidents					

### 4.3 Define scope

The project scope includes project documents such as the project charter and other aspects of the project management plan. To ensure that all key stakeholders as well as the Project Sponsor understand the approved scope of the project, the Project Manager is to ensure that the project scope is clearly communicated to them.

This project scope includes the design of the supermarket interior, the development of the project, the implementation of new equipment, the finalization and implementation of project management plans, the clarification, definition and documentation of requirements, the development and implementation of validation criteria as well as the management and overseeing of project close out activities.

The project scope does not include the development or implementation of new processes.

Table 4.2 outlines the Project Scope Statement of the Massy Stores (SLU) store remodel project.

**Comentario [CB31]:** Here is where you define the project scope. Pls look for the Project Scope Statement (PSS) template which was probably provided to you during the Scope management course. If you don't have it you will need to create it considering what the PMBOK suggests in terms of the content on the PSS



**Table 4.2**  
**Project Scope Statement**

Project Name: Massy Stores (SLU) Remodeling Project	
Prepared by: Chris Hippolyte	
Date: 11/18/2016	
Project Justification:	To update and enhance the look and feel of the Supermarket resulting in a better customer shopping experience, a more comfortable working environment for staff and compliance with industry standards
Product Description:	<ol style="list-style-type: none"> <li>1. Newly fitted floors and ceilings</li> <li>2. Newly fitted networking</li> <li>3. Newly fitted staff kitchen and lunch room</li> <li>4. Newly fitted Check Stands and Cash Register Lanes</li> <li>5. Wider grocery isles</li> <li>6. Wider variety of goods</li> <li>7. Rebuilt back store</li> <li>8. Newly fitted Deli</li> <li>9. Newly fitted Pharmacy</li> <li>10. Newly fitted décor</li> </ol>
Project Deliverables:	<ol style="list-style-type: none"> <li>1. Newly remodeled store</li> <li>2. Newly remodeled Deli</li> <li>3. Newly remodeled Pharmacy</li> <li>4. Newly fitted Staff kitchen and lunch room</li> <li>5. Newly fitted Customer Service Area</li> <li>6. Newly fitted refrigeration</li> </ol>

	<ul style="list-style-type: none"> <li>7. More efficient Air Condition System</li> <li>8. Newly Installed Electrical Wiring and Lighting</li> <li>9. Improved Networking</li> <li>10. Improved Surveillance</li> </ul>
Out-of-scope Items:	<ul style="list-style-type: none"> <li>1. New business processes</li> </ul>
Project Objectives:	<ul style="list-style-type: none"> <li>1. To enhance the customer shopping experience resulting in customer satisfaction further leading to an increase in sales</li> </ul>
Cost Objectives	<ul style="list-style-type: none"> <li>1. Project not to exceed \$2 million</li> </ul>
Schedule Objectives	<ul style="list-style-type: none"> <li>1. To finish the project within the allotted 60-day time frame</li> </ul>
Acceptance Criteria	The acceptance criteria were in accordance with the approved contract terms, agreements and warranties between contractors and management.
Constraints:	<ul style="list-style-type: none"> <li>1. Resource (internal) availability</li> <li>2. Budget</li> <li>3. Time</li> </ul>
Assumptions:	<ul style="list-style-type: none"> <li>1. Contractors have adequate Statement of Work.</li> </ul>

	<ol style="list-style-type: none"> <li>2. All staff will remain in place throughout the duration of the project.</li> <li>3. Deliverables were as defined in scope.</li> <li>4. Project Objectives were attained at close of project.</li> </ol>
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#### 4.4 Create WBS

The Work Breakdown Structure of the Massy Stores (SLU) remodel contains the work packages of the work and only the work that is to be undertaken. Any changes in the scope of work must be requested through a formal change request. Upon approval of the change, the Project Manager will reflect the change in the WBS.

Below is the WBS for the Massy Stores (SLU) remodel project.

**Table 4.3**

#### WBS

Task Name
1. Massy Stores Remodel Project
1.1 DESIGN
1.1.1 Seller Conference
1.1.1.1 Select Architects
1.1.1.1.1 Create Plans
1.1.1.1.1.1 Select Contractors
1.2 PROCUREMENT
1.2.1 Purchase Refrigeration
1.2.2 Purchase Fixtures
1.2.3 Purchase IT Equipment
1.3 STORE CLOSE

**Comentario [6-JTG32]:** Are those comments already taken care of? I saw government house restoration project and got confused

**Comentario [CH33]:** Yes sir. These comments have already been taken care of. Mr Brenes may have made an error. I took the liberty of going back and marking all those comments that have already been addressed as "Resolved"

**Comentario [CB34]:** In this section is where you create the WBS for the Government house restoration project. You can present it in a graphic form, or a table including the corresponding coding. Pls notice that the time, cost, and other knowledge areas plans was developed using as basis the WBS, therefore, I recommend that you get to a medium level of detail, not too general, neither too specific, so that later on when, for example, you are doing your time management plan, you have enough room to use the WBS work packages to create the project activities

**Comentario [CB35]:** The WBS is fine, however, it is not fully consistent with the Project Scope Statement deliverables. I suggest that you adjust a little bit the PSS so that it is aligned with the WBS

**Comentario [CH36]:** I adjusted the PSS to reflect more Deliverables like you recommended.

Task Name
1.3.1 Advertise Store Closure Period
1.3.1.1 Post Ad in News Papers/Television/Radio
1.3.1.2 Inform Preferred Customers
1.3.1.3 Inform Suppliers
1.3.2 Roster Staff to other stores
1.4 VACATE STORE
1.4 Remove Goods
1.4.1 Pack Goods
1.4.1.1.1 Pack Grocery
1.4.1.1.2 Pack Non Foods
1.4.1.1.3 Pack Perishables
1.4.1.2 Ship to Warehouse Storage
1.4.2 Remove Shelving
1.4.2.1 Dismantle Shelving
1.4.2.1.1 Ship Shelving to Dumpsite
1.4.3 Remove Furniture/Fixtures
1.4.3.1 Ship old furniture to dumpsite
1.4.3.2 Ship Good Furniture to Warehouse storage
1.4.4 Remove Refrigeration
1.4.4.1 Dismantle Refrigeration
1.4.4.1.1 Ship Refrigeration to dumpsite
1.4.5 Strip Network Infrastructure
1.4.5.1 Strip Cat 5 Cables
1.4.5.2 Pack Old Cash Lanes
1.4.5.2.1 Ship Old Cash Lanes to dumpsite
1.4.5.3 Remove Computers
1.4.5.3.1 Ship Computers to warehouse Storage

Task Name
1.5 CONSTRUCTION
1.5.1 Floors
1.5.1.1 Remove Tiles
1.5.1.1.1 Install Wood floors
1.5.2 Ceiling
1.5.2.1 Change Ceiling Tiles
1.5.3 Staff Lunch Room/Kitchen
1.5.3.1 Partition Room
1.5.3.2 Install plumbing
1.5.3.3 Install Lockers
1.5.3.4 Tile Floors
1.5.3.5 Install Countertop and Cabinetry
1.5.3.6 Install Fixtures
1.5.4 Back Store
1.5.4.1 Resurface Floors
1.5.4.2 Build Walk-in Freezers
1.5.4.3 Build Walk-in Chiller
1.5.5 Deli
1.5.5.1 Install Plumbing
1.5.5.2 Tile Deli Floor
1.5.6 Pharmacy
1.5.6.1 Install Plumbing
1.5.6.2 Tile Pharmacy Floor
1.5.6.3 Install Countertop and Cabinetry
1.5.7 Customer Service
1.5.7.1 Install Countertop and Cabinetry
1.5.8 Painting

Task Name
1.6 Electrical
1.6.1 Wiring
1.6.1.1 Strip Old wiring
1.6.1.1.1 Run New Wiring
1.6.1.1.1.1 Run AC wiring
1.6.1.1.1.2 Run refrigeration wiring
1.6.1.1.1.3 Run camera wiring
1.6.1.1.1.4 Run lighting wiring
1.6.2 Lighting
1.6.2.1 Install New Light Fixtures
1.6.2.2 Change all CFL lighting to LED
1.7 COOLING
1.7.1 Central AC Unit
1.7.1.1 Install New Condenser
1.7.1.2 Install New Blower in Ceiling
1.7.1.3 Run New AC Ducts
1.7.2 Split AC Units
1.7.2.1 Install Split Unit in Pharmacy
1.7.2.2 Install Split Unit in Deli
1.7.2.3 Install Split Unit in Customer Service
1.7.2.4 Install Split Unit in Kitchen/Lunch Room
1.7.3 Refrigeration
1.7.3.1 Run refrigeration Piping
1.7.3.1.1 Install and Connect Freezers
1.8 Fixtures
1.8.1 Floor Shelving
1.8.1.1 Measure Spacing

Task Name
1.8.1.1.1 Set up Store Shelving
1.8.1.1.2 Set up Backstore Shelving
1.8.1.1.3 Set up Deli Shelving
1.8.1.1.4 Set up Pharmacy Shelving
1.8.2 Deli Equipment
1.8.2.1 Install Heaters
1.8.2.2 Install Ovens
1.8.2.3 Install Sinks
1.8.3 Pharmacy Equipment
1.8.3.1 Install Sinks
1.8.3.2 Set up Waiting room
1.8.4 Office Furniture
1.8.4.1 Set up Desks/Chairs/Filing Cabinets
1.8.4.1.1 Backstore
1.8.4.1.2 Accounts
1.8.4.1.3 Front Office
1.8.4.1.4 Cashier Room
1.8.4.1.5 Managers Office
1.8.5 Check Stands
1.8.5.1 Measure Spacing
1.8.5.1.1 Install Check stands
1.8.5.1.1.1 Connect Intercom
1.8.5.1.1.2 Install Panic Alarm
1.9 Information Technology
1.9.1 Networking
1.9.1.1 Stripping Old Wiring
1.9.1.1.1 Run Fresh Cables

Task Name
1.9.1.1.2 Install Network Points
1.9.1.1.2.1 Terminate Cables
1.9.2 Cash Lanes
1.9.2.1 Set up Cash Lane OS and Application
1.9.2.2 Install Cash Lane/Scanners/Receipt Printers/Drawers
1.9.3 Servers/Computers/Credit Card Machines
1.9.3.1 Set up Servers
1.9.3.2 Set up Computers
1.9.3.3 Install and set up Credit Card Machines
1.9.4 Wi-Fi
1.9.4.1 Set up and Install Wi-Fi Access Points
1.9.4.1.1 Secured Wi-Fi
1.9.4.1.2 Unsecured Wi-Fi
1.9.5 Scale/Printers
1.9.5.1 Install and Set up Scales
1.9.5.1.1 Deli Scales
1.9.5.1.2 Backstore Flatbed Scale
1.9.5.1.3 Meat room Scale
1.9.5.1.4 Produce Room Scale
1.9.5.2 Install and Setup Printers
1.9.5.2.1 Front Office
1.9.5.2.2 Accounts
1.9.5.2.3 Customer Service
1.9.6 Security
1.9.6.1 Install Cameras
1.9.6.2 Setup and install DVR



Task Name
1.9.7 Testing
1.9.7.1 Test Network Connectivity
1.9.7.2 Test Security Cameras
1.9.7.3 Test Cashing at Cash Registers
1.10 Restocking
1.10.1 Transport Goods from Warehouse
1.10.1.1 Grocery
1.10.1.1.1 Perform Category Management
1.10.1.1.2 Pack Shelves
1.10.1.2 Non Foods
1.10.1.2.1 Perform Category Management
1.10.1.2.2 Pack shelves
1.10.1.3 Perishables
1.10.1.3.1 Check Expiries
1.10.1.3.1.1 Deli
1.10.1.3.1.2 Frozen
1.10.1.3.1.3 Produce
1.11 Décor
1.11.1 Decoration
1.11.2 Signage
1.11.2.1 Internal
1.11.2.2 External
1.12 Open

#### 4.6 Validate scope

The Massy Stores (SLU) remodel project Scope Validation is the process of comparing the project deliverables to the original project scope. During this process the Project Manager along with the Project Sponsor and Steering Committee will also determine how the deliverable was formally accepted. It is expected that project deliverables are verified to project scope throughout the life of the project. These deliverables are expected to be accepted by the appropriate stakeholders throughout the life of the project.

As the project progresses the Project Manager and appropriate stakeholders will verify that each deliverable matches the deliverable stated in the scope statement and WBS. After the Project Manager and stakeholders verify that requirements have indeed been met, the deliverable is then formally accepted. Acceptance of the deliverable is confirmed by the signing of a Deliverable Acceptance Form (as seen in Appendix D). Contracts will include clauses describing the scope verification process.

After the Project is completed, the Project Manager, Project Sponsor and appropriate stakeholders will measure the outcome of the project against its acceptance criteria. After determining that the project has met the acceptance criteria, it is formally accepted by the signing of Project Acceptance Form (as seen in Appendix E).

#### 4.7 Control Scope

The Project Manager monitored the scope of the project for elements that may impact the approved scope baseline of the project. The Project Manager and relevant stakeholders were responsible for monitoring and addressing any changes in the scope of the project. To minimize and prevent critical changes to the scope baseline, the elements that may drive changes in the scope were reviewed regularly.

**Comentario [CB37]:** Pls notice that this is a monitoring and control process (the previous 4 were planning processes). So the idea on this section is that you plan how the project scope is going to be validated. I suggest then that you describe how you proposed that the scope is validated and probably create a template chart to be used for that purpose

**Comentario [CB38]:** As with the previous process, this also corresponds to monitoring and control, thus, I suggest that you emulate the process described of the validate scope process. On the descriptive part of the process you can establish the recommended time period to perform the scope control

**Comentario [CB39]:** Finally, pls notice that the idea is not to copy the processes description from the PMBOK. What you need to do is apply that theory on the PMBOK to have as results the main expected outputs of each process, which conform the specific subsidiary plan (scope, time, cost, etc). The only exception to this statement is for the process like scope planning (and its equivalents for each knowledge area), and the monitor and control processes, where you plan how the monitor and control was done, you can of course use as reference the PMBOK, but again, the idea is that you propose how it is to be done for your specific project.

Any proposed changes to the scope can be initiated by the Project Sponsor, Project Manager, project team members or relevant stakeholders through a formal change request. A Change Request Form (as seen in Appendix F) must be filled and submitted. The Project Manager will evaluate the change request and analyze the impact on the project taking into consideration risk factors, and its impact on cost and time.

The change request was approved. Therefore, the Project Manager proceeded to implement the change. The necessary adjustments were made to the requirements traceability matrix, WBS and Scope statement to reflect the change.

It is imperative that these procedures are followed in order to prevent scope creep.

## 5 Time Management Plan

The Time Management Plan or Schedule Management Plan indicated when deadlines were to be met. Included in this plan was the work that needed to be done, how the work was going to be done, what resources were going to be used to do the work as well as how long it would take to do the required work. Also found in this plan were guidelines on how to develop and control the schedule.

### 5.1 Plan Schedule Management

The project schedule was created using the various scheduling tools along with the deliverables which were identified in the WBS. The Activity definition identifies work packages that must be undertaken to complete each deliverable. A deliverable of this process is the Activity List. After defining the activities Activity Sequencing was used to determine the order in which work packages were assigned. The Project Schedule Network Diagram shows this and indicates the relationship between the activities. After developing the network diagram, Resource Estimating was used to identify which resources and the numbers that were to be used to do the job. The

**Comentario [CB40]:** TMP looks good, however you need to adjust the writing so it is in past tense on the complete TMP as well as all other management plans

**Comentario [CB41]:** Pls see previous comment regarding the use of past tense

Estimate Activity Duration process can take place during Resource Estimating to determine the time it will take to complete each activity.

The Schedule Management Plan was developed by the Project Manager along with the rest of the project team, stakeholders and other resources. Upon agreement of the proposed schedule by all parties the Sponsor, Massy Stores SLU approved the schedule. The approved schedule was then used as the baseline.

The following were the roles and responsibilities for schedule development of the Massy Stores SLU Store remodel project:

- The Project Manager was responsible for defining the work packages, sequencing and estimating the activities and their duration as well as developing the schedule and controlling it. The Project Manager obtained approval from the Project Sponsor for project schedule baseline.
- The project team participated in defining the work packages and sequencing and estimating the activities and their duration. The project team was expected to also review the schedule as needed.
- The project Sponsor, Massy Stores SLU was responsible for reviewing and approving the proposed schedule, which was used as a baseline.
- Various Stakeholders will participate in scheduling reviews and assisted in the schedule validation.

## **5.2 Define Activities**

The Activity Definition process of the project will specify the activities to be performed for each work package. The work packages together form the deliverables of the project. These deliverables were identified previously in the

work breakdown structure in the Scope Management Plan. A combination of project management tools and techniques such as decomposition, rolling wave planning as well as expert judgement were used to develop the activity list. The activity list in Table 5.1 differs from the work packages in the WBS because it contains a scope of work description for each activity detailing the work to be undertaken. The development of the activity list involved the entire project team, including management and various stakeholders. Shown in the Activity List in Table 5.1 is a comprehensive breakdown of the activities to be undertaken during the entire Store Remodel Project.

### **5.3 Sequence Activities**

The first column of the Activity List in Table 5.1 displays the unique identifier for the activity. This unique identifier was used to help sequence the activities. A project schedule network diagram which is an output of the Sequence Activities Process was created using MS Project but due to the magnitude of the Network diagram in MS Project, display constraints were encountered. Consequently, the Unique Identifier in the Activity List was used as a substitute for sequencing the activities. This sequence of project activities will help the team accomplish work tasks with added efficiency.

### **5.4 Estimate Activity Resources**

To help ascertain the cost and amount of time to be spent on each activity, the Activity List identifies the number of people who would be assigned to each activity. It also contains the number of people (resources) that would be used to perform the given activity. By first identifying all the activities to be undertaken, the Project Manager was better able to identify the number of people whom each activity would warrant as well as identify areas to which additional resources could be assigned to help achieve possible early finishes to various tasks.

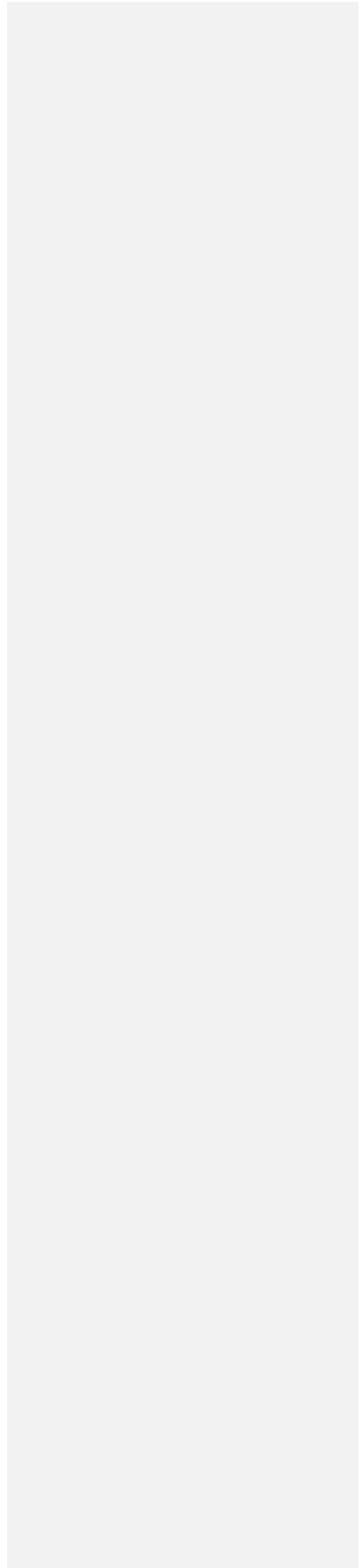


Table 5.1

## Activity List

Project		Massy Stores SLU Remodel Project			Activity List	
Project		5				
Client		Massy Stores SLU Ltd			Date	
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks			Chec	
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
1	Select Contractors	1.1.4	Get and review drawings	5	5	Janice Lionel
2	Purchase Refrigeration	1.2.1	Get Quotes from Suppliers	7	2	Janice Lionel
3	Purchase Refrigeration	1.2.1	Purchase Refrigeration	7	1	Janice Lionel
4	Purchase Fixtures	1.2.2	Get A list of Fixtures to be purchased	9	2	Janice Lionel
5	Purchase Fixtures	1.2.2	Get Quotes from Suppliers	9	1	Janice Lionel
6	Purchase Fixtures	1.2.2	Purchase Fixtures	9	2	Janice Lionel
7	Purchase IT Equipment	1.2.3	List IT Equipment to be Purchased	10	5	Joanna Justin
8	Purchase IT Equipment	1.2.3	Get Quote from Suppliers	10	1	Joanna Justin
9	Purchase IT Equipment	1.2.3	Purchase IT Equipment	10	1	Joanna Justin
10	Post Ad in News	1.3.1.1	Prepare Communication	11	2	Sariah Best Joseph
11	Post Ad in News	1.3.1.1	Identify Mediums and Stations to Place Ads	11	1	Sariah Best Joseph
12	Post Ad in News	1.3.1.1	Send Communication and payments to Ad	11	1	Sariah Best Joseph
13	Inform Preferred Customers	1.3.1.2	Pull List of Highest Spending Customers from		2	Sariah Best Joseph
14	Inform Preferred Customers	1.3.1.2	Call Customers Informing of closure dates		2	Sariah Best Joseph
15	Inform Suppliers	1.3.1.3	Pull List of suppliers from system		4	Delise Arnold
16	Inform Suppliers	1.3.1.3	Identify appropriate means to communicate		4	Delise Arnold
17	Inform Suppliers	1.3.1.3	Send Communication to Suppliers		4	Delise Arnold

**Comentario [6-JTG42]:**  
there so many tasks without predecessor?

**Comentario [CH43]:** I ha most of the numbers in the column as per your observ however those still missing predecessors may indicate the execution of the project will be executed concurr

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				Date
Client		Massy Stores SLU Ltd				
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
18	Roster Staff to other stores	1.3.2	Compare rosters at other stores and schedule	16,14,15	6	Janice Lionel
19	Unpack Perishables	1.4.1.1.1	Prepare Crates		7	Francis Aurelien
20	Unpack Perishables	1.4.1.1.1	Pack Goods off shelf in boxes		7	Francis Aurelien
21	Unpack Perishables	1.4.1.1.1	Pack Boxes on Pallets		7	Francis Aurelien
22	Unpack Grocery	1.4.1.1.2	Prepare Boxes		6	Linda Augier
23	Unpack Grocery	1.4.1.1.2	Pack Goods off shelf in boxes		38	Linda Augier
24	Unpack Grocery	1.4.1.1.2	Pack Boxes on Pallets		12	Linda Augier
25	Unpack Non Foods	1.4.1.1.3	Prepare Boxes	22	6	Indira Shivnauth
26	Unpack Non Foods	1.4.1.1.3	Pack Goods off shelf in Crates	22	12	Indira Shivnauth
27	Unpack Non Foods	1.4.1.1.3	Stack Crates on Pallets	22	6	Indira Shivnauth
28	Ship to Warehouse Storage	1.4.1.2	Pack Boxes/Crates on trucks bound to the		12	Raymond Modeste
29	Dismantle Shelving	1.4.2.1	Pack Shelving On Pallets		12	Raymond Modeste
30	Ship shelving to Dumpsite	1.4.2.2	Shrink Wrap Pallets	27	4	Raymond Modeste
31	Ship shelving to Dumpsite	1.4.2.2	Ship to Dumpsite on Trucks	27	6	Raymond Modeste
32	Ship Old Furniture to dump	1.4.3.1	Pack Furniture On Pallets		8	Raymond Modeste
33	Ship Old Furniture to dump	1.4.3.1	Shrink Wrap Pallets		4	Raymond Modeste
34	Ship Old Furniture to dump	1.4.3.1	Ship to Dumpsite on Trucks		6	Raymond Modeste
35	Ship Good Furniture to Warehouse	1.4.3.2	Pack Furniture On Pallets		8	Raymond Modeste
36	Ship Good Furniture to Warehouse	1.4.3.2	Shrink Wrap Pallets		4	Raymond Modeste



Project		Massy Stores SLU Remodel Project			Activity List	
Project		5				
Client		Massy Stores SLU Ltd			Date	
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks			Chec	
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
37	Ship Good Furniture to Warehouse	1.4.3.2	Ship to Warehouse on Trucks		6	Raymond Modeste
38	Dismantle Refrigeration	1.4.4.1	Pack Refrigeration On Pallets	31	7	Raymond Modeste
39	Ship refrigeration to dumpsite	1.4.4.2	Shrink Wrap Pallets	33	4	Raymond Modeste
40	Ship refrigeration to dumpsite	1.4.4.2	Ship to Dumpsite on Trucks		6	Raymond Modeste
41	Pack Old Cash Lanes	1.4.5.1	Disconnect and Pack lanes for disposal		3	Medric's Construction
42	Ship Old Cash Lanes to dumpsite	1.4.5.2.	Pack Cash Lanes On Pallets	36	3	Raymond Modeste
43	Ship Old Cash Lanes to dumpsite	1.4.5.2	Shrink Wrap Pallets	36	2	Raymond Modeste
44	Ship Old Cash Lanes to dumpsite	1.4.5.2	Ship to Dumpsite on Trucks	36	6	Raymond Modeste
45	Remove Computers	1.4.5.3	Pack Computers On Pallets	37	3	Raymond Modeste
46	Ship computers to warehouse	1.4.5.4	Shrink Wrap Pallets	38	2	Raymond Modeste
47	Ship computers to warehouse	1.4.5.4	Ship to Warehouse on Trucks	38	6	Raymond Modeste
48	Remove Tiles	1.5.1.1	Remove existing tiles	40	9	Medric's Construction
49	Install Wood Floors	1.5.1.2	Cut and Fit wood floors	43	12	Medric's Construction
50	Change Ceiling Tiles	1.5.2.1	Remove Old Ceiling Tiles		4	Medric's Construction
51	Change Ceiling Tiles	1.5.2.1	Reposition Ceiling Tile Flow		4	Medric's Construction
52	Change Ceiling Tiles	1.5.2.1	Install New Ceiling Tiles		4	Medric's Construction
53	Partition Room	1.5.3.1	Install Kitchen Partition/Section		3	Medric's Construction
54	Install Plumbing	1.5.3.2	Run and install Piping, facets and sinks	48	2	Medric's Construction
55	Install Lockers	1.5.3.3	Position and install staff lockers	49	3	Medric's Construction

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				
Client		Massy Stores SLU Ltd				Date
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
56	Tile Floors	1.5.3.4	Cut and install ceramic tiles	50	2	Medric's Construction
57	Install Countertop and Cabinetry	1.5.3.5	Measure space and counter/cabinetry fitment	51	4	Medric's Construction
58	Install Countertop and Cabinetry	1.5.3.5	Install cabinets	51	4	Medric's Construction
59	Install Countertop and Cabinetry	1.5.3.5	Cut and fit counter top	51	4	Medric's Construction
60	Install Fixtures	1.5.3.6	Fit in Refrigerator, Microwave, kitchen utensils	52	3	Medric's Construction
61	Resurface Floors	1.5.4.1	Clear Backstore floors or debris		3	Medric's Construction
62	Resurface Floors	1.5.4.1	Resurface Floors		6	Medric's Construction
63	Resurface Floors	1.5.4.1	Paint Floors		2	Medric's Construction
64	Build Walk-in Freezers	1.5.4.2	Build Walk-in Freezers	55	7	Baptiste Refrigeration
65	Build Walk-in Freezers	1.5.4.2	Connect piping and Plumbing	55	2	Baptiste Refrigeration
66	Build Walk-in Freezers	1.5.4.2	Run and Connect Freezer Electricals	55	3	Baptiste Refrigeration
67	Build Walk-in Chiller	1.5.4.3	Build Walk-in Chiller	55	7	Baptiste Refrigeration
68	Build Walk-in Chiller	1.5.4.3	Connect piping and Plumbing	55	2	Baptiste Refrigeration
69	Build Walk-in Chiller	1.5.4.3	Run and Connect Chiller Electricals	55	3	Baptiste Refrigeration
70	Install Plumbing	1.5.5.1	Run and install Deli Piping, facets and sinks	57,44,53,56	2	Medric's Construction
71	Tile Deli Floor	1.5.5.2	Cut and install ceramic tiles	59	2	Medric's Construction
72	Install Plumbing	1.5.6.1	Run and install Pharmacy Piping, facets and	60	2	Medric's Construction
73	Tile Pharmacy Floor	1.5.6.2	Cut and install ceramic tiles	62	2	Medric's Construction
74	Install Countertop and Cabinetry	1.5.6.3	Measure space and counter/cabinetry fitment	63	4	Medric's Construction

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				Date
Client		Massy Stores SLU Ltd				
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
75	Install Countertop and Cabinetry	1.5.6.3	Install cabinets	63	4	Medric's Construction
76	Install Countertop and Cabinetry	1.5.6.3	Cut and fit counter top	63	4	Medric's Construction
77	Install Countertop and Cabinetry	1.5.7.1	Measure space and counter/cabinetry fitment		4	Medric's Construction
78	Install Countertop and Cabinetry	1.5.7.1	Install cabinets		4	Medric's Construction
79	Install Countertop and Cabinetry	1.5.7.1	Cut and fit counter top		4	Medric's Construction
80	Painting	1.5.8	Select Color pallet and Design and Paint Walls	64,66	8	Medric's Construction
81	Strip Old Wiring	1.5.8	Strip all Old Electrical wiring and panel	64,66	12	Mitchel's Electrical
82	Run New Wiring	1.6.1.1	Run new wiring to panel		12	Mitchel's Electrical
83	Run AC wiring	1.6.1.2	Run all electrical for AC	71	6	Mitchel's Electrical
84	Run Lighting Wiring	1.6.1.3	Run all Electricals for Security cameras	72	4	Mitchel's Electrical
85	Run camera wiring	1.6.1.4	Run all Electricals for Store Lighting	73	8	Mitchel's Electrical
86	Run Refrigeration wiring	1.6.2.1	Run all electricals for Standing Freezers		8	Mitchel's Electrical
87	Install New Light Fixtures	1.6.2.1	Install New LED Fixtures		4	Mitchel's Electrical
88	Change all CFL lighting to LED	1.6.2.2	Change CFL bulbs to LED bulbs	78	2	Mitchel's Electrical
89	Install New Condenser	1.7.1.1	Remove old condenser		7	Baptiste Refrigeration
90	Install New Condenser	1.7.1.1	Run new AC Piping		2	Baptiste Refrigeration
91	Install New Condenser	1.7.1.1	Install New Condenser		6	Baptiste Refrigeration
92	Install New Blower in Ceiling	1.7.1.2	Fabricate and install Steel rack in ceiling	83	4	Medric's Construction
93	Install New Blower in Ceiling	1.7.1.2	Install New blower on rack	83	4	Medric's Construction

Project		Massy Stores SLU Remodel Project			Activity List	
Project		5				
Client		Massy Stores SLU Ltd				Date
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
94	Run New AC Ducts	1.7.1.3	Run New AC ducts throughout entire	83	5	Baptiste Refrigeration
95	Install Split Unit in Pharmacy	1.7.2.1	Run Piping and Tubing		2	Baptiste Refrigeration
96	Install Split Unit in Pharmacy	1.7.2.1	Install AC Unit		2	Baptiste Refrigeration
97	Install Split Unit in Deli	1.7.2.2	Run Piping and Tubing	87	2	Baptiste Refrigeration
98	Install Split Unit in Deli	1.7.2.2	Install AC Unit	87	2	Baptiste Refrigeration
99	Install Split Unit in Customer	1.7.2.3	Run Piping and Tubing	88	2	Baptiste Refrigeration
100	Install Split Unit in Customer	1.7.2.3	Install AC Unit	88	2	Baptiste Refrigeration
101	Install Split Unit in Kitchen/Lunch	1.7.2.4	Run Piping and Tubing	89	2	Baptiste Refrigeration
102	Install Split Unit in Kitchen/Lunch	1.7.2.4	Install AC Unit	89	2	Baptiste Refrigeration
103	Run Refrigeration Piping	1.7.3.1	Run Piping, drainage and tubing	90	2	Baptiste Refrigeration
104	Install and Connect Freezers	1.7.3.2	Position and fitment all Refrigeration	92	6	Baptiste Refrigeration
105	Install and Connect Freezers	1.7.3.2	Install and connect refrigeration	92	6	Baptiste Refrigeration
106	Measure Spacing	1.8.1.1	Measure space for shelving placement		4	Janice Lionel
107	Set up Store Shelving	1.8.1.2	Unpack Shelving	97	8	Janice Lionel
108	Set up Store Shelving	1.8.1.2	Install shelving according to fitment/placement	97	8	Janice Lionel
109	Set up Backstore Shelving	1.8.1.3	Unload and unpack shelving from packaging	97	8	Janice Lionel
110	Set up Backstore Shelving	1.8.1.3	Measure fitment and placement of shelving	97	8	Janice Lionel
111	Set up Backstore Shelving	1.8.1.3	Install shelving according to fitment/placement	97	8	Janice Lionel
112	Set up Deli Shelving	1.8.1.4	Unload and unpack shelving from packaging	97	3	Troy Valcin

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				
Client		Massy Stores SLU Ltd		Date		
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks		Chec		
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
113	Set up Deli Shelving	1.8.1.4	Measure fitment and placement of shelving	97	3	Troy Valcin
114	Set up Deli Shelving	1.8.1.4	Install shelving according to fitment/placement	97	3	Troy Valcin
115	Set up Pharmacy Shelving	1.8.1.5	Unload and unpack shelving from packaging	97	3	Indira Shivnauth
116	Set up Pharmacy Shelving	1.8.1.5	Measure fitment and placement of shelving	97	3	Indira Shivnauth
117	Set up Pharmacy Shelving	1.8.1.5	Install shelving according to fitment/placement	97	3	Indira Shivnauth
118	Install Heaters	1.8.2.1	Connect Heater Electricals		2	Medric's Construction
119	Install Heaters	1.8.2.1	Install heat vents		2	Medric's Construction
120	Install Ovens	1.8.2.2	Install Copper gas piping	103	2	Medric's Construction
121	Install Ovens	1.8.2.2	Fit and install Deli Ovens	103	2	Medric's Construction
122	Install Sinks	1.8.2.3	Fit and install Deli sinks, facets	104	2	Medric's Construction
123	Install Sinks	1.8.3.1	Fit and Install Pharmacy sinks and facets		2	Medric's Construction
124	Set up Waiting Room	1.8.3.2	Outfit pharmacy waiting room table and chairs	107	2	Medric's Construction
125	Set up office Furniture in Backstore	1.8.4.1	Outfit Backstore Office Desk and chairs		5	Janice Lionel
126	Set up office Furniture in Accounts	1.8.4.2	Outfit Accounts Office Desk and chairs	110	5	Janice Lionel
127	Set up office Furniture in Front	1.8.4.3	Outfit Front Office Desk and chairs	111	5	Janice Lionel
128	Set up office Furniture in Cashier	1.8.4.4	Outfit Cashier Room Office Desk and chairs	112	5	Janice Lionel
129	Set up office Furniture in Manager's	1.8.4.5	Outfit Manager's Office Desk and chairs	113	5	Janice Lionel
130	Connect Intercom	1.8.5.3	Run intercom cabling	117	2	Dinks Networking
131	Connect Intercom	1.8.5.3	Set up intercom PA system in Cash Room	117	1	Dinks Networking

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				Date
Client		Massy Stores SLU Ltd				
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
132	Connect Intercom	1.8.5.3	Connect intercom handset at check stands	117	1	Dinks Networking
133	Install Panic Alarms	1.8.5.4	Run Cabling from Alarm system to check	118	2	Dinks Networking
134	Install Panic Alarms	1.8.5.4	Install Panic button at check stands	118	2	Dinks Networking
135	Strip Old Wiring	1.9.1.1	Strip Only network cables		2	Dinks Networking
136	Run Fresh cabling	1.9.1.2	Install Network Points (Deli, Offices, Cash	123	2	Dinks Networking
137	Install Network Points	1.9.1.3	Install all Network points	124	2	Dinks Networking
138	Terminate cables	1.9.1.4	Terminate all CAT5 Cables to Network	125	2	Joanna Justin
139	Set up Servers	1.9.2.1	Acquire Software and Application Licenses	126	2	Joanna Justin
140	Set up Servers	1.9.2.1	Install Software and Applications on Lanes	126	2	Joanna Justin
141	Set up Servers	1.9.2.1	Install Lane Peripherals	126	2	Joanna Justin
142	Set up Computers	1.9.2.2	Download Updated Software and applications	126	2	Joanna Justin
143	Set up Computers	1.9.2.2	Acquire Software and Application Licenses	126	2	Joanna Justin
144	Set up Computers	1.9.2.2	Install Software and Applications on Servers	126	2	Joanna Justin
145	Set up Cash Lane OS and Applicati	1.9.3.1	Download Updated Software and applications	129	4	Joanna Justin
146	Set up Cash Lane OS and Applicati	1.9.3.1	Acquire Software and Application Licenses	129	5	Joanna Justin
147	Install cash Lane/scanner/receipt pr	1.9.3.2	Install Software and Applications on	131	5	Joanna Justin
148	Install and set up Credit Card	1.9.3.3	Run phone lines to designated areas	132	1	Joanna Justin
149	Install and set up Credit Card	1.9.3.3	Set up Credit Card machines	132	1	Joanna Justin
150	Secured Wi-Fi	1.9.4.1	Install Secured Wi-Fi Access Point		2	Joanna Justin

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				Date
Client		Massy Stores SLU Ltd				
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
151	Unsecured Wi-Fi	1.9.4.2	Install Guest Wi-Fi Access Point		2	Joanna Justin
152	Deli Scales	1.9.5.1.1	Program and Calibrate Scales		1	Joanna Justin
153	Deli Scales	1.9.5.1.1	Install Scales		1	Joanna Justin
154	Backstore Flatbed Scales	1.9.5.1.2	Program and Calibrate Scales	139	1	Joanna Justin
155	Backstore Flatbed Scales	1.9.5.1.2	Install Scales	139	1	Joanna Justin
156	Meat Room Scales	1.9.5.1.3	Program and Calibrate Scales	140	1	Joanna Justin
157	Meat Room Scales	1.9.5.1.3	Install Scales	140	1	Joanna Justin
158	Produce Room Scales	1.9.5.1.4	Program and Calibrate Scales	141,128	1	Joanna Justin
159	Produce Room Scales	1.9.5.1.4	Install Scales	141,128	1	Joanna Justin
160	Front Office	1.9.5.2.1	Set up and Install Printers	139	1	Joanna Justin
161	Accounts	1.9.5.2.2	Set up and Install Printers	144	1	Joanna Justin
162	Customer Service	1.9.5.2.3	Set up and Install Printers	145	1	Joanna Justin
163	Install Cameras	1.9.6.1	Install Security Cameras		3	Joanna Justin
164	Set up and Install DVR	1.9.6.2	Connect all camera wiring back to DVR	148	3	Joanna Justin
165	Set up and Install DVR	1.9.6.2	Set up DVR	148	1	Joanna Justin
166	Test Network Connectivity	1.9.7.1	Test Network though put, connectivity		3	Joanna Justin
167	Test Security Cameras	1.9.7.2	Test Camera Angles and lighting		3	Joanna Justin
168	Test Cashing at Registers	1.9.7.3	Test Lane/scanner scale/drawers/receipt		3	Joanna Justin
169	Perform Category management	1.10.1.1	Measure Shelf spacing for goods		4	Linda Augier

Project		Massy Stores SLU Remodel Project		Activity List		
Project		5				
Client		Massy Stores SLU Ltd				Date
Contractor		Corner Stone Contractors Ltd				
Sub-		Mitchels' Electrical, Baptiste Refrigeration, Dinks Networks				Chec
Unique Identifier	Work Package	WBSID	Activity	Predecessor	# Of Resources	Resource Type
170	Perform Category management	1.10.1.1	Organize Shelf Spacing in Categories		4	Linda Augier
171	Pack Shelves	1.10.1.2	Unpack Goods and pack on shelves	157	38	Linda Augier
172	Perform Category Management	1.10.2.1	Measure Shelf spacing for goods		4	Linda Augier
173	Perform Category Management	1.10.2.1	Organize Shelf Spacing in Categories		4	Linda Augier
174	Pack Shelves	1.10.2.2	Unpack Goods and pack on shelves	160	4	Linda Augier
175	Check Expiries	1.10.3.1	Check all goods for expired dates		4	Linda Augier
176	Deli	1.10.3.2	Pack Goods in Deli Chiller	163	3	Linda Augier
177	Frozen	1.10.3.3	Pack Goods in Standing Freezer	164	3	Linda Augier
178	Produce	1.10.3.4	Pack Goods in Produce Stands	163	3	Sariah Best Joseph
179	Decoration	1.11.1	Hang Balloons, Ribbons, flowers		5	Sariah Best Joseph
180	Internal	1.11.2.1	Hang Department, grocery, entrance and exit	171	2	Sariah Best Joseph
181	External	1.11.2.2	Hang Grand Opening Signs		3	Sariah Best Joseph
182	Walkthrough	1.12	Conduct a quality check of project		6	Janice Lionel/Martin Dorville
183	Signoff	1.13	Sign off all documents acknowledging	167,172	6	Janice Lionel/Martin Dorville



## 5.5 Estimates Activity Durations

After creating the list of activities, the team will then be better able to identify the resources needed to do the activities. The activity duration estimates are simply estimates of how long each activity in the activity list will take, given the amount of resources assigned to each activity. However, information regarding the scope of work, resource types, etc. were used to develop the duration estimates. All supporting data such as open bills, previous contracts, staff schedules, etc. were documented.

The estimates shown in the table below are listed according to days. However, it is noted that there may be certain jobs that only warrant hours for completion. As a result, to ensure that all activities are done as per the schedule, it is expected that more than one (several) activity will be performed in a work day. Thus, the duration estimates lists for each work package instead of each activity. The cost of performing the individual activities however, was reflected in the Cost Management Plan.

**Comentario [CB44]:** I will let you get away with this because we are against the clock now. However, it is possible that this be objected by any of the reviewers during the review process. It would have been better to do the duration estimates at activity level not WP. But lets see how it goes

**Table 5.2**  
**Activity Estimates Durations**

Task Name	Duration	Start	Finish	Predecessors
Massy Stores Remodel Project	60 days	Mon 2/6/17	Fri 4/28/17	
DESIGN	17 days	Mon 2/6/17	Tue 2/28/17	
Seller Conference	1 day	Mon 2/6/17	Mon 2/6/17	
Select Architects	4 days	Tue 2/7/17	Fri 2/10/17	3
Create Plans	10 days	Mon 2/13/17	Fri 2/24/17	4
Select Contractors	2 days	Mon 2/27/17	Tue 2/28/17	5
Design Milestone	0 days	Tue 2/28/17	Tue 2/28/17	

Task Name	Duration	Start	Finish	Predecessors
PROCUREMENT	3 days	Wed 3/1/17	Fri 3/3/17	
Purchase Refrigeration	1 day	Wed 3/1/17	Wed 3/1/17	
Purchase Fixtures	1 day	Thu 3/2/17	Thu 3/2/17	9
Purchase IT Equipment	1 day	Fri 3/3/17	Fri 3/3/17	10
STORE CLOSE	5 days	Mon 3/6/17	Fri 3/10/17	
Advertise Store Closure Period	3 days	Mon 3/6/17	Wed 3/8/17	
Post Ad In News Papers/Television/Radio	3 days	Mon 3/6/17	Wed 3/8/17	
Inform Preferred Customers	3 days	Mon 3/6/17	Wed 3/8/17	
Inform Suppliers	3 days	Mon 3/6/17	Wed 3/8/17	
Roster Staff to other stores	2 days	Thu 3/9/17	Fri 3/10/17	
Store is Ready for Renovation Milestone	0 days	Wed 3/8/17	Wed 3/8/17	
VACATE STORE	10 days	Mon 3/6/17	Fri 3/17/17	
Remove Goods	5 days	Mon 3/6/17	Fri 3/10/17	
Unpack Goods	4 days	Mon 3/6/17	Thu 3/9/17	
Unpack Perishables	2 days	Mon 3/6/17	Tue 3/7/17	
Unpack Grocery	4 days	Mon 3/6/17	Thu 3/9/17	
Unpack Non Foods	2 days	Wed 3/8/17	Thu 3/9/17	
Ship to Warehouse Storage	4 days	Tue 3/7/17	Fri 3/10/17	
Remove Shelving	1 day	Fri 3/10/17	Fri 3/10/17	21
Dismantle Shelving	0.5 days	Fri 3/10/17	Fri 3/10/17	
Ship to Dumpsite	0.5 days	Fri 3/10/17	Fri 3/10/17	27

Task Name	Duration	Start	Finish	Predecessors
Remove Furniture/Fixtures	2 days	Mon 3/6/17	Tue 3/7/17	
Ship old furniture to dump	1 day	Mon 3/6/17	Mon 3/6/17	
Ship Good Furniture to Warehouse storage	1 day	Tue 3/7/17	Tue 3/7/17	
Remove Refrigeration	8 days	Wed 3/8/17	Fri 3/17/17	22
Dismantle Refrigeration	4 days	Wed 3/8/17	Mon 3/13/17	
Ship Refrigeration to dumpsite	4 days	Tue 3/14/17	Fri 3/17/17	33
Strip Network Infrastructure	4 days	Mon 3/6/17	Thu 3/9/17	
Pack Old Cash Lanes	1 day	Mon 3/6/17	Mon 3/6/17	
Ship to dumpsite	1 day	Tue 3/7/17	Tue 3/7/17	36
Remove Computers	1 day	Wed 3/8/17	Wed 3/8/17	37
Ship to warehouse Storage	1 day	Thu 3/9/17	Thu 3/9/17	38
Store is Ready for Construction Milestone	0 days	Fri 3/17/17	Fri 3/17/17	
CONSTRUCTION	20 days	Mon 3/20/17	Fri 4/14/17	19
Floors	10 days	Mon 3/20/17	Fri 3/31/17	
Remove Tiles	3 days	Mon 3/20/17	Wed 3/22/17	
Install Wood floors	7 days	Thu 3/23/17	Fri 3/31/17	43
Ceiling	5 days	Mon 3/20/17	Fri 3/24/17	
Change Ceiling Tiles	5 days	Mon 3/20/17	Fri 3/24/17	
Staff Lunch Room/Kitchen	6 days	Mon 3/20/17	Mon 3/27/17	
Partition Room	1 day	Mon 3/20/17	Mon 3/20/17	
Install plumbing	1 day	Tue	Tue	48

Task Name	Duration	Start	Finish	Predecessors
		3/21/17	3/21/17	
Install Lockers	1 day	Wed 3/22/17	Wed 3/22/17	49
Tile Floors	1 day	Thu 3/23/17	Thu 3/23/17	50
Install Countertop and Cabinetry	1 day	Fri 3/24/17	Fri 3/24/17	51
Install Fixtures	1 day	Mon 3/27/17	Mon 3/27/17	52
Back Store	8 days	Mon 3/20/17	Wed 3/29/17	
Resurface Floors	2 days	Mon 3/20/17	Tue 3/21/17	
Build Walk-in Freezers	6 days	Wed 3/22/17	Wed 3/29/17	55
Build Walk-in Chiller	6 days	Wed 3/22/17	Wed 3/29/17	55
Deli	2 days	Mon 4/3/17	Tue 4/4/17	
Install Plumbing	1 day	Mon 4/3/17	Mon 4/3/17	
Tile Deli Floor	1 day	Tue 4/4/17	Tue 4/4/17	59
Pharmacy	3 days	Wed 4/5/17	Fri 4/7/17	
Install Plumbing	1 day	Wed 4/5/17	Wed 4/5/17	
Tile Pharmacy Floor	1 day	Thu 4/6/17	Thu 4/6/17	62
Install Countertop and Cabinetry	1 day	Fri 4/7/17	Fri 4/7/17	63
Customer Service	2 days	Thu 4/6/17	Fri 4/7/17	
Install Countertop and Cabinetry	2 days	Thu 4/6/17	Fri 4/7/17	
Painting	5 days	Mon 4/10/17	Fri 4/14/17	
Construction Complete Milestone	0 days	Tue 3/14/17	Tue 3/14/17	
Electrical	10 days	Mon 4/10/17	Fri 4/21/17	
Wiring	10 days	Mon	Fri	

Task Name	Duration	Start	Finish	Predecessors
		4/10/17	4/21/17	
Strip Old wiring	2 days	Mon 4/10/17	Tue 4/11/17	
Run New Wiring	2 days	Wed 4/12/17	Thu 4/13/17	71
Run AC wiring	2 days	Fri 4/14/17	Mon 4/17/17	72
Run Lighting wiring	2 days	Tue 4/18/17	Wed 4/19/17	73
Run camera wiring	1 day	Thu 4/20/17	Thu 4/20/17	
Run refrigeration wiring	2 days	Thu 4/20/17	Fri 4/21/17	
Lighting	2 days	Thu 4/20/17	Fri 4/21/17	74
Install New Light Fixtures	1 day	Thu 4/20/17	Thu 4/20/17	
Change all CFL lighting to LED	1 day	Fri 4/21/17	Fri 4/21/17	78
COOLING	7 days	Tue 4/18/17	Wed 4/26/17	73
Central AC Unit	4 days	Tue 4/18/17	Fri 4/21/17	
Install New Condenser	2 days	Tue 4/18/17	Wed 4/19/17	
Install New Blower in Ceiling	1 day	Thu 4/20/17	Thu 4/20/17	82
Run New AC Ducts	2 days	Thu 4/20/17	Fri 4/21/17	82
Split AC Units	4 days	Tue 4/18/17	Fri 4/21/17	
Install Unit in Pharmacy	1 day	Tue 4/18/17	Tue 4/18/17	
Install Unit in Deli	1 day	Wed 4/19/17	Wed 4/19/17	86
Install Unit in Customer Service	1 day	Thu 4/20/17	Thu 4/20/17	87
Install Unit in Kitchen/Lunch Room	1 day	Fri 4/21/17	Fri 4/21/17	88
Refrigeration	2 days	Mon 4/24/17	Tue 4/25/17	76

Task Name	Duration	Start	Finish	Predecessors
Run refrigeration Piping	1 day	Mon 4/24/17	Mon 4/24/17	
Install and Connect Freezers	1 day?	Tue 4/25/17	Tue 4/25/17	91
Fixtures	5 days	Mon 4/17/17	Fri 4/21/17	
Floor Shelving	2 days	Mon 4/17/17	Tue 4/18/17	
Measure Spacing	1 day	Mon 4/17/17	Mon 4/17/17	
Set up Store Shelving	1 day	Tue 4/18/17	Tue 4/18/17	95
Set up Backstore Shelving	1 day	Tue 4/18/17	Tue 4/18/17	95
Set up Deli Shelving	1 day	Tue 4/18/17	Tue 4/18/17	95
Set up Pharmacy Shelving	1 day	Tue 4/18/17	Tue 4/18/17	95
Deli Equipment	3 days	Mon 4/17/17	Wed 4/19/17	
Install Heaters	1 day	Mon 4/17/17	Mon 4/17/17	
Install Ovens	1 day	Tue 4/18/17	Tue 4/18/17	101
Install Sinks	1 day	Wed 4/19/17	Wed 4/19/17	102
Pharmacy Equipment	2 days	Wed 4/19/17	Thu 4/20/17	
Install Sinks	1 day	Wed 4/19/17	Wed 4/19/17	
Setup Waiting room	1 day	Thu 4/20/17	Thu 4/20/17	105
Office Furniture	5 days	Mon 4/17/17	Fri 4/21/17	
Backstore	1 day	Mon 4/17/17	Mon 4/17/17	
Accounts	1 day	Tue 4/18/17	Tue 4/18/17	108
Front Office	1 day	Wed 4/19/17	Wed 4/19/17	109
Cashier Room	1 day	Thu	Thu	110

Task Name	Duration	Start	Finish	Predecessors
		4/20/17	4/20/17	
Managers Office	1 day	Fri 4/21/17	Fri 4/21/17	111
Check Stands	4 days	Mon 4/17/17	Thu 4/20/17	
Measure Spacing	1 day	Mon 4/17/17	Mon 4/17/17	
Install Check stands	1 day	Tue 4/18/17	Tue 4/18/17	114
Connect Intercom	1 day?	Wed 4/19/17	Wed 4/19/17	115
Install Panic Alarm	1 day?	Thu 4/20/17	Thu 4/20/17	116
Information Technology	10 days	Mon 4/17/17	Fri 4/28/17	
Networking	4 days	Mon 4/17/17	Thu 4/20/17	
Stripping Old Wiring	1 day	Mon 4/17/17	Mon 4/17/17	
Run Fresh Cables	1 day	Tue 4/18/17	Tue 4/18/17	120
Install Network Points	1 day	Wed 4/19/17	Wed 4/19/17	121
Terminate Cables	1 day	Thu 4/20/17	Thu 4/20/17	122
Servers/Computers/Credit Machines	Card 1 day	Fri 4/21/17	Fri 4/21/17	119
Set up Servers	1 day	Fri 4/21/17	Fri 4/21/17	
Set up Computers	1 day	Fri 4/21/17	Fri 4/21/17	
Cash Lanes	3 days	Mon 4/24/17	Wed 4/26/17	124
Set up Cash Lane OS and Application	1 day	Mon 4/24/17	Mon 4/24/17	
Install Lane/Scanners/Receipt Printers/Drawers	Cash 1 day	Tue 4/25/17	Tue 4/25/17	128
Install and Set up Credit Card Machines	1 day	Wed 4/26/17	Wed 4/26/17	129
Wi-Fi	1 day	Mon	Mon	125

Task Name	Duration	Start	Finish	Predecessors
		4/24/17	4/24/17	
Secured Wi-Fi	1 day	Mon 4/24/17	Mon 4/24/17	
Unsecured Wi-Fi	1 day	Mon 4/24/17	Mon 4/24/17	
Scale/Printers	4 days	Mon 4/24/17	Thu 4/27/17	125
Install and Set up Scales	4 days	Mon 4/24/17	Thu 4/27/17	
Deli Scales	1 day	Mon 4/24/17	Mon 4/24/17	
Backstore Flatbed Scale	1 day	Tue 4/25/17	Tue 4/25/17	136
Meat room Scale	1 day	Wed 4/26/17	Wed 4/26/17	137
Produce Room Scale	1 day	Thu 4/27/17	Thu 4/27/17	138
Install and Set up Printers	3 days	Mon 4/24/17	Wed 4/26/17	
Front Office	1 day	Mon 4/24/17	Mon 4/24/17	
Accounts	1 day	Tue 4/25/17	Tue 4/25/17	141
Customer Service	1 day	Wed 4/26/17	Wed 4/26/17	142
Security	2 days	Fri 4/21/17	Mon 4/24/17	75
Install Cameras	1 day	Fri 4/21/17	Fri 4/21/17	
Set up and install DVR	1 day	Mon 4/24/17	Mon 4/24/17	145
Testing	5 days?	Fri 4/21/17	Thu 4/27/17	
Test Network Connectivity	1 day?	Fri 4/21/17	Fri 4/21/17	119
Test Security Cameras	1 day?	Tue 4/25/17	Tue 4/25/17	144
Test Cashing at Cash Registers	1 day?	Thu 4/27/17	Thu 4/27/17	127
Store Functionality Test Milestone	0 days	Thu 4/27/17	Thu 4/27/17	



Task Name	Duration	Start	Finish	Predecessors
Restocking	8 days	Wed 4/19/17	Fri 4/28/17	
Grocery	8 days	Wed 4/19/17	Fri 4/28/17	94
Perform Category Management	2 days	Wed 4/19/17	Thu 4/20/17	
Pack Shelves	6 days	Fri 4/21/17	Fri 4/28/17	154
Non Foods	8 days	Wed 4/19/17	Fri 4/28/17	94
Perform Category Management	2 days	Wed 4/19/17	Thu 4/20/17	
Pack shelves	6 days	Fri 4/21/17	Fri 4/28/17	157
Perishables	3 days	Wed 4/26/17	Fri 4/28/17	90
Check Expiries	1 day	Wed 4/26/17	Wed 4/26/17	
Deli	1 day	Thu 4/27/17	Thu 4/27/17	160
Frozen	1 day	Fri 4/28/17	Fri 4/28/17	161
Produce	2 days	Thu 4/27/17	Fri 4/28/17	
Supermarket Operation Ready Milestone	0 days	Fri 4/28/17	Fri 4/28/17	
Décor	3 days	Wed 4/26/17	Fri 4/28/17	
Decoration	1 day	Wed 4/26/17	Wed 4/26/17	
Signage	2 days	Thu 4/27/17	Fri 4/28/17	
Internal	1 day	Thu 4/27/17	Thu 4/27/17	
External	1 day	Fri 4/28/17	Fri 4/28/17	168
Walk through	1 day	Thu 4/27/17	Thu 4/27/17	
Sign Off Milestone	0 days	Fri 4/28/17	Fri 4/28/17	170

## 5.6 Develop Schedule

After developing the activities, resource estimates and duration estimates, the Project Manager along with the project team developed the project schedule. The sequence of the schedule can be seen by observing the Unique Identifiers sequence in the **Activity List** in Section 5.4. The dates in the **Duration Estimates** and **Milestones** in the preceding table, show the planned dates for completing project activities and meeting deadlines. A key schedule constraint observed while developing the Schedule was the availability of resources but resource leveling was used to balance the availability of resources. This Develop Schedule process, although currently complete, is an iterative process. Changes in project scope, resource availability or other risk factors may warrant changes to the Schedule. After establishing activity start and finish dates as well as resource assignments, project staff was assigned to review the activities to ensure that the start and end dates of various activities did not conflict with each other. Management chose a target project schedule model since there was a defined target start of the project as well as a defined target finish. The preceding table was used as the approved Schedule Baseline.

The Project Manager then proceeded to identify the most important tasks that had to be completed to ensure project successes. This is known as the Critical Path. Using the Critical Path, the Project Manager was able to reduce timelines, better manage resources and further compare the plan to the actual project work being done.

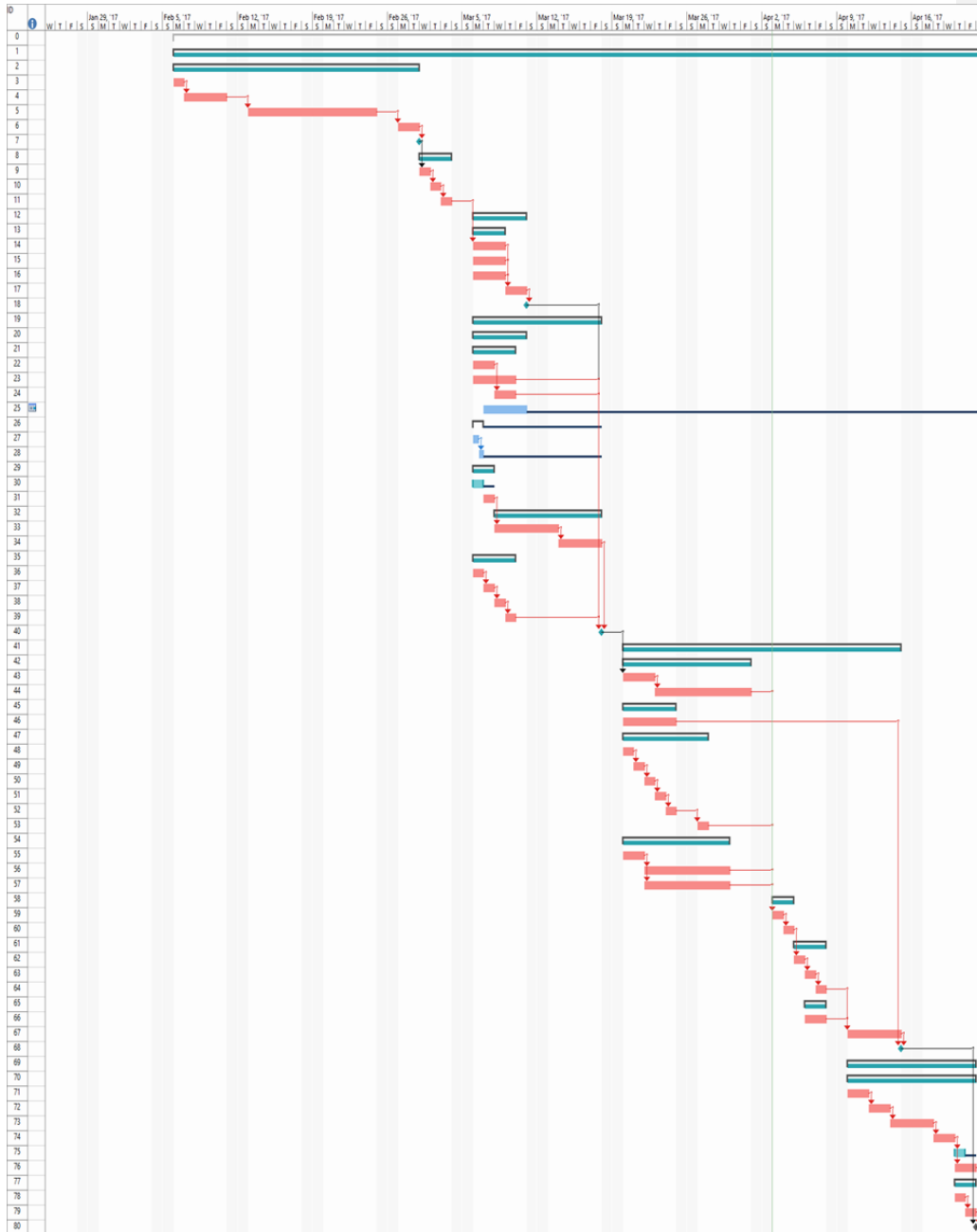
On pages 83 - 84 is a chart which shows the critical path for the Massy Stores (SLU) store remodel project. The items highlighted in red show the critical path. They directly drove the completion date of the project.

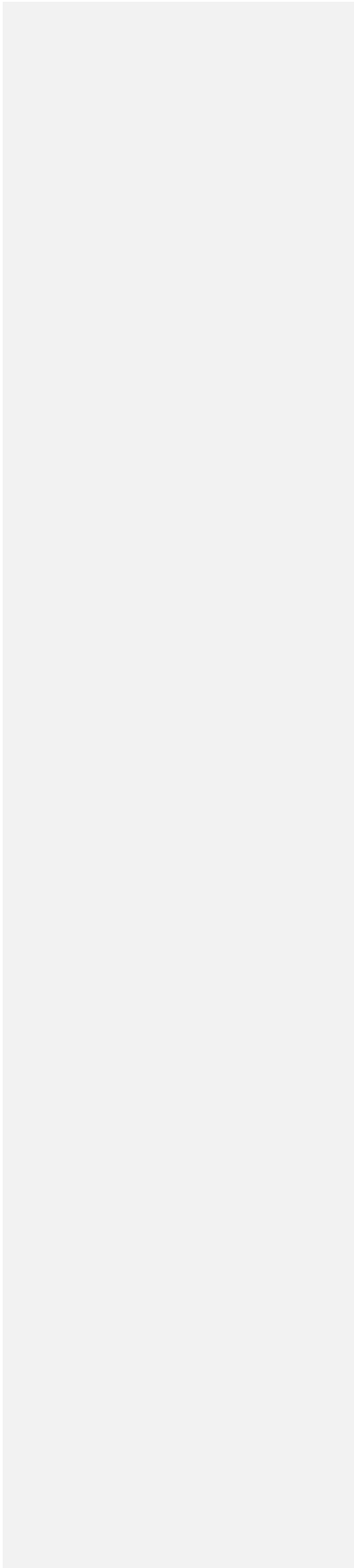
### Chart 5.1 Critical Path Diagram

**Comentario [CB45]:** We are missing here the critical path, it was easily showed on a graphic display of the project schedule. Pls consider including either here or as annex the project schedule as a print out of the file in MSPProject

**Comentario [6-JTG46]:** Lack of predecessors causes the critical path to be unclear or wrong. Please adjust

**Comentario [CH47]:** I have tried my utmost best to work with copying and pasting the adjusted Network Diagram with the added predecessors from MS Project to MS Word but this has proven to be a most difficult task. I have very little MS Project skills since we never did any courses in MS Project during this program, so after days of learning what I could off Youtube I did the very best I could.





## 5.7 Control Schedule

The Control Schedule is the process of monitoring the schedule and managing changes to the schedule baseline. This helps ensure that the schedule is kept up to date. Should there be a deviation from the schedule process due to scope creep or other risk factors, monitoring the schedule can allow corrective or preventative action to be taken in order to further minimize the risk to the project.

The project schedule will be reviewed on Wednesdays and Fridays by the Project Manager. Updates on task completion will be provided to the Project Manager who would then update the project schedule. The Project Manager will be responsible for meeting with task owners for updates. The project team will also participate in any schedule related activities. The Project Manager will provide weekly updates on the schedule status of the project to Management.

Should there be a request for a change by the project team, Management or key stakeholder, a formal change request must be submitted. The Project Manager along with the project team will review and evaluate the impact that the requested change may have on the project. Should the change be warranted after review and evaluation by the Project Manager and project team, the change would be submitted for approval to management. Once the change request has been approved by management, the Project Manager is responsible for adjusting the schedule to reflect the changes. The Project Manager will also be responsible for communicating all changes and the impacts of those changes to the project team, management and key stakeholders.

## **6 Cost Management Plan**

The Cost management plan includes the processes involved in planning, estimating, budgeting, financing and managing and controlling cost. The simple aim of this plan is to derive detailed estimates, then add these estimates into a budget. This budget will then be used to track the project while the work is taking place. The processes below detail the Massy Stores (SLU) Remodel project Cost Management Plan.

### **6.1 Plan Cost Management**

According to the PMBOK, Plan Cost Management is the process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs. The main output of this process is the Cost Management Plan. The Cost Management Plan includes the Cost Estimates, Cost Baseline, procedures for quantitative measurement of cost performance in the project, reporting formats, the frequency of reporting and the individuals to whom these reports were issued. The Project Manager is responsible for managing and controlling project cost during the entire project cycle. This includes addressing all cost variances and recommending alternative action/s to ensure that the project is completed in accordance with the approved project budget.

The project charter was used to derive a high level cost estimate of the project. Further documents containing information such as past contracts, contractor bids, staff rates, product invoices and previous documentation from projects of a similar nature were used to more accurately estimate the cost of the project. The work packages from the WBS as well as the activities from the Activity List were also analyzed in order to estimate the cost of the project more accurately.

It is important to note that various parts of the project are to be performed by contractors. The type of contract agreed upon between management and all selected contractors is a Fixed Price Contract, since there is a clear scope and defined schedule for the project. As a result, although the amount of time to be taken to perform various activities and tasks were reflected in the Schedule Management plan, in an effort to manage and control the schedule, some activities/work package costs will not be reflected in terms of total person hours. Instead, the entire costs of the various contracts were used to calculate and measure the performance of the project, since the cost of the contract covers both the contractors' labor and the cost of materials used.

## 6.2 Estimate Costs

Using the scope baseline, the Project Manager along with the project team, was better able to Estimate the Cost of the tasks that were performed. Other documents such as the project schedule, cost estimates from past projects, employee rates, as well as the knowledge of what risk that may affect the project, will all be used to estimate the cost of the project.

To help estimate costs, the Project Manager along with the project team and stakeholders used various project tools. These included analogous estimating along with estimates from past projects, parametric estimating along with schedule information and rates, bottom up estimating along with activity cost estimates, vendor bid analysis to ensure that the accepted contractors' bids are fair, as well as cost of quality which is ensuring all tasks are done correctly.

Important to note is the fact that other key factors which were taken into consideration when calculating the budget for the Massy Store (SLU) remodel project were the Benefit cost ratio, the internal rate of return and the opportunity cost of doing the project.

**Comentario [CB48]:** Pls see previous comment on the use of past tense and apply to the complete chapter were applicable

Table 6.1 shows the Cost Estimates for the project. Also important to note is that project costs were controlled at the work package level of the WBS.



**Table 6.1**  
**Project Cost Estimates**

<b>Task Name</b>	<b>Fixed Cost</b>	<b>Fixed Cost Accrual</b>	<b>Total Cost</b>	<b>Baseline</b>	<b>Budget Cost</b>	<b>Variance</b>	<b>Actual</b>
Budget	\$0.00	Prorated	\$1,092,025.00	\$1,147,025.00	\$1,376,430.00	\$0.00	\$0.00
Massy Stores Remodel Project	\$0.00	Prorated	\$1,092,025.00	\$1,092,025.00		\$0.00	\$0.00
DESIGN	\$0.00	Prorated	\$18,250.00	\$18,250.00		\$0.00	\$0.00
Seller Conference	\$250.00	Prorated	\$250.00	\$250.00		\$0.00	\$0.00
Create Plans	\$18,000.00	Prorated	\$18,000.00	\$18,000.00		\$0.00	\$0.00
PROCUREMENT	\$0.00	Prorated	\$81,000.00	\$81,000.00		\$0.00	\$0.00
Acquire Refrigeration	\$38,000.00	Prorated	\$38,000.00	\$38,000.00		\$0.00	\$0.00
Acquire Fixtures	\$16,000.00	Prorated	\$16,000.00	\$16,000.00		\$0.00	\$0.00
Acquire IT Equipment	\$27,000.00	Prorated	\$27,000.00	\$27,000.00		\$0.00	\$0.00
STORE CLOSE	\$0.00	Prorated	\$850.00	\$850.00		\$0.00	\$0.00
Advertise Store Closure Period	\$850.00	Prorated	\$850.00	\$850.00		\$0.00	\$0.00
VACATE STORE	\$0.00	Prorated	\$11,500.00	\$11,500.00		\$0.00	\$0.00
Remove Goods	\$0.00	Prorated	\$6,700.00	\$6,700.00		\$0.00	\$0.00
Unpack Goods	\$6,000.00	Prorated	\$6,000.00	\$6,000.00		\$0.00	\$0.00

<b>Task Name</b>	<b>Fixed Cost</b>	<b>Fixed Cost Accrual</b>	<b>Total Cost</b>	<b>Baseline</b>	<b>Budget Cost</b>	<b>Variance</b>	<b>Actual</b>
Ship to Warehouse Storage	\$700.00	Prorated	\$700.00	\$700.00		\$0.00	\$0.00
Remove Shelving	\$750.00	Prorated	\$750.00	\$750.00		\$0.00	\$0.00
Remove Furniture/Fixtures	\$750.00	Prorated	\$750.00	\$750.00		\$0.00	\$0.00
Remove Refrigeration	\$2,700.00	Prorated	\$2,700.00	\$2,700.00		\$0.00	\$0.00
Strip Network Infrastructure	\$600.00	Prorated	\$600.00	\$600.00		\$0.00	\$0.00
CONSTRUCTION	\$635,000.00	Prorated	\$635,000.00	\$635,000.00		\$0.00	\$0.00
Electrical	\$163,000.00	Prorated	\$163,000.00	\$163,000.00		\$0.00	\$0.00
COOLING	\$158,000.00	Prorated	\$158,000.00	\$158,000.00		\$0.00	\$0.00
Fixtures	\$0.00	Prorated	\$5,100.00	\$5,100.00		\$0.00	\$0.00
Floor Shelving	\$750.00	Prorated	\$750.00	\$750.00		\$0.00	\$0.00
Deli Equipment	\$475.00	Prorated	\$475.00	\$475.00		\$0.00	\$0.00
Pharmacy Equipment	\$275.00	Prorated	\$275.00	\$275.00		\$0.00	\$0.00
Office Furniture	\$500.00	Prorated	\$500.00	\$500.00		\$0.00	\$0.00
Check Stands	\$0.00	Prorated	\$3,100.00	\$3,100.00		\$0.00	\$0.00
Install Check stands	\$750.00	Prorated	\$750.00	\$750.00		\$0.00	\$0.00
Connect Intercom	\$1,000.00	Prorated	\$1,000.00	\$1,000.00		\$0.00	\$0.00

<b>Task Name</b>	<b>Fixed Cost</b>	<b>Fixed Cost Accrual</b>	<b>Total Cost</b>	<b>Baseline</b>	<b>Budget Cost</b>	<b>Variance</b>	<b>Actual</b>
Install Panic Alarm	\$1,350.00	Prorated	\$1,350.00	\$1,350.00		\$0.00	\$0.00
Information Technology	\$0.00	Prorated	\$11,100.00	\$11,100.00		\$0.00	\$0.00
Networking	\$6,500.00	Prorated	\$6,500.00	\$6,500.00		\$0.00	\$0.00
Servers/Computers/Credit Card Machines	\$475.00	Prorated	\$475.00	\$475.00		\$0.00	\$0.00
Cash Lanes	\$850.00	Prorated	\$850.00	\$850.00		\$0.00	\$0.00
Scale/Printers	\$375.00	Prorated	\$375.00	\$375.00		\$0.00	\$0.00
Security	\$0.00	Prorated	\$2,500.00	\$2,500.00		\$0.00	\$0.00
Install Cameras	\$2,500.00	Prorated	\$2,500.00	\$2,500.00		\$0.00	\$0.00
Testing	\$400.00	Prorated	\$400.00	\$400.00		\$0.00	\$0.00
Restocking	\$0.00	Prorated	\$6,875.00	\$6,875.00		\$0.00	\$0.00
Grocery	\$4,750.00	Prorated	\$4,750.00	\$4,750.00		\$0.00	\$0.00
Non Foods	\$1,475.00	Prorated	\$1,475.00	\$1,475.00		\$0.00	\$0.00
Perishables	\$650.00	Prorated	\$650.00	\$650.00		\$0.00	\$0.00
Décor	\$0.00	Prorated	\$1,350.00	\$1,350.00		\$0.00	\$0.00
Decoration	\$150.00	Start	\$150.00	\$150.00		\$0.00	\$0.00

<b>Task Name</b>	<b>Fixed Cost</b>	<b>Fixed Cost Accrual</b>	<b>Total Cost</b>	<b>Baseline</b>	<b>Budget Cost</b>	<b>Variance</b>	<b>Actual</b>
Signage	\$0.00	End	\$1,200.00	\$1,200.00		\$0.00	\$0.00
Internal	\$450.00	End	\$450.00	\$450.00		\$0.00	\$0.00
External	\$750.00	End	\$750.00	\$750.00		\$0.00	\$0.00

### 6.3 Determine Budget

By using the cost estimates as well as the baseline, the Project Manager was able to establish a budget which was subject for approval by management. This budget includes all the funds that are authorized to execute the project. The project budget assigned for the Massy Stores (SLU) remodel project is shown below and also reflected in the table above.

**Fixed Cost:** \$99'000.00

This is the cost of any non-resource task expense (Create Plans + Procurement)

**Total Cost:** \$1'092'025.00

This is the total scheduled or projected cost for a task, resource, or work package.

**Cost Baseline:**  $\$1'092'025.00 + \$55'000.00 = \$1'147'025.00$

This is the planned cost for tasks, resources, or for work performed by a resource on a task. The cost baseline may change during the life cycle of the project as changes to the project scope, schedule or cost are made.

**Management Reserve:** \$229'405.00

Management has decided to set aside 20% of the baseline cost as management reserves. Management and the Project Manager through the use of Reserve Analysis were able to determine what would be an appropriate and safe Management Reserve for the project.

**Project Budget:** \$1'376'430.00

This includes the cost baseline as well as the management reserve.

All relevant documents were updated to reflect the calculated costs as well as changes to baselines and budgets.

## 6.4 Control Costs

According to the PMBOK, Control cost is the process of monitoring and controlling costs and managing changes to the cost baseline. This process is used to pinpoint variances from the plan during project execution, so that corrective action can be taken to minimize risks to the project.

The tools and techniques that were used in the control cost process by the project manager were reviewed by management for approval.

It was agreed that a variance between +/- 0.2 in the Cost Performance Index as well as the Schedule Performance Index would be deemed a caution to the Project Manager. Any variances of this magnitude were reflected in project status reports. Should any variance reach or surpass the +/-0.3 threshold, it would be deemed an alert and would warrant immediate corrective action on the part of the Project Manager to remedy this. Any and all corrective action to be warranted should be recommended to management by the Project Manager through a formal change request.

Among the various Control Cost tools and techniques, the Project Manager paid very close attention to Earned Value Management, monitoring variances from the approved baseline using Cost variance, Cost Performance Index, Schedule Variance and Schedule Variance Index. It was acknowledged by Management that these measures would provide adequate status information of the cost performance of the project.

**Cost Variance (CV)** – the difference between Earned Value (EV) and Actual Cost (AC) the CV is used to indicate whether the performance is above, equal or below the planned budget of the project at any stage in the project. Should the CV be less than zero at any stage of the project, the Project Manager is expected to analyze the performance and recommend corrective action

**Cost Performance Index (CPI)** – Particular attention was given to the CPI, which is the measure of the value of the work completed, compared to the actual cost incurred for completing that work (EV/AC). Should the CPI be less than 1 at any stage in the project, the Project Manager is expected to recommend corrective measures to bring the cost back within budget.

**Schedule Variance (SV)** – This is a measure of the project's schedule performance. The Project Manager will use the SV to determine any variance using the formula  $EV - PV$ . Should the SV be less than 0 at any stage in the project, the Project Manager is expected to analyze the project performance and recommend corrective action.

**Schedule Performance index (SPI)** – This compares the progress of the project to the value that was planned at any stage of the project. Calculated as  $EV/PV$ , SPI will tell if the project is ahead, behind or on schedule. If there is an SPI less than one at any stage of the project, the Project Manager is expected to review the performance and recommend corrective action to bring the project back on schedule.

All cost performance reports will be included in weekly status meetings. Variances within the limits previously defined will be included in the performance reports. These variances will continue to be monitored by the Project Manager. Variances exceeding the previously defined limits will be immediately communicated to Management with the recommended corrective action through a formal change request.

## **7 Quality Management Plan**

Quality can be defined as the degree to which a product or service meets the customer's expectations. This quality management plan sought to define the standards, quality practices, resources, and processes with regards to Massy Stores (SLU). This plan was developed to establish the project's Quality Management requirements. The project specific quality requirements are found in the Project Scope Statement.

### **7.1 Plan Quality Management**

To ensure that there are as few defects as possible, it is important to plan quality into the project, since prevention is the best way to deal with defects. This plan was focused on using the information provided about the project and also determining how quality was measured and prevented.

The basic quality requirements with regards to scope are:

- The contractor is responsible for providing a quality product for Massy Stores (SLU) Ltd. The contractor must have a quality management plan that is comparable to that of the organization.
- All surveys, studies, designs and work were to be done in accordance with Massy Stores (SLU) Ltd ethical standards.
- During all stages of the project, the Project Manager will perform quality assurance functions on the work being performed. These functions include but are not limited to random checks and audits.
- The Project Manager, project team, and contractors are responsible for project quality during the entire project development.

The Quality Management Plan requirements with regard to the project are:

- The Project Manager is responsible for the project's overall quality.



- The Project Manager is compliant to Massy Store (SLU) quality policies and procedures.
- The Project Manager is responsible for ensuring that the quality policies and procedures were understood, implemented and followed by the entire project team.
- The quality management plan identifies resource requirements as well as the assigning of trained personnel for the performance of work and verification activities.
- The Contractor along with the Project Manager and management established and maintained a quality management plan that conformed to the specified requirements with reference to work procedures.
- The quality management plan includes procedures for reviews and all activities to verify that the project met requirements.
- All implementation commitments were reviewed and agreed upon by the Project Manager.
- All records pertaining to the implementation reviews and corrective action taken are documented and made accessible to management and the project team.
- Project schedules and project cost are closely monitored, ensuring that there is documentation of all deviations and corrective actions taken.
- All scope, schedule and cost changes are identified, reviewed, documented and reported to management before they were implemented.
- Changes to documents are reviewed and approved by management unless specifically designated otherwise.
- The specified requirements were those of Massy Stores (SLU) Ltd, and were stated in the project's Scope and Statement of Work. The Project Manager was is compliant with the procedures that stated if the project does not meet the project's specified requirements.

- With regard to the Massy Stores (SLU) remodel project, should the deliverables be deemed non-conforming, the following actions may be taken:
  - A. The non-conformance can be corrected to meet the specified requirement.
  - B. The non-conformance can be accepted with or without correction by concession
  - C. The non-conformance can be considered for alternative applications,
  - D. The non-conformance can be rejected
- A corrective action can be termed as an action or solution that is meant to reduce or eliminate an identified problem. A preventative action can be termed as an action taken to remove or improve a process to prevent potential future occurrences of non-conformance. Corrective and preventative actions can be taken to minimize or eliminate non-conformance at any stage of the project.
- The Project Manager is responsible for documenting any changes to project documents as a result of corrective or preventative action.
- **The Corrective Action** procedures to eliminate non-conformance included:
  1. Effective reporting of non-conformance, to include the development of measures to mitigate or correct non-conformity.
  2. An investigation to determine the root cause of any non-conformity. The results of the investigation must also be documented.
  3. The determination of appropriate corrective action to eliminate or mitigate the non-conformance.
  4. The application of appropriate measure to eliminate or mitigate the identified non-conformity.
- **The Preventative Action** procedures to minimize non-conformance included:
  1. Appropriate information in relation to the quality of the project (such as audit results, performance reports complaint documentation) which were used to analyze, mitigate or eliminate non-conformance.

2. The identification of steps to deal with any problems requiring corrective action.
  3. Follow up reviews to ensure that the action taken is effective subsequent to the application of appropriate preventative action.
  4. Confirmation from the management of Massy Stores (SLU) Ltd that the appropriate action taken was reviewed.
- Conducting of Quality Audits to ensure that quality activities comply with the Quality Management Plan
  - Conducting of Quality audits to ensure that the Quality management plans are implemented effectively and will meet its quality objectives.

The following table shows the key components that the Quality Management Plan identified.

**Table 7.1**  
**Quality Management Plan Key Components**

Quality Review Object	Quality Measure	Method for Quality Evaluation
Focus on Project Deliverables	Emphasis on the Quality standard of the deliverable Focuses on completeness and correctness	Quality Control Activates
Focus on Project Processes	Emphasis on the standard of the Quality Process Focuses on stakeholder expectations	Quality Assurance Activities

## 7.2 Perform Quality Control

The quality control process of the Project Management Plan focused on inspecting the work to find defects. By placing focus on project deliverables this process verified that deliverables were of an acceptable quality, complete and correct.

A sample Massy Stores (SLU) Quality Control log can be found in **Appendix H**.

The matrix in Table 7.2 describes the quality control standards for the Massy Stores (SLU) Remodel Project.

**Table 7.2**  
**Quality Control Matrix**

Process		Quality Control Standards	Inputs to Standard
Project Inspection	Schedule	<ul style="list-style-type: none"> <li>- The schedule must remain realistic</li> <li>- The plan is used as the baseline</li> <li>- All tasks must have assigned resources</li> </ul>	<ul style="list-style-type: none"> <li>- Project Management</li> <li>- Scope Management Plan</li> <li>- Project Schedule</li> </ul>
Change Review	Management	<ul style="list-style-type: none"> <li>- Requested changes must be formally submitted through a written change request</li> <li>- Minutes of all status meetings are documented and distributed to project team, task owners, stakeholders and management</li> <li>- All approved change orders must be reflected in the schedule.</li> </ul>	<ul style="list-style-type: none"> <li>- Change management guidelines</li> <li>- Project Management Plan</li> </ul>
Risk Management Review		<ul style="list-style-type: none"> <li>- All risks must be adequately documented</li> <li>- All issues must be properly tracked</li> <li>- All Risks and Issues must be address within 5 days of being reported</li> <li>- All Risks and Issues must be properly categorized</li> </ul>	<ul style="list-style-type: none"> <li>- Project Management Plan</li> <li>- Risk Management Plan</li> </ul>
Requirements Matrix	Traceability	<ul style="list-style-type: none"> <li>- All user requirements must be properly traced</li> <li>- All user requirements must be properly documented using unique identifiers</li> </ul>	<ul style="list-style-type: none"> <li>- Scope Management Plan</li> </ul>

Process	Quality Control Standards	Inputs to Standard
Test Review	<ul style="list-style-type: none"> <li>- Testing must be conducted for refrigeration, IT infrastructure and Electrical installations</li> <li>- Testing and repair work estimates to be undertaken must be realistic.</li> <li>- Test results, test reports, problem reports, updated requirements and verification results must all be reviewed by management</li> </ul>	<ul style="list-style-type: none"> <li>- Test Guidelines</li> <li>- Requirements Traceability matrix</li> </ul>
Architectural Design Plan Inspection	<ul style="list-style-type: none"> <li>- Designs must be of a professional layout</li> <li>- Approvals for all design plans must be obtained and documented</li> <li>- Design must be free of numerical mistakes or errors in calculations</li> </ul>	<ul style="list-style-type: none"> <li>- Scope Management Plan</li> <li>- Architectural Design plan</li> </ul>
Defect Inspection	<ul style="list-style-type: none"> <li>- After corrective action is applied to a failed test, the test must be repeated</li> <li>- All defects are categorized as per cause, department or type</li> <li>- All deviations, non-compliance and non-conformance findings must be documented</li> </ul>	<ul style="list-style-type: none"> <li>- Test Guidelines</li> </ul>

### 7.3 Perform Quality Assurance

According to the PMBOK Quality Assurance is the process of auditing the quality requirements and the result from quality control measurements to ensure that appropriate quality standards and operational definitions are used. The focus of Quality Assurance is to ensure that quality project deliverables are effectively produced through the use of project processes. Quality Assurance is an iterative process which includes process metrics measurement, processed data analysis, and continuous improvement of processes.

Quality Assurance will also be derived through the use of various quality management and control tools such as tree diagrams, process decision program charts, matrix diagrams, as well as activity network diagrams. The Project Manager along with the project team was responsible for the development and use of the tools.

All Massy Stores (SLU) Ltd stakeholders were involved in the assessment, responses, identification, monitoring and control of project quality.

A sample Massy Stores (SLU) Quality Assurance log can be found in **Appendix J**.

The Matrix in Table 7.3 outline the Quality Assurance standards for the Massy Stores (SLU) remodel project.

**Table 7.3**  
**Quality Assurance Matrix**

Project Process	Quality Assurance Standard	Quality Assurance Activity	Frequency of Activity
- The development and refinement of the Project Charter	- 100% compliance	- Audit of project charter	- Once per project phase
- Project schedule management	- Verification that project schedule management activities are performed - 100% compliance	- Project schedule review meetings - Roles and responsibilities properly defined - All Action Items out of review meetings are documented	- Weekly - Weekly - Weekly
- Development and refinement of the project plan - The execution and control of the project in accordance with the Project Management Plan	- 100% compliance - 95% compliance	- Audit of the project plan content, project updates, tasks, cost and schedule estimation - The following project activities must be audited <ul style="list-style-type: none"> <li>• Quality</li> <li>• Communications</li> <li>• Project progress</li> </ul>	- Once per project phase  - Weekly - Fortnightly - Fortnightly



Project Process	Quality Assurance Standard	Quality Assurance Activity	Frequency of Activity
- The approval of each project phase	- 100% compliance	- Audit phase when it comes to an end	- Once per phase
- Change Management	- All change management processes are to be performed by a documented process - 100% compliance	- Change management meeting takes place - Minutes of meetings are posted within 24hrs of meeting - Approved changes must be communicated to management and project team	- Upon submission of a change request
- Risk Management	- All risk management activities must be performed and documented - 100% compliance	- Risk assessment meetings are held - Minutes of meetings are posted with 24hrs of meeting - Risks must be categorized appropriately based on risk level and impact - All risk issues must be communicated to senior management	- Weekly  - When meetings are held  - Upon identification of risk  - Upon Identification and assessment of risk
- Testing Guidelines	- All test guidelines	- Test review procedures must be well defined	- Testing Phase

Project Process	Quality Assurance Standard	Quality Assurance Activity	Frequency of Activity
	<p>must be followed when performing testing and documented accordingly</p> <ul style="list-style-type: none"> <li>- The test being conducted must be appropriate for the what is being tested</li> <li>- 100% compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Testing must be rigorous and adequate</li> <li>- Test results must be tracked and documented</li> </ul>	
- Post project review at project close	- 100% compliance	- Audit all project reviews by phase	- Once per project phase

## 8 Human Resources Plan

According to the PMBOK, Human Resource Management involves the processes to organize, manage and lead the project team. Massy Stores (SLU) Ltd is a matrix organization. Because of this, the project team members do not report directly to the Project Manager. This process helps ensure resource availability, when the

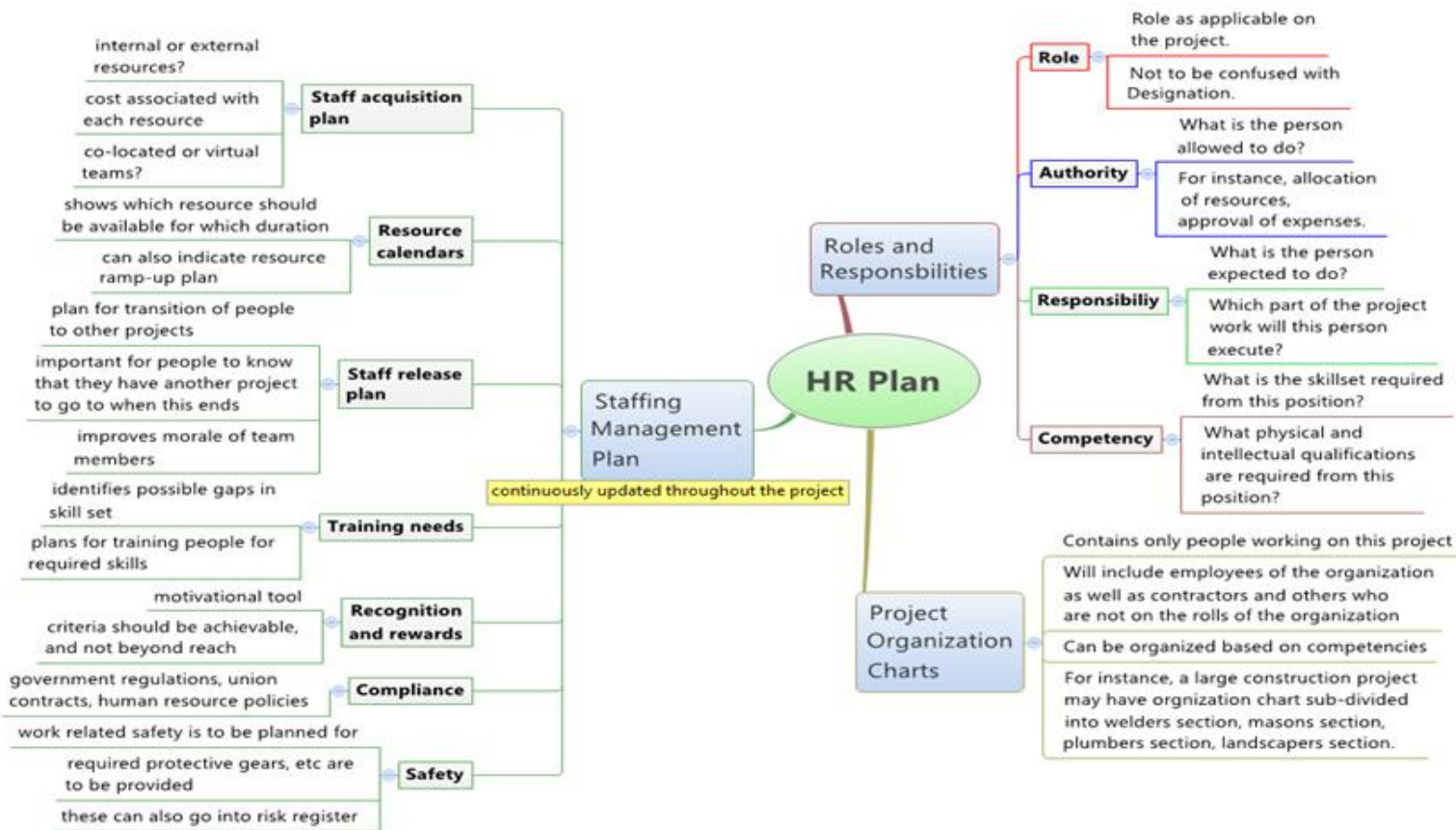
Project Manager needs them. These resources however, after being made available, will have varying levels of experience, different skill sets, etc. This process may help assign roles and responsibilities to the project team and foster the involvement of all team members on the project with regard to planning and decision making.

Some of the other objectives with regard to creating this plan were to develop a staffing plan, recognize team members' level of competency and skills, track team performance (both as a group and individually), provide feedback and resolve issues in an effort to improve the project's performance.

The Project Manager therefore, used various templates, tools, techniques and inputs from other Processes to develop this plan.

Figure 8.1 shows the contents of a general Human Resource Plan.

Figure 8.1 General Content of a Human Resource Plan



Shenoy, S. (2014, March 10). How to Plan for Managing Human Resources On Your Project? -. Retrieved January 17, 2017, from <http://www.pmxamsmartnotes.com/develop-human-resources-plan-process/>

## 8.1 Plan Human Resource Management

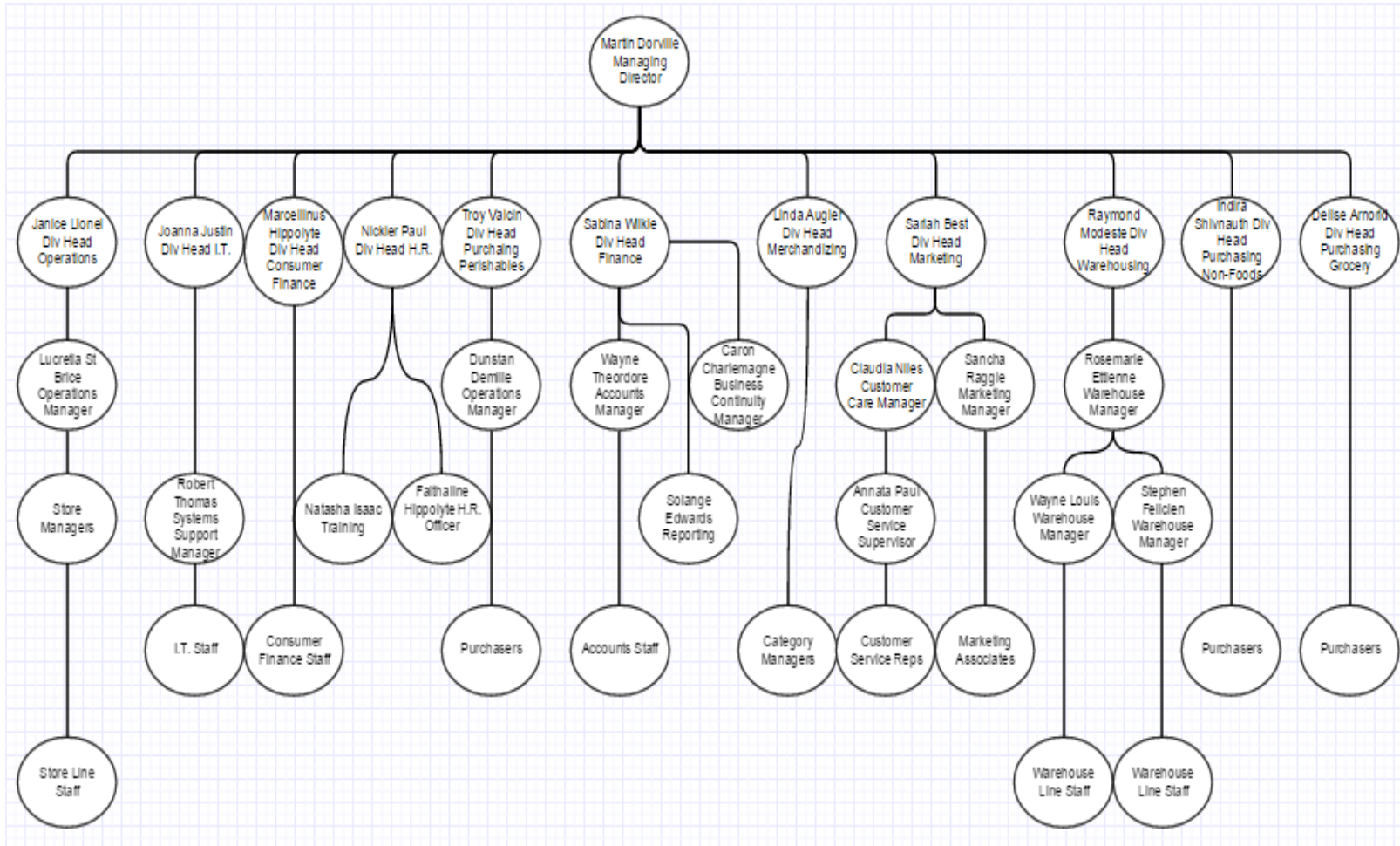
Plan Human Resource Management primarily focuses on reporting relationships and assigning project roles and responsibilities. The main output of these activities would be a Staffing Management Plan.

The development of this plan required the Project Manager and project team to analyze and interpret Organizational factors such as vacation rostering, technical requirements of various activities, interpersonal matters involving staff and even political issues which can influence the project.

The Project Manager and project team also made use of the rules, processes and procedures of the company, various templates, activity resources requirements, checklist and lessons learnt from the company.

For this process the Project Manager used hierarchical charts to show the reporting relationship within the organization. Figure 8.2 shows the organization's management team and its reporting hierarchy. The diagram also shows the path of influence, escalation of issues as well as permission sorting very clearly.

Figure 8.2 Organizational structure



The use of RACI charts like the one in Table 8.1 ensured that there was at least one person responsible for every work package. This tool was also useful as it detailed whom team members could consult regarding decisions or approval, who was responsible or accountable for various tasks, or who had to be informed of the task.

Networking in the form of formal or informal interaction with team members and stakeholders, in addition to meetings and correspondence, helped the Project Manager disseminate information to his intended audience.

Also, different organizations may have a tendency to do things differently. Understanding how and why the people within the organization do certain things will help the Project Manager achieve buy-in into the project. Thus, the Project Manager must find ways of motivating the staff, maintain an interpersonal relationship with project team members, understand the leadership styles as well as handle and manage conflict when it arises. To do these effectively, the Project Manager must understand the Organizational Theory of the company.

Therefore, the Staffing management plan which is the main output of Plan Human Resource Management, contained the following:

- Staff acquisition which outlines the method of acquiring staff
- A timetable development which will contain charts, work hours, positions and departments, project time phases and training
- The Training needs of staff
- A Recognition and rewards program detailing criteria for recognizing outstanding performance from team members during the implementation of the project along with a description of the reward to be awarded, also including how the recognition is to be communicated
- Compliance considerations which contain contracts, procedures, regulations, etc.
- Health and Safety considerations which define potential hazards, procedures, and a risk assessment with regard to the team

**Comentario [6-JTG49]:** What is included in this plan?

**Comentario [CH50]:** This should not actually be a PLAN, but more specifically a program. I have further detailed attributes of the program in the paragraph

- A release criteria which details how and when team members are released from the project

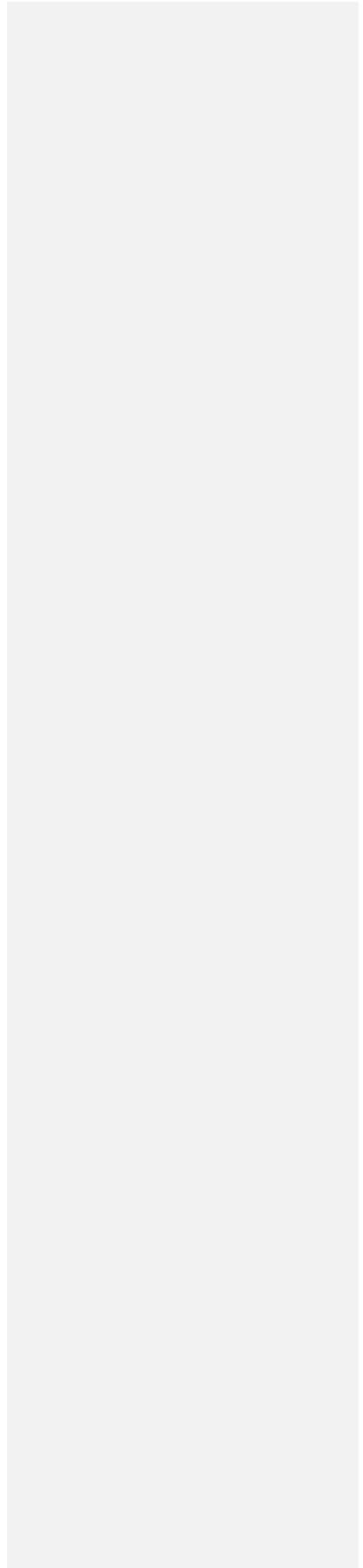




Table 8.1

Massy Stores (SLU) Store remodel project Responsibility Assignment Matrix

Responsibility Assignment Matrix (RAM) using the RACI Format										
The RACI chart illustrates the connection between work activities that need to be accomplished and the project team members.										
Task/Person	Manag e-ment	Project Manag er	Janice Edward (Operation s)	Robert Thomas (IT Manager )	Linda Augier (Merchan di-sing)	Contr ac-tor	Project Team	Troy Valcin (Perish ables)	Store Manag er	Coperat e Comm- unicatio ns
Project Management	C	R	I	I	I	I	I	I	I	I
Contractor Selection	C, I	C	R, A		I		I		I	
Procurement	C, I	C	R, A		I		I			
Advertising	I	C	I							R, A
Remove Goods	I	I	C		A		R		I	
Remove Shelving	I	I	C		A		R		I	

**Comentario [6-JTG51]:**  
 use of more than one R for  
 This also reduces commitm  
 parties involved

**Comentario [CH52]:** Tha  
 This was an oversight on n  
 been adjusted as per your  
 recommendation

### Responsibility Assignment Matrix (RAM) using the RACI Format

The RACI chart illustrates the connection between work activities that need to be accomplished and the project team members.

Task/Person	Manag e-ment	Project Manag er	Janice Edward (Operation s)	Robert Thomas (IT Manager )	Linda Augier (Merchan di-sing)	Contr ac-tor	Project Team	Troy Valcin (Perish ables)	Store Manag er	Coperat e Comm- unicatio ns
Construction	I	A	C			R			I	
Refrigeration Install	I	A	C			R	I		I	
Air Condition Install	I	A	I	I		R	I		I	
Electrical Install	I	A	I	C		R	I			
Network Install	I	C	I	A		R	I			
Information Technology	I	C	I	A, R						
Security Surveillance	I	A	I	C		R			I	

### Responsibility Assignment Matrix (RAM) using the RACI Format

The RACI chart illustrates the connection between work activities that need to be accomplished and the project team members.

Task/Person	Manag e-ment	Project Manag er	Janice Edward (Operation s)	Robert Thomas (IT Manager )	Linda Augier (Merchan di-sing)	Contr ac-tor	Project Team	Troy Valcin (Perish ables)	Store Manag er	Coperat e Comm- unicatio ns
Testing	I	C	I	A		R	R		I	

Code:	Stands For:	This Person Is:
R	Responsible	Responsible for performing the task or creating the document
A	Accountable	Accountable and has sign-off authority for the task, such as the project manager, sponsor, technical lead
C	Consult	Providing expertise, advice and support to the person responsible for the task or document and others
I	Inform	Informed of task progress or results, usually by the person responsible

## 8.2 Acquire Project Team

After the Project Manager identifies all he/she needs to develop the Human Resource management plan he/she then needs to proceed to get the team. Acquire Project Team is the name of the process used to bring all the project team members on board. At this point, the actual negotiation with functional managers happens. The Staffing Management Plan that was previously developed was used to identify schedules and guidelines for acquiring the team. Policies and procedures from the organization's process assets were used to ascertain various forms of compensation used by the company. Again the hierarchical charts among other project organization charts were used to identify positions and reporting relationships.

The Project Manager will employ techniques such as negotiating with managers for the use of team members who are not readily available, using team members who are readily available (called pre assignments), and acquiring various services from external providers or enlisting the services of contracted persons. In certain cases, such as procuring assets, where team members are geographically dispersed but find the need to consult and communicate on procurement decisions, the Project Manager will form virtual teams in an effort to reduce travel expenses but at the same time enhance team interaction.

Using the above said information and techniques the Project Manager will develop the Project Staff Assignments. An output of this will include documentation such as the project team library stating team member department, phone number etc., specified staff names that are to be entered into the various charts and schedules, staff rosters showing staff vacation approved, leave and other commitments. This staffing assignment will also help show where there are scheduling conflicts between tasks assigned and staff availability. The staff assignments will also be used by the Project Manager as a tool to reflect staff incompetency, skills gained and performance issues.

### 8.3 Develop Project Team

The Project Manager will pay particular attention to this process. In the Develop Project team, the Project Manager ensures that the team remains focused, motivated and committed to accomplishing the desired outcome which is the successful completion of the project. As a result, this process is conducted throughout the execution phase of the project. The overall objective of Develop Project Team is to improve upon team members' skills therefore increasing their ability to complete project activities. The Project Manager will use team building exercises to increase the feeling of trust among team members and encourage cohesiveness, resulting in increased productivity and team work.

Further, the Project manager will use the Project Staff Assignments to identify owners of various tasks and Resource Calendars to identify availability of staff so that they can participate in team building activities and aspects of the organizational process. Additionally, assets of the Human Resource Management plan are used to provide guidelines on training strategies for project team development.

The Project Manager will develop the project team by using the following:

- Training – Training ensures that a team member can gain the knowledge or expertise needed in order to get the job done. The activities chosen to improve the competency of the team member can be formal or informal, planned in to the Staffing plan or in the form of unplanned conversation. A training assessment was conducted using the template in **Appendix J**.
- Team building activities – These activities can also be formal or informal. The Project Manager will plan team building activities into the project since an expected benefit is that of increased trust and cohesiveness among team members, especially among virtual team members who are geographically separated.

- A Recognition and Rewards program will also be planned into the project. This program shall detail the strategies on expected behavior, desirable performance, awardee selection criteria, etc. The Recognition and Rewards program will include the following:
  - Upon successful completion of the Store remodel project, dinner party was held to celebrate the accomplishment
  - Team members meeting the criteria for desirable behavior will receive \$100 gift vouchers from Massy Stores (SLU) Ltd
  - Top performers will receive Gift Certificates for two to The Body Spa for massages.

The Project Manager will also be evaluated to ensure that he has the right General Management and Interpersonal Skills needed in order to effectively lead and motivate the project team.

The Assessment and Evaluation process of the project team members will be documented using the evaluation form listed in **Appendix K**.

#### **8.4 Manage Project Team**

After the team has been Acquired, Trained and assigned tasks, the Project Manager must ensure that conflicts are handled appropriately to avoid damaging the project. The Manage Project Team Process describes how to handle and manage a number of situations. These include the management of conflict if it arises, how to provide feedback on assessments and evaluations, how to manage changes to the Human Resource Management Plan, how to ensure updating of the Staffing management plan as well as the manner in which the organization process assets should be updated with lessons learned.

The Project Manager will use the information gathered from the team performance assessments, work performance information like meeting participation, as well as

performance reports from the various control processes such as Schedule Control, Quality Control, Scope Control etc., and recommend corrective action in the form of Staffing Changes, Rewards, Changes to Staff assignments or training. The Human Resource Management Plan and by extension the Project Management plan will also be updated accordingly.

## **9 Communication Management**

Up to 90% of the Project Manager's job involves communication. It is important to get the right message to the right people, in time. Communication Management will serve as a guide throughout the life of the project on what to communicate, when to communicate it, to whom to communicate it to and how to communicate it. Proper communication can prove to be a very effective way to solve issues within a project. Further, the communication plan will identify the stakeholders, identify the information to be communicated, and how this information was communicated. Nothing must be left to chance.

### **9.1 Plan Communication Management**

To develop the communications management plan, the Project Manager will ensure that the project objectives, scope objectives and communication objectives have been clearly defined. Using these objectives, the Project Manager determined the project's communication requirements. The communication requirements were documented with the use of a Communication. The Project Manager was responsible for ensuring and facilitating effective communication during the project. The communication management plan will include all communication activities that are within the approved project budget and schedule. The Stakeholder Register in the Stakeholder management plan will also be used to identify the preferred method and frequency of different stakeholders. Upon identifying all stakeholders

and establishing the preferred means of communication, the Project Manager and project team will document all information on the Stake holder Register. The Human Resource Management plan was used to identify the various roles within the project.

Communication activities will also occur in accordance with the communication matrix as stated in Table 9.1.



Table 9.1

## Massy Stores (SLU) Ltd Remodel Communication Matrix

Communications Type	Deliverable	Description	Delivery Method	Frequency	Duration	Audience
Reports	Project Status Reports	Regular Updates on project and issues	-Face to face -Virtual -Email	Weekly	30 minutes	-Management -Project Manager -Project team -Stakeholders
Presentations	Project review	Project Status Update	-Face to face -Virtual meetings	Monthly	1 hour	-Management -Project Manager -Project team -Stakeholders
Reviews and Meeting	Team Meeting	Reviewing of daily Progress	Meeting	-Daily -Weekly	-15 minutes -30 minutes	-Management -Project Manager -Project team -Stakeholders
Team Morale	Team event	-Team Building Activities	-Offsite event	Fortnightly	Half Day	-Project Manager -Project team

Communications Type	Deliverable	Description	Delivery Method	Frequency	Duration	Audience
General	-Discussion Records -Minutes discussion	-Address queries -make clarifications -Address Issues	-Phone -Meetings -Emails	As needed	As needed	Anyone

## 9.2 Manage Communications

The Manage Communications process ensures that the right communication reaches the intended audience. Work performance reports as well as other aspects of the Communications Management Plan was used to gather information for this process.

Among the important tools and techniques that were used to Manage Communication were the Communication Methods and the chosen technologies. In many instances the method or technology used to communicate proved to be just as important as the information that had to be communicated.

The Project Manager and project team, following the guidelines of Massy Stores (SLU) Ltd company policies, determined the appropriate and necessary communication methods and technologies to be employed during the remodel project. Some of the factors which influenced the methods and technologies chosen were the stakeholder communication requirements, technology available to the company from both an internal and external stand point, company policies and the organization's standards.

The following are the guidelines which are to be followed with regard to communication within the project:

- Massy Store (SLU) maintenance MS Project software 2013 licensing: The development, maintenance and communication of schedules is to be done by the project team using this software
- All project communication must be documented for future reference.
- Communication between the Project Manager and management or the contractors, must be formal communication.
- Communication during meetings is informal and verbal.

- Communication with regard to any project documents such as management plan development, requirements, specification and contracts, must be formally written.
- The use of company technology such as company cell phones, laptops, computers, company intranet, with regards to the remodel project must follow the guidelines stated in the company policy.
- All files and documents are to be archived following an organizational naming convention to ensure proper and easy retrieval of data.
- Upward communication to be used for the store remodel project will encompass staff surveys, focus groups, responses to email and information sessions in face to face meetings
- One-way communication to be accepted in the store remodel project are emails, team briefings and desk drops
- All meeting agendas are to be distributed at least one day in advance before the meeting, unless in the case where emergency action needs to be discussed before it is taken
- Confidential information MUST only be delivered to the intended recipient
- A note taker is assigned at all meetings to take the meeting minutes
- Meetings minutes must be distributed with 2 days following the meeting
- All actions items are to be recorded for review in the next meeting with the action owner and action item clearly stated.

Management will be responsible for approving all proposed changes to the Communication Management Plan. Once the changes are approved, the Communication Plan and relevant documents will be updated and distributed to the rest of the project team. It is the responsibility of the Project Manager to ensure that the updated documents are communicated to the relevant project team members.

### 9.3 Control Communications

Control Communications require that the Project Manager uses the Work Performance information because it is an indication of how the project is progressing; Organizational Process Assets to review the lessons learned section for information on previous activities or issues; the Project Communications Plan which can show an overall view of what is happening in the within the project; the Issue Log which will shows issues that need addressing; and other elements of the Project Management Plan like Cost and Schedule performance Indexes.

The Project Manager will rely on expertise from himself as well as stakeholders, Management and team leads to help determine the right information to communicate throughout the project. One of the most utilized tools to be used during the Massy Stores (SLU) Remodel project was Meetings. The following are guidelines for holding Meetings and may be an extension to the guidelines stated in the Manage Communications process:

- Meeting Agenda – The presenter should be identified for each topic being discussed at the meetings.
- Meeting Minutes – All minutes of meetings held must include a status update for actionable items stated in the previous meeting.
- Meeting Chair – The meeting chairperson is responsible for but not limited to choosing meeting note taker, choosing meeting location, facilitating the meeting, distributing the meeting agenda and ensuring the meetings starts and ends within the stipulated time frame as detailed in the communication matrix.
- Meeting Note taker – It is the responsibility of the meeting note taker to document the minutes of the meeting as well as play the role of the time keeper which helps the meeting chair adhere to the time frame stipulated for the meeting.

The Key meetings throughout the project are summarized in the table below:

**Table 9.2**  
**Communication Matrix**

	Type of Meeting	Chair person	Frequency	Attendees
01	Transfer of Tender	-Operations Manager	Upon Awarding Contracts	-Management -Project Manager -Project Team members/parts thereof
02	Project Team Meetings	Project Manager	Weekly	-Project Team/parts thereof
03	Project Planning Meetings	Project Manager	As needed	-Project Team
04	Project Status Meetings	Project Manager	Weekly	-Management -Project Manager -Project Team members/parts thereof
05	Quality Meeting	Project Manager	Weekly	-Project team -Stakeholders
06	Health and Safety Meeting	HSSE Manager	Fortnightly	-Project Manager -Project Team

It is the responsibility of the Project Manager to update All Project documents including but not limited to performance reports, Issue logs and cost and scheduled forecasts.

## **10 Risk Management Plan**

The likelihood of something going wrong is always a possibility. There are no guarantees that everything will always go right on a project. The possibility of things not going as planned introduces Risk into the project. A risk can take the form of an event like a flood or a condition like the unavailability of tiles. Project Risk Management will detail the steps on how project risk was handled in the store remodel project. The project did not have a designated Risk Manager. Therefore, the Project Manager will assume the Risk Management Roles.

### **10.1 Plan Risk Management**

The Plan Risk Management Process involves the Project Manager conducting risk management activities for the project. Because of the impact that potential risks may have on the project, planning must be carefully detailed. To manage Risk on this project, the Project Manager along with the project team identified, scored and ranked risks that may or may not have occurred. While taking into account a very wide range of risks, the risks recorded were the ones that were most likely to occur or have the highest impact on the project. Further, the Project Manager will provide status updates on assigned risks in the weekly project team meetings.

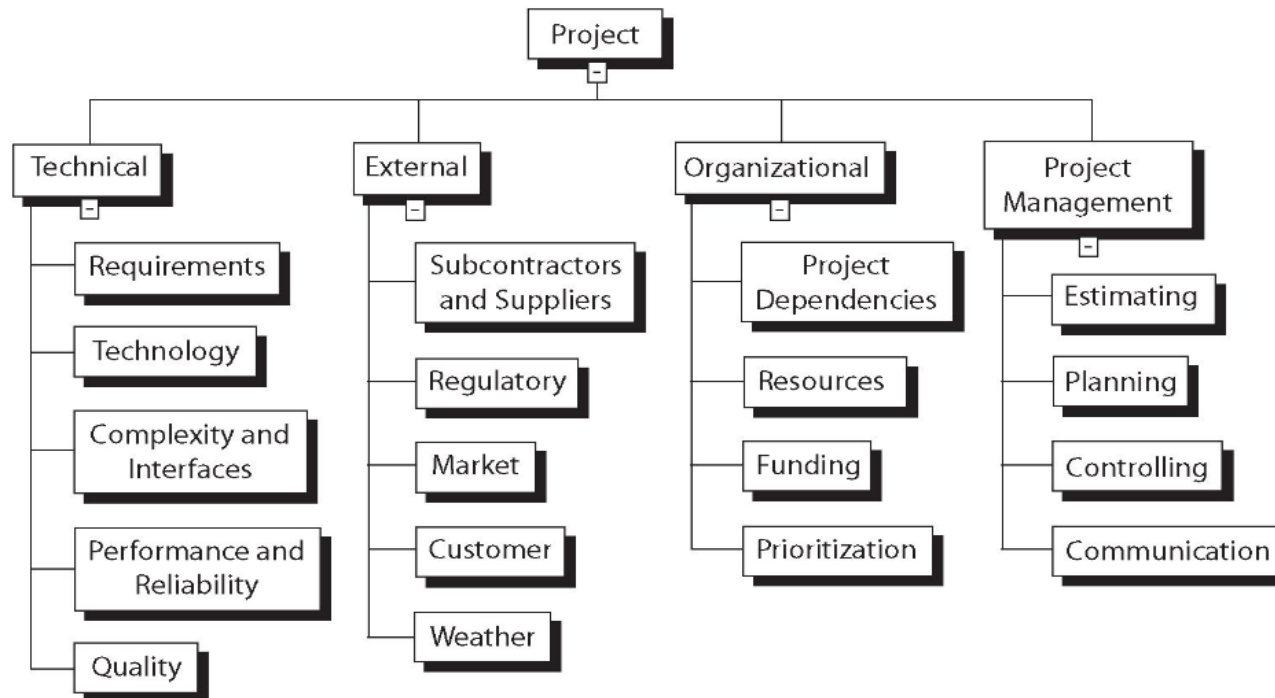
To develop the risk Management, Plan the Project Manager used the Organizational process assets to retrieve information on risk categories, roles and responsibilities, and other general templates. In addition, the Enterprise Environmental factors for potential risk triggers, the Project Scope Statement from the Scope Management plan to identify high potential risk areas, as well as the Stakeholder Register from the Stakeholder Management plan to identify stakeholder risk tolerance were also retrieved.

The Project Manager will conduct risk assessments and reviews during the weekly project meetings with relevant stakeholders, management and project team members. The project manager will perform all risk planning exercises by meeting with the team. This planning and assessing was conducted throughout the project. During these meetings the Project Manager along with the project team will use various analytical techniques to classify stakeholders' risk tolerance. The Project Manager and project team will also seek the expertise of subject matter experts who are specialized in various fields, such as Senior management and other project managers with experience on similar projects or consultancies.

Figure 10.1 shows the Risk Breakdown Structure for the Massy Stores (SLU) Ltd remodel project:



Figure 10.1 Risk Breakdown Structure



Hulett, D. (n.d.). Risk Register Development. Retrieved January 19, 2017, from [http://www.projectrisk.com/risk\\_register\\_development.html](http://www.projectrisk.com/risk_register_development.html)

## 10.2 Identify Risk

According to the PMBOK, Identify Risk is the process of determining which risks may affect the project and then documenting their characteristics. The plan risk process starts with actually identifying the potential risks to the remodel project regardless of the unlikelihood or impact of the risk to the project.

The Project Manager will use all the previous management plans as well as procurement documents and the stakeholder holder register from the Procurement and Stakeholder management plans below to develop the Risk Management Plan. Lessons learned from previous similar projects from the Organization process assets and varying economic trends from the Enterprise Environmental Factors were also factored in.

Identifying project risk is done as a team effort. A lot of the process requires information gathering techniques. The Project Manager along with the project team in an effort to gather as much useful information will be involved in the following:

- Conducting Interviews with various stakeholders at the beginning of the project.
- Conducting Brainstorming and Root-Cause Identification during project planning activities
- Conducting Expert Interviews at the beginning of the plan process
- Holding Risk Assessment meetings with team members and stakeholders at the beginning of project planning and continuing into project execution on a weekly basis
- Reviewing historical documents of projects of a similar nature to identify similar risks and risk mitigation strategies.

Upon the identification of the potential risks to the Massy Stores (SLU) project, the Project Manager along with the project team will put together a Risk Register as seen in Table 10.1.

**Comentario [CB53]:** The risk register must be done at the risk management plan. Even if you call it a preliminary risk register. For the 10 risks you have you need to grade them, reorganize according to ranking and most importantly you need to include the risk response for each one. Maybe you can do this plan as the time management plan, were you explained a little bit each process and then showed the Risk matrix with the identified risks organize as per priority/ranking, then planned risk responses

**Comentario [CH54]:** Should I move the Risk Register to the Plan Risk Management Process? My reason for placing it here was that it is an output of the Identify Risk Process in the PMBOK. Please provide guidance. Also I am not sure I understand what you mean by doing this plan for the Time Management plan.

Massy Store (SLU) Remodel Risk Register

Project Manager: \_\_\_\_\_

Date: \_\_\_\_\_

**Table 10.1 Risk Register**

ID	Risk Name	Probability (High, Medium, Low)	Impact (High, Medium, Low)	Grade	Cause of Risk	Consequence Of Risk	Owner	Risk Response
	Procured Refrigeration not getting here on time	M	H	B	-Late Ordering on the part of the owner -Late Shipping on the part of the shipper	- Late installation of refrigeration - Delay in project deadlines	Janice Edwards (Operations )	- A clause was put into the sale agreement stating a penalty for late delivery of items. - Item was procured well in advance to mitigate the chances of late delivery
	Missed Store Opening Deadline	L	H	C	- Equipment not arriving on time	- Loss of sales - Added operating	Janice Edwards (Operations )	Crash the project with more resources to

**Comentario [6-JTG55]:**  
the cause and consequenc  
risk. Also I want to see for  
response what kind of strat  
using.  
Also what is that status col  
why is it empty? Also, is th  
reserve to be taken into ac  
and in cost management?  
Where are the probability,  
Pxl columns?

**Comentario [CH56]:** Go  
sir. Thank you again for yo  
comments. I have listed the  
consequence of each risk a  
recommendation. Unless I  
misunderstanding your que  
risk responses indicated in  
are the strategies to handle  
associated risk. The status  
been removed. The reserv  
mentioned below was in re  
Management Reserve. I ha  
adjustment to indicate this.  
probability and Impact (I ha  
Severity) columns are the s  
third from the left respectiv

**Comentario [CB57]:** Pls

**Comentario [CH58]:** Thi  
as per your recommendati

					- Contractors not meeting deadline - Equipment malfunction	expenses (over time, cost over runs)	)	ensure tasks take less time.
Contractor Equipment Failure	L	M	D	- Improper storage of equipment - Improper use of equipment	- Missed deadlines - Cost over runs -	Medric's Construction	Ensure the contractors' risk response plan includes provisions for equipment rental in the event of equipment failure	
Insufficient project team members Available	L	M	D	- Poorly revised staff scheduling	- Increased over time expenses - Missed Deadlines	Dept. Heads	Assign team members from other stores	
Bad Weather lengthens	L	M	D	-Environmental aspects.	- May result in missed	Caron Charlemag	Weather was monitored	

	project schedule					deadlines - Cost Over run	ne	closely over the period of project
	Increase in gas prices influence project cost	M	L	D	-Increase in oil per barrel on the global market	- Increased operating costs - Added cost over runs	Managemene	Environmental factors was monitored (change in oil prices). Management Reserves will cover increased cost
	Perishables spoilage due to poor storage	L	M	D	- Bad refrigeration - Poor Storage practices - Perishables short shelf life	- Loss in profits - Inadeqaute perishables for restocking	Troy Valcin	-Perishables shelf life was recorded after removal from store. Perishables was shipped and billed to other supermarket

								locations to be sold.
	Failure During Testing of Refrigeration	L	M	D	<ul style="list-style-type: none"> <li>- Improper installation</li> <li>- Equipment Dead on Arrival</li> <li>- Wrong parts recieved</li> </ul>	<ul style="list-style-type: none"> <li>- Increased cost of replacement orders</li> <li>- Missed installation and testing deadlines</li> </ul>	Janice Edwards (Operations )	-The changes to the system installation was made by the contractor and the equipment was further tested until favorable results are achieved.
	Failure During testing of network communication s	L	M	D	<ul style="list-style-type: none"> <li>- Improper installation of equipment</li> <li>- Equipment Malfunction</li> <li>- Faulty Networking</li> </ul>	<ul style="list-style-type: none"> <li>- Added rework</li> <li>- Missed testing deadlines</li> <li>- Inadequate testing of network equipment</li> </ul>	Robert Thomas (IT Manager)	The changes to the system installation was made by the contractor and the equipment was further tested until

	Unresolved conflict among team members	L	M	D	<ul style="list-style-type: none"> <li>- Difference in opinions</li> <li>- Inadequate training</li> <li>- Lack of team building</li> <li>- Lack of leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Unproductive Employees</li> <li>- Further Conflict</li> <li>- Ineffective execution of tasks</li> <li>- Incomplete tasks resulting in missed deadlines</li> <li>- Staff termination</li> </ul>	<ul style="list-style-type: none"> <li>-Project Manager</li> <li>-Human Resource manager</li> </ul>	<p>-Project Manager will review the unresolved conflict and compare to company policy for guidance. Should the issue warrant mitigation or disciplinary action, the project manager will escalate the issue to the HR department.</p>
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Approved by: \_\_\_\_\_

The following is the breakdown of the risk register above:

Risk Name – The name of the Risk identified

Probability - The likelihood of the risk occurring

Severity – How the risk will impact the project

Owner – The individual responsible for handling the risk with the appropriate response

Risk Response – Action to be taken to prevent, reduce or transfer risk

Status – Indicates whether the risk is current or past, a potential, open or closed

Figure 10.2 Probability Impact Matrix.

Probability	Very high	Yellow	Yellow	Red	Red	Red
	High	Yellow	Yellow	Yellow	Red	Red
	Medium	Green	Yellow	Yellow	Yellow	Red
	Low	Green	Green	Yellow	Yellow	Yellow
	Very low	Green	Green	Green	Yellow	Yellow
		Very low	Low	Medium	High	Very high
Impact						

Source: <http://project-management.magt.biz/templates/08-risk-mgmt/>

Green – Project Risk was monitored

Yellow – Project Risk Warrants remedial action

Red – Critical remedial action needs to be taken



### 10.3 Perform Qualitative Risk Analysis

After identifying the potential risks to the project the Project Manager along with stakeholders and the project team will identify the likelihood and the potential impacts and their severity on the project. The use of the Probability Impact Matrix shown the **Figure 10.2** aided in the development of the Risk Register. The use of a P-I Matrix will give the Project Manager an idea of the projects risk threshold. As part of this process, categories from different management plans were assigned to the risk elements identified. Below is a description of Risk Categories.

**Table 10.2**  
**Risk Category Description**

Rating for Likelihood and Seriousness for each risk					
L	Rated as Low		E	Rated as Extreme (Used for Seriousness only)	
M	Rated as Medium		NA	Not Assessed	
H	Rated as High				
Grade: Combined effect of Likelihood/Seriousness					
	Seriousness				
Likelihood		low	medium	high	EXTREME
	low	N	D	C	A
	medium	D	C	B	A
	high	C	B	A	A
Recommended actions for grades of risk					
Grade	Risk mitigation actions				
A	Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority.				
B	Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented during project execution.				
C	Mitigation actions, to reduce the likelihood and seriousness, to be identified and costed for possible action if funds permit.				
D	To be noted - no action is needed unless grading increases over time.				
N	To be noted - no action is needed unless grading increases over time.				

**Source:** <http://project-management.magt.biz/templates/08-risk-mgmt/>

It was the responsibility of the Project Manager to update all relevant project documents.

#### **10.4 Perform Quantitative Risk Analysis**

The Quantitative Risk Analysis is about continually analyzing the risk and making changes to risk priorities, risk urgency ratings and risk categories where necessary. During this process the risk register was updated to reflect those changes. Just like qualitative risk analysis, quantitative risk analysis is about risk ranking. However, during this process the Project Manager and project team's focus was on creating a score to assign to the risk identified that would help in the evaluation of the risk. This would ensure that the best decisions are made.

The Grade column in the Risk Register above is where the score for the particular risk is shown during the quantitative risk analysis process. During this process the Project Manager will be responsible for updating project documents.

#### **10.5 Plan Risk Responses**

The Project Manager along with the project team after gathering required information, assessing and analyzing the risks identified, proceeded to identify appropriate risk responses to deal with them. The team will create further sub-categories which are **positive** and **negative** risks. This will allow the team to better create responses that would lead to either Exploiting, Sharing or Enhancing the risk, or assigning Mitigation, Avoidance, Transference or Acceptance responses based on the category to which the risk is assigned.

The Project Manager consulted the expertise of management upon the creation of risk responses for high probability - high impact risks response. The Risk

Response column in the Risk Register above indicates the list of risk responses and the assigned owner tasked with overseeing the response.

The Project manager will be responsible for updating all relevant project documents and the Project Management Plan.

### **10.6 Control Risk**

After identifying the risks and planning their responses, the Project Manager and project team will constantly monitor the project performance, comparing various assessments and analyses to the risk register during the weekly status meetings. During these meetings the Project Manager and project team will continually reassess risk information by performing various analyses and reviewing the results of the risk audits previously planned into the project.

The Status column in the Risk Register in Section 10.5 indicates the current situation of the risk in relation to the project and the risk response assigned. It is important to note that the implementation of risk responses were treated in the same manner as a change request particularly with high probability – high impact risks. The implementation of the risk response had to be first approved before implemented.

The Project Manager will be responsible for updating all project documents, the Project Management Plan and the organizational process asset.

## 11 Procurement Management

Procurement management for the store remodel project was a relatively simple one. It was a four tier process beginning with deciding what work was contracted, through closing out those contracts. The procurement of items such as the refrigeration was also reflected in this plan.

The Massy Stores (SLU) remodel plan detailed the following:

- Contracts types and performance measurement
- Delivery schedules
- That Massy standard documents must be used in accordance with company policy
- The contractors involved and how they are to be managed
- The identification of pre-approved sellers which potentially could have been used.

This plan was developed closely with the Cost Management Plan and Schedule Management Plan.

### 11.1 Plan Procurement Management

During this process the Project Manager along with the project team determined what needed to be sourced, both in terms of work and equipment and decided what contracts needed to be drawn up. The contracts were planned out and detailed individually as per the type of work needed. With regards to procuring equipment, the equipment needed was decided upon, sourced as per approved selection criteria, then purchased.

The Project Manager along with management and the project team decided that the following were the six areas that warranted the application of the procurement process:

**Comentario [CH59]:** I changed this to six to factor in Fixtures

- The construction – This included the building of partitions, floors resurfacing, ceilings installation, cabinetry, lockers, furnishing, plumbing, kitchen and wash room fitting.
- Fixtures – This included stands, gondolas, shelving and cash stands.
- A/C and Refrigeration – This included the installation of the standing and coffin freezers, central air condition unit and split air condition units and testing.
- Freezers and Chillers – This included the acquisition of the standing freezer units, coffin freezer units, walking freezer, walking chiller and testing.
- Electrical work – This included all wiring and rewiring of store electricals, for A/C and refrigeration, lighting, computer equipment, and the changing of electrical panels and electrical testing.
- Information Technology – This included the wiring and rewiring of all network cabling, installation of network points, installation of access points, cable termination, computers, servers and network testing.

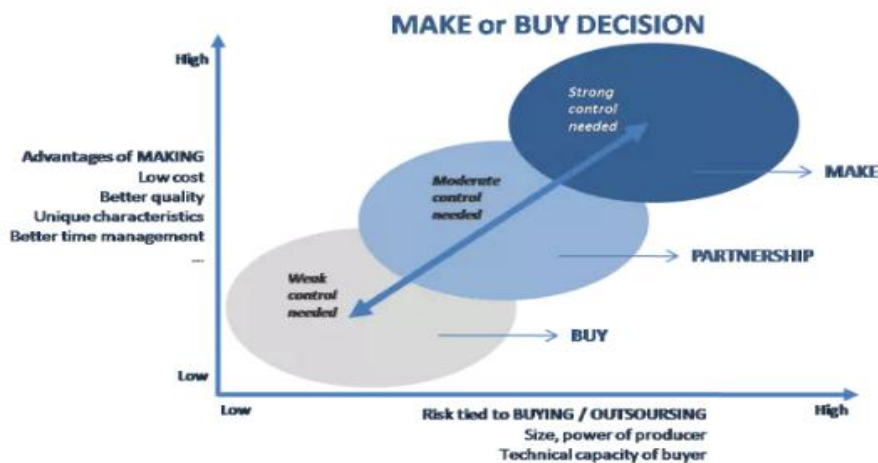
It must be noted that equipment such as servers, computers, cash lanes and cameras were procured since the equipment previously used was put away in storage to be reinstalled for use. Fixtures such as the store shelving and office furniture such as desks and chairs were reused since the equipment were fully functioning and put away into storage. The associated cost reflected on the budget in the Cost Management Plan was the calculated rate for installing and was done in house.

The Project Manager along with the project team used past contracts that were saved within the organization process assets as a guide to conducting procurements on similar projects. The Activity Cost Estimates and Schedule Estimates from the Cost and Schedule Management Plan helped give budgeted cost and timed metrics in relation to acquiring the equipment and services. The Project Manager used the activity resources requirements from the Scope Management Plan to identify the amount of work needed. This helped structure appropriate contracts. The Project Manager also took into consideration the

enterprise environmental factors such as company expertise in relation to the equipment being installed (e.g. electronically programmed refrigeration work differently to the traditional manually adjusted refrigeration) as well as the risk register to determine what risks were present with the regard to contracting the work to be done.

Putting together the plan required the input of expertise from management. Management had experience on similar projects within the company in areas of source selection, evaluation criteria and contractor performance assessments. The project team along with the Project Manager, after performing adequate market research and input from management met during the planning stages of the project to decide what tasks should be performed in house and what tasks should be outsourced. The outcome of this decision must be presented to management with the use of a Make or Buy Analysis. The use of the flow chart below was a clear indication that to minimize cost and risk on the remodel project due to a lack of in house construction, refrigeration and electrical expertise, the work should be outsourced.

Figure 11.1 Make or Buy Decision Flow Chart



**Comentario [CB60]:** As with the previous knowledge areas you need to have at least a basic plan, you cannot say that it was planned since this is the procurement plan. Pls review and adjust accordingly. I suggest creating a Procurement matrix were you put the work packages or components subject to procurement, contract type suggested, potential sellers and such

Step-by-step guide to Make or Buy Decision. (2016, March 12). Retrieved January 22, 2017, from <https://www.cleverism.com/make-or-buy-decision-step-by-step-guide/>

The procurement matrix below gives additional details of the Procurement plan process.

**Table 11.1**  
**Procurement Matrix**

Identifier	Procured Component/Task	Contract Type	Potential Seller	Budget
1	Construction	Fixed Price Contract	Medric Construction Inc.	\$635,000
2	A/C and Refrigeration Install	Fixed Price Contract	Baptiste Refrigeration	\$158,000
3	Freezers and Chillers	Purchase Order	Baptiste Refrigeration	\$38,000
4	Fixtures	Purchase Order	Furniture Warehouse Inc.	\$16,000
5	IT Equipment	Purchase Order	Computer World	\$27,000
6	Electrical Work	Fixed Price Contract	Mitchel's Electrical	\$163,000
7	Information Technology	Fixed Price Contract	Dinks Networking	\$6,500

It was determined by management that the contract type to be used was a Fixed Price Contract. This contract detailed the type of work to be done, the quality of the goods and service to be delivered, projected time period for delivery, and a cost break down. While it is the responsibility of the contractor(s) to manage the work to meet the project's needs, it is the responsibility of the project team and Project Manager to track and document the progress and performance of the project. This type of contract was chosen because the risk factor associated with this contract is relatively low due to the fact that the potential for a change in project scope is also low, therefore lowering the chances for an increase in project cost.

The Project Manager will ensure that the source selection criteria will involve the use of documents such as the **statement of work** to detail the amount of work that needed to be done, **invitation for quote** from the seller which indicated a quote on the fixed cost contract as well as a **purchase order** (especially in the case of acquiring the refrigeration) which is an agreement to pay for certain goods or services. The Project Manager will also ensure that the seller is actually able to do the job and that he knows seller fees/costs. Additionally, the Project Manager must determine whether the seller is going to subcontract any work that he was contracted to do, determine whether the seller had a thorough understanding of what needs to be done, have knowledge of the details in the contract and also determine the seller's Project Management capability.

The Project Manager is responsible for updating all procurement documents.

## **11.2 Conduct Procurements**

After collecting all the information from the seller(s) and reviewing procurement and project documents, the Project Manager and his team with expert guidance from management will evaluate the contractors' proposals taking into consideration costs, time frames and the contractor's technical approach to the project.



Subsequent to this, a seller is selected. During this process there may be a need for further negotiations to the proposed contract. After seller selection, the contract is awarded to the seller that meets the criteria. The Project Manager further validates all conditions stipulated in the contract with the selected seller and ensures that the seller understands the terms and conditions of the contract. The documents are signed by both the management of Massy Stores (SLU) and the selected seller and verified by the company's law representative.

### **11.3 Control Procurements**

After the contracts have been awarded and signed the Project Manager will use various tools and techniques to ensure that the project is moving as planned in accordance with the contract signed.

The seller will be required to submit to the Project Manager on a weekly basis project work performance data, project performance reports and any change approved changes to the procurement statement of work, product description or a change to the result that is being produced. This information will be used by the Project Manager to determine the performance of the project. The Project Manager and project team will also continually refer to the project plan, procurement documents and agreements which helped track the performance of the contractor against the performance criteria.

The Project Manager will ensure that the following steps are adhered to within the control procurement process:

- Payment – The contractor is paid at a rate of 50% up front and the balance upon the full inspection and acceptance of deliverable at project close. In house staff is paid at their hourly rates on company pay dates. Payments being made and forecasted are done in accordance with the Cost Management Plan and Schedule Management Plan.

- Records Management – All records of payments, adjustments, changes, communications, clarifications and meetings are managed and archived by the Project Manager.
- Claims and disputes – In the unlikely event of a claim or a dispute, the claim or dispute is to be settled in accordance with the legally binding written agreement signed by both parties. Both the selected contractor and Massy Stores (SLU) Ltd must adhere to the outcome of the decision made.
- Reports – Performance reports must be submitted by the seller to the Project Manager on a weekly basis during project update meetings.
- Inspections and Audits – These must be done to ensure that the terms of the contract are being met. They must also be conducted in accordance with the Quality Management Report.
- Change Control System – If changes are warranted, the following steps must be taken:
  - Problem identification – The problem is first identified and documented. The source of problem must also indicated at this point.
  - Investigation – The Project Manager along with members of the project team or subject matter experts will investigate the problem.
  - Review – A full review of the investigation must be conducted by the Project Manager and Contractor. Recommendations are then submitted to Management for approval. Should the recommendation be rejected, the Project Manager will fill out a Problem Report and archive in the company's OPAs.
  - Implement Changes – Should the recommendation be approved the Project manager will implement the approved recommended changes.
  - All changes are to be documented using the Contract Change Control System Checklist in Appendix

The Project Manager is responsible for updating all relevant procurement documents, the Procurement Management Plan and by extension the Project Management Plan.

#### **11.4 Close Procurements**

This process is conducted in the closing phase of the project. The following steps are to be followed when closing procurements:

- The Project Manager audits the entire procurement process to ensure that all implementations went as per procurement plan.
- The Project Manager ensures that a formal written notice was issued to the contractors stating that the contract was completed. This must also be stated as part of the contract terms.
- The Project Manager ensured that all suppliers (in the case of acquiring the refrigeration) are paid via formal communication.
- All contracts, contract documents, and lessons learned must be archived properly for easy retrieval by the Project Manager.

## **12 Stakeholder Management**

The Stakeholder Management Process identifies the steps that the Project Manager and project team will take to identify, engage and manage stakeholder expectations, in an effort to foster their participation on the project. The various processes of this plan identify individuals and groups that may positively or negatively impact the store remodel project, develop a plan to get their support and develop strategies for effective stakeholder engagement.

## 12.1 Identify Stakeholders

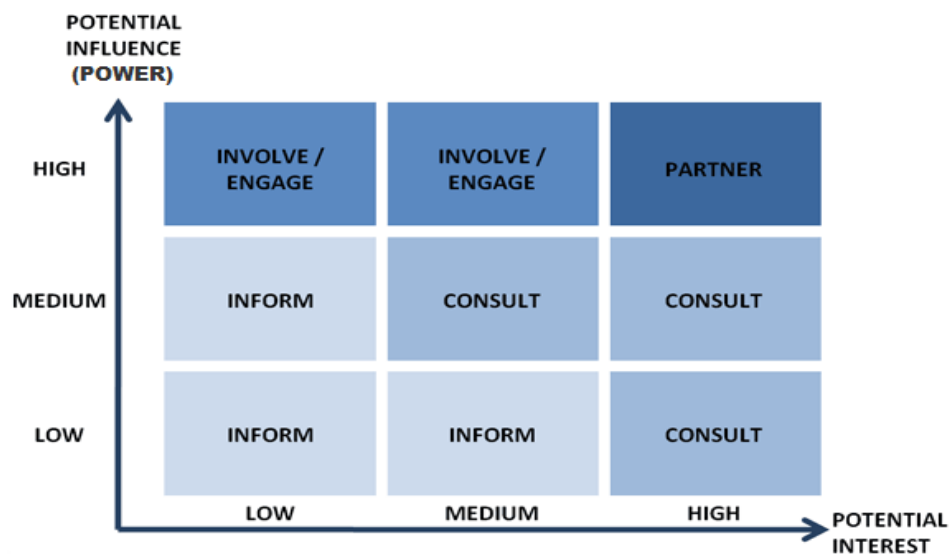
**Comentario [CB61]:** Again we need to do the work, you need to have at least a list of the project stakeholders.

This process will occur during the initiation stages of the project. It entails identifying all stakeholders that may directly or indirectly impact the project or whom the project will directly or indirectly affect. This process will require the participation of the Project Manager, project team and the participation of Management as well. After identifying all possible stakeholders, the Project Manager and team will perform a stakeholder analysis which will document stakeholder interest, stakeholder influence on the project, stakeholder impact on project and other relevant information. The following are questions which the Project Manager and project team will use as guidelines to help identify stakeholders:

- Will the person or organization be affected directly or indirectly by the project?
- Does the person or organization hold a position that can influence the outcome of the project?
- Does the person have an impact on the project's resources?
- Does the person or organization have skills that the project will require?
- Is the person or organization in support of the project or resistant to the project?
- At what point does the person or organization have the greatest impact on the project?

The information collected during this analysis will be put into a Stakeholder Register (as seen in below). The Power/Interest Grid in Figure 12.1 was used to identify the most influential and most impacted stakeholders that are listed. Categorizing the stakeholders in order of power and influence helps develop an appropriate strategy to manage them. The Stakeholder Register is developed during team meetings and also with the expertise of management.

Figure 12.1 Stakeholder Power/Interest Grid



H. (2015, February 18). Do you know your stakeholders? Tool to undertake a Stakeholder analysis. Retrieved January 22, 2017, from <http://innovationforsocialchange.org/stakeholder-analysis/>

## 12.2 Plan Stakeholder Management

According to the PMBOK, Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

Using the Stakeholder Register and Communications plan, the Project Manager will proceed to engage stakeholders throughout the entire project implementation. Stakeholder engagement may vary during different stages of the project life cycle.

**Comentario [CB62]:** Pls see comment on previous section, we need to have a plan, pls work on this and have at least the minimum components of the plan, maybe with the stakeholders identified, have a power interest grid completed and at least some basic stakeholder management strategies was enough

**Comentario [CH63]:** Understood. Please see the stakeholder register I created below

The Project Manager will achieve optimal levels of stakeholder management through the use of Stakeholders Assessment. This matrix was developed based on the completion of the Stakeholder Register by the project team.

Table 12.1

## Massy Stores (SLU) Store Remodel Project Stakeholder Assessment Register

Stakeholder	Key Interests (H, M or L)	Level of Influence (H, M or L)	Impact on Project (H, M or L)	Present Attitude towards, Project (Unaware, Resistant, Neutral, Supportive, Leading)	Stakeholder Management Strategies	Stakeholder Engagement Strategy
Management	H	H	H	Leading	Consult and keep informed	-Two-way engagement essential -Face to face meetings
Project Manager	H	H	H	Leading	Consult and Support	-Two-way engagement -Close Support -Face to face briefings
Project Team	H	M	H	Supportive	Support and keep involved	-Two-way communication -support

Comentario [6-JTG64]:  
I like it

Stakeholder	Key Interests (H, M or L)	Level of Influence (H, M or L)	Impact on Project (H, M or L)	Present Attitude towards, Project (Unaware, Resistant, Neutral, Supportive, Leading)	Stakeholder Management Strategies	Stakeholder Engagement Strategy
Contractors	H	L	M	Favor	Support	-Two-way communication
Staff	M	L	L	Favor	Keep informed	-Two-way communication
Customers	L	L	L	Neutral	Keep informed	-One-way communication -News Bulletins
Suppliers	L	L	L	Neutral	Keep informed	-One-way communication -News Bulletins



### **12.3 Manage Stakeholder Engagement**

According to the PMBOK, the Stakeholder Management Plan identifies the management strategies required to effectively engage stakeholders. This process helps the Project Manager increase stakeholder support while minimizing their resistance to change. This in turn gives the project a better success rate.

Through the use of the strategies outlined in the Communication management plan, the Project Manager will ensure that stakeholders are engaged in a timely manner with the relevant information needed. This is because Stakeholders tend to respond more positively when they are kept in the loop. Positive impacts along with increased interest tend to increase the probability of project success.

The project team will make certain that two-way communication is established by ensuring that stakeholders receive and understand the intended communication and encourage feedback which will be documented and evaluated.

Such feedback may provide data that may justify a change in the project which will further impact any or a combination of the project constraints. Such changes will be processed through the formal Change Control process.

The Project Manager will update issue logs, project documents and address concerns raised by Stakeholders according to the plan.

### **12.4 Control Stakeholder Engagement**

According to the PMBOK Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. This process involved data collection, engagement level assessment, and strategy adjustment from data analysis to better and more effectively engage stakeholders.

The Project Manager through the use of the Communication Management plan and the Risk Management Plan will implement the strategies highlighted to ensure effective stakeholder communication and management.

Work performance data will be used to make forecasts and were compared to stakeholder goals. This will ensure that their needs were met. The use of issue logs will ensure that the Project Manager is aware of all the current issues within the project. As a result, the Project Manager will be able to provide feedback to the stakeholders regarding those issues. This will also help keep the Stakeholders in the loop.

The Project Manager will be responsible for updating all relevant project documents, the Stakeholder Management plan and by extension the Project Management Plan.

### 13 CONCLUSIONS

**Comentario [CH65]:** I made the changes you recommended the best I could. Thank you for your guidance sir.

The following are the concluded efforts of the Project Manager, the project team along with the various stakeholders:

- The Scope Management Plan was created. It required the input of the entire project team, management and stakeholder input. After receiving the project charter, the team used the processes in the scope management plan to help track the scope while the work was taking place. Using the main output of this plan which is the project scope statement, the Project Manager and his team was better able to set goals for the store remodel.
- The Schedule Management plan was created. It focused on setting the deadlines so that they could be tracked and met by the project team. To achieve this, the Project Manager and his team while figuring out what work needed to be done, developed steps within the plan, on how that work would get done, the resources used to get it done and how long it would take.
- The Cost management plan was created. It contained all the processes for figuring out the “bottom line”. With cost being one of the triple constraints, a detailed Cost management plan was warranted, that contained detailed cost estimates. When added, it formed the budget. By using this plan the Project Manager was better able to track the project against the budget during project execution.
- The Quality management plan was created for the Massy Stores (SLU) remodel project. Its primary focus was to ensure that the final product suited the needs of the stakeholders. With the use of the specifically designed audits and analysis planned into this plan, the Project Manager and project team worked towards creating the right product.
- The Human Resource Management plan was created. Its goal was to negotiate the best people for the job while ensuring a good work environment. Planning adequate training, conflict resolution techniques and team motivation actives into the Human Resource Management plan,

ensured that the team remained focused throughout the implementation of the project.

- The Communication Management Plan was created. Its focus and key objective was to keep everyone in the loop. The processes in this area were geared towards keeping everyone “on the same page”. The Communication management plan provided the steps necessary to collect and distribute the information needed to resolve potential issues which may arise during project implementation.
- The Risk management plan was created. With this plan the project team was able to deal with unexpected problems that arose during project implementation. The Project Manager used adequate risk planning to identify potential risks in the project, analyze the likelihood of the occurrence of these risks, as well as document measures on dealing with the risks should they occur.
- The Procurement Management plan was created. It included the steps taken to find the right seller, establish beneficial relationships, and ensured that the contractual agreements were met. It also outlined the steps taken after the contractual obligations were met, once the project was brought to a close.
- The Stakeholder Management plan was created by the Project Manager and his team to make sure all the stakeholders were kept satisfied. Keeping the stakeholders satisfied helped ensure the success of the project since this plan outlined the steps needed to figure out who the stakeholders were, what their needs were and responses to fulfill those needs.
- The Massy Stores (SLU) Store Remodel Project Management Plan was the combined effort of the project team, under the guidance and direction of the Project Manager. This detailed document contained the information needed to implement a million-dollar project from its conception to the project’s successful close. The Approved Management Plan, which was the accumulation of all the subsidiary management plans were still subject to

change during the execution of the project. However all changes are to be approved first, then reflected in the Project Plan after its implementation.

## 14 RECOMMENDATIONS

The following are the recommendations regarding the development of the Massy Stores (SLU) store remodel project.

- The time frame allocated for the Project Schedule Management plan was indeed a short one. Recommendations are to allocate enough time so that the Project Manager and project team allow for leads and lags in performing various activities. This will allow the project team flexibility with regard to the execution of the various activities within the WBS.
- The project Cost Management plan although detailing the cost of the various work packages and activities properly, may have warranted additional cost breakdowns. It is advised that the Cost planning should also contain a contingency reserve for the unforeseen.
- The Project Quality Management plan inclusive of audits and checks to ensure that quality was not compromised. However, it is recommended to have additional walkthroughs done between project meetings to continually compare the work being done to the actual plan.
- The Human Resource Management plan dealt with the acquisition and management of resources in the Project. It is recommended that offsite team building exercises such as a team retreat also be included into the plan. This can improve team spirit. Managing the human aspect of the project is a very important part in Project Management and should not be overlooked
- The Project Communication Management plan, although one of the smaller plans, contained steps for disseminating and archiving project information. It is recommended, for the smooth control and dissemination of project information, that the use of added technology such as an intranet is considered. This platform can enhance the speed of project communication as well as introduce an interactive aspect to the communication process.
- The Project Risk Management plan details the steps to be taken to deal with unforeseen with issues that may impact the project. Although the project risk

management plan of the Massey Stores Remodel Project detailed important potential risks that may negatively impact the remodel project, it lacked the identification of positive risks that may have been exploited had they arisen.

- The Procurement Management plan of the Massy Stores (SLU) store remodel project detailed the steps taken in order to procure the services which were needed to execute the project. It was noted that the selection process was done with pre-approved sellers. It is recommended for future projects that a wider range of sellers be engaged in the bidding process. This will allow for a more competitive bidding process which can in turn lead to more favorable tenders from contractors.
- The Stakeholder Management Plan identified the stakeholders that would be positively or negatively impacted by the store remodel project of Massy Stores (SLU). It is recommended that the stakeholder register be further detailed to include additional stakeholders such as government agencies, competitors and charitable organizations all of which can have an impact on projects of this nature.
- The complete Project Management Plan which contains all the subsidiary management plans, identified all the plans that must fit together to help achieve project success. It is a recommendation that the use of additional flowcharts would help provide a more visual aid to project team members, management and project stakeholders.

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## **APPENDICES**

### Appendix A - FGP Schedule

<b>PROJECT CHARTER</b>	
<b>Date</b>	<b>Project Name:</b>
August 28, 2016	Project Management Plan for Mazzi Stores Supermarket Remodel/Renovation
<b>Knowledge Areas / Processes</b>	<b>Applicacion Area (Sector / Activity)</b>
<b>Knowledge areas:</b> Integration, Scope, Time, Cost, Quality, Human Resource, Communication, Risk, Procurement and Stakeholder  <b>Process groups:</b> Initiation, Planning, Execution, Monitoring & Control, Closing	Service Industry
<b>Start date</b>	<b>Finish date</b>
August, 22 <sup>nd</sup> 2016	September, 23 <sup>rd</sup> 2016
<b>Project Objectives (general and specific)</b>	
<p>General objective: To develop a comprehensive Project Management Plan, inclusive of all subsidiary management plans for approval by board of examiners on or before submission deadline.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> <li>To develop a Scope Management Plan to ensure that all project work and only the project work is done</li> <li>To develop a Time Management Plan to ensure the timely completion of the project</li> <li>To develop a Cost Management Plan to ensure that the project is completed withing budget</li> <li>To develop a Quality Management Plan to ensure that project and product requirements are met and validated</li> <li>To develop a Human Resource Management Plan to organize, lead and manage the project team</li> <li>To develop a Communications Management Plan to ensure the timely collection, distribution and storage of project information</li> <li>To develop a Risk Management Plan to identify, analyze and provide appropriate risk responses to project risk</li> <li>To develop a Procurement Management Plan to ensure the purchase or acquisition of products or services from outside the project</li> <li>To develop a Stakeholder Management Plan to identify, analyxe and engage stakeholders and manage their expectations</li> </ul>	
<b>Project purpose or justification (merit and expected results)</b>	
<p>The MPM04 Cohert is currently preparing to do its FGP for the MPM-04 Masters in Project Management. This project plan seeks to provide guidance on the creation of the FGP plan.</p> <p>Through this plan, benefits can be realized by using the expected deliverables to meet deadlines.</p> <p>It will also be used as a means to track milestones</p>	
<b>Description of Product or Service to be generated by the Project – Project final deliverables</b>	
<p>A Scope management Plan            A Time management Plan            A Cost management Plan</p>	

<p>A Quality management Plan  A Human Resource management Plan  A Communication management Plan  A Risk management Plan  A Procurement management Plan  A Stakeholder management Plan  A Management Plan integrating all other subsidiary management plans</p>		
<b>Assumptions</b>		
<p>It is assumed that the work to be undertaken to complete this project plan is clearly understood and interpreted by the all involved  It is assumed that the instructions by the instructor/lecturer/professor was clearly understood and applied by means of adjustment after deliverable review</p>		
<b>Constraints</b>		
<p>Time: Each deliverable has to be submitted within the 5 to 7 days allotted by the university  Ambiguity: Student may have difficulty in understanding the guidelines/steps to follow or which General/Specific deliverable to produce</p>		
<b>Preliminary risks</b>		
<p>If Deliverables are not completed and submitted before deadline this will lead to students deliverable not being accepted, therefore negatively affecting student's Graduation Seminar Approval</p>		
<b>Budget</b>		
<p>The budget for the FGP plan is expected to be \$0. All course fees have already been submitted to the University prior to start of FGP</p>		
<b>Milestones and dates</b>		
Milestone	Start date	End date
Integrate Subsidiary Management Plans	19/12/16	23/12/16
Submit for Review and Update	27/12/16	30/12/16
Present to Board Of Examiners	17/12/17	17/12/17
<b>Relevant historical information</b>		
<p>The management plans to be created and used have been taught to the students of the MPM04 programme throughout the curriculum. Students can expect to use the knowledge and experience gained to create the FGP management plan.</p>		
<b>Stakeholders</b>		
<p>Direct stakeholders:  Students  Indirect stakeholders:  Lecturers, Reviewers, Tutors, Classmates, Board of Examiners</p>		
<b>Project Manager: Chris Hippolyte</b>		<b>Signature:</b> 
<b>Authorized by:</b>		<b>Signature:</b>

## Appendix B - FGP WBS

Task Name	Duration
<b>1 FGP Management Plan</b>	<b>130 days</b>
1.1 Create Project Charter	5 days
<b>1.2 Create Project Management Plan</b>	<b>65 days</b>
<b>1.2.1 Scope Management Plan</b>	<b>4 days</b>
1.2.1.1 Plan Scope Management	1 day
1.2.1.2 Collect Requirements	1 day
1.2.1.3 Define the scope	1 day
1.2.1.4 Determine Processes for Validating the Scope	0.5 days
1.2.1.5 Determine Processes to Control Scope	0.5 days
<b>1.2.2 Time Management Plan</b>	<b>4 days</b>
1.2.2.1 Plan Schedule Management	1 day
1.2.2.2 Define Activities	1 day
1.2.2.3 Sequence Activities	0.25 days
1.2.2.4 Estimate Activity Resources	0.25 days
1.2.2.5 Estimate Activity Durations	0.25 days
1.2.2.6 Develop Schedule	0.25 days
1.2.2.7 Define Processes to Control the Schedule	1 day
<b>1.2.3 Cost Management Plan</b>	<b>4 days</b>
1.2.3.1 Plan Cost Management	1 day
1.2.3.2 Estimate Costs	1 day
1.2.3.3 Determine Budget	1 day
1.2.3.4 Determine Processes to Control Cost	1 day
<b>1.2.4 Quality Management Plan</b>	<b>5 days</b>
1.2.4.1 Plan Quality Management	2 days
1.2.4.2 Perform Quality Assurance	1 day
1.2.4.3 Determine Processes to Control Quality	2 days

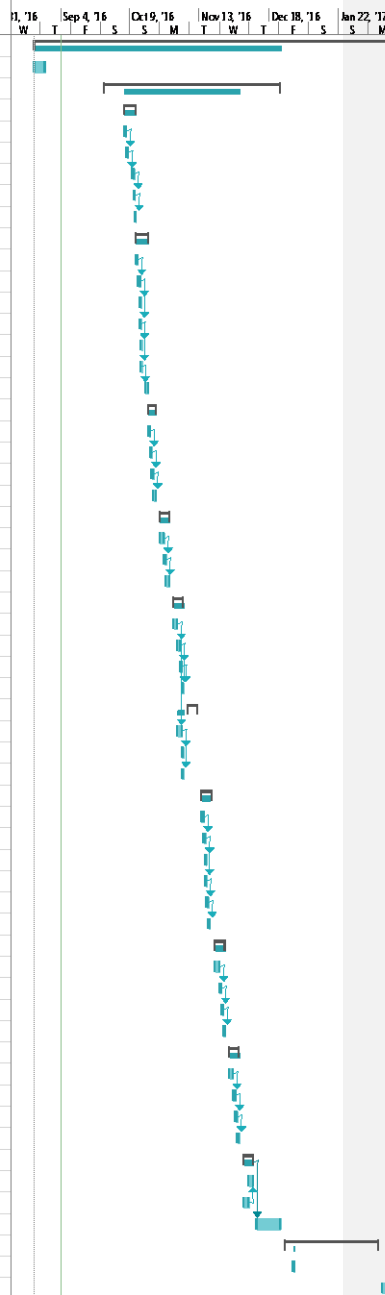
<b>1.2.5 Human Resource Management Plan</b>	<b>5 days</b>
1.2.5.1 Plan Human Resource Management	2 days
1.2.5.2 Determine Processes for Acquiring Project Team	1 day
1.2.5.3 Determine Processes for Developing Project Team	1 day
1.2.5.4 Determine Process for managing the Project team	1 day
<b>1.2.6 Communication Management Plan</b>	<b>5 days</b>
1.2.6.1 Plan Communication Management	2 days
1.2.6.2 Determine process for managing Communications	1 day
1.2.6.3 Determine Process for Controlling Communications	1 day
<b>1.2.7 Risk Management Plan</b>	<b>5 days</b>
1.2.7.1 Plan Risk Management	1 day
1.2.7.2 Identify Risk	1 day
1.2.7.3 Perform Qualitative Risk Analysis	0.5 days
1.2.7.4 Perform Quantitative Risk Analysis	0.5 days
1.2.7.5 Plan Risk Responses	1 day
1.2.7.6 Determine Processes for Controlling Risk	1 day
<b>1.2.8 Procurement Management Plan</b>	<b>5 days</b>
1.2.8.1 Plan Procurement Management	2 days
1.2.8.2 Determine Processes for Conducting Procurement	1 day
1.2.8.3 Determine Processes for controlling Procurement	1 day
1.2.8.4 Determine processes for Closing Procurement	1 day
<b>1.2.9 Stakeholder Management Plan</b>	<b>5 days</b>
1.2.9.1 Identify Stakeholders	2 days
1.2.9.2 Plan Stakeholder Management	1 day
1.2.9.3 Determine processes for managing Stakeholder Engagement	1 day
1.2.9.4 Determine Processes for Controlling Stakeholder Engagement	1 day
<b>1.3 Integrate Management Plans</b>	<b>5 days</b>
1.3.1 Combine and Unify Subsidiary Plans	2 days

1.3.2 Make Adjustments to Subsidiary Plans	3 days
2 Project Plan Conclusion and Tutor Recommendations	10 days
<b>3 Submit for Review, Update and Adjustments</b>	<b>35 days</b>
3.1 Submission for Review	1 day
4 Present to Board of Examiners	5 days



Appendix C - FGP Schedule

ID	Task Name	Duration	Start	Finish	Predecessors
1	1 FGP Management Plan	130 days	Mon 8/22/16	Fri 2/17/17	
2	1.1 Create Project Charter	5 days	Mon 8/22/16	Fri 8/26/16	
3	1.2 Create Project Management Plan	65 days	Mon 9/26/16	Fri 12/23/16	
4	1.2.1 Scope Management Plan	4 days	Thu 10/6/16	Tue 10/11/16	
5	1.2.1.1 Plan Scope Management	1 day	Thu 10/6/16	Thu 10/6/16	
6	1.2.1.2 Collect Requirements	1 day	Fri 10/7/16	Fri 10/7/16	5
7	1.2.1.3 Define the scope	1 day	Mon 10/10/16	Mon 10/10/16	6
8	1.2.1.4 Determine Processes for Validating the Scope	0.5 days	Tue 10/11/16	Tue 10/11/16	7
9	1.2.1.5 Determine Processes to Control Scope	0.5 days	Tue 10/11/16	Tue 10/11/16	8
10	1.2.2 Time Management Plan	4 days	Wed 10/12/16	Mon 10/17/16	
11	1.2.2.1 Plan Schedule Management	1 day	Wed 10/12/16	Wed 10/12/16	
12	1.2.2.2 Define Activities	1 day	Thu 10/13/16	Thu 10/13/16	11
13	1.2.2.3 Sequence Activities	0.25 days	Fri 10/14/16	Fri 10/14/16	12
14	1.2.2.4 Estimate Activity Resources	0.25 days	Fri 10/14/16	Fri 10/14/16	12
15	1.2.2.5 Estimate Activity Durations	0.25 days	Fri 10/14/16	Fri 10/14/16	14
16	1.2.2.6 Develop Schedule	0.25 days	Fri 10/14/16	Fri 10/14/16	14
17	1.2.2.7 Define Processes to Control the Schedule	1 day	Mon 10/17/16	Mon 10/17/16	16
18	1.2.3 Cost Management Plan	4 days	Tue 10/18/16	Fri 10/21/16	
19	1.2.3.1 Plan Cost Management	1 day	Tue 10/18/16	Tue 10/18/16	
20	1.2.3.2 Estimate Costs	1 day	Wed 10/19/16	Wed 10/19/16	19
21	1.2.3.3 Determine Budget	1 day	Thu 10/20/16	Thu 10/20/16	20
22	1.2.3.4 Determine Processes to Control Cost	1 day	Fri 10/21/16	Fri 10/21/16	21
23	1.2.4 Quality Management Plan	5 days	Mon 10/24/16	Fri 10/28/16	
24	1.2.4.1 Plan Quality Management	2 days	Mon 10/24/16	Tue 10/25/16	
25	1.2.4.2 Perform Quality Assurance	1 day	Wed 10/26/16	Wed 10/26/16	24
26	1.2.4.3 Determine Processes to Control Quality	2 days	Thu 10/27/16	Fri 10/28/16	25
27	1.2.5 Human Resource Management Plan	5 days	Mon 10/31/16	Fri 11/4/16	
28	1.2.5.1 Plan Human Resource Management	2 days	Mon 10/31/16	Tue 11/1/16	
29	1.2.5.2 Determine Processes for Acquiring Project Team	1 day	Wed 11/2/16	Wed 11/2/16	28
30	1.2.5.3 Determine Processes for Developing Project Team	1 day	Thu 11/3/16	Thu 11/3/16	29
31	1.2.5.4 Determine Process for managing the Project team	1 day	Fri 11/4/16	Fri 11/4/16	29,30
32	1.2.6 Communication Management Plan	5 days	Mon 11/7/16	Fri 11/11/16	
33	1.2.6.1 Plan Communication Management	2 days	Wed 11/2/16	Thu 11/3/16	28
34	1.2.6.2 Determine process for managing Communications	1 day	Fri 11/4/16	Fri 11/4/16	33
35	1.2.6.3 Determine Process for Controlling Communications	1 day	Fri 11/4/16	Fri 11/4/16	33
36	1.2.7 Risk Management Plan	5 days	Mon 11/14/16	Fri 11/18/16	
37	1.2.7.1 Plan Risk Management	1 day	Mon 11/14/16	Mon 11/14/16	
38	1.2.7.2 Identify Risk	1 day	Tue 11/15/16	Tue 11/15/16	37
39	1.2.7.3 Perform Qualitative Risk Analysis	0.5 days	Wed 11/16/16	Wed 11/16/16	38
40	1.2.7.4 Perform Quantitative Risk Analysis	0.5 days	Wed 11/16/16	Wed 11/16/16	38
41	1.2.7.5 Plan Risk Responses	1 day	Wed 11/16/16	Thu 11/17/16	40
42	1.2.7.6 Determine Processes for Controlling Risk	1 day	Thu 11/17/16	Fri 11/18/16	41
43	1.2.8 Procurement Management Plan	5 days	Mon 11/21/16	Fri 11/25/16	
44	1.2.8.1 Plan Procurement Management	2 days	Mon 11/21/16	Tue 11/22/16	
45	1.2.8.2 Determine Processes for Conducting Procurement	1 day	Wed 11/23/16	Wed 11/23/16	44
46	1.2.8.3 Determine Processes for controlling Procurement	1 day	Thu 11/24/16	Thu 11/24/16	45
47	1.2.8.4 Determine processes for Closing Procurement	1 day	Fri 11/25/16	Fri 11/25/16	46
48	1.2.9 Stakeholder Management Plan	5 days	Mon 11/28/16	Fri 12/2/16	
49	1.2.9.1 Identify Stakeholders	2 days	Mon 11/28/16	Tue 11/29/16	
50	1.2.9.2 Plan Stakeholder Management	1 day	Wed 11/30/16	Wed 11/30/16	49
51	1.2.9.3 Determine processes for managing Stakeholder Engage	1 day	Thu 12/1/16	Thu 12/1/16	50
52	1.2.9.4 Determine Processes for Controlling Stakeholder Engage	1 day	Fri 12/2/16	Fri 12/2/16	51
53	1.3 Integrate Management Plans	5 days	Mon 12/5/16	Fri 12/9/16	
54	1.3.1 Combine and Unify Subsidiary Plans	2 days	Thu 12/8/16	Fri 12/9/16	55
55	1.3.2 Make Adjustments to Subsidiary Plans	3 days	Mon 12/5/16	Wed 12/7/16	
56	2 Project Plan Conclusion and Tutor Recommendations	10 days	Mon 12/12/16	Fri 12/23/16	53
57	3 Submit for Review, Update and Adjustments	35 days	Mon 12/26/16	Fri 2/10/17	
58	3.1 Submission for Review	1 day	Fri 12/30/16	Fri 12/30/16	
59	4 Present to Board of Examiners	5 days	Mon 2/13/17	Fri 2/17/17	
60					



## Appendix D - Deliverable Acceptance Form

<b>Formal Deliverable Acceptance Signoff Form</b>
<b>Massy Stores (SLU) Remodel Project</b>

<b>Formal Acceptance</b>
<b>Customer:</b>
<b>Project:</b>

Acceptance of:      **Project Deliverable**       **Project Phase**       **Project**

**Description of  
project product  
to be accepted:**

---



---

The project product (project deliverable, project phase, or project) described above has been reviewed against the prescribed acceptance criteria. Based on these criteria, the project product is accepted as follows:

**The project product is accepted**    As complete       Subject to the attached  
conditions

**Approver for :**

---

Date

**Approver for :**

---

Date

**Project Manager Approval:**

---

Date

Project Manager

## Appendix E - Project Acceptance Form

## Customer Acceptance Form

Massy Stores SLU

Created by Chris Hippolyte

Project: Massy Stores (SLU) Remodeling project	
This document has been issued by: Chris Hippolyte	Date Issued:

The Project Outcome has been measured against its acceptance criteria and has been formally accepted on behalf of the customer. The project may now be closed.

Additional Comments about the Customers' Acceptance:

Recorded Shortfalls of the Final Project Outcome (if any):

Executive / Sponsor:	Signature: _____ Name: _____ Date: _____
Senior User:	Signature: _____ Name: _____ Date: _____
Project Manager:	Signature: _____ Name: _____ Date: _____

Appendix F - Quality Assurance Log

<b>MASSY STORES (SLU) CHANGE REQUEST</b>			
1	Project: _____		
2	Change Request No. _____	Date _____	
<b>3 TO BE COMPLETED BY STAKEHOLDER/TEAM MEMBER</b>			
4	Requested by: _____	Code: _____	
5	Date Decision Required: _____	Reference _____	
6	DESCRIPTION OF CHANGE		
7			
8	REASON FOR CHANGE		
<b>9 TO BE COMPLETED BY PROJECT MANAGER</b>			
	Tasks affected	Additional Effort	Additional Cost
	Impact on Completion date		
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
10	CHANGE CONTROL BOARD DECISION (circle one)      ♦ Accept   ♦ Reject ♦ Defer   ♦ Information requested		
	Signature: _____	Designation: _____	







<b>Code:</b>	<b>Stands For:</b>	<b>This Person Is:</b>
R	Responsible	Responsible for performing the task or creating the document
A	Accountable	Accountable and has sign-off authority for the task, such as the project manager, sponsor, technical lead
C	Consult	Providing expertise, advice and support to the person responsible for the task or document and others
I	Inform	Informed of task progress or results, usually by the person responsible



Appendix J - Massy Stores (SLU) Store Remodel Human Resource Requirements Sheet

SN	Role	When needed?	Desired Skill Level				Actual Skill Level				Skill Development Strategy	
			A	B	C	D	A	B	C	D		
01	Project Manager	Project Initiation through Project Closure	X					X				Send for interpersonal Training

A = proficient, B = well experienced, C = experienced, D = basic

#### Appendix K - Massy Stores (SLU) Project Remodel Team Member Evaluation

**Purpose:** To assist the project manager with gauging the individual team members' effectiveness and contributions to the project. The project manager should evaluate every member of the team prior to the project ending or the team member leaving the project. This information may be used as input for the organization's performance evaluation process.

**Team Member:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_

**Project Manager:** \_\_\_\_\_

**Evaluation Date:** \_\_\_\_\_

Respond with a grade from 1 to 5 to the following statements about the Team Member: (1 = low, 5 = high)	1	2	3	4	5	Comments
Displayed a commitment to the project.						
Clearly communicated issues and took action as necessary. Was proactive and results oriented.						
Met due date commitment or provided the best possible alternative if the original due date could not be met for their work.						
Communicated within the team environment appropriately.						
Maintained strong leadership at times and support of the project team; set an example of flexibility.						
Effectively utilized project tools when applicable, i.e., status reports, project schedule, project repository.						
Communicated any risks to the project objectives or milestone appropriately.						
Used effective escalation of changes in the project.						
Conducted timely project meetings and conference calls with team members; had control of meetings.						

Provided feedback and suggestions for improvement during the project.						
Performed in a courteous and professional manner.						
Added value to the project.						
Had good knowledge of products and services involved in the project.						
Showed sound and appropriate decision-making during the project.						

#### 11 Additional Comments

<List any additional information relating to this individual and their performance.>

**Appendix L - Contract Change Control System Checklist**

<b>Project Name</b>	<b>Project Ref No</b>	<b>Prepared by</b>	<b>Date Prepared</b>
<b>Contractor</b>	<b>Department</b>		

<b>Determine those responsible for approving or rejecting proposed contract change</b>
<b>Define any types of changes qualifying for automatic approval without review</b>
<b>Define Steps by which contracts may be changed, including:</b>
Paper work
Tracking Systems
Dispute resolution procedures
Approval levels required

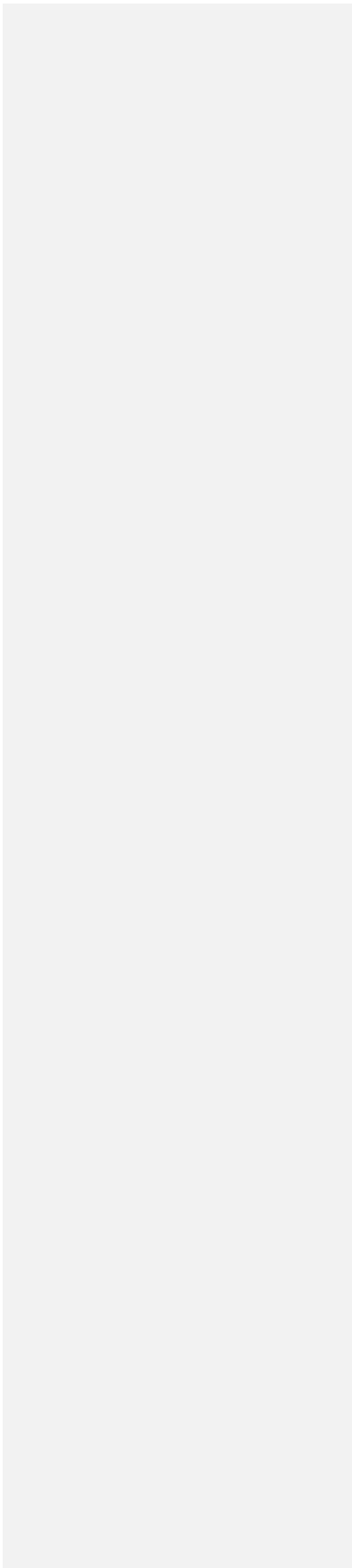
<b>Describe how contract changes were investigated</b>		
<b>Additional Remarks</b>		
<b>Submitted</b>	<b>Name/Title:</b>	<b>Date:</b>
<b>Approved</b>	<b>Name/Title:</b>	<b>Date:</b>

## Appendix M - Massy Stores Store (SLU) Store Remodel Problem Report

<b>Event Title</b>			
<b>Date</b>		<b>Duration</b>	
<b>Venue</b>			
<b>Report Completed by:</b>			
<b>Summary of Activities:</b>			
<b>Context of Activities</b>			

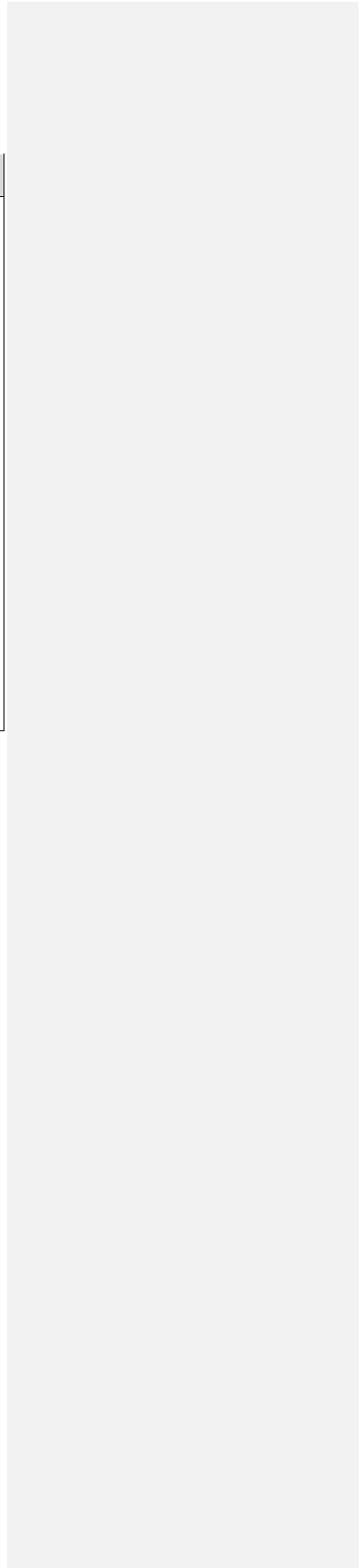
<b>Learning Outcomes</b>

<b>Evaluation</b>



**Additional Comments**

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## Appendix N - Stakeholder Register

**Massy Stores (SLU) Store Remodel Project Stakeholder Assessment Register**

Stakeholder	Position	Role in Project	Requirements	Expectations	Influence Level	Power Level
Sponsor						
Project Manager						
Project Team						
Contractors						
Staff						
Customers						