UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE ORGANIZATION OF A TALENT CONTEST IN HAITI IN JULY 2018.

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DEDICATION

This research project is dedicated to my son Laurent, my wife Daina and all the young people of my country.

ACKNOWLEDGMENTS

I would like to acknowledge and thank some people for their contributions and assistance otherwise this Final Graduation Project would not be a success.

My Tutor, Mr. Carlos Castro, for his invaluable technical support, his words of encouragement and for guiding me through this research work.

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ABBREVIATIONS AND ACRONYMS

- Enterprise Environmental Factors (EEF)
- Final Graduation Project (FGP)
- Groupe Efficience (GrEFF)
- Organizational Process Assets (OPA)
- Project Management Institute (PMI)
- Project Management Office (PMO)
- Requirements Management (RM)
- Universidad para la Cooperación Internacional (UCI)
- Work Breakdown Structure (WBS)

EXECUTIVE SUMMARY (ABSTRACT)

Groupe Efficience (GrEFF) is a young association (less than 10 years) created by young Haitians for the young people of the country. Overall, this association was created to help young people, to bring them to realize their potential. Indeed, given the poverty in the country, given the lack of resources of the Haitian state, there was really no national policy for the country's youth. As a result, there was almost no opportunity for the latter to evolve in the country. Most of them could not complete their classical or university studies. Those who had completed their studies could not enter the labor market. Those who wish to start their own business or exploit their talents could not find the necessary means. Thus abandoned, the young people lost more and more hope. They no longer had confidence in the future, in the country and in themselves, while many of them were full of talents that would allow them to shine on the national or even internationally.

It is in this context that, Groupe Efficience (GrEFF) intervened to help remedy this situation. Groupe Efficience (GrEFF) has decided to implement the Talents Contest project in Haiti. This project has been organized at national level and has been a major first in the country. This project was aimed at bringing hope to them by identifying and offering to them a space of visibility and opportunity within the society and, in a second time, to reward and accompany the best by providing them with the necessary means to pursue their dreams.

For a project of this size, Groupe Efficience (GrEFF) did not have the experience and the resources necessary to conduct it successfully. The association did not have any project management methodology or systematic approach to manage the complexity and scope of the project. Thus, with a view to the completion and success of such an event, it was necessary to create and put in place the appropriate Project Management tools, techniques and concepts that have guided the structure of the project, the processes and decisions. This has permitted to have all the detailed work mapped out over the period of the execution of the project and to meet all the expectations in terms of budget, deadline, and product quality.

The general objective was to develop a Project Management Plan complying with the standards of the Project Management Institute (PMI) so the GrEFF could implement the Talents Contest in Haiti successfully. The specific objectives were: to create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete by the project; to develop a Time Management Plan in order to provide a methodology for determine the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period; to create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project; to elaborate a Quality Management Plan in order to describe the approach that will be followed to

manage and ensure product quality during the project; to develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project; to create a Communication Management Plan that describe the methodology that will be used for managing communications within the project; develop a Risk Management Plan in order to describe how risks associated with the project will be managed; to elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services; to develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.

The analytical or explanatory methodology has been used for this research. Information was obtained from a variety of sources including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition and interviews, which were held with members of GrEFF board, the PMI database, books, and internet sources. The information was analyzed and organized using templates to create each subsidiary plans included in the Project Management Plan for the Talents Contest project.

The management plan for the Talent Contest project has been developed from the guidelines provided in the PMBOK® 5th edition and contains ten subsidiary plans that address the ten specific objectives of this document. Thus, the plan contains elements that will serve as a basic reference when we will measure the level of success of the Talent Contest; it describes the different responsibilities, the project organization chart, and how the human resources will be used throughout the project; it includes processes for assessing quality requirements, monitoring and controlling activities performance, and recommending appropriate changes during the project; it also describes the communication requirements, the stakeholders, the methods and technologies that will be used, the communication plan matrix and above all the communication escalation process. After taking into account all the constraints and integrating the necessary contingency reserves, and after all the calculations, all the consultations with the experts, the project will be completely closed on July 24, 2018 and the final budget is estimated at $ 189,395.91. It is recommended that GrEFF follows the guidelines developed in this Management Plan as part of the project implementation in order to increase the chances of success of the Talent Contest project; ensures that this Management Plan is updated regularly as the project progresses in its implementation and more information become available; and seeks sponsorship from the Government, which would facilitate some aspects of the project and increase its chances of success.

INTRODUCTION

1.1. Background

For more than three decades Haiti has entered into a vicious circle of poverty that has becoming more and more evident day by day to the point that the country is today considered the poorest of the west hemisphere. This situation has made the country a country of emergency, a country where everything is a priority or everything has to be done. As there is no way to do everything at the same time, some aspects of the country are most entirely neglected, among them the young people. Indeed, the young people of the country are practically abandoned. There is not really a national policy to consider their case. Thus, left to themselves, Haitian youth are afraid of not being able to complete their high school education, afraid of not being able to find a job after the end of their university studies, afraid of the future, afraid of taking risks. In this situation, they have almost no hope while many of them are full of business and entrepreneurial ideas.

It is in this context that a group of young people decided to create the Groupe Efficience (GrEFF) in 2008 with the aim of helping to give hope to young people, helping them to build their dreams. It is a non-profit, autonomous and apolitical association, governed by Haitian legislation, which is committed to providing technical and / or financial support to young people to enable them to realize their business ideas to the extent possible.

Groupe Efficience (GrEFF) is a structure that works throughout the national territory, for the promotion of the entrepreneurial culture and for the blossoming of the human being. The objectives of the Groupe Efficience (GrEFF) are therefore as follows:

- Promoting human development,
- Advocate a positive mentality,
- Awaken dormant capacities among young people,
- Mentor youth groups, sources of innovative ideas,
- Bring out a class of juvenile entrepreneurs.

That said, since its creation, Groupe Efficience (GrEFF) has already supported or contributed to the realization of several activities related to young people. It has already helped some young people to set up small businesses. But, in spite of everything, in recent times, Groupe Efficience (GrEFF) has found that young people are increasingly lost, that despair and abandonment is increasingly blatant among them, while many of them are full of talents. Those Talents they cannot exploit for lack of resources, for lack of opportunities. How many of them could have been great musicians? Could have been great dancers? Could have been great comedians?

Challenged by this situation and wanting to help remedy this context and to have a bigger impact, Groupe Efficience (GrEFF) has decided to organize a “Talents Contest” in Haiti in July 2018. This will be a major first in a project of this kind in Haiti, and all preparations and execution will take place over a period of three months. It will be a national contest, which aims, first at identifying and offering to these talented young people a space of visibility and opportunity within the society and, in a second time, to reward and accompany the bests by providing them with the necessary means to pursue their dreams.

1.2. Statement of the problem

Groupe Efficience (GrEFF) wants this event to be something national, that can be sold on the international market and that can be reproduced every year. Of course, GrEFF has already carried out many activities in the past, but no activity of this scale. In addition, the association has some management tools, some guidelines for small activities, but no project management methodology, no systematic approach to manage the complexity and scope of such a project. Thus, with a view to the completion and success of such an event, it is necessary to create and put in place the appropriate Management Plan and all the tools, techniques and concepts that should guide the structure of the project, the processes and decisions.

1.3. Purpose

As it is known that poor planning in project management is the main could cause that leads to project failure, the purpose of this study is explore all the requirements

and implications of the project and develop the Project Management Plan in order to meet all the expectations in terms of budget, deadlines, and product quality. This will allow having all the detailed work mapped out over the period of the execution of the project to ensure that the project resources are assign correctly, to have an agreed-on set of project management procedures, to determine how scope, issues, risks, communication, procurement, and stakeholders will be managed throughout the lifecycle of the project. The main concern here will be to try to define everything all up to have better manage expectations, and to execute the project successfully.

1.4. General objective

To develop a project management plan that accomplished the standards of the Project Management Institute in order allows the Groupe Efficience (GrEFF) to successfully implement the Talents Contest in Haiti.

1.5. Specific objectives

1. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.
5. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.
6. To create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.

7. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.

8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.

9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.

10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.

THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

Groupe Efficience (GrEFF) is an association founded by young people and dedicated to working for the development of young people in the country especially by helping them to develop and realize their potential. With this in mind, Groupe Efficience (GrEFF) decided to organize the Talent Contest project in Haiti. Through this project, the association intends not only to bring young people to show and express themselves, but also, to value them and to help them realize their dreams. While it is true that there have already been competitions for singers in the country, although it is true that Groupe Efficience (GrEFF) has already implemented different types of projects for young people, the Talents Contest project in its conception will be a first one in the country. To ensure the success of this event and the ability to replicate it in the future, the Groupe Efficience (GrEFF) management team has concluded that it is necessary to have the appropriate tools, techniques and strategy to execute the project. To this end, they agreed on the need to produce a project management plan.

2.1.1.1 Mission and vision statements

Mission

To determine through research, those tools, techniques and strategies that would advance Groupe Efficience (GrEFF) the capability to better implement project for the blossoming of young people.

Vision

An effective association that helps young people regain hope believes in their dreams and develops their potentials.

2.1.1.2 Organizational structure

Like most associations in the country, Groupe Efficience (GrEFF) has a fairly simple organizational structure. As illustrated in Figure 1, at the is the Executive Director and his / her deputy. At a second level are the other members of the Executive Board. And has a third level are the leaders of different fields of action (GrEFF, Statut, 2008).

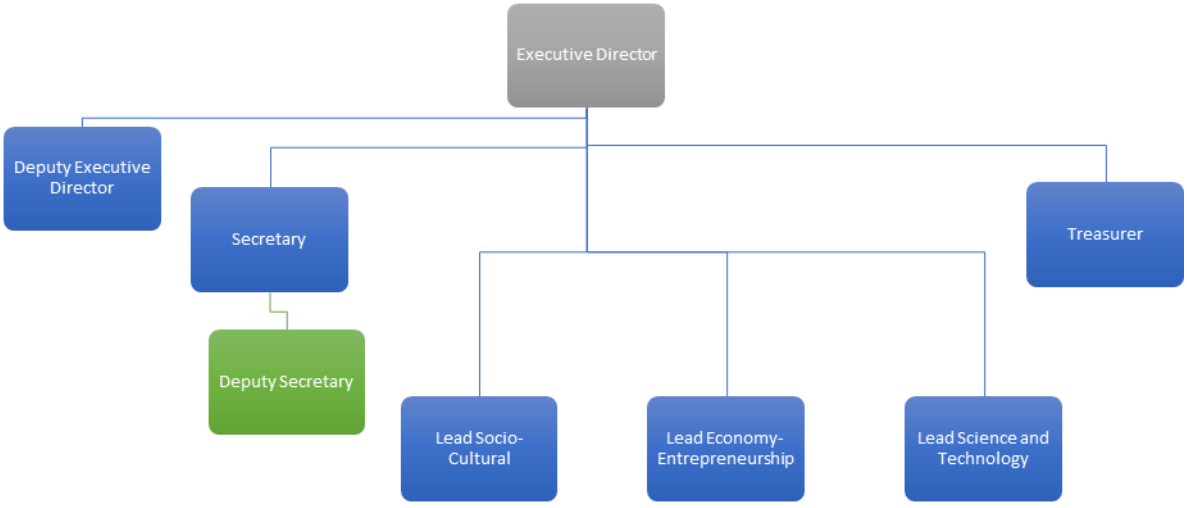

Figure 1 Organizational structure of GrEFF (GrEFF Statut, 2008)

2.1.1.3 Products offered

As the aim of Groupe Efficience (GrEFF) is to help the young people of the country develop their potential and realize their dreams, the association intervenes in fields where it can have a great impact on young people. Thus, the association implements activities and supports young people in the socio-cultural field, economy and entrepreneurship, and science and technology (GrEFF Statut, 2008).

2.2 Project Management concepts

Must indicate the main project management concepts, such as project, project management, project life cycle, knowledge areas, project management processes, process groups, and any other applicable project management related concepts.
Must include the relationship of these concepts with the topics to be developed for the FGP, as well as with the company/enterprise context. For example: if the company has its own project life cycle, it should be presented on this section, after the generic project life cycle definition.
Remember to use APA style cites as needed for every bibliographical source used.

2.2.1.1 Project

The Project Management Body of Knowledge (PMBOK® Guide) defines project as *"a temporary endeavor undertaken to create a unique product, service, or result"* (PMBOK guide Fifth Edition, 2013, p. 3). Thus, a project usually involves doing something new, something that has not yet been done in exactly the same way or in the same context. It also assumes something that has a limited duration, that is, subject to a predetermined start date and end date. The duration of the project can be relatively short, a few weeks, or very long, that is to say several years in the case of a megaproject.
For Groupe Efficience (GrEFF), the project, a key element for its youth activities, is in fact a tool for organizing tasks and achieving concrete objectives. It is a method of moving from idea to action, which takes shape in a specific social, spatial and temporal context, which has an educational dimension and allows individuals to learn and develop themselves, and which is the product of a collective work.

2.2.1.2 Project management

Due to the complexity most often associated with the execution of projects, it has become necessary to ensure throughout the project that the product under implementation clearly corresponds to the expectations of the client. Hence the term project management. According to Munns and Bjeirmi, project management is *"the process of controlling the achievement of the project objectives. Utilizing the*

existing organizational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company (Munns and Bjeirmi, 1996).”

This approach complies to that of the Project Management Institute, which defines project management as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (PMBOK, fifth Edition, p.5). The development of the Final Graduation Project (FGP) will consist of the creation of the Project Management Plan for the organization of a Talents Contest in Haiti, framed within the standards of the Project Management Institute.

2.2.1.3 Project life cycle

In order to be managing correctly, a project must follow different phases, points of control, all that constitutes the life cycle of the project. Thus, it is the decomposition of a project into a set of steps necessary for the development of a product or a service. The Project Management Institute (PMI) defines the project life cycle as a “series of phases that a project passes through from its initiation to its closure” (PMBOK fifth Edition, 2013, p. 38). According to the Project Management Institute (PMI), and as shown in Figure 2, projects can be according to the following generic phases:

- Starting the project,
- Organizing and preparing
- Carrying out the project work
- Monitoring & Control
- Closing the project.

TYPICAL PROJECT LIFE CYCLE

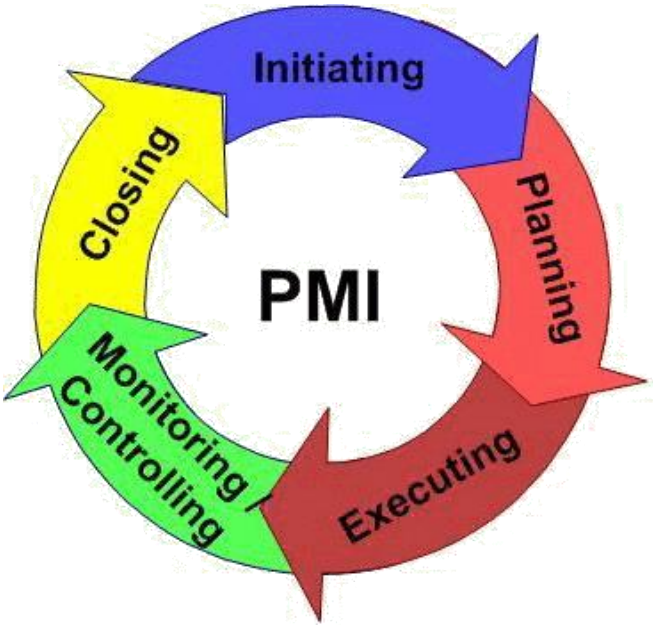

Figure 2. Typical Project Life Cycle (Bernie Roseke, 2016)

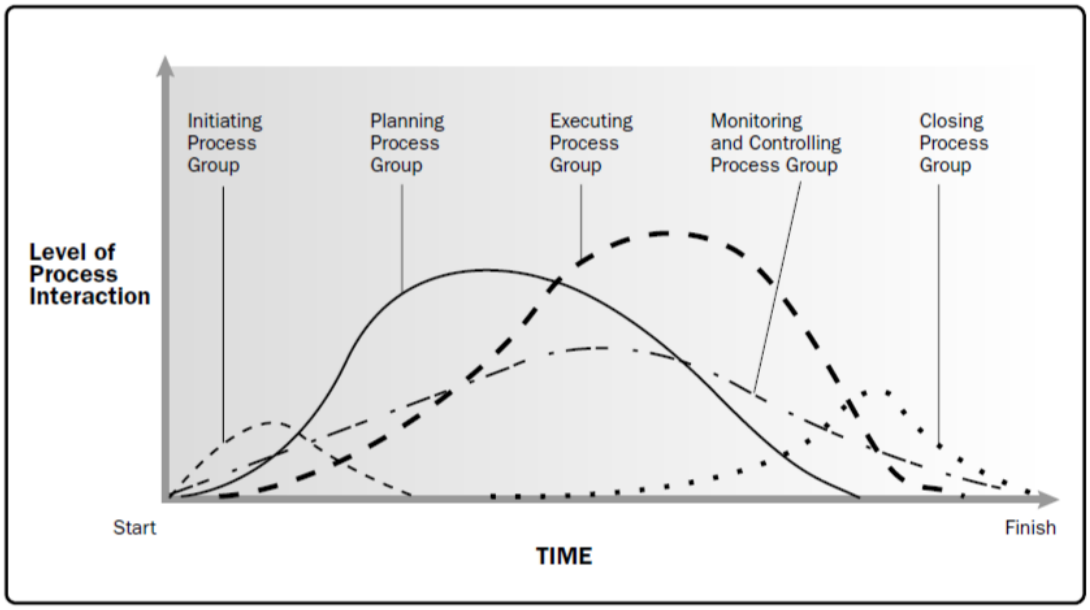

Figure 3. Process groups interact in a Phase or Project. (PMI, 2013)

Groupe Efficience (GrEFF) does not really have a defined project cycle. In this sense, the Project Management Plan for the Talent Contest project will be

deployed according to the generic project cycle defined by The project management institute (PMI).

2.2.1.4 Project management processes

Many management activities are required in any project. These activities (or processes) are generally group into groups of processes. According to The project management institute (PMI), a process is “a set off interrelated actions and activities performed to create a pre-specified product, service or result” (PMBOK guide Fifth Edition, 2013).

The project management institute (PMI), has identified 47 management processes that have been grouped in 10 knowledge areas (Figure 4). These knowledge areas interact with the five (5) process Project management process groups, which are: Initiation, Planning, Execution, Monitoring & Control, and Closing.

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Figure 4 Project Management Process Group and Knowledge Area Mapping. (PMI, 2013)

As part of the development of the Project Management Plan for the Talent Contest Project in Haiti, only the processes resulting from the initiating and planning groups of a project will be used. In this sense, the Project Management Plan will be a compilation of documents created within the framework of the activities related to these two groups of processes: initiating and planning. The Figure 5 below defines the different interactions resulting from these two process groups and the set of documents that will be created.

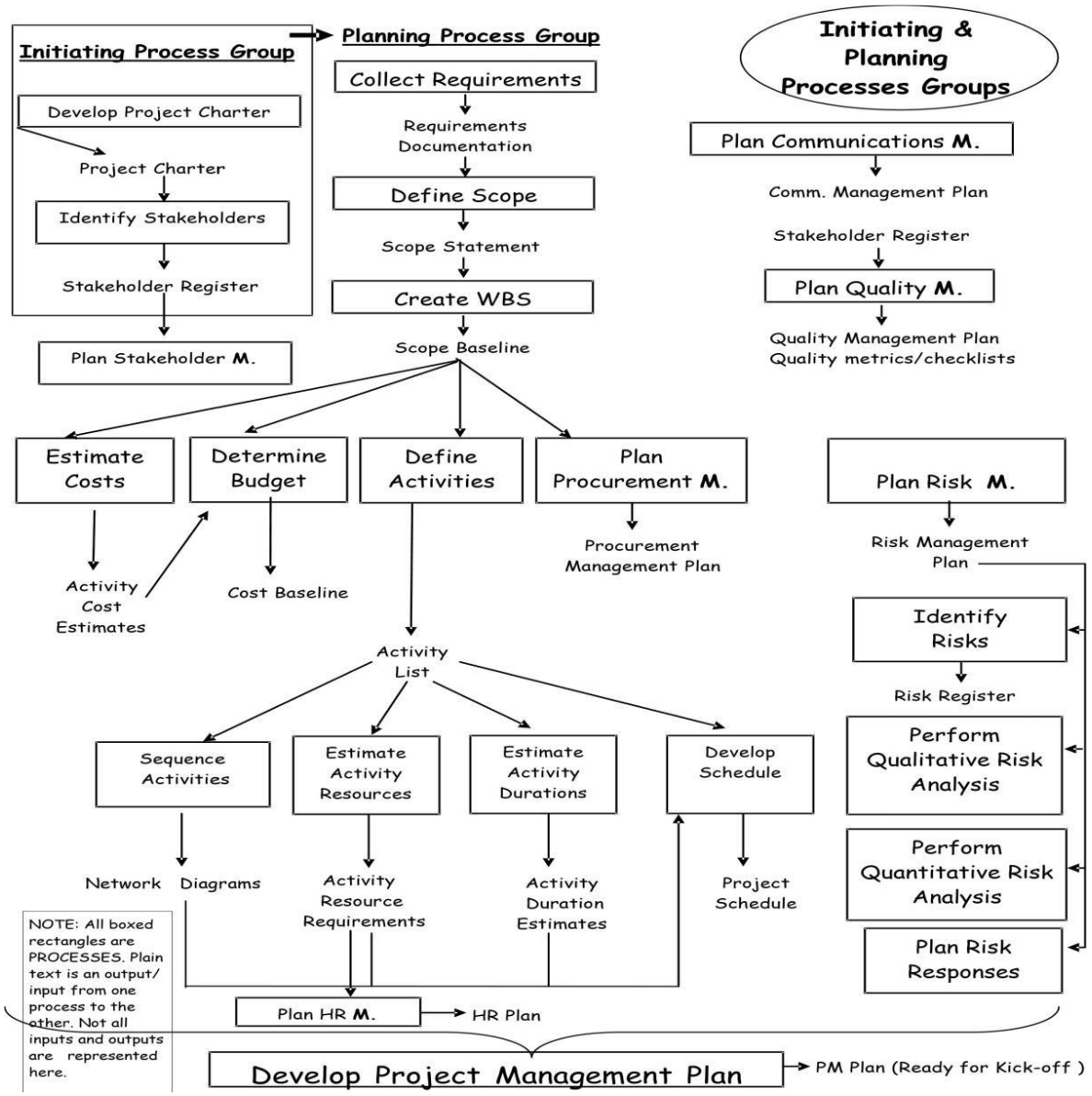

Figure 5 Initiating and Planning Processes. (PMI, 2013)

2.2.1.5 Project management knowledge areas

In project management, knowledge areas represent the way skills and knowledge related to that field are organized and categorized. Generally, key concepts, activities and processes are classified into specific set that allows better appropriation of the field. As presented in Figure 4 above, the project Management Institute (PMI) has identified ten knowledge areas, which are:

1. Integration management

2. Scope management
3. Time management
4. Cost management
5. Quality management
6. Human Resources management
7. Communication management
8. Risk management
9. Procurement management
10. Stakeholder management

2.2.1.6 Project Integration Management

The project integration management consists of defining the processes and activities necessary for the completion of the project. It includes processes and activities that identify, define, combine, unify and coordinate the various project management processes and activities within the group for the project management process. This area of knowledge describes the life of the project, from its start (elaborating the project charter) to its closing (closing the project or phase).

2.2.1.7 Project Scope Management

The project scope management includes processes to ensure that all the work required by the project, and only the required work, is carried out to complete the project. The project scope management focuses on defining and mastering what is included in the project and what is excluded from it. It is one of the main part of the project that can ensure its success but according to Moustafaev “project scope management seems to be one of the most neglected domains in project management” (Moustafaev, 2015, p. 3).

2.2.1.8 Project Time Management

The project time management consists of planning all project activities over time and managing them in a way that best respects the initial commitments. This

requires planning day-to-day activities and decomposing the key strategic objectives into tangible and realistic (deliverable) results in order to organize their time and follow their priorities on a day-to-day basis.

2.2.1.9 Project Cost Management

The cost management of the project includes processes related to cost planning, estimation, budgeting, financing, provisioning, management, controlling and monitoring the total costs, so that the project is completed within the approved budget.

2.2.1.10 Project Quality Management

According to The project management institute (PMI), “Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken” (PMBOK guide Fifth Edition, 2013, p. 227). Project quality management applies policies and procedures throughout the project and supports ongoing process improvement activities on behalf of the implementing organization, as required. The quality management of the project ensures that project requirements, including product requirements, are complete and validate.

2.2.1.11 Project Human Resource Management

Project human resources management is the knowledge area that includes the processes of organization, management and leading the project team. It’s the part of the project that defines the skill and expertise needed, that ensures that roles and responsibilities are assigned to each team members, that manages the variety of skills among the team members, and that applies strategies in order to ensure the involvement of all team members in project planning and decision-making.

2.2.1.12 Project Communications Management

Communication is essential to the success of a project, but it can become invasive because of the number of people to be considered. The communication management of the project is to determine who needs what information, when and in what form to give it to him. It “includes the processes that are required to ensure a timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information” (PMBOK guide Fifth Edition, 2013).

2.2.1.13 Project Risk Management

Project risk management is generally based on a continuous and iterative process, which aims at identifying and analyzing the risks involved, evaluating and prioritizing them, considering how to mitigate, monitor and control them, and finally capitalize on the expertise and experience acquired. The project's risk management objectives are to increase the likelihood and impact of positive events, and reduce the likelihood and impact of negative events in the project.

2.2.1.14 Project Procurement Management

According to the Project management Institute (PMI), “Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team” (PMBOK guide Fifth Edition, 2013, p. 355). Project procurement encompasses the contract management and change management processes required to develop and manage contracts or purchase orders issued by authorized project team members.

2.2.1.15 Project Stakeholder Management

Stakeholders are persons who are actively involved in projects, who have influence over the projects and whose interests may be positively or negatively affected by the projects (PMBOK guide Fifth Edition, 2013). In a project, stakeholder management is as essential to a successful outcome as is the management of communications. Project stakeholders’ management includes the processes necessary to identify the persons, groups or organizations likely to affect the

project or to be affected by it, to analyze the expectations of the stakeholders and their impact on the project, but also to develop appropriate management strategies to effectively mobilize stakeholders by involving them in project decisions and implementation.

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

Source is simply another way to design the origin of the information. This is an important concept since it provides valuable answers on the reliability of information. Because, in general, the information has different degrees of processing, extraction and analysis. There are different sources where someone can collect information such as: library, internet, organizational, government agencies.

Irrespective of the source of information, they are usually classified into three main categories: primary, secondary and tertiary sources. To develop the Final Graduation Project, primary and secondary sources will be use.

3.1.1.1 Primary sources

Primary sources consist of documents presenting information of an original character, in the state in which it was conceived or produced (press article, book, report ...). It is “taken directly from a person, event, location, or material at the point of the occurrence” (Schmidt, 2013, p. 62). In the case of the Final Graduation Project, interviews with Groupe Efficience (GrEFF) members and other stakeholders, personal experiences documented from related activities will be used as primary information sources.

3.1.1.2 Secondary sources

Information from the secondary source results from a descriptive intellectual treatment performed on a primary document. It is “information that a person provides after he or she has gotten the information from a primary source” (Schmidt, 2013, p. 62). The person gives an interpretation of the event but does ot experience it.

For the development of the Final Graduation Project, the World Wide Web, the PMBOK® Guide, library databases, the PMI database, journals, documentaries, presentations on project management will be used secondary sources.

Chart 1. Information sources

Objectives	Information sources	
	Primary	**Secondary**
1. To Create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.	Interviews with Groupe Efficience (GrEFF)GrEFF board members and with lead project manager.	PMBOK® Guide, PMI database, and the Internet
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time	Interviews with Groupe Efficience (GrEFF)GrEFF board members and with lead project manager.	PMBOK® Guide, PMI database, and the Internet

and effort required for the project to complete its deliverables and submit its product in the most optimal time period.		
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.	Interviews with Groupe Efficience (GrEFF)GrEFF board members and with lead project manager.	PMBOK® Guide, PMI database, and the Internet
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the	Interviews with Groupe Efficience (GrEFF)GrEFF board members and with lead project manager.	PMBOK® Guide, PMI database, and the Internet

project.		
5. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.	Interviews with GrEFF board members and with lead project manager.	PMBOK® Guide, PMI database, and the Internet
6. To create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.	Interviews with GrEFF board members, with other stakeholders and with lead project manager.	PMBOK® Guide, PMI database, and the Internet
7. To develop a Risk	Interviews with GrEFF board	PMBOK® Guide, PMI database, and the Internet

Management Plan in order to describe how risks associated with the project will be managed.	members, with other stakeholders and with lead project manager.	
8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.	Interviews with GrEFF board members, purchasing institutions and with lead project manager.	PMBOK® Guide, PMI database, and the Internet
9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.	Interviews with GrEFF board members, with other stakeholders and with lead project manager.	PMBOK® Guide, PMI database, and the Internet

10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.	Interviews with GrEFF board members, with other stakeholders and with lead project manager.	PMBOK® Guide, PMI database, and the Internet

3.2 Research methods

The research method comprises all the intellectual operations that a discipline implements to demonstrate, verify and establish the truths it pursues. According to Walliman, research methods “represent the tools of the trade, and provide you with ways to collect, sort and analyze information so that you can come to some conclusions” (Walliman, 2011, p. 22). There are different types of search methods among which analytical method, inductive method, observational method. For the development of the Final Graduation Project, the analytical method will be used.

3.2.1 Analytical method

Analytical method is usually a way to solve specific issue using critical thinking. According to Kothari, “the researcher has to use facts or information already available, and analyze these to make a critical evaluation of the material” (Kothari, 2004).

Chart 2. Research methods

Objectives	Research methods
	Analytical method
1. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.	The Scope Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 2 in Chart 1 above.
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.	The Time Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 3 in Chart 1 above.
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.	The Cost Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 4 in Chart 1 above.
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.	The Quality Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 5 in Chart 1 above.
5. To develop a Human Resources Management Plan to describe the	The Human Resources Management Plan will be created based on the

human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.	analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 6 in Chart 1 above.
6. To Create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.	The Communication Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 7 in Chart 1 above.
7. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.	The Risk Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 8 in Chart 1 above.
8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.	The Procurement Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 9 in Chart 1 above.
9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.	The Stakeholder Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 1 in Chart 10 above.

10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.	The Change Management Plan will be created based on the analytical method applied to the various facts and information from the primary and secondary sources identified for the objective 11 in Chart 1 above

3.3 Tools

The Project Management Institute defines tool as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (Project Management Institute, 2013, p. 565).

For the development of the Final Graduation Project, the tools that will be used are listed in the following chart according to each objective.

Chart 3. Tools

Objectives	Tools
1. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.	Expert Judgment, Meetings, Document Analysis, Decomposition, Group Decision-making Techniques, Interviews, Requirements traceability matrix template, Requirements Documentation template, and Scope Management Plan template.
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.	Schedule Management Plan template, Microsoft Project 2016, Activity List template, Gantt Chart, PERT, Critical Path Method, Expert Judgment, Reserve analysis.
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.	Cost Management Plan template, Microsoft Excel 2016, Project Budgeting template, Cost Baseline template, Expert judgment, Analogous estimating, Bottom-up estimating, Three-point estimating Reserve analysis, Group decision-making techniques.
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.	Quality Management Plan template, Cost-benefit analysis, Cost of quality, Seven basic quality tools, Benchmarking, Statistical sampling, Meetings, Quality Management tools.

5. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.	Human Resource Management template, Pre-assignment, Negotiation Acquisition, Virtual teams, Multi-criteria and Responsibility Assignment Matrix.
6. To create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.	Communications Management Plan template, Communication technology, Communication models, Communication methods, Information management systems, Performance reporting and Communications Matrix.
7. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.	Risk Management Plan template, Risk Identification, Qualitative Risk Analysis, Risk response Planning, Expert judgment, Documentation reviews, Information gathering techniques, Checklist analysis, Assumptions analysis, and Risk Register template.
8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.	Procurement Management Plan template, Make-or-buy analysis, Expert judgment, Market research, Meetings.
9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project	Stakeholder Management Plan template, Power and interest, Power, Power and influence, Stakeholder Analysis Chart, Microsoft Excel 2016,

decisions and execution throughout the lifecycle of the project.	Stakeholder Register template, Influence and impact, Stakeholder Engagement Assessment Matrix.
10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.	Change Management Plan Template, Flowcharting, Metrics and Data Collection, Force Field Analysis, Project plan.

3.4 Assumptions and constraints

In general, an assumption is an assertion without sufficient proof, and from which we deduce a certain number of true or false consequences. According to PMI, it is “a factor in the planning process considered to be true, real, or uncertain, without proof or demonstration” (PMBOK, 2013, Fifth edition, p. 529). The constraint is a blocking element, “a limiting factor that affects the execution of a project, program, portfolio or process” (PMBOK, 2013, Fifth edition, p. 533). For the Final Graduation Project, the assumptions and constraints considered for each specific objective are listed in Chart 4 below.

Chart 4. Assumptions and constraints

Objectives	Assumptions	Constraints
1. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.	All the requirements have been collected to develop the scope.	Client has doubts about the financing so he is considering to change the scope of the project.
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.	Enough time is allocated to develop the Project Management Plan.	The project must be closed before August 2018.
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.	The budget will accurately reflect the resources required for the project	The client does not have at his disposal enough resources to cover the budget.
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.	The quality management plan will accurately reflect all of the technical and managerial quality requirements	The technologies to produce the visual effect required for the show is not available locally.

Objectives	Assumptions	Constraints
	of the project.	
5. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.	All the necessary roles and responsibilities will be identify.	The expertise for the project designer and show producer are not available locally
6. To create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.	All necessary tools and communication channels will be identified	All stakeholders must have an email and/ or use social media.
7. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.	There is sufficient information required to identify most of the key project risks.	All major risks of the project must be identify during the planning phase.
8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.	All goods and services to be acquired externally will be identified exhaustively	The use of international suppliers must be plan in a way to avoid schedule delays.
9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.	All the stakeholders involved in the project will be identified along	The list of Stakeholders needs to be exhaustive and they level of

Objectives	Assumptions	Constraints
	with their requirements	interest and influence must be well identified.
10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.	All change needed during the project will be identify in time.	Not enough resources available to meet the needs of crucial changes.

3.5 Deliverables

Deliverable means any result, information, product or service, tangible and measurable, enabling the realization of all or part of a project. According to PMI, it is “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.” (PMBOK, 2013, Fifth edition, p. 537). For the development of the Final Graduation Project, the deliverables to be produced by each objective are listed in the Chart 5 below.

Chart 5. Deliverables

Objectives	Deliverables
1. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.	Scope Management Plan
2. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.	Time Management Plan
3. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.	Cost Management Plan
4. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.	Quality Management Plan
5. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.	Human Resources Management Plan
6. To create a Communication Management Plan that describe the	Communication Management Plan

methodology that will be used for managing communications within the project.	
7. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.	Risk Management Plan
8. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.	Procurement Management Plan
9. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project.	Stakeholder Management Plan
10. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.	Change Management Plan

4.1. SCOPE MANAGEMENT PLAN

4.1.1 Introduction

The scope management plan provides precisely what the project must contain and take into account. It involves ensuring that all required activities are integrated and completed while invalid activities are excluded. This plan will include the project scope management approach; roles and responsibilities within the framework of this project; definition of scope; scope activities; verification and control measures; scope change control; the work breakdown structure (WBS) of the project and the WBS dictionary. This plan shall determine how the work within the project will be defined, developed, managed, outlined, guided, improved and verified.

4.1.2 Scope Management Approach

For this project, the role and responsibility of the participating unit should be clearly defined. The project manager is solely responsible for managing the scope in consultation with other stakeholders. The scope of this project is reflected in the scope statement, the Work Breakdown Structure (WBS) and the WBS Dictionary. The work breakdown structure helps in analyzing the sequences of activities which should be followed for managing the talent contest.

The Steering Committee, which includes the Project Manager, the Project Proponent and GrEFF representatives, will manage the approval of the project work. Any member of the steering committee, stakeholders or any member of the project team can initiate changes in the scope of the project. All change requests will be submit as change orders to the project manager who will evaluate the impact of the change required primarily on project timelines and costs. Once the project manager approves the change, he will submit the change request with the appropriate documentation to the rest of the steering committee led by the project sponsor. The steering committee will undertake a second evaluation of the change and give its approval. Once the Project Manager has received approval from the

steering committee, he will communicate the changes in the Scope of the project to the other stakeholders and will update other related documents. The Project Sponsor will review inputs and comments from other stakeholders, particularly the Project Manager, and from there, will be responsible for accepting the scope of the project and the final deliverables.

4.1.3 Roles and Responsibilities

The Project scope management will be carry by a team consisting mainly of the project manager, the project sponsor and the project team members who will play a determining role in the process. The table below defines the role of the latter in the management of the scope of the project.

Chart 6. Roles and Responsibilities

Role	Responsibilities
Project Sponsor	• Responsible for the validation of the project charter and all major milestone reviews as well as any changes to the scope. • Solve critical risks and problems, if the project manager cannot do it • Potentially help in obtaining valuable resources when the project requires it
Project Manager	• Focus on verifying the scope of the project • Responsible for change resolution for managing the coordination of activities • Receive requests for scope change • Coordinate and contribute to impact assessment of scope change requests • Update project documents after approval of all scope changes
Team Members	• Understanding the work to be done

	• Participate in defining change resolutions • Planning of activities assigned in more detail if necessary • Completion of assigned work within the budget, deadlines and quality expectations • Inform the Project Manager about the issues, changes in content, risks and quality involved • Proactive communication on the progress and management of expectations
Subcontractors/Sub Consultants	• Contribute to the execution of the scope of the project

4.1.4 Scope Definition

The project consists of organizing a talent competition by offering to the talented young people a space of visibility and to reward and accompany the best by providing them with the necessary means to pursue their dreams. The scope of this Talent Contest project involves the coordination in the following activities:

- The development of the objective of the project
- Identification of the project plan and the list of tasks and activities which the stakeholders want to include in the program.
- Identification of the budget
- Development of the program of the schedule
- Deciding different venues for auditions and organization of the event
- Development of the security structure
- Development of the contract with suppliers and entertainers
- Promotion of events
- Development of marketing strategies
- Inclusion of social media platforms and other marketing medium
- Development of risk identification and mitigation plan

- List of infrastructure and equipment required

4.1.5 Scope Activities

Measurement of expenses:

- Audition and selection of participants
- Hiring of the venue
- Hiring of the equipment and resources required
- Association with entertainers and performers
- Promotion and marketing strategies
- Catering facility
- Consumption of power
- Fees
- Security procedures
- Salaries of the judges and other stakeholders
- “Travel and accommodation to the judges and other working team” (Wuest, 2016)

Selection of the venue:

“The selection of the vendor involves the focus of indoor and outdoor requirement of the activities, convenience of the venue location, adequacy in public transportation” (Slamar, 2016), efficiency in providing facility of catering, availability of the air conditioning room, comparison of cost with different venues, services provided by the venue place, and utilization of heavy equipment.

Checklist of the site map:

The checklist, which should be following for the selection of the venue place, is as follows:

- Disability in accessing the location
- Availability of drinking water
- Availability of entry and exit emergency points

- Checking of the entry and exit points
- Area used for event management
- Use of fire extinguishers
- Use of IT connections, projectors, and screens
- Catering facilities
- Management of the performance activities
- Management of the power supply
- Inclusion of the registration area
- Security procedures

Audio/Video room:

“The audio visual room is the room where the event activities are going to be performed” (Toole, 2006). The development of the audio/ video room should consider the requirement of the entertainers and performers, size of the venue, resources required for the deployment of the activities, estimation of the audience, date and time scheduled for the performance, decoration of the stage, 3D equipment required for the stage, coverage of lights, and proper management of the crowd.

Marketing strategies:

“The development of the marketing strategies helps in the promotion of the event organized” (Deery, 2010). It helps in attracting more and more participants towards the event which helps in increasing the popularity of the show. The promotional activities help in increasing the motivation of the employees and the participants. “The positive response from the audience helps in moral building of the participants” (Kose, 2011). The different mediums which can be used for promotion are stated below:

- “Newspaper plays an important role in the marketing strategies for promotion of the event” (Damm, 2010)
- The banners helps in bringing awareness in the participants about the program

- Direct mail system can be used for deploying judges and other required participants
- “Media partners helps in promoting the event across the nation and international level” (Perkins, 2015).
- Use of social media platforms helps in attracting young generation for participation in the event organized.
- The advertisement on the website helps in bringing awareness in the participants about the program

4.1.6 Scope Verification

During the progress of this project, and especially at each milestone, the Project Manager is in charge of verifying the adequacy of the different deliverables of the project in relation to the original scope as defined in the scope statement, WBS and WBS dictionary. In fact, for each deliverable, he will analyze its different characteristics in accordance with the requirements stipulated in the management plan to ensure that what has been requested is what is delivered. When he has finished with this verification and everything is in conformity with the requirements, the project manager will meet with the promoter for submission and official acceptance of the deliverable. To give approval, the project sponsor will sign an acceptance document for the project deliverable.

4.1.7 Scope Control

Control over the scope of the project is a process that will be doing by the project manager in conjunction with the project team. This work consists of ensuring that only what is describing in the WBS dictionary is performing. For this purpose, the project team will make use of the WBS dictionary as a statement of work for each WBS element. Thus, the project team will follow each step of implementation of each element of the WBS and ensure that implementation is done according to what has been defined. The project manager will in turn oversee the project team

and project progress by ensuring that the steps of the monitoring process are following as defined.

In the event that it becomes necessary to make a change in the scope of the project, the steps for recommending modifications to the scope of the project, as defined in the change management plan, must be applied. Indeed, a request for changes to the scope of the project can come from anyone from the project team or the sponsor. However, the project manager is the person in charge of managing the changes. In addition, the change requester must prepare a document that contains a project change request and it is submit to the project manager. Once the project manager receives the request, together with his team, he will review the suggested change to determine its significance and impact for the scope of the project. If this change is of little importance or does not apply to the project intent, then the project manager will refuse the change request. If this change is critical for the project scope, the project manager will give his approval and then formally submit the change request to the change control board. In the event that the change control board approves the change of scope, the project sponsor will formally approve the change by signing the project change control document. After this approval of the change both on the side of the change control board and the sponsor, the project manager is responsible for updating all project documents and communicating the change of scope to all stakeholders.

4.1.8 Work Breakdown structure

In order to help organize the project, establish reference planning, budgeting, and delegate and contract the mission entrusted to each actor, the project will be subdividing into individual work packages. This will allow the project team to work on tasks necessary for the completion of the project and for project manager to effectively manage the work required to complete it. The Talent Contest project is subdivided into five large packages that are planning of the event, Development of the design, Measurement of the cost, planning of the Marketing Strategies, Planning of the Registration Process. The figure 6 below describes in more detail

the WBS of the project. In order to achieve this result, two tools and techniques were used: Decomposition and expert judgment (PMBOK, 2013). In fact, after collecting all the information relating to the project requirements, the deliverables and the work needed to complete the project were identified and analyzed. This process led to determining the first level of the different work packages and structuring the WBS. Then, expert judgment was used to break down the deliverables into smaller component parts, which allowed to create the WBS.

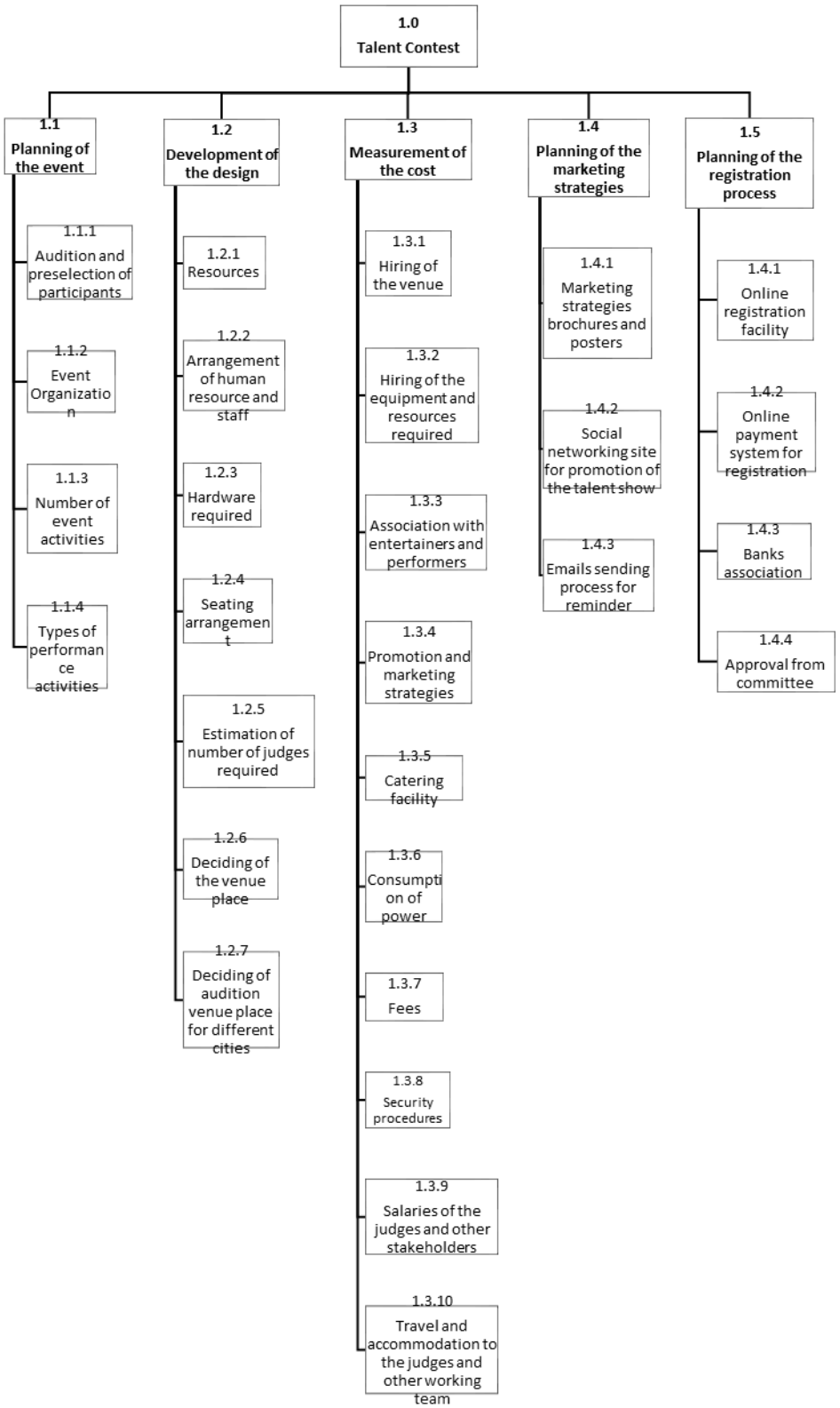

Figure 6. Talent Contest Work Breakdown Structure (WBS)

4.1.9 WBS Dictionary

The scope requirements of the project are reflected in the WBS dictionary. It makes it possible to define more clearly the necessary work of the project because it contains a detailed description for each element of the project, the deliverables, the budget as well as the necessary resources. The chart below presents the WBS dictionary of the project. Explain more about how this was created what techniques or tools did you use for it?

Chart 7 WBS Dictionary

Level	WBS code	Name of the element	Description of work	Deliverables	Budget	Resources
1	**1.1**	**Planning of the event**		**Plan**	**$ 10,000**	**ICT tools**
	1.1.1		Audition and preselection of participants		$7,000	Laptop Internet Relevant Literature
	1.1.2		Event Organization		$2,000	Laptop Internet Relevant Literature
	1.1.3		Number of event activities		$500	Laptop
	1.1.4		Types of performance activities		$500	Laptop Internet Relevant Literature
2	**1.2**	**Development of the Design**		**Conceptual Design of the talent hunt competition**	**$ 60,000**	**Designing tools and plan**

	1.2.1		Resources		$ 30,000	Laptop Internet Requirements
	1.2.2		Arrangement of human resource and staff		$ 5,000	Laptop Internet Requirements
	1.2.3		Hardware required Seating arrangement		$ 12,000	Laptop Internet Requirements
	1.2.4		Estimation of number of judges required		$ 2,000	Laptop Internet Requirements
	1.2.5		Deciding of the venue place		$ 1,000	Laptop Internet Requirements
	1.2.6		Deciding of audition venue place for different cities		$ 10,000	Laptop Internet Requirements
3	**1.3**	**Measurement of the cost**		**Cost estimation plan**	**$ 40,000**	**Well efficient team** **Plan** **Design**
	1.3.1		Hiring of the venue		$ 3,000	Requirements
	1.3.2		Hiring of the equipment and resources required		$ 10,000	Requirements

	1.3.3		Association with entertainers and performers		$ 5,000	List of partners Contract
	1.3.4		Promotion and marketing strategies		$ 5,000	Promotion Strategy document
	1.3.5		Catering facility		$ 4,000	Requirements
	1.3.6		Consumption of power		$ 2,000	Requirements
	1.3.7		Fees		$ 2,000	Requirements
	1.3.8		Security procedures		$ 2,000	requirements
	1.3.9		Salaries of the judges and other stakeholders		$ 5,000	Requirements
	1.3.10		Travel and accommodation to the judges and other working team		$ 2,000	Requirements
4	**1.4**	**Planning of the Marketing Strategies**		**Promotion**	**$ 5,000**	**Printed material** **Social Media Platform**
	1.4.1		Marketing strategies brochures and posters		$ 3,000	Laptop Internet Requirements

	1.4.2		Social networking site for promotion of the talent show		$ 1,000	Laptop Internet Requirements
	1.4.3		Emails sending process for reminder		$ 1,000	Laptop Internet Requirements
5.	**1.5**	**Planning of the Registration Process**		**Increasing number of participants**	**$ 5,000**	**Use of ICT technologies** **Relationship with banks**
	1.5.1		Online registration facility		$ 1,500	ICT
	1.5.2		Online payment system for registration		$ 1,500	ICT
	1.5.3		Banks association		$ 1,500	Contract
	1.5.4		Approval from committee		$ 500	Signature

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.2. TIME MANAGEMENT PLAN

4.2.1 Introduction

The “Talent Contest” Project Time Management Plan is a guide that shows when the project will start, how it will be completed and when it will be completed. It groups together all the activities required to carry out the project as defined beforehand and makes it possible to specify how the project team will deliver the defined deliverables in the scope and when it will do so. It will also guide the development of the calendar of activities and the implementation of calendar control activities. This document will make it possible to take into account the management of time throughout the duration of the project.

4.2.2 Scheduling Method

For developing the schedule of the project ‘Talent Contest’ is developed as per CPM (Critical Path Method) (Stelth, 2009). The schedule has all the activities aligned with each other through the relationships provided. The final completion date is obtained by adding the duration of the activities along with the early finish date of the predecessors.

4.2.3 Scheduling Tools

MS Project 2016 software is used to develop the schedule (Microsoft, 2017). The schedule after the regular updating shall be kept at the common shared folder with updated date written there, to allow all access the right updated file. All team members can view the file as long as they have MSP installed in their PCs but nobody shall be able to change or modify it except the ‘Project Scheduler’.

4.2.4 Schedule Processes

4.2.4.1 Define activities

a) Activity List

This process consists of determining all the activities necessary to complete the project. To this end, the project manager together with the project team proceeded to analyze the WBS, the scope statement, and other information related to the project to review the project deliverables and define the activities. The decomposition technique and the expert judgment were used on the different work packages in order to break them down level by level into smaller more manageable components till the work package level is reached, below this level are the list of activities only. Rolling wave planning can be used to develop the schedule as and when the project related data shall get exposed (McDonough, 2013). So rolling wave planning shall be used to modify and update the schedule. Project Manager shall validate the activities entered in to the schedule.

The list of project activities is included in the chart below.

Chart 8. Activity list

WBS	Task Name	Resource Names
1.2.1.1	Select location of the event	Project Manager
1.2.1.2	Develop Charter for the project 'Talent Contest' with defined aims & objectives	Project Manager
1.2.1.3	Receive approval from Local Government for the show	Team Members
1.2.1.4	Identify & approach potential sponsors	Project Manager
1.2.2.1	Develop Budget requirement for the event	Project Manager
1.2.2.2	Create Proposal for the sponsors	Project Manager
1.2.2.3	Develop Communication Plan	Project Manager
1.2.2.4	Develop Vendor Management Plan	Project Manager
1.2.2.5	Develop risk management plan	Project Manager
1.2.2.6	Develop the Security Plan	Project Manager
1.2.2.7	Develop the Plan for the Event Management	Project Manager
1.2.2.8	Develop Selection Criteria Plan	Project Manager
1.2.3.1.1	Develop web page for facilitating the on-line registration and booking	Team Members
1.2.3.1.2	Develop the on-line registration form	Team Members
1.2.3.2.1	Apply for the food & noise permits for the show	Project Manager
1.2.3.2.2	Apply for road closure permits	Project Manager
1.2.3.3.1.1	Place order for the equipment & PA system	
1.2.3.3.1.2	Book order for the equipment & PA system	Equipment[1]

1.2.3.3.2.1	Place order for Volunteers	Project Manager
1.2.3.3.2.2	Book Volunteers	Project Manager
1.2.3.4.1	Conduct Auditions	Team Members
1.2.3.4.2	Shortlist the probable candidates	Team Members
1.2.3.4.3	Organize a mock stage show	Project Manager
1.2.3.5.1	Cleaning of the site	
1.2.3.5.2	Organize a Stakeholder meeting to discuss for the show management	Project Manager
1.3	**Event Day**	
1.3.1	**Execution**	
1.3.1.1	Review Event-Day Plan, just 1 day prior to the event	Project Manager
1.3.1.2	Conduct Event as per the plan	Equipment[1],Project Manager,Team Members
1.4	**Post-Event**	
1.4.1	**Execution**	
1.4.1.1	Removal of equipment and cleaning site	Equipment[1]
1.4.1.2	Organize Feedback Meeting	Team Members
1.4.2	**Close-Out**	
1.4.2.1	Organize meeting to document lessons learnt	Project Manager
1.4.2.2	Close the Budget file	

b) Milestone List

The project milestones are set forth in the milestone list below. Milestones represent significant points or events in the project.

Chart 9 Milestone list

Task Name
Milestones
M1: Start Pre-event activities
M2: End Pre-event activities
M3: Start of the 'Talent Contest'
M4: End of 'Talent Contest'
M5: Start Post-event activities
M6: End Project

4.2.4.2 Sequence Activities

Project Scheduler is responsible for sequencing work activities. But the dependencies and proper lags and leads shall be provided by the project team

members and team leads to projects scheduler to incorporate the information to the schedule. Network schedule diagram will be developed by Project Scheduler but presented by the Project Manager. Project Scheduler shall be responsible for developing the schedule.

a) Schedule constraints

- Schedule need to start by 5th February 2018 to be on time, otherwise any day later can impact the event date.
- All the necessary permits shall be obtained before the event day
- The event date is 5th July 2018 cannot be missed at any cost

b) Activity attributes

Sequencing information is included below.

Chart 10. Activity attributes

WBS	Task Name	Resource Names	Predecessors	Successors	Duration	Effort Driven
1	**Schedule for the 'Talent Contest' event**				**122 days**	**No**
1.1	**Milestones**				**122 days**	**No**
1.1.1	M1: Start Pre-event activities			11	0 days	No
1.1.2	M2: End Pre-event activities		44	5	0 days	No
1.1.3	M3: Start of the 'Talent Contest'		4	47	0 days	No
1.1.4	M4: End of 'Talent Contest'		48	7	0 days	No
1.1.5	M5: Start Post-event activities		6	51	0 days	No
1.1.6	M6: End Project		55		0 days	No
1.2	**Pre-Event**				**108 days**	**No**
1.2.1	**Initiation**				**50 days**	**No**
1.2.1.1	Select location of the event	Project Manager	3	12	15 days	No
1.2.1.2	Develop Charter for the project 'Talent Contest' with defined aims & objectives	Project Manager	11	16,18,20, 13,14FF+10 days	10 days	No
1.2.1.3	Receive approval from Local Government for the show	Team Members	12	14	10 days	No

1.2.1.4	Identify & approach potential sponsors	Project Manager	13,12FF+10 days	17	15 days	No
1.2.2	**Planning**				**35 days**	**No**
1.2.2.1	Develop Budget requirement for the event	Project Manager	12	19	1 day	No
1.2.2.2	Create Proposal for the sponsors	Project Manager	14	18FF+3 days	1 day	No
1.2.2.3	Develop Communication Plan	Project Manager	12,17FF+3 days	21	1 day	No
1.2.2.4	Develop Vendor Management Plan	Project Manager	16	33	1 day	No
1.2.2.5	Develop risk management plan	Project Manager	12	22	1 day	No
1.2.2.6	Develop the Security Plan	Project Manager	18	22	1 day	No
1.2.2.7	Develop the Plan for the Event Management	Project Manager	21,20	23,26,29, 33,36	1 day	No
1.2.2.8	Develop Selection Criteria Plan	Project Manager	22	39	1 day	No
1.2.3	**Execution**				**52 days**	**No**
1.2.3.1	**Web Page Development**				**30 days**	**No**
1.2.3.1.1	Develop web page for facilitating the on-line registration and booking	Team Members	22	27	20 days	No
1.2.3.1.2	Develop the on-line registration form	Team Members	26	39FF+15 days	10 days	No
1.2.3.2	**Permits**				**25 days**	**No**
1.2.3.2.1	Apply for the food & noise permits for the show	Project Manager	22	30SS	3 days	No
1.2.3.2.2	Apply for road closure permits	Project Manager	29SS	47	1 day	No
1.2.3.3	**Manage Vendors**				**26 days**	**No**
1.2.3.3.1	**Equipment**				**21 days**	**No**
1.2.3.3.1.1	Place order for the equipment & PA system		22,19	34	20 days	No
1.2.3.3.1.2	Book order for the equipment & PA system	Equipment[1]	33	47	1 day	No
1.2.3.3.2	**Man-Power**				**22 days**	**No**
1.2.3.3.2.1	Place order for Volunteers	Project Manager	22	37	20 days	No
1.2.3.3.2.2	Book Volunteers	Project Manager	36	47	1 day	No
1.2.3.4	**Pre-selection of Candidates**				**26 days**	**No**
1.2.3.4.1	Conduct Auditions	Team	23,27FF+15	40,43SS-2	20 days	No

		Members	days	days		
1.2.3.4.2	Shortlist the probable candidates	Team Members	39	41	5 days	No
1.2.3.4.3	Organize a mock stage show	Project Manager	40	44,47	1 day	No
1.2.3.5	**Other Miscellaneous works**				**29 days**	**No**
1.2.3.5.1	Cleaning of the site		39SS-2 days	51	29 days	No
1.2.3.5.2	Organize a Stakeholder meeting to discuss for the show management	Project Manager	41	47,4	1 day	No
1.3	**Event Day**				**2 days**	**No**
1.3.1	**Execution**				**2 days**	**No**
1.3.1.1	Review Event-Day Plan, just 1 day prior to the event	Project Manager	41,44,5,30,34,37	48	1 day	No
1.3.1.2	Conduct Event as per the plan	Equipment[1],Project Manager,Team Members	47	51,6	1 day	No
1.4	**Post-Event**				**12 days**	**No**
1.4.1	**Execution**				**4 days**	**No**
1.4.1.1	Removal of equipment and cleaning site	Equipment[1]	48,7,43	52SS+1 day	2 days	No
1.4.1.2	Organize Feedback Meeting	Team Members	51SS+1 day	54	3 days	No
1.4.2	**Close-Out**				**8 days**	**No**
1.4.2.1	Organize meeting to document lessons learnt	Project Manager	52	55	3 days	No
1.4.2.2	Close the Budget file		54	8	5 days	No

4.2.4.3 Estimate Activity Resources

The Project Manager and Team Leads are responsible to estimate the activity resources. This part is the process of figuring out what type of resources, and how much of each type of these resources would it take to complete the project. To this end, the project manager together with the project team reviewed the available resources and identified potentially available resources. They also reviewed the WBS as well as the list of activities and proceeded to estimate the resources for each activity of the list respectively using the technique of 'Bottom-up estimating', 'Expert judgment' and the Microsoft Project Management Software. They also reviewed the organizational policies to identify the policies and guidelines on how

to request a resource, how to assign a task and how to monitor. They then proceeded to an analysis of the alternatives, to a quantification of the resource requirements by activity and to create a structure of resources.

a) Units of Measurement

In order to better evaluate the resources for this project, the units of measurement that will be used are:

- Manpower – Man-Hours
- Material – piece / No.

The estimated resource requirements for each activity are set forth above in the Chart 10.

4.2.4.3 Estimate Activity Durations

The Project Manager and The Leads and Planning Manager shall be responsible for the estimation of activity duration.

To estimate the activity duration various types of tools and techniques are used like ‘Parametric estimating’, ‘Top-down’, ‘reserve analysis’ and the ‘expert judgment’ (Usmani, 2017)

a) Activity Duration Estimates

The activity duration estimates are included in the chart below.

Chart 11 Activity Duration Estimates

Task Name	Duration	Start	Finish	Resource Names
Schedule for the 'Talent Contest' event	**122 days**	**Mon Feb 5, '18**	**Tue Jul 24, '18**	
Milestones	**122 days**	**Mon Feb 5, '18**	**Tue Jul 24, '18**	
M1: Start Pre-event activities	0 days	Mon Feb 5, '18	Mon Feb 5, '18	
M2: End Pre-event activities	0 days	Wed Jul 4, '18	Wed Jul 4, '18	
M3: Start of the 'Talent Contest'	0 days	Wed Jul 4, '18	Wed Jul 4, '18	
M4: End of 'Talent Contest'	0 days	Fri Jul 6, '18	Fri Jul 6, '18	
M5: Start Post-event activities	0 days	Fri Jul 6, '18	Fri Jul 6, '18	

M6: End Project	0 days	Tue Jul 24, '18	Tue Jul 24, '18	
Pre-Event	**108 days**	**Mon Feb 5, '18**	**Wed Jul 4, '18**	
Initiation	**50 days**	**Mon Feb 5, '18**	**Fri Apr 13, '18**	
Select location of the event	15 days	Mon Feb 5, '18	Fri Feb 23, '18	Project Manager
Develop Charter for the project 'Talent Contest' with defined aims & objectives	10 days	Mon Feb 26, '18	Fri Mar 9, '18	Project Manager
Receive approval from Local Government for the show	10 days	Mon Mar 12, '18	Fri Mar 23, '18	Team Members
Identify & approach potential sponsors	15 days	Mon Mar 26, '18	Fri Apr 13, '18	Project Manager
Planning	**35 days**	**Mon Mar 12, '18**	**Fri Apr 27, '18**	
Develop Budget requirement for the event	1 day	Tue Mar 13, '18	Tue Mar 13, '18	Project Manager
Create Proposal for the sponsors	1 day	Mon Apr 16, '18	Mon Apr 16, '18	Project Manager
Develop Communication Plan	1 day	Thu Apr 19, '18	Thu Apr 19, '18	Project Manager
Develop Vendor Management Plan	1 day	Wed Mar 14, '18	Wed Mar 14, '18	Project Manager
Develop risk management plan	1 day	Mon Mar 12, '18	Mon Mar 12, '18	Project Manager
Develop the Security Plan	1 day	Fri Apr 20, '18	Fri Apr 20, '18	Project Manager
Develop the Plan for the Event Management	1 day	Mon Apr 23, '18	Mon Apr 23, '18	Project Manager
Develop Selection Criteria Plan	1 day	Fri Apr 27, '18	Fri Apr 27, '18	Project Manager
Execution	**52 days**	**Tue Apr 24, '18**	**Wed Jul 4, '18**	
Web Page Development	**30 days**	**Tue Apr 24, '18**	**Mon Jun 4, '18**	
Develop web page for facilitating the on-line registration and booking	20 days	Tue Apr 24, '18	Mon May 21, '18	Team Members
Develop the on-line registration form	10 days	Tue May 22, '18	Mon Jun 4, '18	Team Members
Permits	**25 days**	**Tue Apr 24, '18**	**Mon May 28, '18**	
Apply for the food & noise permits for the show	3 days	Tue Apr 24, '18	Thu Apr 26, '18	Project Manager
Apply for road closure permits	1 day	Mon May 28, '18	Mon May 28, '18	Project Manager
Manage Vendors	**26 days**	**Tue Apr 24, '18**	**Tue May 29, '18**	
Equipment	**21 days**	**Tue Apr 24, '18**	**Tue May 22, '18**	
Place order for the equipment & PA system	20 days	Tue Apr 24, '18	Mon May 21, '18	

Book order for the equipment & PA system	1 day	Tue May 22, '18	Tue May 22, '18	Equipment[1]
Man-Power	**22 days**	**Mon Apr 30, '18**	**Tue May 29, '18**	
Place order for Volunteers	20 days	Mon Apr 30, '18	Fri May 25, '18	Project Manager
Book Volunteers	1 day	Tue May 29, '18	Tue May 29, '18	Project Manager
Pre-selection of Candidates	**26 days**	**Tue May 29, '18**	**Tue Jul 3, '18**	
Conduct Auditions	20 days	Tue May 29, '18	Mon Jun 25, '18	Team Members
Shortlist the probable candidates	5 days	Tue Jun 26, '18	Mon Jul 2, '18	Team Members
Organize a mock stage show	1 day	Tue Jul 3, '18	Tue Jul 3, '18	Project Manager
Other Miscellaneous works	**29 days**	**Fri May 25, '18**	**Wed Jul 4, '18**	
Cleaning of the site	29 days	Fri May 25, '18	Wed Jul 4, '18	
Organize a Stakeholder meeting to discuss for the show management	1 day	Wed Jul 4, '18	Wed Jul 4, '18	Project Manager
Event Day	**2 days**	**Thu Jul 5, '18**	**Fri Jul 6, '18**	
Execution	**2 days**	**Thu Jul 5, '18**	**Fri Jul 6, '18**	
Review Event-Day Plan, just 1 day prior to the event	1 day	Thu Jul 5, '18	Thu Jul 5, '18	Project Manager
Conduct Event as per the plan	1 day	Fri Jul 6, '18	Fri Jul 6, '18	Equipment[1],Project Manager,Team Members
Post-Event	**12 days**	**Mon Jul 9, '18**	**Tue Jul 24, '18**	
Execution	**4 days**	**Mon Jul 9, '18**	**Thu Jul 12, '18**	
Removal of equipment and cleaning site	2 days	Mon Jul 9, '18	Tue Jul 10, '18	Equipment[1]
Organize Feedback Meeting	3 days	Tue Jul 10, '18	Thu Jul 12, '18	Team Members
Close-Out	**8 days**	**Fri Jul 13, '18**	**Tue Jul 24, '18**	
Organize meeting to document lessons learnt	3 days	Fri Jul 13, '18	Tue Jul 17, '18	Project Manager
Close the Budget file	5 days	Wed Jul 18, '18	Tue Jul 24, '18	

b) Level of Accuracy

The range used for the milestones is Zero, whereas that of activities are 1 to 29 days (working days)

c) Reserve Analysis

Contingencies are considered with the planning items as of part the schedule (Knowledge, 2017). The contingency reserves can be added anywhere in the schedule. They are calculated as the extra buffer as % of extra duration required for the schedule. The contingency reserves can be shown at the below of the schedule. The contingency reserves are used to keep buffer in the schedule and accommodate any unforeseen situation.

As part of this project, expert judgment was used to determine the contingency reserve necessary and how much of the total contingency should be allocated to each major phase or deliverable as well as for identified risks. Then, a separate task is used at the end of each phase to extend the phase and cost by the designated contingency amount.

4.2.5 Develop Schedule

After the developing of the schedule, all the team members, sponsors, Project manager need to review the schedule. Only the Project manager and team leads can validate the project information.

The sponsor is required in initial schedule development period. Schedule Manager shall prepare the schedule model along with the Project Manner

Gantt chart will be the format of the schedule model which will be created using MS Project 2016. The tasks will be categorized using the work breakdown structure with summary tasks for the main project deliverables and sub-tasks that break the project down into a detailed and manageable task hierarchy. The chart will show how the tasks are related to each other, how far each task is supposed to progress, and what resources are being allocated for each task.

4.2.6 Control Schedule

a) Schedule Baseline

The schedule baseline for the project “Talent Contest” is included below in Appendix 4. Once this version of the schedule is approved, any changes can only be made in accordance with the formal change control procedures established in the change management plan.

The project schedule will be reviewed and updated weekly and especially when new information is available. It will include the beginning, the end and the percentages of completion.

The Project Manager is responsible for maintaining schedule updates or review meetings and determining schedule changes; determining impacts of schedule variances; analyze and submit schedule change requests and schedule status reports in accordance with the project communication plan.

On the other hand, the project team supports the project manager by participating in calendar updates, review meeting sessions, communicating any changes to the actual start / end dates to the Project Manager. The team also has the task of participating in gap resolution activities as required.

Project stakeholders will maintain knowledge of the status of the project schedule and review / approve any schedule change requests submitted by the project manager.

b) Variance Threshold

Whenever the critical path is impacted, the variations shall trigger the warning. On that case, revalidations of the schedule are required.

If, after certain considerations by any member of the project, a change in the schedule is necessary, the project manager and the team will organize a meeting to evaluate the implications and consequences of such a change on the project. They will do so by identifying the activities that will be affected, the potential deviation that this change may entail, and any potential options or solutions that

can correct observed discrepancies that they can use to determine their impact on scope, timing and resources. If, upon completion of this evaluation, the project manager concludes that any changes will be made out of the established limit requirements, then a request for schedule changes will be issued.

In order to issue a schedule change request to the project sponsor and obtain their acceptance, it is necessary to have one of the following two conditions:

- It is estimated that the proposed amendment reduces the duration of an individual work package by 10% or more, or increases the duration of an individual work package by 10% or more.
- It is estimated that the change will reduce the duration of the overall reference time by 5% or more, or increase the duration of the overall reference time by 5% or more.

Any change request that does not fall within these ranges may be submitted to the Project Manager for approval.

Once the change request has been reviewed and accepted, the project manager is responsible for updating the schedule and communicating all changes and impacts to all project stakeholders. The project manager must also ensure that all change requests are archived in the project records repository.

4.2.7 Report Schedule

The project schedule will be reviewed and updated every Monday and Thursday. On these dates, project team members will make a status report of the project while providing the project manager with performance and completion data.

The project manager will compare the actual data obtained with the schedule baseline and will determine the percentages of completion and any variances. He

will take decision on the actual schedule according to the terms defined in the communication management plan.

If necessary, the project manager will arrange meetings with members of the project team to determine the cause of any variation and consider appropriate corrective actions. In the event that schedule changes are required, the Project Manager will submit a Change Request in accordance with the procedures set out in the Change Management Plan.

4.2.8 Assumptions

All the assumptions regarding the project schedule are considered below:

Assumption	Date Transferred to Risk Management Plan
The fund required for the activities shall be available before the required date as per the schedule	20/12/2017
All the statutory permits as listed in schedule shall be available before the required date as per the schedule	20/12/2017
The auditorium shall have all the required waste management facilities, like toilets and bathroom	20/12/2017
Event shall held on July 5, 2018	20/12/2017
Calendar for the project is 5 days week with Weekends as off day	20/12/2017
Ticketing system to generate revenue is not considered in the schedule	20/12/2017

4.2.9 Issues

Possible issues considered for the project schedule are presented below.

Issues	Date Transferred to Risk Management Plan
Permits availability	27/12/2017
Location availability	27/12/2017
Traffic blocking	27/12/2017
Volunteer availability	27/12/2017
Ticket selling	27/12/2017
Sponsorship found	27/12/2017

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.3 COST MANAGEMENT PLAN

4.3.1 Introduction

This document, the Cost Management Plan for the ‘Talent Contest’ in Haiti in July 2018 is developed to provide information regarding one more and important knowledge area that is ‘Project Cost Management’. The first deliverable of the stage is ‘Cost Management Approach or Plan’, and then is the ‘Cost Estimation’, ‘Develop Budget’ and finally the ‘Cost Control’ (CertChamp, 2017). All the sections shall be discussed in detail and need to be developed as part of the cost management plan. In the subsequent section the plan to manage the cost of ‘Talent Contest’ shall be discussed.

For the project ‘Talent Contest’ in Haiti, the Cost Manager, shall be responsible for developing the budgeted cost of the project. Once the budget is approved, the Project Manager will manage it throughout the project lifecycle. Each and every stage the Project Manager shall discuss the status and issues which are arising during the project lifecycle.

For managing the cost, the Project Manager needs to always keep a track of cost performance figures using earned value management throughout the project and also present them before the Project Sponsor and other senior executives at a regular agreed interval.

But before the cost figures and the techniques of managing the cost are presented, they shall be approved by the Project Sponsor (Project Management Knowledge, 2017). The Project Sponsor shall remain responsible for approving the changes in the cost baseline figures; if at all any change requirement arises during the project lifecycle.

4.3.2 Cost Management Approach

The cost of the ‘Talent Contest’ project shall be managed at the lowermost level of the WBS. Since the cost developed for the project is based on the bottom-up estimation method (Makar, 2015), so it can be easier and will definitely provide accurate data throughout the project. Unit rate of the resources shall be assigned in the MS project software to develop the overall cost estimation of the project as per the bottom-up estimation process.

The cost accounts of the project shall be developed at the lowermost WBS level, which is just above the activity level to monitor the earned value figures, this level is often called the work package. Once the project starts making progress, there shall be expenditures too and then all the cost actuals shall be captured at the work package levels and as much as possible the cost shall be captured at the activity levels to maintain accuracy level and these figures shall also act as the historical figures for the future similar kind of talent contest project.

Now the variances which may develop during the project lifecycle, with +/ - 0.15 in the cost progress lists and the time progress will change the status of the time and cost to preventative; all things considered, those qualities will be changed to yellow color to highlight and show the concern in the progress and concern reports. Moreover, the variance figures with +/ - 0.25 in the cost files will change the status of the cost to an alarming stage and the Project Manager need to blow the whistle to grab the attention. Thus the whole figures in such cases shall be changed to red in the progress and concern reports. All the activities and the figures shown in red color are the real trouble, so require remedial activity from the Project Manager so as to bring the cost underneath the controllable level. All the changes advised by the Project Manager shall be considered and approved by the Project Sponsor before being reflected in the baseline schedule of cost and its impact on the time.

4.3.3 Measuring the Project Cost

Earned Value Management (EVM) technique is the best process of measuring the project cost due to its accuracy and proven analytical method to calculate the

estimated future figures such as EAC (Estimate At Complete) & ETC (Estimate To Complete) (Humphreys & Associates, 2017). The EVM method will capture the actual figures obtained from the execution progress or else be taking the budgeted cost of the activity as the actual cost once the activity is completed 100% using the MS Project Software.

Once the actual figures are captured in the schedule against each activity level, the software shall automatically calculate the variance and EVM figures and produce the EVM statistics for projecting the future estimated figures.

Main four figures which can provide enough information regarding the status and condition of the project are SV (Schedule Variance), CV (Cost Variance), SPI (Schedule Performance Index) and the CPI (Cost Performance Index). SV & CV are compared against the planned and earned values the PV & EV and AC (Actual Cost / Expenditure).

The calculation formulas are:

SV = EV – PV, CV = EV – AC SPI = EV ÷ PV & CPI = EV ÷ AC

In an ideal condition, the project shall have SV & CV both as zero and hence the SPI & CPI shall remain 1, which means the project is running perfectly as per the planning schedule and estimated budgeted cost. But the issue arises when the SV & or CV is less than zero and subsequently the SPI & or CPI is below 1. As discussed above, whenever the SV or CV goes below -0.15 and SPI or CPI goes below 0.90 shall be projected as yellow color and at the same time whenever the SV or CV goes below -0.25 and SPI or CPI goes below 0.85 shall be projected as red color and special attention need to be taken to get back the figures and the project on track.

4.3.4 Reporting format for the Cost Management

The cost management report shall be reported to the top management and the Project Sponsor on the Monthly basis or as per the desired interval. The format for reporting the cost figures are:

WBS Level	**Estimated Cost**	**PV**	**EV**	**AC**	**SPI**	**CPI**	**EAC**	**VAC***
1								
1.1								
1.2								
1.2.1								

* VAC = variance at complete (means the extra cost projected to complete the project), +ve value means the additional cost and –ve value means the less cost than budgeted value.

All the backlogs of the EVM figures shall be provided with the reason for the issue or the delay or backlog and the catch-up plans. The corrective actions need to be presented in the report and the name or designation of the person responsible for the action shall also be notified to make the individual responsible and make the job happen in right time & spirit.

4.3.5 Response process for the Cost Variances

The cost variances shall be observed against the threshold limits of the ‘Talent Contest’ project. The project cannot be delayed a single day due to the constraint of the even day, so the project shall be completed at any cost to achieve the main objective of the project.

Since the threshold limits of the project range with the +/- 0.15 to +/- 0.25, so anything above or below the range shall be presented with the corrective actions by the Project Manager to the Project Sponsor. The project manager shall present the variances with the corrective actions like, reducing the scope of work or the facilities which are planned for the project or reducing the quality of items like PA system, in place of budgeted 3 systems, the Project manager may suggest using 2 systems. It remains the sole decision of the Project Sponsor to decide among the

options provided to bring the cost figures back on track. Moreover, all such learning shall be documented in the lessons learned document (Sommers, 2009).

4.3.6 Change Control process for the Cost parameters

In case of any changes in the above discussed cost parameters of the 'Talent Contest' project, the reasons for the change, along with the probable ways or methods to counter them, either by changing the scope quantity, or increasing the cost of the project shall be presented by the Project Manager to the Project Sponsor with detailed analysis report.

Further to this step, all the subsequent steps shall be followed as per the change control process documented in the 'Change Management Plan' and accordingly the outcome shall be reflected back to the baseline figures to track the project against new or revised facts and figures. Moreover, again as discussed in the upper section all the lessons learned must be documented then and there to provide the accurate data and reasons and avoid providing at the end when we may not be in a position to provide.

4.3.7 Breakdown of Project Budget

A Resume of the project budget is shown in the chart 12 below and the detailed budget is found in appendix 4:

Chart 12. Project Budget

Items	Total Work Hours*	Estimated Cost
Manpower Cost:		
Project Manager @ $ 120 / Hr.	640 hrs	$76,800.00
Project Team Members @ $ 85 / Hr.	552 hrs	$46,920.00
Material Cost:		
Equipment	3 Nos.	$1,500.00
Subtotal 1	-	$ 125,220.00
Contingency reserve	-	$ 46,958.10

Subtotal 2	-	$ 172,178.10
Management reserve (for the unknown risks) @ 10% of the subtotal 2	-	$ 17,217.81
Overall Cost Estimate	-	$ 189,395.91

* The ‘Total Work hours’ is calculated from the ‘Schedule Management Plan’ and multiplied with the unit rate has developed the cost figures for the manpower and material.

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.4 QUALITY MANAGEMENT PLAN

4.4.1 Introduction

This subsidiary management plan describes management of quality standards in the Talent Contest. Quality is very integral to the success of any talent contest whether its musical talent or sports talent. This therefore makes it very important to manage the quality of the event to ensure high quality. The events need to be highly organized and monitoring and evaluation strategies put in place in order to ensure everything goes on as planned to ensure that the desired quality is met. The scope of the project is defined and the necessary stakeholders are identified. Different stakeholders will have different roles to play and they include marketing of the talent contest, procurement of materials, make up and fashion, photography, stage management and management of the sound systems (Biafore & Stover, 2012).

4.4.2 Quality Management Approach

The quality management of the talent contest involves the setting of product and processes standards and identifying measurement methods for the standards set. The following are the metrics for managing quality of the talent contest.

Metrics will include:

- Schedule
- Resources
- Cost
- Manufacturer specification
- Performance level of products

4.4.3 Quality Requirements / Standards

The quality management plan of the talent contest involves planning for ensuring quality of both products and processes. The framework for quality standards on products is developed by the project team while incorporating the opinions of

various other stakeholders. The quality of products needed to make the contest successful such as stage lighting, speakers and sound systems, quality of clothes for contestants and any other products are defined in the framework (Nohe, 2009). The quality standards for processes need to be laid down in the project time line and the key performance indicators identified. The processes that may take place in the talent contest include procurement, recruitment of participants, recruitment of judges for the competition and airing of the program on live TV and other methods that may be deemed appropriate.

a) Product Quality

The quality standards for all the products used in the talent contest will be identified by the project team. A research on the basic quality standards that are necessary for occurring out such a project will be done to help give the project team detailed information which they can use for decision making. The other major talent contest of similar scope will be identified and information on products used that ensured the project achieved its objectives and that the products used were of optimum quality (Kloppenborg, 2015).

b) Process Quality

Processes are very crucial in a project of a big scope like the “Talent Contest”. The quality of these processes is even more important since the project is almost entirely all about processes and activities (Rose, 2014). It is important for processes to be of high quality so that the activities can be undertaken successfully. The project team will seat and identify all the processes that need to be undertaken at each stage of the project from the beginning to the end. The team members will then develop quality standards for each product depending on the various variables they will have identified as crucial (Basu, 2012).

4.4.4 Quality Assurance

Quality assurance focuses on quality of processes that will be maintained throughout the project. Continuous assessment and evaluation of the standards of

quality for both products and process will be done at intervals of one week. The current standards of quality of processes is compared to what was planned and then corrective action can be taken (Wilson, 2015). The quality standards of processes are monitored on a weekly basis to ensure that everything in the talent contest goes on as planned. The chart bellows present the quality assurance metrics that will be used during the project.

Chart 13 Quality Assurance Metrics

Process Action	Acceptable Process Standards	Process Phase	Assessment Interval
Carrying out auditions	- < creating awareness on the date of audition for at least 2 weeks - Candidates must get an average of at least 6 points out of 10 to qualify for the next level of competition	Auditioning	Weakly
Procurement	- < procurement should be done by the project team and should be according to the project budget - Review of inventories and identification of reliable suppliers	procurement	After every two weeks
Designing and outfits for participants	- < 6 designers to be chosen to design clothes for participants. - Designing and dressing of judges by different 2 other fashion experts	Designing and make up	Daily

4.4.5 Quality Control

Quality control focuses on the quality of products used in the talent contest. The project team manager designs the quality control measures that will ensure the standards of quality set are met throughout the project. The products bought for use in the project will be assessed to identify whether or not the quality standards for all products has been met. The chart below presents all performance and physical quality standards for the Talent Contest.

Chart 14. Quality Standard

Product	Physical/Performance Standards	Quality Assessment Activities	Assessment Intervals
3 mixers and 10 high voltage public address systems	- 2400 volts speakers -3.5 Amp output Digital audio music mixers	Lab testing and manufacturers manual assessment	Before purchase
Brochures, posters and advertising banners	- the brochures should be printed on a water proof A5 size papers and should be appealing and colorful - Posters of A3 size with graphics depicting the activities of the contest	Physical assessment	Every audition event/activity
ICT tools	- High tech ear microphones - desktop computers High speed internet	Lab testing and physical assessment	Every day before the events

4.4.6 Quality Control Measurements

The quality control measures are the methods that will be used to measure the standards of products so that they can be compared with what was planned.

Quality control measures are different for each category of products to be used in the project (Schwalbe, 2013). The relevance and effectiveness of the marketing message is measured by how precise and convincing it is to the target audience. If the actual measurement does not meet the expected standards, corrective action needs to be taken to ensure the standards are improved (Tomczyk, 2013). Below are the logs that will be used during this process.

Quality Assurance Log

Trial #	Date	Process Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

Quality Control Log

Cable #	Date	Item Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.5 HUMAN RESOURCE MANAGEMENT PLAN

4.5.1 Introduction

The Talent Contest Project requires the use of a specific human resource management plan for the inclusion of the effective strategies for the development of the program. The Talent Contest would comprise of using various people for successful carrying out the program and form the development of the operations. The human resource management document is helpful for carrying out the activities of the project for integrating the successful completion of the project operations (Sparrow, Brewster & Chung, 2016). The following document comprises of analysis of the roles and responsibilities of the project team members, organizational chart for the event of Talent Contest, and staffing management plan that would be helpful for managing the Talent Contest Event. The plan would comprise of the resource accumulation, timeline for the resource utilization, and program schedule.

The benefit of developing the following documentation is for the achievement of the success while completion of the program. The resources of the project would require to be formed for the formation of the program management. The development of the document would help in overcoming any gap and errors formed for the integration of the effective program management.

4.5.2 Roles and Responsibilities

The human resources for the Talent Contest project are Analyst, Budgeter, Documenter, Project Manager, Planner, Event Coordinator, Workers, Contractor, Contestants, Anchor, and Audience. The management of the human resources are dependent on the program scheduled for them (Brewster et al., 2016). The description of the resources is given below,

a) Analyst: The analyst is responsible for the analysis of the basic project requirements and form support in the development of the project operations.

b) Budgeter: The budgeter is responsible for the development of a proper project budget and material resource analysis. The budgeter is involved in resource accumulation of the project or program.

c) Documenter: The documenter is responsible for project charter documentation, initiation documentation, and submission of documents and manages the flow of data and information in proper documents.

d) Project Manager: The project manager is responsible for various activities and forms the major activities of the program. The activities of the project that are under responsibility of project manager are signing off the documents, plan approval, search of appropriate site, contestants are sequenced, all contestants are given time for rehearsal, program is completed, and project is closed.

e) Planner: The planner is responsible for the development of proper plan for the completion of the activities of the project and the planner takes care of selection of the plan methodology, developing plan outline, and review of the plan activities.

f) Event Coordinator: The event coordinator would have to form the management of the activities in the Talent Contest project and the activities the event coordinator is responsible for are public invitations, E-vites to specific guests, receiving the RSVPs of the guests, special invite cards for contestant, welcome note, and thank you to the audiences.

g) Workers: The workers have to carry on all the activities like arrangement of the interior of the venue, seating arrangements, lights and stage set up, sound and lights are checked, camera and pyros are simulated, and medical kit for emergency are installed.

h) Contractor: The contractor is external human resource responsible for the activities like sound system and cameras with pyros are installed and generator connection for power backup. They provide support from external to the project.

4.5.3 Project Organizational Charts

The RACI Matrix would be helpful for developing the effective analysis of the activities of the project with respect to the project team members. The RACI chart below illustrates the relationship between project tasks and team members.

Chart 15. Talent Contest project RACI chart

Task Name	Analyst	Budgeter	Documenter	Project Manager	Planner	Event Coordinator	Workers	Contractor
Requirement Analysis	R	C		A		I		
Resource Accumulation		R		A	C	I		
Project Charter Documentation			R	I	A			
Initiation Documentation			R	C	A	I		
Submission of documents	I	A	R			C		
Signing off the documents		A		R	I	C		
Selection of the plan methodology			I	A	R			
Developing Plan outline				A	R	C	I	
Review of the plan		A	C	I	R			
Plan approval	C			R	A	I		
Search of appropriate site	C			R				
Arrangement of the interior of the venue				C		A	R	I
Seating arrangements				I		A	R	C
Lights and stage set up					C		R	I
Sound system and Cameras with pyros are installed				A	I		C	R
Generator Connection for power backup			C	A			I	R
Public Invitations			I	C		R		A
E-vites to specific guests		I		C	A	R	C	

Receiving the RSVPs of the guests				C		R	I	A
Special invite cards for Contestant			A	I		R		C
Contestants are sequenced				R		A	C	I
All contestants are given time for rehearsal	I			R		C	A	
Sound and Lights are checked			I			A	R	C
Camera and Pyros are simulated				C	I	A	R	
Medical Kit for emergency are installed				C		A	R	I
Welcome Note				I		R	C	A
First half of the program			C		I	R	A	
Break			I	R		A	C	
Second half of the program				A	C	R	I	
Thank You to the audiences		C	A	R		I		
Program is Completed		C	A	R		I		

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

I – Informed of when an action/decision has been made

4.5.4 Staffing Management

a) Staff Acquisition:

The staffing acquisition for the Talent Contest Project is done by following specific recruitment process and it would comprise of developing the staff sorting in terms of skills, experience, and qualification (Jackson, Schuler & Jiang, 2014). The contractor is also a part of the project and hence the outsourcing of the project activities is a major part of the Talent Contest project.

b) Human Resource Utilization:

The Talent Contest activities are scheduled to begin on February 5 and end on July 28, 2018. The utilization and distribution of human resources throughout the project is illustrated in the following chart.:

Chart 16. Human Resources Utilization

Resource Name	Work
Analyst	40 hrs
Requirement Analysis	40 hrs
Budgeter	56 hrs
Resource Accumulation	56 hrs
Documenter	88 hrs
Project Charter Documentation	24 hrs
Initiation Documentation	32 hrs
Submission of documents	8 hrs
Development of the final documents	24 hrs
Project Manager	200.17 hrs
Signing off the documents	8 hrs
Plan approval	8 hrs
Program is Completed	0.17 hrs
Contestants are sequenced	40 hrs
All contestants are given time for rehearsal	72 hrs
Search of appropriate site	32 hrs
Final Review of the event	16 hrs
Post Event Meetings	16 hrs
Project is closed	8 hrs
Planner	144 hrs
Selection of the plan methodology	24 hrs
Developing Plan outline	64 hrs

Review of the plan	32 hrs
Event Success Party Planning	24 hrs
Event Co-ordinator	129 hrs
Public Invitations	32 hrs
E-vites to specific guests	24 hrs
Receiving the RSVPs of the guests	40 hrs
Special invite cards for Contestant	32 hrs
Welcome Note	0.5 hrs
Thank You to the audiences	0.5 hrs
Workers	248 hrs
Camera and Pyros are simulated	48 hrs
Medical Kit for emergency are installed	40 hrs
Arrangement of the interior of the venue	56 hrs
Seating arrangements	32 hrs
Lights and stage set up	40 hrs
Sound and Lights are checked	32 hrs
Contractor	56 hrs
Generator Connection for power backup	32 hrs
Sound system and Cameras with pyros are installed	24 hrs
Contestants	6 hrs
First half of the program	3 hrs
Second half of the program	3 hrs
Anchor	6 hrs
First half of the program	3 hrs
Second half of the program	3 hrs
Audience	0.83 hrs
Break	0.83 hrs

c) Timeline for the Resources:

The timeline for the resources of the project is given below,

ID	Resource Name	Work	Details	S	Feb 11, '18 S	S	Mar 11, '18 S	S	Apr 8, '18 S	S	May 6, '18 S	S	Jun 3, '18 S	S	Jul 1, '18 S	S	Jul 29, '18 S
1	Analyst	40 hrs	Work	40h													
2	Budgeter	56 hrs	Work		56h												
3	Documenter	88 hrs	Work		24h	40h									24h		
4	Project Manager	200.17 hrs	Work			8h		40h				48h	64h		24.17h	16h	
5	Planner	144 hrs	Work			32h	80h	8h								24h	
6	Event Co-ordinator	129 hrs	Work							8h	88h	32h			1h		
7	Workers	248 hrs	Work					32h	80h	16h			16h	80h	24h		
8	Contractor	56 hrs	Work							56h							
9	Contestants	6 hrs	Work												6h		
10	Anchor	6 hrs	Work												6h		
11	Audience	0.83 hrs	Work												0.83h		

Figure 7. Human Resources Timeline

d) Training

There is no need of training for the project team members as it is a staff recruited with the skills required to do the job. However, if training is needed, it will be organized at the appropriate time and funding will come from the project reserve.

e) Performance Reviews

The performance review can be done by using the project closure checklist developed by the Project Manager. The review of the performance is done for ensuring that the project team is capable of developing effective project management concepts of development.

f) Recognition and Rewards

The successful completion of the Talent Contest would result in small success party, certification of appraisal for performance, and recognition in the organization's newsletter.

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.6 COMMUNICATION MANAGEMENT PLAN

4.6.1 Introduction

A communication plan is a critical component in managing information needs for projects (Bryde, Broquetas & Volm , 2013). The communication plan will be for the talent contest competition providing information for various stakeholders who will be engaged in the competition. The plan is created to specify the period and nature of information to be communicated.

4.6.2 Communication Management Approach

The Project Manager of the Talent Contest competition is expected to develop a communication matrix, flow charts, standards and escalations process. The approach employed is to ensure that there is full participation of various key stakeholders. The communication plan is to ensure that information's flows and ideas are shared (Blakeman, 2014). The communication plan matrix, change register and flow charts will be used as part of methodology.

4.6.3 Communication Management Constraints

The communication plan is developed on the constraints of budgets and time. The communication modes and techniques used will depend on the budget and time available.

4.6.4 Stakeholder Communication Requirements

The following are list of stakeholder and their roles in the talent contest competition:

a) Publicity and promotion manager- responsible to managing resources required for the competitions.
b) Coordinator of catering facilities- managing catering facilities for the contest competition
c) Stage and performance manager- involved with scheduling activities of competition and decorating the stage.

d) Admission and ticketing officer- Participates fully in ensuring clients' needs are met
e) Human resource manager- they provide a clear responsibility to volunteers
f) Project manager- ensures that executing and scheduling of the event takes place.
g) Project coordinator- coordinator and managing change in projects.
h) Project sponsor- responsible for allocating funds for scoping and running the project.
i) Project control manager- The person is to ensure that standards are achieved or developed
j) Project designer- the job holder is expected to design the requirements of the project.

4.6.5 Project Team Directory

The section of project team directory is important component in communication plan showing contact information for various stakeholders of the project (Bourne, 2015). Chart 17 shows the project team directory.

Chart 17. Project Team Directory

Name	Role	Organization	Email	phone
John Pierre	Publicity and promotion manager	PMO	johnp@talentc.org	44444444
K. Mathon	Coordinator of the catering facilities	PMO	kmathon@talentc.org	55555555
S. Louis	Stage and performance manager	PMO	slouis@talentc.org	33333333
Wesly Henty	Admission and ticketing officer	PMO	whenry@talentc.org	22222222

W. Wooley	Human resource manager	PMO	wwooley@talentc.org	11111111
L. Laurent	Project manager	PMO	laurent@talentc.org	2223333
S. Perkins	Project coordinator	PMO	sperkings@talentc.org	4444333
G. Guerrier	Project sponsor	PMO	gguerrier@talentc.org	4444333
D. Roger	Project control manager	PMO	droger@talentc.org	3333444
F. Hubert	Project Designer	PMO	fhubert@talentc.org	3333444

4.6.6 Communication Methods and Technologies

Based on several sources of information both internal and external the project manager will be guided by project tools and techniques. Scheduling and sequencing of the project is important but it will need to take consideration of stakeholder needs (Team, Schori, MacLean, Shipe, Wickenkamp, & Wehr, 2014). Suitable methodologies, mode of communication, and timing will need to be considered when planning for the project. A communication matrix plan is appropriate method to use because it comprehensively provides information in relation to the stakeholders. Chart 18 presents a communication matrix plan for the project.

Chart 18 Communication plan matrix

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Initiation meetings	Planning of the Event: Event Organization Number of event activities, types of performance activities	• Direct contact method	Often	• Project Sponsor, teams and stakeholders	Project leader	Reports, meetings	• Electronic mail and distributed via social media
Meetings of project team	Development of conceptual design	Direct meetings and conferencing	Periodically	• Project manager and teams	Project leader	• Agenda, minutes and plans	• Electronic mailed and distributed via social media
Technical & operative meetings	Open forum of operational and technical solutions	• Direct contacts	Occasion	• Technical & operative project staff	Technical & operative staff	• Meetings and reports	• Electronic mail and distributed via social media
Periodic progress meetings	Measurement of expense associated with activities	• Face to face impromptu meetings	Periodic	• PMO	Project Manager	• Progress reports	• Soft copy emailed and distributed via social media
Project Status Reports	Evaluation, reviews and reporting's	• Electronic mails	Often	• Project teams, sponsors and stakeholders	Project leader	• Review reports	• Soft copy emailed and distributed via social media

4.6.7. Communication flow chart

The communication flow chart is an important component used in project to define the line of authority and channel of communication (Ye, Chen, Sanjeev Jha, and Kevin, Desouza., 2015). The tool aids communication flow within the project. In the Talent Contest project, the manager can use it to make decisional choice based on a model (Burke, 2013). Figure 1 presents a communication flow chart of the talent contest project.

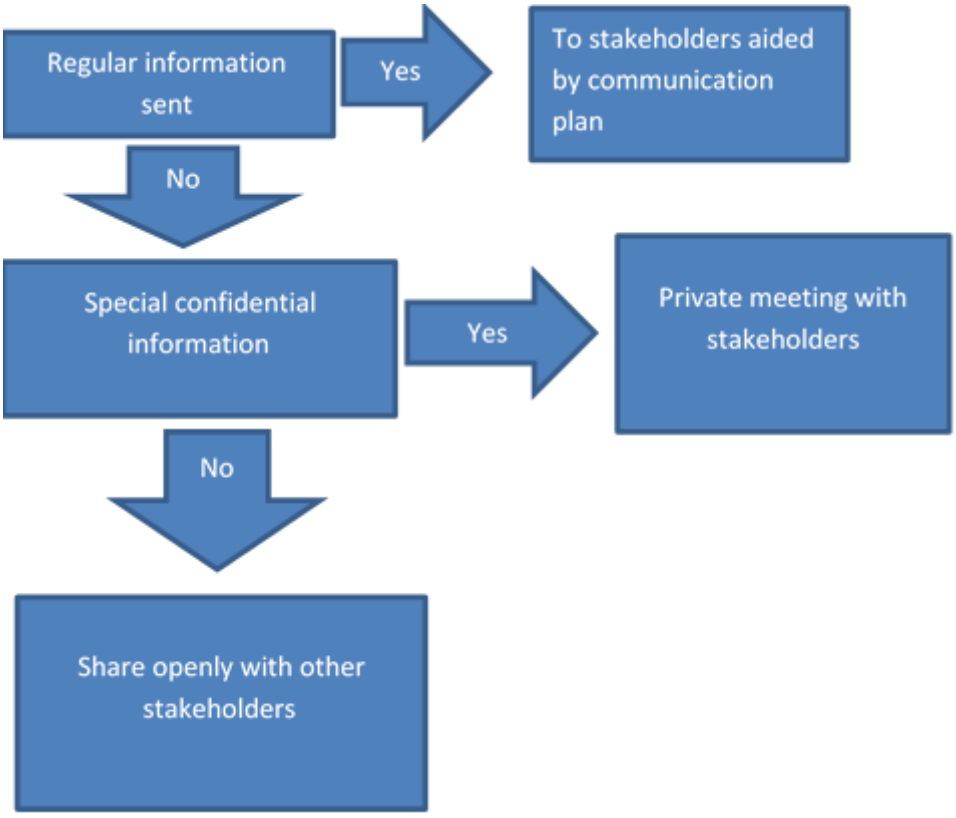

Figure 8. Talent Contest Project Communication flow chart

4.6.8. Guidelines for Meetings and Standards

The project manager will utilize templates created for executing the different types of meetings. The templates were created on the basis of the needs and information created by different stakeholders (Hedman, 2013). The different meetings will be managed as follows:

- Initiation meetings- open forums organized for all stakeholders' attendance and checklists followed to provide guidance for communication.
- Project team meetings- impromptu and formal meetings will be done with project team members with minutes being taken.
- Project progress reporting- the meetings will be done on specific days aimed at giving reports. The project reports will be provided to relevant stakeholders.

4.6.9. Communication Escalation Process

It defines the process in which complains and queries originate from the project (Gido & Clements, 2014). Chart 19 shows the talent contest escalation process summary.

Chart 19. Escalation Table Summary

Level of Priority	Description of escalation	Responsible Authority	Timeline for resolution
Priority 1	Problem related to scope items	Project manager & sponsor	With 6 hours
Priority 2	Problem related to risks and changes in plans	Project manager	Within a week
Priority 3	Items related to emerging issues	Project team	Within 14 days
Priority 4	General problems with no impact to project	Project team	Within a month

4.6.10. Summary of Communication Glossary

Communication: means of spreading and distributing information

Escalation: a challenge, complain, query or problem emanating

Baseline information: original information stored

Communication channel: means of communicating

Stakeholders: individuals affected or influenced by projects

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.7 RISK MANAGEMENT PLAN

4.7.1 Introduction

Risk Management Plan is developed for the integration of the various risks of the project or program and analyzes them for the development of the specific operations of the project (McNeil, Frey & Embrechts, 2015). The development of the risk management plan would be helpful for dealing with the existing problems of the Talent Contest event. The project would comprise of a number of activities like stage set up, lighting, sound system, budget, event schedule, and other activities. Hence, it is possible that there is scope for the generation of the issues in completion of the project. However, the use of risk management plan would be helpful for overcoming any issues with the development of the project operations. The implication of the project integration management would comprise of developing the effective risk management for overcoming the issues that might affect the Talent Contest project (Caron, 2013). The following document would serve the purpose of investigation of the risk and development of mitigation strategies for minimizing the impact of the risk.

4.7.2 Top Three Risks

The top three risks for the Talent Contest project are **delay in program**, **technical issues in stage development**, and **safety issues of contestant**. Apart from the top three risks, the other risks involved for the project are **cost over budget**, **lack of communication**, **inadequate information**, **slackness in development**, **inferior quality of materials**, **uneven distribution of responsibilities**, and **conflict among project team**.

The top three issues would cause severe impact on the Talent Contest. The “delay in program” is raised when the actually scheduled program of the Talent Contest could not be started or completed as expected (Glendon, Clarke & McKenna, 2016). The situation might be resulted due to lack of proper planning or materials. The “technical issues in stage development” are very common. As the Talent Contest show requires the use of the lights, sound, camera, and other

technological equipment, it is possible that the system would face the technical issues. The lights might not work properly, or the sounds would be hazy, or the power might go out. The “safety issue” is of primary concern for the Talent Contest show as it consists of many contestants and audiences. Even the slightest glitch in the stage can result in endangering the safety of thousands of the people.

4.7.3 Risk Management Approach

The approach for the development of the risk management comprise of forming the specific development of the appropriate strategies. The risk management approach would be carried on by using the PDCA cycle (Hopkin, 2017). The PDCA cycle is the most appropriate method of implementing the risk management plan for the Talent Contest project. The PDCA cycle consists of Plan, Do, Check, and Act phase. The plan phase is characterized by the development of a specific plan for the risk management approach. The risk management plan is developed by analysis of the impact of the risk factors. The do phase forms the development of the mitigation strategies of the risk management plan. The implication of the mitigation strategies would help in developing effective promotions for the Talent Contest and it would reduce the probability of occurrence of the risk (Chance & Brooks, 2015). The check phase would tend to analyze the impact of the risk mitigation strategies on the operations of the project. The act phase tends to form the development of the risk management strategies and their implication for the project.

4.7.4 Risk Identification

The risk identification for the Talent Contest project has been done by the following,

Data of Past Reports: The data of the past reports from similar projects from other countries has served the most credential risk identification method (Pritchard & PMP, 2014). The proper documents of the past projects have helped in realizing the possible issues for the Talent Contest project. The analysis has been helpful

for sorting some of the probable risk and their mitigation strategies for the ongoing project of similar kind.

Experiences of the team members: The recruitment of the project team members have been done on the basis of their experiences and skills. The experienced project team members have served the purpose of the identification of the various activities required for the project.

Risk Assessment Meetings: The risk assessment meetings are done for getting an overview of the progress of the project and identifying the glitches and issues of the project. These meetings would provide the affirmative risk factors that have impacted the project and its progress.

4.7.5 Risk Qualification and Prioritization

The risk qualification for the Talent Contest is done by analyzing the two characters of the risk factors and they probability and impact. The probability is the analysis of the occurrence of the risk factor and it claims the development of the risk analysis (McNeil, Frey & Embrechts, 2015). The probability of the risk factor is measured in terms of the chances that the risk factor would happen surely or not (Lam, 2014). The probability analysis rates (categorizes) the risk factor in ‘almost certain’, ‘likely’, ‘possible’, ‘unlikely’, and ‘rare’. The impact analysis is done for realizing whether the risk factor would have high impact or low impact on the project operations. The impact analysis rates the risk factor in ‘very high’, ‘high’, ‘medium’, ‘medium low’, and ‘low’. The definition of the probability and impact categories are given in the figures below.

Probability Category	Probability	Description
almost certain	0.9	Highly likely to occur. There is a >90% chance of the occurrence
Likely	0.7	Likely to occur. There is a 70%-90% chance of the occurrence
Possible	0.5	Possibility to occur . There is a 50%-69% possibility of the occurrence
Unlikely	0.3	Mostl likely will not occur . There is 30%-49% chance of the occurrence
Rare	0.1	Highly unlikely to occur . There is <30% chance of the occurrence

Figure 9. Probality Scale of the Risks

Impact Category	Rate	Description
Very High	0.8	Poses serious potential for bodily harm, devastating effects on the project overall with increase of > 20% in cost and overall schedule slips > 20%
High	0.4	Has potential to be damaging to the project; can create costly effects (10-20% cost increase), impede efficiency in achieving outcomes/target objectives, and overall poject slippage 10-20%
Medium	0.2	May affect the Project's ability to achieve its objectives with 5-10% cost increase and 5-10% overall project slippage
Medium Low	0.1	May be dealt with in regular/routine continuous improvement activities; may cause < 5% cost increase and < 5% schedule slippage but not an immediate threat
Very Low	0.05	Does not pose a threat to the Organization's activities

Figure 10. Impact Scale of the Risks

The prioritization of the risk factors for the Talent Contest project is done by giving values to the rating of the probability and impact analysis of the risk. The ratings

‘almost certain’, ‘likely’, ‘possible’, ‘unlikely’, and ‘rare’ and ‘very high’, ‘high’, ‘medium’, ‘medium low’, and ‘low’ each are given values between 0-1 respectively. The combined ratings of these two are used for finding out which of the risk factor should be given highest priority.

4.7.6 Risk Monitoring

The risk monitoring is done for the analysis of the risk factors and their impact on the project. The monitoring of the risk factor would help in developing the appropriate strategies for reducing its impact on the project (Liu, Meng & Fellows, 2015). The monitoring of the risk is done for ensuring that the analysis of the project operations and the implication of the functions would be successful. The risk monitoring is done by analyzing the status of the risk, triggering factors for the risk, and documentation of the risk analysis.

4.7.7 Risk Mitigation and Avoidance

As opined by Teller, Kock and Gemunden (2014), the risk mitigation is done for the development of some strategies for mitigating the factors of the risk and form the analysis of the effective risk analysis and development. The risk mitigation is formed for the development of the effective strategies for mitigating the risk factors and reducing their impact on the project operations. The risk avoidance is done for avoiding the occurrence of the severe risk factors and protect the Talent Contest project from blunders.

The risk mitigation strategies for the project are,

a. Use of proper scheduling methodology for the program
b. Hiring experienced IT experts for managing the technical activities and dealing with the issues
c. Development of health and safety strategy for the project

Based on the above-mentioned probability and impact scale of the risks and using expert judgment, it was possible to determine the exact probability of occurrence of each risk as well as their impacts in terms of costs on the project. From this

information, the EMV method was used to determine the contingency reserve for each risk. The formula for calculating the EMV is given in the PMBOK 2015: EMV = probability x impact.

Chart 20 Risk Register

Risk ID.	RFID0031	RFID0032	RFID0033	RFID0034	RFID0035
Risk Description	Delay in program is the primary factor that has been resulted due to issues in the project operations.	Technical issues in stage development is another major factor that would impact the development of the project success	Safety issues of contestant can be a result of the possibility of occurrence of the accidents at the show or any issue in the equipment used in project	Cost Over budget would be resulted due to the lack of proper budget specification	Inferior quality of materials occurs when the managers do not ensure the proper quality management for the project
Risk Consequences	The talent contest show would not be completed in the estimated time duration.	Technical issues might result in delay of project of decrease in the quality of the project	The safety issues would result in harming the people present at the Talent Contest show	Increase of the overall budget would result in forming the decrease in the benefit of the project for the client	The inferior quality of materials would result in forming the issues in the Talent Contest show
Risk Type	Operational	Functional	Operational	Financial	Procurement
Probability	Almost certain (95%)	Likely (80%)	Unlikely (30%)	Possible (50%)	Rare (20%)
Impact	Medium ($12,522)	High ($18,784)	Very High ($31,305)	Medium ($8,765)	High ($31,305)
Rating	High	Critical	Medium	Medium	Low
Owner	Planner	IT team	Project Manager	Budgeter	Quality Analyst
Mitigation	Use of proper	Hiring	Development	The	The ensuring

Strategies	scheduling methodology would help in ensuring that the operations of the project are completed in the estimated time duration and it would provide scope for the development of the operations	experienced IT experts would ensure that the development of the solution strategies for the IT experts. The probable issues in developing the solution would be enhanced by the support of IT experts.	of health and safety strategy by experts would provide safety solutions to the probable issues.	development of provisional plan would be implied for developing the probable solution of the project.	of the development of quality management plan for the project would be formed for development of proper solutions of the project quality analyst.
EMV	$11,895.9	$15,027.20	$9,391.50	$4,382.50	$6,261

In total, an amount of $ 46,958.10 is required as a contingency reserve to deal with potential risks. Similarly, according to the experts' judgments, it is also necessary to provide 20 additional days as a contingency. These days were taken into account in the project schedule and were incorporated as buffers in the project schedule.

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.8 PROCUREMENT MANAGEMENT PLAN

4.8.1 Introduction

This procurement management plan outlines the procurement framework for the Talent Contest. It will help in managing the procurement needs of the project from pre-event activities on 5th February all the way to the end of the project on 24th July 2018. This plan outlines the items required for the contest, contracting, procurement risks, risk management, cost determination, decision making, and performance metrics of the Talent Contest. They include items such as stage equipment, catering items, marketing equipment, security equipment, and other resources.

Chart 21 Procurement function roles and responsibilities

Role	Responsibilities
Project Sponsor	Approve the initial procurement requirements.
Project Manager	Oversee the entire project.
Project Designer	Design the project and outline possible procurement requirements
Project Coordinator	Ensure procurement requirements are met along the project duration of the project.
Contract and Purchasing Team	Review procurement items.
Team Leader	Receive and request procurement items suggested by team members in the course of the project.

4.8.2 Procurement Management Approach

All procurement management oversight responsibilities for the Talent Contest will be under the Project Manager. The Project Sponsor, the Project Team Leader, the Scheduler, the Project Coordinator, and other relevant team members will work closely with the Project manager to ensure the procurement needs are efficiently

met. Procurement requirements for the Talent Contest include items needed at the beginning of the contest, along the contest, and at the end of the contest (Snyder & Stackpole, 2013). The Project Sponsor will approve the initial procurement requirements of the project as identified by the Project Manager and the Project Designer. The Team Leader and Project Coordinator will be responsible for identifying procurement needs arising in the course of the project. All suggested items will be carefully reviewed by the Contracting and Purchasing team which will then determine whether it is efficient to make or buy the items. After approval by the project manager, they will begin vendor selection, purchasing and contracting.

4.8.3 Procurement Definition

Procurement items must be carefully selected as per the project timeframe and budget to ensure the successful completion of the project (Larson & Gray, 2013). Procurement items for the Talent Contest can only be authorized by either the Project Manager, the Project Designer, or the Team Leader. The following items and services items outline the procurement needs of the Talent Contest.

Chart 22. General Items and Services

Item/Service	Justification	Needed by:
Equipment and PA system	Required to facilitate auditions and other stage requirements.	24th April 2018
Web page services	Needed to facilitate online registration of participants.	24th April 2018
Location	Needed to organize the event	24th April 2018
Waste Management Facilities	Needed for the auditorium	24th April 2018

4.8.4 Type of Contract to be Used

The Contracts and Purchasing Team needs various contracts to carry out their tasks. Contracts applicable to the Talents Contest will be ordered under firm-fixed-

price contracts. The Contracts and Purchasing Team under the oversight and approval of the Project Manager will review the items/services, their quantities and the deliverable dates. Firm-fixed-price contracts will be used for PA system and other equipment purchases. Bids will then be placed to different vendors while considering budget and timeframe constraints.

4.8.5 Procurement Risks

There exists a potential for various risks to occur in the course of a project (Westland, 2006). The Talent contest may face indirect or indirect procurement risks. These risks require the formulation of risk mitigation strategies and an emergency management plan (Judd, 2012). Procurement risk includes:

1. The risk of not obtaining permits and approval from the local government on time.
2. The timely availability of equipment necessary for a particular activity.
3. Budget and cost-related risk.
4. Vendor unreliability
5. Unrealistic schedule.

4.8.6 Procurement Risk Management

As outlined in the project's Scope Management Plan, the Talent Contest will enforce various strategies to identify and mitigate risk arising in the project. Procurement risk mentioned above must be carefully assessed and appropriate preventive measures formulated. The procurement efforts of the Talent Contest involve external and internal operations that may negatively affect the success of the project. To prevent these risks, all procurement decisions must be approved by the Project Manager. The Project Manager will organize a stakeholder meeting to discuss the show management. In the unfortunate event that a risk occurs, the Project Manager must enforce an emergency risk management plan.

4.8.7 Cost Determination

The Talent Contest project will use a Request for Bid (RFB) to lobby bids from various vendors. Bids submitted will be required to detail the procurement items and the costs of such. The vendors will be required to provide all relevant information to the project manager who will select the most qualified and cost-effective vendor to provide procurement items and services such as web services, waste management facilities, the PA system and other stage equipment.

4.8.8 Standardized Procurement Documentation

It is important to ensure standardization of the project activities to ensure uniformity and effective management (Kerzner, 2013). Due to the dynamic nature of the talent contest, all the way from registration of participants, auditions, and even the main event, it is important to use standardization documents to simplify the procurement process. They allow easier comparison of vendor bids and other procurement activities. Standardized documents for the Talent Contest procurement activities include:

1. Standardized request for bids
2. Firm fixed price contract
3. Non-disclosure agreements
4. Letter of intent
5. Procurement audit form

4.8.9 Procurement Constraints

Before procurement planning, all possible constraints to the project must be determined (Burke, 2013). The constraints must then be communicated to all members of the procurement team and vendors. Procurement constraints relevant to the Talent Contest include:

1. Scope constraints
2. Schedule constraints
3. Cost
4. Sound, lighting, and other stage equipment

4.8.10 Contract Approval Process

The Contract and Purchasing Team of the project will be responsible for conducting costs analysis of all procurements needs identified in the project. Following the analysis, the Contract and Purchasing team will compare the costs and benefits associated with either sourcing the procurement items mentioned above internally or soliciting external vendors. If external vendors are the most efficient option, strict selection criteria for all bids will be used to select the best vendors. It is important to note that the Project Manager must approve all procurement contracts.

4.8.11 Decision Criteria

The Project Manager is responsible for all procurement decisions for the Talent Contest. These procurement decisions shall be made following the input of other members of the procurement team (Styne et al., 2016). The criteria for selecting the best vendor will involve the following activities:

1. Quality of Equipment and other procurement requirements.
2. The ability of the vendor to meet the procurement requirements on time.
3. Cost-effectiveness of the bids.
4. Comparison between internal sourcing of procurement items and outsourcing from vendors.

4.8.12 Vendor Management

The Project Manager, as outlined in the project schedule, will prepare the vendor management plan. Specific procurement requirements for the project will be communicated to all vendors to ensure only the highest quality items are supplied to ensure the success of the project. Furthermore, the Project Manager will work closely with the Contract and Purchasing team. Bids from the vendors will be carefully scrutinize to ensure they align with the Talent Contest.

4.8.13 Performance Metrics for Procurement Activities

Performance measures are useful in evaluating and ensuring the project goes according to plan and constraints, or risks are met as they arise (Walker & Hampson, 2008). Although there are various performance measures scheduled for the Talent Contest such as a mock stage show, event-day review, feedback meeting, and documentation of lessons learned, performance measures for procurement activities often revolve around contracts and vendors. To measure the performance of vendors, a scale may be used to rate them as shown below.

Vendor	Product Quality	Delivery timeline	Costs	Efficiency
Vendor 1				
Vendor 2				

Based on the score after review, vendors will be rated on a scale of one (poor) to four (exceptional).

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.9 STAKEHOLDER MANAGEMENT PLAN

4.9.1 Introduction

Different stakeholder groups have diverse interests and expectations in a project. Stakeholder management is the process of identifying, analyzing planning and implementation of stakeholder engagement actions. This process is vital in that it ensures that stakeholders are fully engaged in the various stages and decision-making processes of a project (PMBOK, 2017). This report explores a stakeholder's management plan for the Talent Contest project. It is divided into the following sections Identify stakeholders, Plan stakeholder management, manage stakeholder engagement and control stakeholder engagement.

4.9.2 Identify Stakeholders

To come up with an effective stakeholder management plan requires that all stakeholders are identified. Stakeholder identification is carried out through a stakeholder analysis.

4.9.2.1 Stakeholder Identification

Project Sponsor

A project sponsor is an individual or group who avails resources and provides the necessary support for a project. The project sponsor will be the individual tasked with the responsibility of ensuring that the Talent Contest meets its deliverables and intended benefits. He will exercise overall accountability over the project (Project Management Institute, 2017). The project sponsor will have a major influence on the success or failure of the project and will be involved from the initiation to the completion of the project. His main interest is ensuring that the Talent Contest meets its intended objectives. He will play arbitration and decision making roles.

Project manager

A project manager is an individual who is tasked with the responsibility of planning for a project, procuring necessary materials and executing a project. He has the overall responsibility of managing a project. Among the responsibilities of the project manager for the Talent Contest will include undertaking risk management for a project, assigning roles and responsibilities to the project team act as a link between the project sponsor and the project team and establish good working relationships among the project team (Project Management Institute, 2013). He will lead to the success or failure of the project based on his ability or failure to coordinate project team efforts as well as facilitating effective communication between the project team and project sponsor. His impact will therefore be high.

Stage performance manager

The Stage performance manager for the Talent Contest will be responsible for a couple of activities including the decoration of the performance stage and providing resources necessary for the smooth flow of the performances. He will also be tasked with the responsibility of scheduling performance activities. He will work with other team members under the supervision of the project manager to actualize the event. Depending on how well he carries on his duties, the contest will become a successful or a failed project. The impact of stage performance manager will be high.

Participants

They have a great role to play in maintaining the scopes of the talent contest. They are the people who will be responsible for the execution of the project. The project cannot achieve its objective without their participation. They will be required to work on their performances as outlined in the project schedule. Their impact on the success or failure of the project will be high (Snyder, 2017).

Government

The government will have two main roles in the project. The regulative role where it will be tasked with ensuring that the contest benefits the society and the

participants alike by establishing the code of conduct for the players and setting up norms and regulations. It will also be responsible for providing a favorable environment for the Talent Contest to take place successfully within the requirements (Zwikael, 2009).

Contractors, subcontractors and suppliers

These are the people who will be responsible for providing various equipment and machine to be used in the Talent Contest project including the sound systems, lighting systems and stage decoration materials. Since the success of the project will be partially dependent on the availability of the goods and services offered by suppliers, subcontractors and contractors it will be important to ensure that they are supplied with the right quality and quantity and within the established time and budget to avoid affecting the project's scope. It will also be important to manage the relationship between them (Project Management Institute, 2017).

Top management

These are directors, coordinators and other people with high stakes in the project. They will be responsible for directing the strategy of the contest. They will also provide the necessary support in the recruitment of the most talented personnel to complete the project by ensuring that various deliverables are met. Their impact on the project will be quite high.

Population

The population represents all the parents of the participants, the people who will encourage the young people, the people who will attend the event, those who will watch it on TV, and all the rest. They are one of the reasons for the project. Also their impact on the impact on the project will be very high.

The following chart provides the stakeholder analysis register:

Chart 23 Stakeholder Analysis Register

Group Name	# in Group	Description & Key attributes	Impact on Project	Impacted by Project	Current State	Desired State	Issues, Opportunities and Risks	Mitigation Strategies and Actions
Project Team	Project manager	• Responsible for project planning, execution and control	High impact on Project success or failure	Sense of achievement or dissatisfaction	Hidden talents and unexplored identities	Ability to identify hidden talents and abilities	Potential project risks	Risk analysis
	Project sponsor	• Concerned with overall accountability	High impact on project success	High impact from project success or failure	Hidden talents and unexplored identities	Ability to identify hidden talents and abilities	Create value for money	Effective control
	Stage performance manager	• Ensuring smooth flow of performance	High impact on project success	High impact from project success or failure	Hidden talents and unexplored identities	Ability to identify hidden talents and abilities	Facilitate success of the project	Effective scheduling of performances
	Top management	• Strategy management • Provision of necessary support	High impact on project success	Value for resources	Unexploited talents in America	Ability for talented people to express their talent and abilities	An opportunity to reward the most talented participant	Directing the project's strategy

	Participants	• Responsible for actualization of the project	High impact on project success or failure	Value for time, ability to express talents and abilities, financial rewards and recognition	Unavailability of a platform to display talents and abilities	Opportunity for talented people to showcase unique abilities and skills	An opportunity to be rewarded be recognized for their skills	Giving an optimum performance
	Government	• Key regulator	High impact on project compliance	Sense of achievement	Inadequate regulations in contest projects	Having in place sufficient regulations	Ability to make their influence heard	Adequate regulations across all project stages
	Contractors, subcontractors and suppliers	• Providers of materials and services	High impact on maintenance of project scope	Sense of satisfaction	Unavailability of project services and materials	Provision of necessary materials and services	Ability to earn an income from their supplies	Timely delivery and quality maintenance
	Population	• Responsible for the realization of the project	High impact on project success or failure	Value for time, pride, sense of belonging	Unavailability of a platform to appreciate talents and abilities	Opportunity to discover talented people, to entertain	Opportunity to entertain themselves and to be proud of the young	Appropriate promotion for the project

4.9.2.2. Stakeholder Classification

The possible stakeholder classification models will include power and influence, power and interest, Power, urgency and legitimacy, influence and impact

a) Power/Interest Classification

Under power interest classification, stakeholders are classified according to the power they have on a project as well as their interest in the project or its outcome (Snyder, 2017). Attributes to be considered are low interest, high interest, low power or high power.

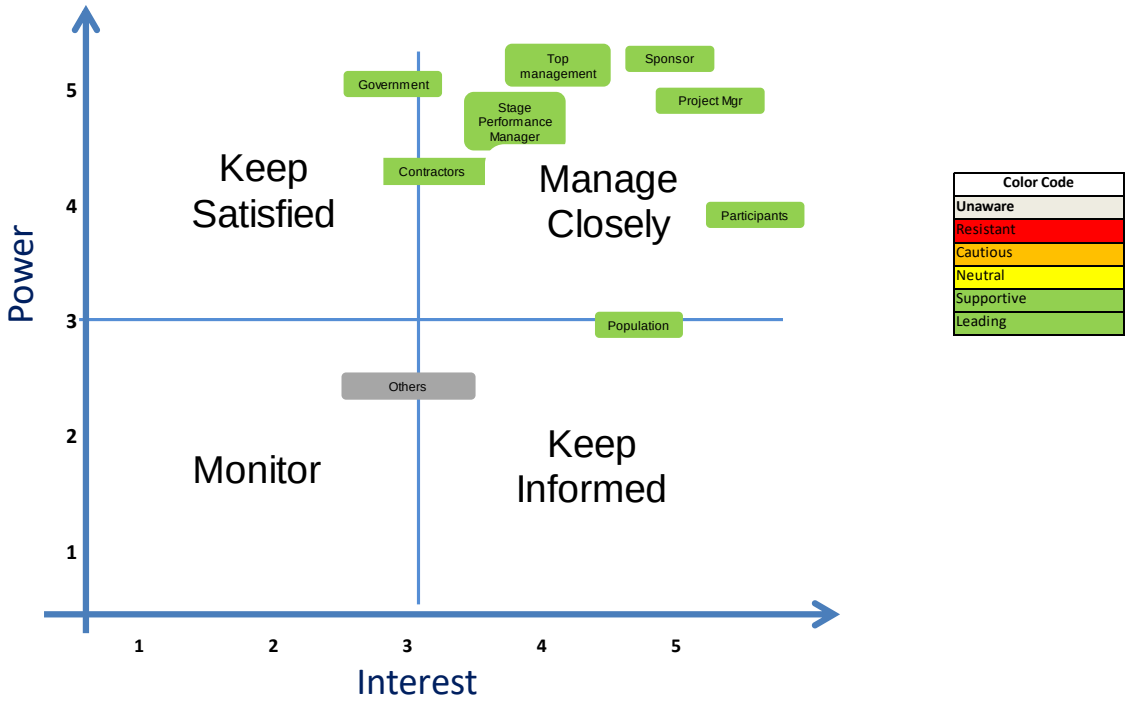

Figure 11 Power/Interest Grid

b) Stakeholder Interviews

Interviews will be used to analyze the accuracy and completeness of the process of identifying and analyzing stakeholders. These interviews will be facilitated by the project manager and will involve the project team and other stakeholder groups

4.9.3 Plan Stakeholder Management

Stakeholder management is an important aspect for the successful completion of any given project. The process is concerned with the engagement of project stakeholders from the initiation of a project, throughout other stages to the completion of a project to facilitate support for the various project interests. After successful completion of stakeholder analysis for the talent contest, all the necessary information to facilitate effective communication with stakeholders will have been gathered. Stakeholder engagement throughout the project cycle will be the responsibility of the project manager.

4.9.3.1 Stakeholder Engagement

Current stakeholder engagement for the talent contest project will be analyzed through PMBOK Stakeholders Engagement Assessment Matrix to ensure that the correct level of engagement for each stakeholder is achieved. The assessment of the stakeholders will be regarding their current engagement level and desired engagement level.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Project Sponsor				C	D
Project manager				C	D
Stage performance manager				C	D
Participants	C			D	
Government	C			D	
Contractors, subcontractors and	C			D	

suppliers					
Top management				C	D
Population	C			D	

*C-Current Engagement

D-Desired Engagement

4.9.4 Manage Stakeholder Engagement

Stakeholder engagement is the process through which various stakeholders of a project are engaged in the course of the project to facilitate satisfaction of their needs and expectations. It involves building the necessary stakeholder engagement in the project activities from the initiation to the close of a project. The main reason why this process is important is that it enables project success through extended support from stakeholders (Zwikael, 2009).

Some of the activities that will be involved in the talent contest project will be ensuring that stakeholders are committed in all project stages, predicting future problems for the project and addressing any arising concerns throughout the various stages of the project and ensuring that the expectations of stakeholders are met by engaging them in communication and negotiation processes (Zwikael, 2009). Other tools will include effective communication, communication management plan, change log, organization process assets and stakeholder management plan.

However, in order to effectively manage stakeholder engagement in the Talent Contest project, the communication plan and strategies identified in this document will be used to convey relevant project information to key stakeholders in a timely manner. Among other things, leveraging the guideline in the Plan Communication (ie, Stakeholder Groups, Communication Elements, Purpose, Methodology, and Frequency), this will allow the project to increase support and minimize stakeholder resistance throughout the life of the project. On an ongoing basis, stakeholders should have a clear understanding of the goals, objectives, benefits and risks associated with the project, which in turn will increase the likelihood of project success.

In addition, the project team will also be actively listening and soliciting comments and feedback to ensure that communications are received.

The Stakeholder Management Plan shall be reviewed and assessed on a regular basis to determine:

- If the project team is effectively engaging Stakeholders
- If the Stakeholder levels of interest or impact have changed
- Whether more needs to be done to obtain the needed level of Stakeholder support

4.9.5 Monitor Stakeholder Engagement

Monitor stakeholder engagement is concerned with monitoring of the relationships of project stakeholders and adjustment of plans and strategies for engaging stakeholders. The process focuses on how stakeholders can be managed and engaged effectively. Monitor stakeholder engagement for the talent contest will be carried out through meetings which will be chaired by the project manager and which will be used to engage and share information with stakeholders, use of project management information system to deliver information, expert judgment, work performance information, project management plan updates, etc (PMBOK, 2013). The project manager will require sound interpersonal skills, managerial skills and communication skills to be able to monitor stakeholder engagement effectively.

4.9.5.1 Stakeholder Plan Updates

It is normal that stakeholder management plan and other documents for the talent contest project might require being updated in the course of undertaking the project (Snyder, 2014). The strategy used to manage stakeholders will be evaluated for effectiveness from time to time to enable identification of necessary changes so that the affected sections of the stakeholder management plan are updated to reflect these changes.

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

4.10 CHANGE MANAGEMENT PLAN

4.10.1 Introduction

The project mainly reflects on the change management plan for the Talent Content which is mainly developed in order to make some changes in the project. It is identified that the change management plan is created for setting expectations that how the changes within the project will be managed. It also elaborates the role as well as purpose of the change control board and the entire management process. All the project stakeholders are generally expected to submit the changes as per the plan of change management.

4.10.2 Change management approach

The change management approach for the project Talent Contest helps in ensuring that all the changes are reviewed, defined as well as agreed so that it can be easily communicated as well as implemented to all the project stakeholders (Fleming & Koppelman, 2016). This approach helps in ensuring that only the changes that are present within the project scope should be implemented as well as approved. The change management approach mainly comprises of the following:

- Ensuring that the changes are preset within the scope
- Determining the procedure in which the changes are implemented
- Managing the changes that are implemented

4.10.3 Definition of change

It is identified that there are number of changes that are generally considered as well as requested in the Talent Contest project. It is identified that the type of change that are included are as follows:

Scheduling changes: It is identified that changes within the scheduling will create impact on the approved schedule of the project (Heldman, 2015). These changes generally need fast tracking as well as re-baselining of the schedule as per the impact.

Budget changes: It is found that changes within the budget will create impact on the approved budget of the project. This type of changes within the project budget requires requesting about additional funding, releasing funding that is no longer needed. It may need changes within the cost baseline of the project.

Procurement changes: The changes within the procurement will create impact on the approved procurement plan of the project (Verzuh, 2015). It is identify that the items that are required for the contest as well as contract are added which including stage equipment, marketing equipment, security equipment and more.

4.10.4 Change control board

The change control board (CCB) is define as the approval authority for the entire change request that generally pertains to the talent contest project. The main purpose of the cost control board is to review all the requests for the change and to determine the impact of the project, scope, cost as well as schedule for approving or denying change request (Schwalbe, 2015). The following chart helps in providing a list of change control members for the talent contest project:

Chart 24 Change Control Board

Position	Role
Project sponsor	Approves the changes within the project
Project manager	The project manager helps in overseeing the entire project
Organizer	The organizer organizes the changes that re requested in the talent contest project
Supervisor	The supervisor supervises the changes within the project.

4.10.5 Roles and responsibilities

The roles and responsibilities of all the change management efforts associated with talent contest project are as follows:

Chart 25 Change Management Roles and Responsibilities

Role	Responsibilities
Project Sponsor	The project sponsor mainly engages in approving all the changes within the budget as well as funding allocation.
Project manager	The project manager receives as well as log all the change request from project stakeholders for conducting preliminary schedule, cost as well as scope of the project (Nahavandi, 2016).
Project team	The project team helps in submitting all the change request forms and assists in providing proper applicable information.

4.10.6 Change control processes

The change control processes of the “Talent Contest” project generally follow various organizational standards for the project. The change control processes mainly include:

- **Identification of the requirement for change:** The change requester will engage in submitting the change request for to the project manager of talent contest project.
- **Log the change into change request register:** The project manager will keep proper log of the change request that is submitted (Stark, 2015).
- **Evaluate the change:** The project manager will engage in analyzing the cost, schedule of the project for clarifying the requester about the demanded changes in the project.

- **Submitting change request:** the project manager to CCB will submit the change request after proper analysis.
- **Obtaining decisions on various change requests:** The CCB will mainly engage in discussing the proposed changes and make proper decision on the approval of the changes (Heldman, 2015).
- **Implement the changes:** The project manager will update the project as per the requirement if change is approved by the CCB.

Approved by:

_____ Date: _____

<Full Name>

Project Sponsor

_____ Date: _____

<Full Name>

Project Manager

CONCLUSIONS

In order for GrEFF to successfully implement the Talents Contest in Haiti in July 2018, a Project Management Plan was developed complying with the standards of the Project Management Institute (PMI).

1. The analytical or explanatory methodology has been use to create this Project Management Plan. Information was obtained from a variety of sources including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition and interviews which were held with members of GrEFF board, the PMI database, books, and internet sources. The information was analyzed and organized using templates to create each subsidiary plans included in the Project Management Plan for the Talents Contest.
2. The Scope Management Plan is the first sub-plan that has been developed in this management plan. This document is of great importance to the Talent Contest project as it has helped to define and control what is included and what is not included in the scope. It encompassed the scope of the product to be delivered and the scope of the project itself (the work required to deliver the product). It made it possible to determine what is expected of each of the Talent Contest actors such as sponsors, the Project Manager, the project team, the participants; what is expected of the final show in terms of specificities, time, quality and scope. In this part of the management plan are included the scope definition, responsibilities, WBS, WBS dictionary, scope verification and control. The Scope management plan was developed from a template, and information gathered from project documents and during interviews and meetings with project stakeholders. Thus, it is a document that will serve as a guide for everyone but also a basic reference when we will measure the level of success of Talent Contest.
3. The second sub-plan that was developed was the Schedule Management Plan. As it is established, the Talent Contest Project has certain constraints

especially in terms of time. The project cannot go beyond July 2018. As a result, the schedule management plan has made it possible to plan all the tasks to be executed in order to respect this constraint as well as other constraints relating to resources, quality and scope. Thus, after taking into account these constraints and integrating the necessary contingency reserves, the project will be completely closed on July 24, 2018. To this end, the Schedule Management Plan was created with the Schedule Network Diagram, Activity List, and the Project Gantt Chart, and other tools and included the processes that will be used by the team to monitor the project schedule and manage changes.

4. The Cost Management Plan, which corresponds to the third specific objective that was developed in the Talent Contest Project Management Plan, made it possible to plan and estimate the total costs of the project during the different phases and to establish the processes of the monitoring and control of the cost variances. The Earned Value Management (EVM) was the technique that was used to measure project costs. After all the considerations, all the calculations, all the consultations with the experts, and after integration of contingency and management reserves, the final budget for the Talent Contest project is estimated at $ 189,395.91.
5. As established, the final show for the Talent Contest project must be of international standard. Thus, after having defined the specificities of the project within the framework of the Scope Management Plan, it is necessary to define the standard quality requirements for the project as well as the measurement, control and correction tools. In order to establish quality requirements or project and product standards and to define how the project team will meet these requirements and standards, a Quality Management Plan, corresponding to the fourth specific objective, has been developed. This plan also includes processes for assessing quality requirements, monitoring and controlling activities performance, and recommending appropriate changes.

6. The Talent Contest project is a great first in the country. Therefore, it requires some special resources and among these resources, some that can meet the desired level of quality are not available locally. A Human Resource Management Plan, responding to the fifth specific objective, has been developed to specify exactly the kind of resources needed and the process that the project team will need to follow to meet human resource needs. This plan describes the different responsibilities, the project organization chart, and how the human resources will be used throughout the project.
7. One of the key success elements of the Talent Contest project in the country is communication. Whether communication with internal stakeholders such as sponsors and project team or with external stakeholders such as participants and the public. It is the tool that must put everybody in trust while selling the product to the public. Thereby, the Communication Management Plan, which corresponds to the sixth specific objective of the Management Plan, has been developed and has clarified the methodology that will be used to manage communications under the project. While considering the context of the country, this plan describes the communication requirements, the stakeholders, the methods and technologies that will be used, the communication plan matrix and above all the communication escalation process.
8. The seventh deliverable or specific objective that was developed was the Risk Management Plan. This document has made it possible to establish an appropriate action plan in the event of uncertainty, specifically including a register developed from a qualitative risk analysis which allowed to capture and classify these risks. In the framework of the project, the five main risks retained concern delay in program, technical issues in the development stage, safety issues of the competitor, cost over budget, inferior quality of materials. To cope with these potential risks a contingency plan was set up as well as an amount of $ 46,958.10 after estimation according to the EMV method.

9. In order to define the methods that the project team will use to manage procurement under the project, a Procurement Management Plan, corresponding to the eighth specific objective, has been developed. This plan specifies the supply management approach, the types of contracts to be used, the decision criteria and the contract approval process. This plan will be very useful for the project especially because it defines the methods and procedures for acquiring the resources and materials essential to the project but which are not available locally.
10. The Stakeholder Management Plan, which corresponds to ninth specific objective, was developed to identify the stakeholders of the project, to classify and then analyze their expectations and needs, their level of influence and commitment and finally to trigger adapted communication actions. This plan will not only help to better target the communication activities of the project but also to know how to interact and guide each stakeholder according to the Talent Contest.
11. In order to manage and control the changes that may occur during project implementation, a Change Management Plan corresponding to specific objective 10 has also been developed. This document, which is developed from a template, essentially includes the change management approach in the project, the change control board, the roles and responsibilities, and the change control process. This is the document that will maintain the discipline according to the changes to be made to the project in order to avoid going beyond the scope that was initially defined for Talent Contest by the stakeholders.

RECOMMENDATIONS

1. GrEFF should follow the guidelines developed in this Management Plan as part of the project implementation in order to increase the chances of success of the Talent Contest project.
2. GrEFF should ensure that this Management Plan is updated regularly as the project progresses in its implementation and more information become available.
3. GrEFF should use a document management and storage system to classify and store all documents created as part of this project for future use and consultation.
4. Given the scope and importance of this project for young people in the country, GrEFF should seek sponsorship from the Government, which would facilitate some aspects of the project and increase its chances of success.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	**Project Name:**
June 26th, 2017	Project Management Plan for the organization of a Talents Contest in Haiti in July 2018 that will be implemented by the Groupe Efficience (GrEFF).
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Knowledge areas: Integretion, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement and Stakeholders **Process groups:** Initiation and planning	Cultural, Reality, Talent contest.
Start date	**Finish date**
June 26th, 2017	December 22th, 2017

Project Objectives (general and specific)

General objective:

To develop a project management plan complying with the standards of the Project Management Institute in order for the GrEFF to successfully implement the Talents Contest in Haiti.

Specific objectives:

1. To create a project charter that formally authorizes the project and provide the project manager with the authority to apply organizational resources to the project in order to produce the project management plan.
2. To create a Scope Management Plan in order to ensure that all the work required, and only the work required to complete the project, is included in the project.
3. To develop a Time Management Plan in order to provide a methodology for determining the amount of time and effort required for the project to complete its deliverables and submit its product in the most optimal time period.
4. To create a Cost Management Plan in order to define a methodology for deriving the project budget and describing how cost and cost variances will be managed within the project.
5. To elaborate a Quality Management Plan in order to describe the approach that will be followed to manage and ensure product quality during the project.
6. To develop a Human Resources Management Plan to describe the human resources requirements for the project and the approach for staffing the project and how resources will be managed throughout the life of the project.
7. To create a Communication Management Plan that describe the methodology that will be used for managing communications within the project.
8. To develop a Risk Management Plan in order to describe how risks associated with the project will be managed.
9. To elaborate a Procurement Management Plan in order to describe the end-to-end procurement process that the project will use to acquire its goods and services.
10. To develop a Stakeholder Management Plan in order to ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project
11. To develop a Change Management Plan in order to document how changes will be proposed, accepted, monitored and controlled during the project life cycle.

Project purpose or justification (merit and expected results)

Haiti is considered to be the poorest country in the Western hemisphere. It is a country where everything is a priority. As there

is no way to do everything at the same time, some aspects of the country are partly or even completely neglected, including young people. Indeed, the young people of the country are practically abandoned. There is not really a national policy to take their case into consideration. Thus, left to themselves, they have almost no hope while many of them are full of talents. Talents that they cannot exploit for lack of resources, for lack of opportunities. How many of them could have been great musicians? Great dancers? Great comedians?

Challenged by this situation and wanting to help remedy this context where most young people no longer have hope, but also want to leave the country, GrEFF has decided to implement the project Talents Contest in Haiti. This project aims at identifying and offering to these talented young people a space of visibility and opportunity within the society and, in a second time, to reward and accompany the best by providing them with the necessary means to pursue their dreams. This project will benefit not only young people by giving them hope and opportunity to be seen and the means to build their future, but also to the society in general who will discover the hidden resources of the country.

GrEFF does not have any experience in implementing such kind of project. Futhermore, the association does not dispose of any project management methodology or systematic approach to manage the complexity and scope of the project. Thus, with a view to the completion and success of such an event, it is a must to create and put in place the appropriate Management Plan and all the tools, techniques and concepts that should guide the structure of the project, the processes and decisions. So, a Project Management Plan, framed within the standards of the Project Management Institute, will be developed in order to have all the detailed work mapped out over the period of the execution of the project to ensure that the project resources are assigned correctly, to have an agreed-on set of project management procedures, to determine how scope, issues, risks, communication, procurement, and stakeholders will be managed throughout the lifecycle of the project.

Description of Product or Service to be generated by the Project – Project final deliverables

Document with the proposed Project Management Plan for the Talent Contest project in Haiti
Project Charter
Scope Management Plan document
Time Management Plan proposal
Cost Management Plan proposal
Document of the Quality Management Plan
Human Resources Management Plan proposal
Communication Management Plan proposal
Risk Management Plan proposal
Procurement Management Plan proposal
Document of the Stakeholder Management Plan
Change Management Plan

Assumptions

It is assumed that the GrEFF board members are in favour of the development of a complete Project Management Plan (PMP).
It is assumed that all the appropriate information needed to develop the PMP will be available.
It is assumed that all the ressources needed to develop the FGP will be available.

Constraints

The Final Graduation Project (FGP) Management Plan will need to comply with the date and time periods established by the university.
The FGP Management Plan will need to comply with the standards guidelines established in the PMBOK guide.
I will need to access to people, ressources and information in Haiti in order to conduct the FGP.

Preliminary risks

If some models of past FGP was provided, that might gives a better idea about how to conduct the work, which in turn wil help to enhance the quality of the final project.

Budget

The general cost to develop the Final Graduation Project Management Plan is estimated to be $1,800 at at rate, on average, of 10h per week for 12 week and $ 15 per hour.

Milestones and dates

Milestone	Start date	End date
Document with the proposed Project Management Plan	June 26th, 2017	December 22nd, 2017
Scope Management Plan document	August 10th, 2017	August 14th, 2017
Time Management Plan proposal	August 15th, 2017	August 19th, 2017
Cost Management Plan proposal	August 20th, 2017	August 24th, 2017
Document of the Quality Management Plan	August 25th, 2017	August 29th, 2015
Human Resources Management Plan proposal	August 30th, 2017	September 3rd, 2017
Communication Management Plan proposal	September 4th, 2017	September 8th, 2017
Risk Management Plan proposal	September 9th, 2017	September 13th, 2017
Procurement Management Plan proposal	September 14th, 2017	September 18th, 2017
Document of the Stakeholder Management Plan	September 19th, 2017	September 23th, 2017

Relevant historical information

Groupe EFFICIENCE, abbreviated as GrEFF, is a non-profit, autonomous and apolitical association, governed by the Haitian legislation. It is a structure that works throughout the national territory, for the promotion of the entrepreneurial culture and for the blossoming of the human being. It's mission is to offer technical and / or financial support to young people to enable them to realize their business ideas.
The objectives of the GrEFF are therefore as follows:

- Promoting human development,
- Advocate a positive mentality,
- Awaken dormant capacities among young people,
- Mentor youth groups, sources of innovative ideas,
- Bring out a class of juvenile entrepreneurs.

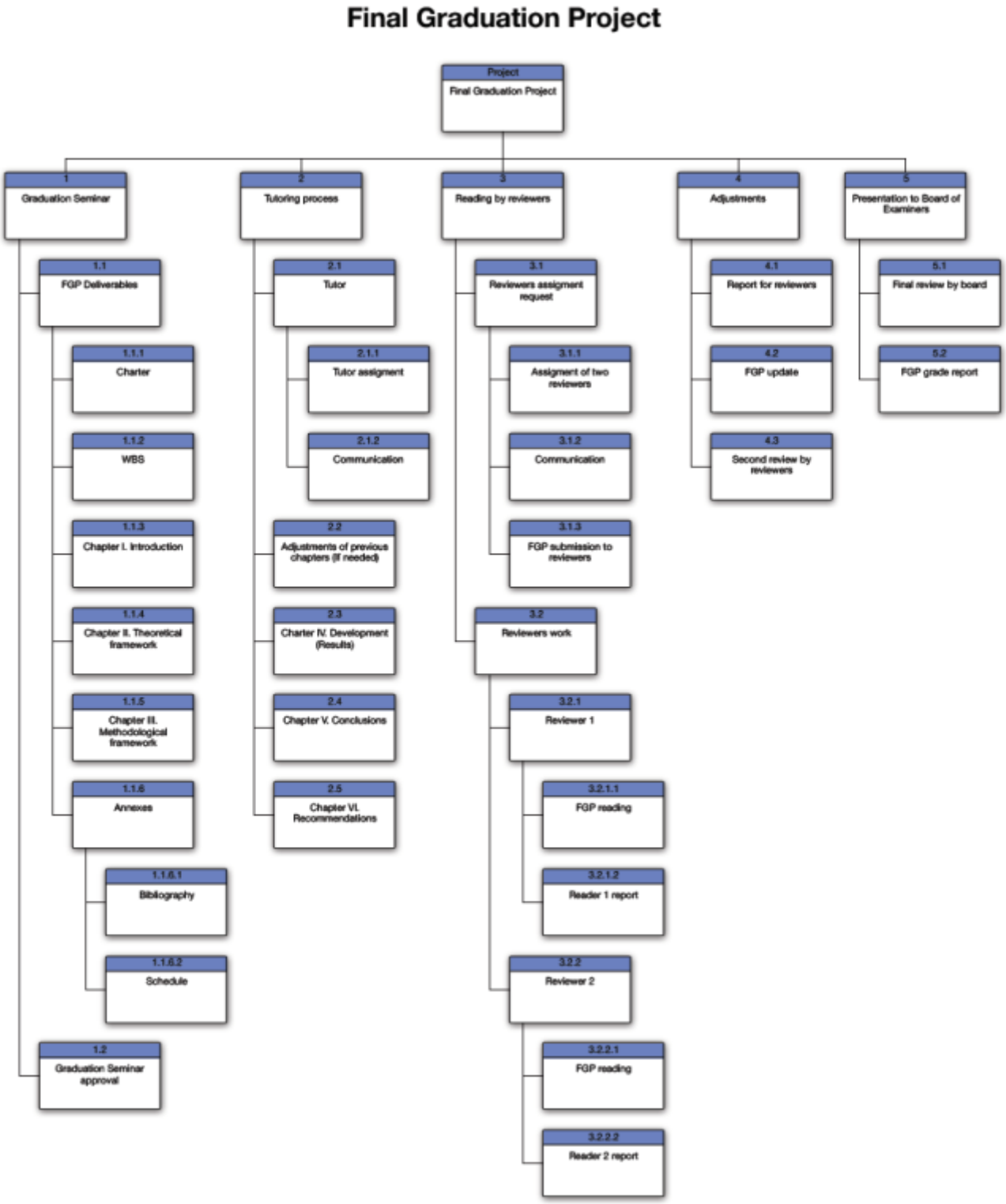
Unfortunately, there have not been similar efforts related to the project previously.

Stakeholders

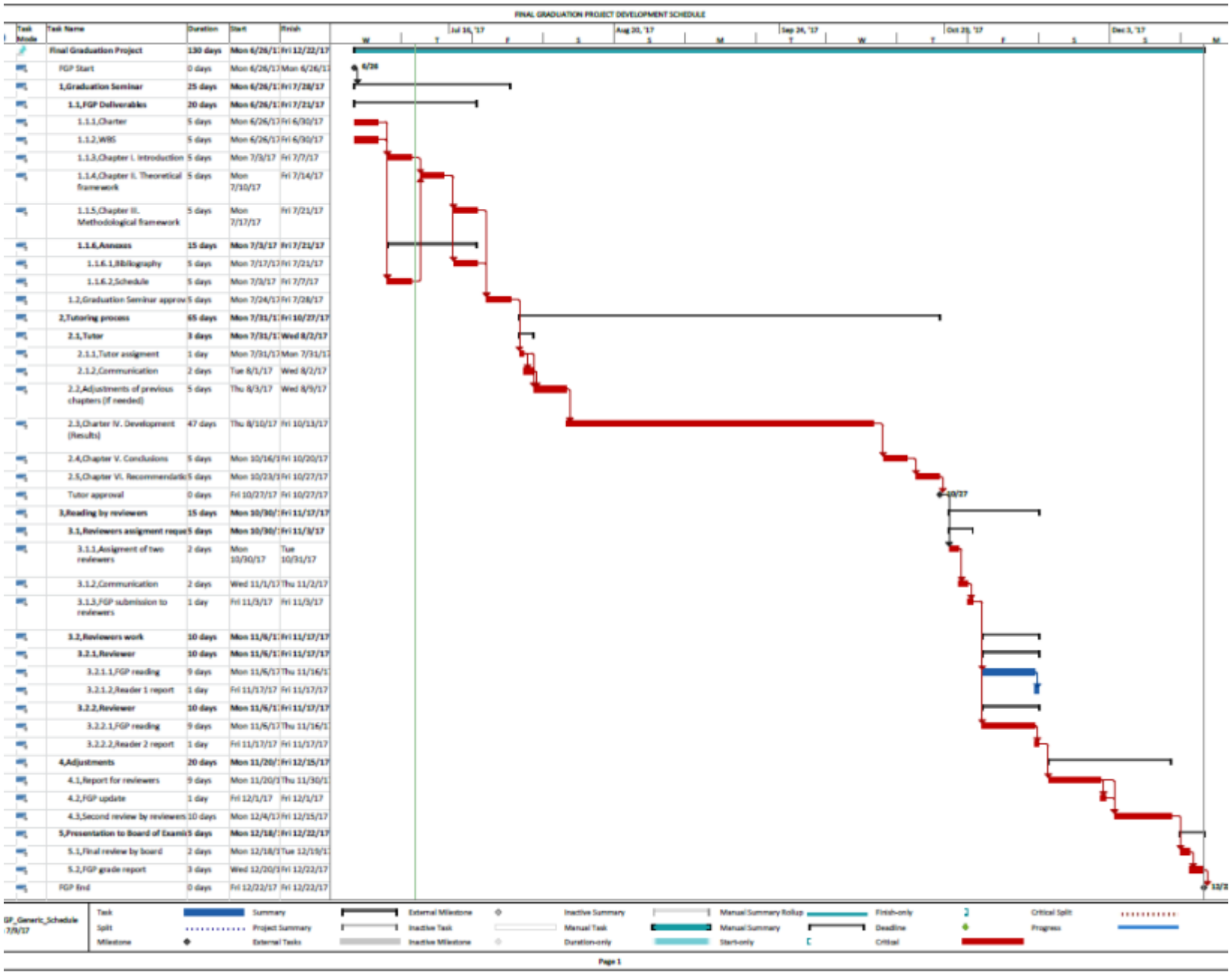
Direct stakeholders:
GrEFF board members
Young haitian people
Project sponsors
Indirect stakeholders:
Project Managers
Haitian people in general

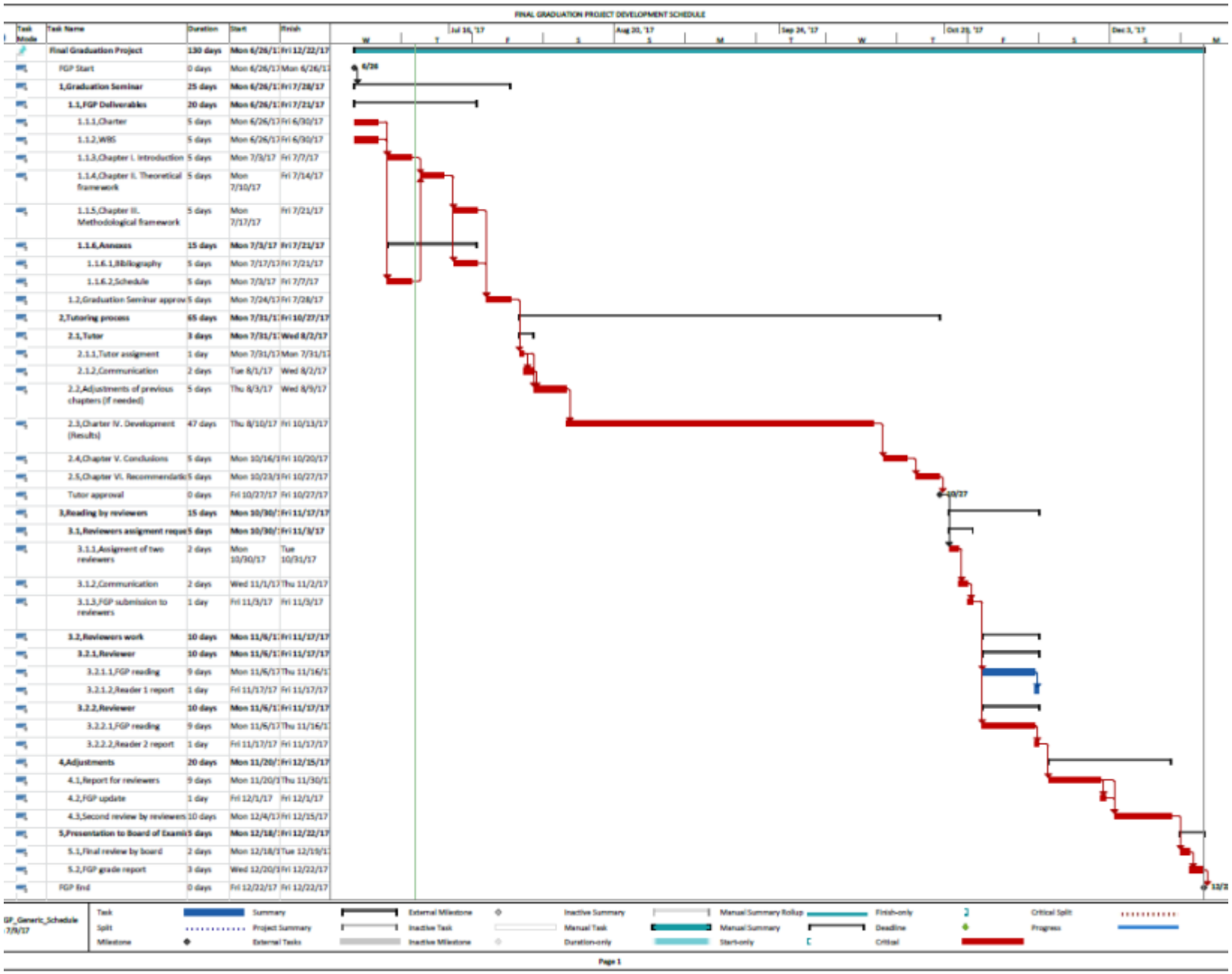
Project Manager: Franck E. Lafont	**Signature:**
Authorized by:	**Signature:**

Appendix 2: FGP WBS



Appendix 3: FGP Schedule


FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE
Task Mode
Task Name
Duration
Start
Finish
Final Graduation Project 130 days Mon 6/26/17 Fri 12/22/17
FGP Start 0 days Mon 6/26/17 Mon 6/26/17
1,Graduation Seminar 25 days Mon 6/26/17 Fri 7/28/17
1.1,FGP Deliverables 20 days Mon 6/26/17 Fri 7/21/17
1.1.1,Charter 5 days Mon 6/26/17 Fri 6/30/17
1.1.2,WBS 5 days Mon 6/26/17 Fri 6/30/17
1.1.3,Chapter I. Introduction 5 days Mon 7/3/17 Fri 7/7/17
1.1.4,Chapter II. Theoretical framework 5 days Mon 7/10/17 Fri 7/14/17
1.1.5,Chapter III. Methodological framework 5 days Mon 7/17/17 Fri 7/21/17
1.1.6,Annexes 15 days Mon 7/3/17 Fri 7/21/17
1.1.6.1,Bibliography 5 days Mon 7/17/17 Fri 7/21/17
1.1.6.2,Schedule 5 days Mon 7/3/17 Fri 7/7/17
1.2,Graduation Seminar approv 5 days Mon 7/24/17 Fri 7/28/17
2,Tutoring process 65 days Mon 7/31/17 Fri 10/27/17
2.1,Tutor 3 days Mon 7/31/17 Wed 8/2/17
2.1.1,Tutor assigment 1 day Mon 7/31/17 Mon 7/31/17
2.1.2,Communication 2 days Tue 8/1/17 Wed 8/2/17
2.2,Adjustments of previous chapters (if needed) 5 days Thu 8/3/17 Wed 8/9/17
2.3,Charter IV. Development (Results) 47 days Thu 8/10/17 Fri 10/13/17
2.4,Chapter V. Conclusions 5 days Mon 10/16/17 Fri 10/20/17
2.5,Chapter VI. Recommendatic 5 days Mon 10/23/17 Fri 10/27/17
Tutor approval 0 days Fri 10/27/17 Fri 10/27/17
3,Reading by reviewers 15 days Mon 10/30/17 Fri 11/17/17
3.1,Reviewers assigment reque 5 days Mon 10/30/17 Fri 11/3/17
3.1.1,Assigment of two reviewers 2 days Mon 10/30/17 Tue 10/31/17
3.1.2,Communication 2 days Wed 11/1/17 Thu 11/2/17
3.1.3,FGP submission to reviewers 1 day Fri 11/3/17 Fri 11/3/17
3.2,Reviewers work 10 days Mon 11/6/17 Fri 11/17/17
3.2.1,Reviewer 10 days Mon 11/6/17 Fri 11/17/17
3.2.1.1,FGP reading 9 days Mon 11/6/17 Thu 11/16/17
3.2.1.2,Reader 1 report 1 day Fri 11/17/17 Fri 11/17/17
3.2.2,Reviewer 10 days Mon 11/6/17 Fri 11/17/17
3.2.2.1,FGP reading 9 days Mon 11/6/17 Thu 11/16/17
3.2.2.2,Reader 2 report 1 day Fri 11/17/17 Fri 11/17/17
4,Adjustments 20 days Mon 11/20/17 Fri 12/15/17
4.1,Report for reviewers 9 days Mon 11/20/17 Thu 11/30/17
4.2,FGP update 1 day Fri 12/1/17 Fri 12/1/17
4.3,Second review by reviewers 10 days Mon 12/4/17 Fri 12/15/17
5,Presentation to Board of Exami 5 days Mon 12/18/17 Fri 12/22/17
5.1,Final review by board 2 days Mon 12/18/17 Tue 12/19/17
5.2,FGP grade report 3 days Wed 12/20/17 Fri 12/22/17
FGP End 0 days Fri 12/22/17 Fri 12/22/17
Jul 16, '17
Aug 20, '17
Sep 24, '17
Oct 29, '17
Dec 3, '17
6/26
10/27
12/22
Task
Split
Milestone
Summary
Project Summary
External Tasks
External Milestone
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
Deadline
Critical
Critical Split
Progress
Page 1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6/26
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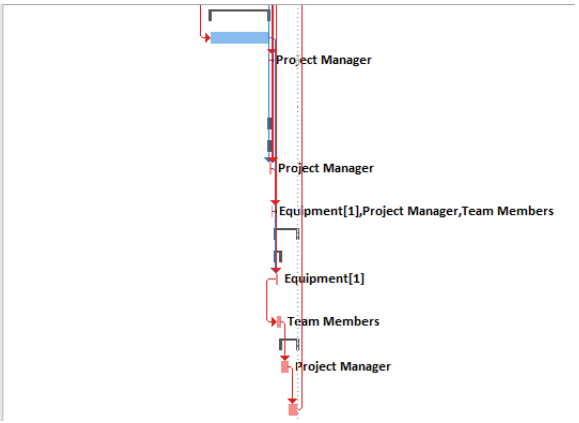
Task
Split
Milestone
Summary
Project Summary
External Tasks
External Milestone
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
Deadline
Critical
Critical Split
Progress
Page 1

Appendix 4: Project Talent Contest Schedule Baseline

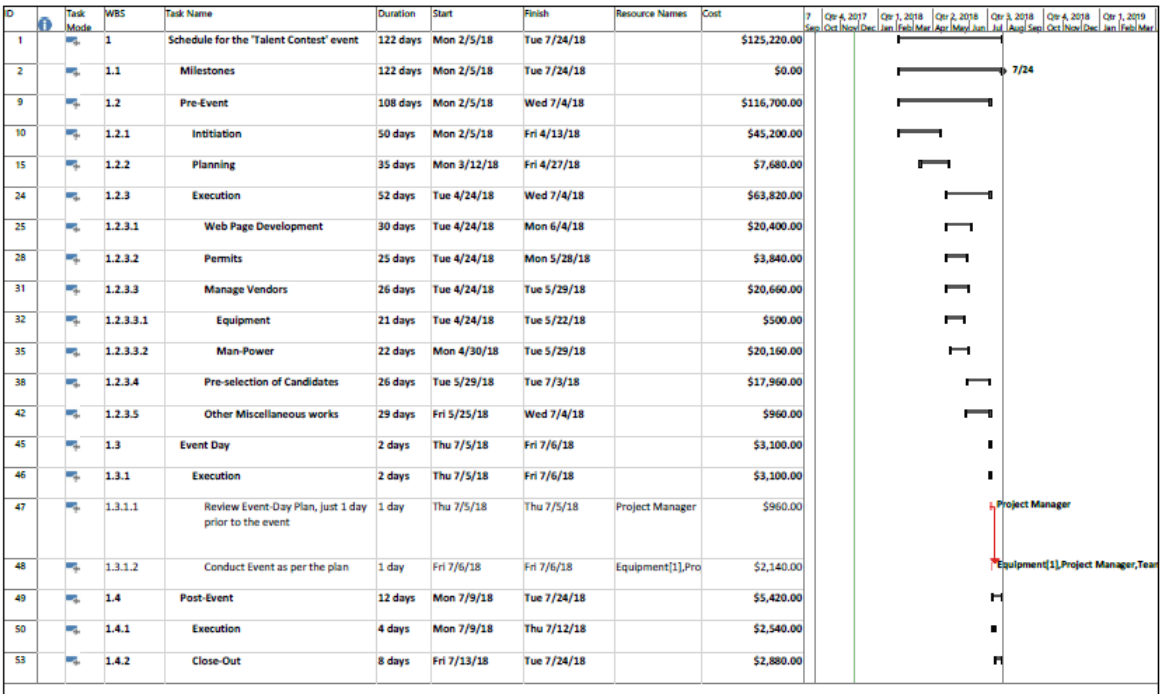
WBS	Task Name	Duration	Start	Finish
1	**Schedule for the 'Talent Contest' event**	**122 days**	**Mon Feb 5, '18**	**Tue Jul 24, '18**
1.1	**Milestones**	**122 days**	**Mon Feb 5, '18**	**Tue Jul 24, '18**
1.1.1	M1: Start Pre-event activities	0 days	Mon Feb 5, '18	Mon Feb 5, '18
1.1.2	M2: End Pre-event activities	0 days	Wed Jul 4, '18	Wed Jul 4, '18
1.1.3	M3: Start of the 'Talent Contest'	0 days	Wed Jul 4, '18	Wed Jul 4, '18
1.1.4	M4: End of 'Talent Contest'	0 days	Fri Jul 6, '18	Fri Jul 6, '18
1.1.5	M5: Start Post-event activities	0 days	Fri Jul 6, '18	Fri Jul 6, '18
1.1.6	M6: End Project	0 days	Tue Jul 24, '18	Tue Jul 24, '18
1.2	**Pre-Event**	**108 days**	**Mon Feb 5, '18**	**Wed Jul 4, '18**
1.2.1	**Intitiation**	**50 days**	**Mon Feb 5, '18**	**Fri Apr 13, '18**
1.2.1.1	Select location of the event	15 days	Mon Feb 5, '18	Fri Feb 23, '18
1.2.1.2	Develop Charter for the project 'Talent Contest' with defined aims & objectives	10 days	Mon Feb 26, '18	Fri Mar 9, '18
1.2.1.3	Receive approval from Local Government for the show	10 days	Mon Mar 12, '18	Fri Mar 23, '18
1.2.1.4	Identify & approach potential sponsors	15 days	Mon Mar 26, '18	Fri Apr 13, '18
1.2.2	**Planning**	**35 days**	**Mon Mar 12, '18**	**Fri Apr 27, '18**
1.2.2.1	Develop Budget requirement for the event	1 day	Tue Mar 13, '18	Tue Mar 13, '18
1.2.2.2	Create Proposal for the sponsors	1 day	Mon Apr 16, '18	Mon Apr 16, '18
1.2.2.3	Develop Comminication Plan	1 day	Thu Apr 19, '18	Thu Apr 19, '18
1.2.2.4	Develop Vendor Managemen Plan	1 day	Wed Mar 14, '18	Wed Mar 14, '18
1.2.2.5	Develop risk management plan	1 day	Mon Mar 12, '18	Mon Mar 12, '18
1.2.2.6	Develop the Security Plan	1 day	Fri Apr 20, '18	Fri Apr 20, '18
1.2.2.7	Develop the Plan for the Event Management	1 day	Mon Apr 23, '18	Mon Apr 23, '18
1.2.2.8	Develop Selection Criteria Plan	1 day	Fri Apr 27, '18	Fri Apr 27, '18
1.2.3	**Execution**	**52 days**	**Tue Apr 24, '18**	**Wed Jul 4, '18**
1.2.3.1	**Web Page Development**	**30 days**	**Tue Apr 24, '18**	**Mon Jun 4, '18**
1.2.3.1.1	Develop web page for facilitating the on-line registration and booking	20 days	Tue Apr 24, '18	Mon May 21, '18
1.2.3.1.2	Develop the on-line regestration form	10 days	Tue May 22, '18	Mon Jun 4, '18
1.2.3.2	**Permits**	**25 days**	**Tue Apr 24, '18**	**Mon May 28, '18**
1.2.3.2.1	Apply for the food & noise permits for the show	3 days	Tue Apr 24, '18	Thu Apr 26, '18
1.2.3.2.2	Apply for road closure permits	1 day	Mon May 28, '18	Mon May 28, '18
1.2.3.3	**Manage Vendors**	**26 days**	**Tue Apr 24, '18**	**Tue May 29, '18**
1.2.3.3.1	**Equipment**	**21 days**	**Tue Apr 24, '18**	**Tue May 22, '18**
1.2.3.3.1.1	Place order for the equipment & PA system	20 days	Tue Apr 24, '18	Mon May 21, '18
1.2.3.3.1.2	Book order for the equipment & PA system	1 day	Tue May 22, '18	Tue May 22, '18
1.2.3.3.2	**Man-Power**	**22 days**	**Mon Apr 30, '18**	**Tue May 29, '18**
1.2.3.3.2.1	Place oder for Volunteers	20 days	Mon Apr 30, '18	Fri May 25, '18
1.2.3.3.2.2	Book Volunteers	1 day	Tue May 29, '18	Tue May 29, '18
1.2.3.4	**Pre-selection of Candidates**	**26 days**	**Tue May 29, '18**	**Tue Jul 3, '18**
1.2.3.4.1	Conduct Auditions	20 days	Tue May 29, '18	Mon Jun 25, '18
1.2.3.4.2	Shortlist the probable candidates	5 days	Tue Jun 26, '18	Mon Jul 2, '18
1.2.3.4.3	Organise a mock stage show	1 day	Tue Jul 3, '18	Tue Jul 3, '18

1.2.3.5	**Other Miscellaneous works**	**29 days**	**Fri May 25, '18**	**Wed Jul 4, '18**
1.2.3.5.1	Cleaning of the site	29 days	Fri May 25, '18	Wed Jul 4, '18
1.2.3.5.2	Organise a Stakeholder meeting to discuss for the show management	1 day	Wed Jul 4, '18	Wed Jul 4, '18
1.3	**Event Day**	**2 days**	**Thu Jul 5, '18**	**Fri Jul 6, '18**
1.3.1	**Execution**	**2 days**	**Thu Jul 5, '18**	**Fri Jul 6, '18**
1.3.1.1	Review Event-Day Plan, just 1 day prior to the event	1 day	Thu Jul 5, '18	Thu Jul 5, '18
1.3.1.2	Conduct Event as per the plan	1 day	Fri Jul 6, '18	Fri Jul 6, '18
1.4	**Post-Event**	**12 days**	**Mon Jul 9, '18**	**Tue Jul 24, '18**
1.4.1	**Execution**	**4 days**	**Mon Jul 9, '18**	**Thu Jul 12, '18**
1.4.1.1	Removal of equipment and cleaning site	2 days	Mon Jul 9, '18	Tue Jul 10, '18
1.4.1.2	Organise Feedback Meeting	3 days	Tue Jul 10, '18	Thu Jul 12, '18
1.4.2	**Close-Out**	**8 days**	**Fri Jul 13, '18**	**Tue Jul 24, '18**
1.4.2.1	Organise meeting to document lessons learnt	3 days	Fri Jul 13, '18	Tue Jul 17, '18
1.4.2.2	Close the Budget file	5 days	Wed Jul 18, '18	Tue Jul 24, '18



Appendix 4: Project Budget Baseline

ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Resource Names	Cost
1		1	Schedule for the 'Talent Contest' event	122 days	Mon 2/5/18	Tue 7/24/18		$125,220.00
2		1.1	Milestones	122 days	Mon 2/5/18	Tue 7/24/18		$0.00
9		1.2	Pre-Event	108 days	Mon 2/5/18	Wed 7/4/18		$116,700.00
10		1.2.1	Intitiation	50 days	Mon 2/5/18	Fri 4/13/18		$45,200.00
15		1.2.2	Planning	35 days	Mon 3/12/18	Fri 4/27/18		$7,680.00
24		1.2.3	Execution	52 days	Tue 4/24/18	Wed 7/4/18		$63,820.00
25		1.2.3.1	Web Page Development	30 days	Tue 4/24/18	Mon 6/4/18		$20,400.00
28		1.2.3.2	Permits	25 days	Tue 4/24/18	Mon 5/28/18		$3,840.00
31		1.2.3.3	Manage Vendors	26 days	Tue 4/24/18	Tue 5/29/18		$20,660.00
32		1.2.3.3.1	Equipment	21 days	Tue 4/24/18	Tue 5/22/18		$500.00
35		1.2.3.3.2	Man-Power	22 days	Mon 4/30/18	Tue 5/29/18		$20,160.00
38		1.2.3.4	Pre-selection of Candidates	26 days	Tue 5/29/18	Tue 7/3/18		$17,960.00
42		1.2.3.5	Other Miscellaneous works	29 days	Fri 5/25/18	Wed 7/4/18		$960.00
45		1.3	Event Day	2 days	Thu 7/5/18	Fri 7/6/18		$3,100.00
46		1.3.1	Execution	2 days	Thu 7/5/18	Fri 7/6/18		$3,100.00
47		1.3.1.1	Review Event-Day Plan, just 1 day prior to the event	1 day	Thu 7/5/18	Thu 7/5/18	Project Manager	$960.00
48		1.3.1.2	Conduct Event as per the plan	1 day	Fri 7/6/18	Fri 7/6/18	Equipment[1],Pro	$2,140.00
49		1.4	Post-Event	12 days	Mon 7/9/18	Tue 7/24/18		$5,420.00
50		1.4.1	Execution	4 days	Mon 7/9/18	Thu 7/12/18		$2,540.00
53		1.4.2	Close-Out	8 days	Fri 7/13/18	Tue 7/24/18		$2,880.00



Project: Schedule for event 'Talen
Date: Fri 11/24/17

Task
Split
Milestone
Summary
Project Summary
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
External Tasks
External Milestone
Deadline
Critical
Critical Split
Progress
Manual Progress