UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE CREATION OF A FOREIGN LANGUAGE LAB IN NASSAU, THE BAHAMAS

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DEDICATION

This research project is dedicated to my wife, Jodi-Ann Alcide, for always helping and encouraging me to be a better person.

ACKNOWLEDGMENTS

I would like to thank the following persons for their assistance and support during this project, Mr. Jorge Trejos my tutor who always encouraged me, Mr. Xavier Ceciliano my reader, and Mr. Carlos Montero my reader.

I would also like to thank God for giving me the opportunity to complete this Master program

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ABBREVIATIONS AND ACRONYMS

FGP:	Final Graduation Project
KA:	Kingsway Academy
PMBOK:	Project Management Body of Knowledge
PMI:	Project Management Institute
UCI:	University for International Cooperation
WBS:	Work Breakdown Structure

EXECUTIVE SUMMARY (ABSTRACT)

The teaching of foreign languages is part of The Bahamas Secondary Curriculum. Until 2016, only upper level students took national foreign language exams. In 2017, students from junior levels were required to take national foreign language exams. With the goal to help students succeed, the foreign language department of Kingsway Academy suggested the creation of a foreign language lab. The IT department within the school was approached to execute the project.

Projects in the past at Kingsway Academy were realized with the support of external stakeholders. However, for this new one, the school decided to use its internal resources from planning to closure. The IT department was required to apply formal project management practices to execute the project.

The Company used some project management tools with suggestions from technicians. However, after the charter was signed, execution was set to begin without a formal project management plan to guide all of the critical aspects of the project's lifecycle. To successfully deliver the foreign language lab, a comprehensive Project Management Plan had to be developed.

The general objective was to develop a Project Management Plan, framed within the standards of the Project Management Institute, to create a foreign language lab for Kingsway Academy. The specific objectives were: to create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities; to create a scope management plan to ensure that the project includes all the required work to complete the project successfully; to create a time management plan to manage the timely completion of the project; to create a cost management plan to ensure that the project is completed within the budget constraints; to develop a project quality management plan that ensures that the project requirements are met and validated; to create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team; to develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner; to create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project; to develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team; to develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.

The methodology used for the research was analytical or explanatory. The main sources used to gather information included A Guide to the Project Management Body of Knowledge (*PMBOK Guide*) Fifth Edition, the PMI database, and interviews which were held with members from the client and performing organization. The information was analyzed to create each subcomponent of the

subsidiary plans used to develop the Project Management Plan for the creation of a foreign language lab.

The Project Management Plan, developed using the *PMBOK® Guide* 5th Edition, provided a new methodology for the project team to build a more thorough project management plan for a project as important as the creation of a Foreign Language lab, to improve the way the school would manage the project. It is recommended that the school should employ formal Project Management methods to increase the likelihood of project success in the completion of building projects. The project management team should also exercise care and caution during the development of each subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area or respective application area are thorough and accurate. The Senior manager should ensure that the project management team be hired and in place prior to the execution of any project and ensure that this team conduct all project planning related activities in order to enhance the proper management of the project during its lifecycle.

Finally, it is recommended that the project team consider the use of the planning process and documents developed during the development of the Project Management Plan for the creation of the Foreign Language Lab as a basis for implementing a methodology for similar projects in the future.

1 INTRODUCTION

1.1. Background

History of Kingsway Academy

Kingsway Academy is a top private Christian school located in Nassau, The Commonwealth of the Bahamas. Kingsway Academy has emerged as the leading Christian school in The Bahamas, producing students of Godly character and academic excellence. Students enter to be trained in becoming well-rounded citizens who are actively involved in their own growth and development; and exit prepared to embark on a life-long journey toward being the difference in their communities and the world.

From its inception in 1959, the motto for the school has been “Training Children in the King’s Way” which is taken from Proverbs 22:6. The school’s administration, faculty and staff accept and embrace the mandate to provide students with a sound education that is thoroughly Christian in its outlook and practices. The school has launched an intentional focus to guiding students toward discovering and fulfilling the purpose for which they were created. There is a campus-wide study of The Purpose Driven Life book by Rick Warren. The school body believes that each person is a unique masterpiece created by God to do good works in the earth.

The five-fold course reminds students and all who enter the campus that they were: created for God’s joy (worship); formed for God’s family (fellowship); fashioned to be Christ-like (discipleship); designed for God’s service (ministry) and ordained for God’s mission (evangelism). The school endeavors to work with parents and all stakeholders to ensure that our students hold steadfastly to their calling and live out their purpose for God’s honor and glory.

Vision Statement

The vision statement of Kingsway Academy is as follow: Kingsway Academy exists to provide children with a sound education that is thoroughly Christian in its outlook and practices.

Mission Statement

The following is the Mission Statement of Kingsway Academy: To lead children to a proper relationship with God through Jesus Christ; to hold forth new standards of excellence in academics and character, and to influence the nation to embrace these standards; to produce the caliber of leaders for the ultimate purpose of service to God and men.

With about one thousand and two hundred students, Kingsway Academy is affiliated with the Ministry of Education and is a member of ACSI (Association of Christian Schools International). The institution strives to offer the best education to students with highly qualified teachers.

1.2. Statement of the problem

Despite its continuous effort to be an institution of high standards to meet student needs and the country overall, it happens that Kingsway Academy has no project management methodology established when it comes to undertake its project. To complete its projects in the past, the institution had to look for external resources that would cost a lot of money. This seems to be a challenge for the organization as it affects it many ways. Because of the complexity of a project, it is imperative to have management tools available for the institution to manage its project. Therefore, the project management plan will be created with all the necessary tools and techniques required by the best practices to ensure the success of the project.

1.3. Purpose

According to Lim (2016), poor preparation and inadequate documentation and tracking are among the top ten main causes of project failure. Poor preparation and inadequate documentation can be seen as inadequate planning. The purpose of this study is to develop a Project Management Plan to undertake project management activities so that the school can create the foreign language lab within the project constraints.The Project Management Plan will follow the

guidelines established by the Project Management Institute with the subsidiary plans that include integration, scope, time, cost, quality, human resource, comunications, procurement, and stakeholder management.Must define why the project will be done and list each one of the expected benefits to be obtained by implementing the project.

1.4. General objective

To develop a Project Management Plan, framed within the standards of the Projectt Management Institute, to create a foreign language lab for Kingsway Academy.

1.5. Specific objectives

2. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.
3. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.
4. To create a time management plan to manage the timely completion of the project.
5. To create a cost management plan to ensure that the project is completed within the budget constraints.
6. To develop a project quality management plan that ensures that the project requirements are met and validated.
7. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team.
8. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner.
9. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.

10. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.
11. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

Kingsway Academy is a private school that is committed to offer the best education to its students with emphasis to leading them to Christ. The school has always benefited from the favor of God (Kingsway Academy, n.d). There are many Christian schools in the Bahamas affiliated to churches. Although Kingsway Academy is a Christian school, it is unique in its genre in The Bahamas as it is a non-denominational Christian school. This makes it a school of choice for many people as its teaching does not focus on a religion.

2.1.1 Company/Enterprise background

Kingsway Academy has undertaken some projects in the past: the launch of the High School section, the construction of the High School building, the construction of the administration building, and the construction of science labs. However, the school had to rely heavily on external partners to realize these projects. Therefore, with a project management plan, the school will be better prepared to complete this project successfully.

2.1.2 Mission and vision statements

Mission

Kingsway Academy mission statement is to lead children to a proper relationship with God through Jesus Christ; to hold forth new standards of excellence in academics and character and to influence the nation to embrace these standards; to produce the caliber of leaders for the ultimate purpose of service to God and men (Kingsway Academy, n.d).

Vision

Kingsway Academy exists to provide children with a sound education that is thoroughly Christian in its outlook and practices (Kingsway Academy, n.d).

2.1.3 Organizational structure

Kingsway Academy consists of more than 130 employees. From this number, around 100 persons are teachers and assistant teachers. The foreign language department with the support of the IT department will undertake the project. The organizational structure of Kingsway Academy is shown in Figure 1 below.

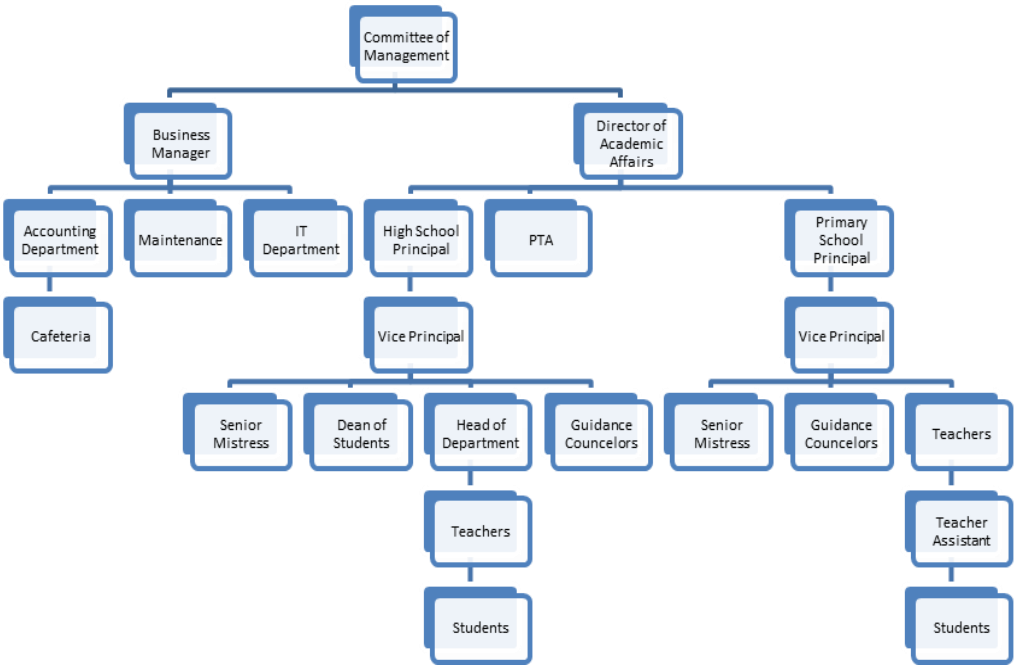

Figure 1 Organizational structure

(Source: Kingsway Academy, 2017)

2.1.4 Products offered

Kingsway Academy is an organization involved in education. The main product offered is therefore education. Education is offered at three levels: Pre-school, Primary, and Secondary. After graduation at the secondary level, students are ready to enter university.

2.2 Project Management concepts

2.2.1 Project

Boyde (2014) defines project as a limited duration unique endeavor that produces a one-off set of deliverables that are not brought about continually ongoing repetitive activities; i.e. not business as usual. “A project has either a definitive beginning and/or a definitive end by when a specific collection of objectives will have been achieved to the satisfaction of the project’s stakeholders, or it is decided that these objectives cannot be effectively achieved, or these objectives are no longer applicable and thus the project is not required anymore” (p. 20).

The European Commission (2004) suggests that a project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget. In addition, a project should have: clearly identified stakeholders, including the primary target group and the final beneficiaries; clearly defined coordination, management and financing arrangements; a monitoring and evaluation system; and an appropriate level of financial and economic analysis, which indicates that the project’s benefits will exceed its costs.

According to Project Management Institute (2013), “a project is a temporary endeavor undertaken to create a unique product, service, or result (p. 3)”.

Based on the different definitions seen above, it is clear that a project is limited in the time and has specific objectives. This document about FGP also complies with these characteristics.

2.2.2 Project management

The definition of the concept project management has evolved with the time. Kerzner (2013) defines project management as the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel assigned to a specific project.

According to the Project Management Institute (2013), project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups (p. 5). The five process groups include initiating, planning, executing, monitoring and controlling, and closing.

2.2.3 Project life cycle

Project life cycle is a systematic way to get from the beginning to the end of a project in a determinate amount of time and/or cost (Boyde, 2014). According to the Project Management Institute (2013), a project life cycle consists of the different phases that a project goes through from its initiation to its closure. “The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application. Phases are generally time bounded, with a start and ending or control point (p. 38)”. All projects can be mapped to the following generic life cycle structure as shown in Figure 2:

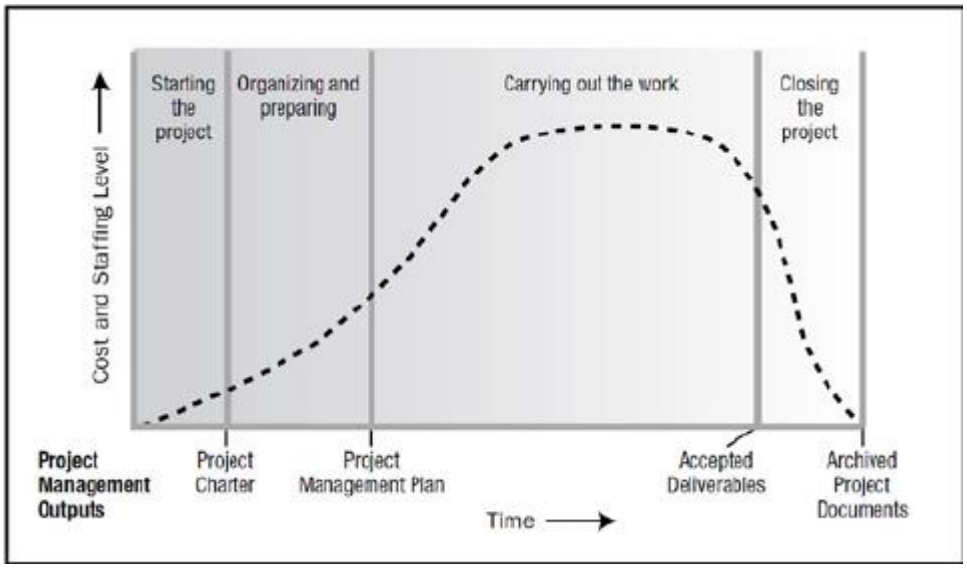

Figure 2 Project Life Cycle

Source (Intense School, 2014; adapted from PMBOK 2013)

2.2.4 Project management processes

A process is a set of interrelated activities performed to create a pre-specified product, service, or result (Project Management Institute, 2013, p. 47). Each process is characterized by its inputs, the tools and techniques that can be applied, and the resulting outputs. Project management processes are grouped in five categories known as Project Management Process Groups illustrated in Figure 3. These process groups include initiating process group, planning process group, executing process group, monitoring and controlling process group, and closing process group. The initiating process group involves those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. The planning process group deals with those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve. The executing process group consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. The monitoring and controlling process group involves those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes. The closing process group consists of the processes performed to finalize all activities across all Process Groups to formally close the project or phase.

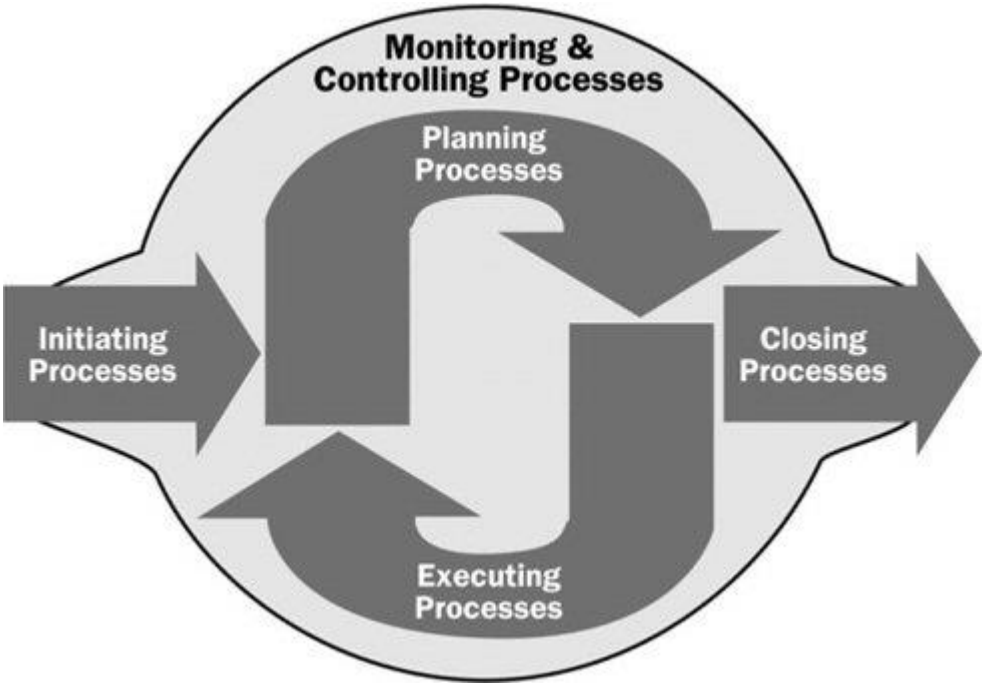

Figure 3 Project Management Process Group

Source (Intense School, 2014; adapted from the PMBOK)

Interaction of Project Management Process Groups

Project Management Process Groups interact with each other. They are linked by the outputs they produce (PMI, 2013). The Process Groups are seldom either discrete or one-time events; they are overlapping activities that occur throughout the project. The output of one process becomes an input to another process or is a deliverable of the project, subproject, or project phase (p. 51). Figures 4 and 5 illustrate the interactions between the Process Groups. The Process Groups are not project life cycles; it is possible that all Process Groups could be conducted within a phase.

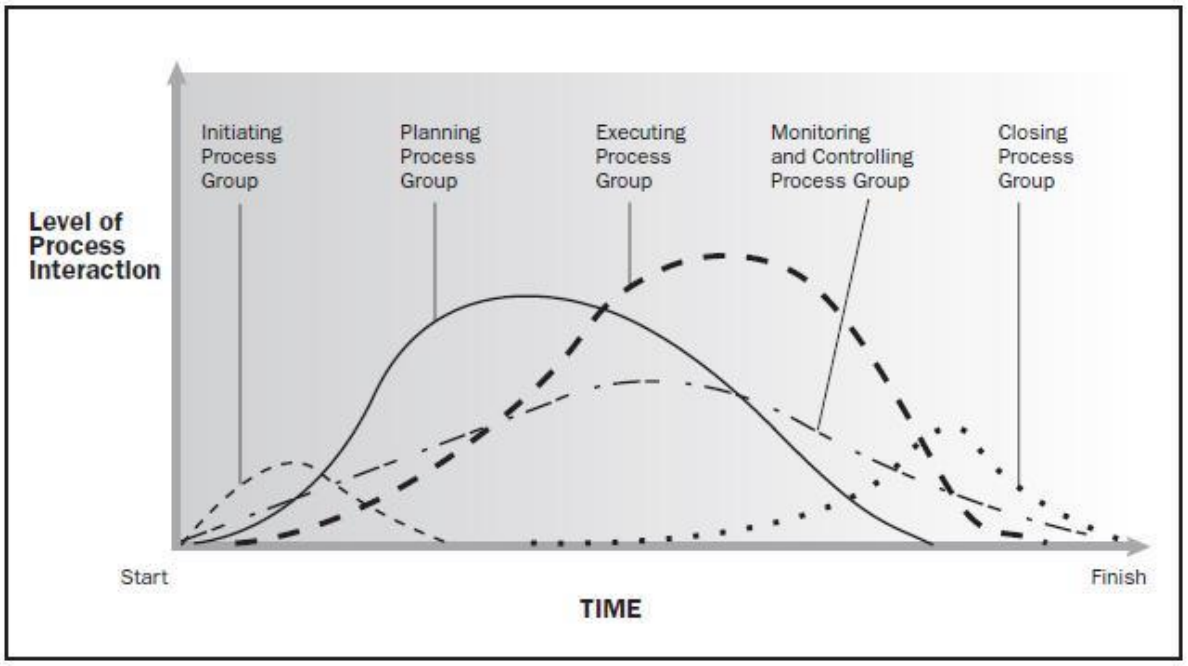

Figure 4 Process Groups interact in a phase or project

Source (firebrandtraining.co.uk, 2017; adapted from the PMBOK 2013)

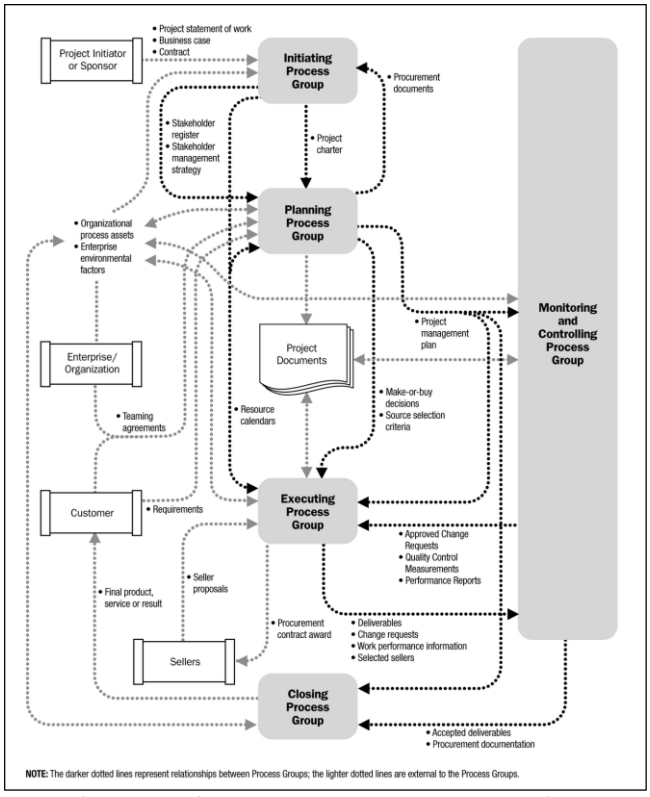

Figure 5 Project Management Process Interactions

Source (diosstech.com, 2017; adapted from the PMBOK)

2.2.5 Project management knowledge areas

A knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (PMI, 2013, p. 60). There are ten knowledge areas and 47 management processes within the ten knowledge areas and the five process groups. Figure 6 reflects the mapping of the 47 project management processes within the 5 Project Management Process Groups and the 10 Knowledge Areas.

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 6 Project Management Process Group and Knowledge Area Mapping

Source (Gandi, 2014; adapted from the PMBOK)

2.2.6 Project Integration Management

Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups (PMI, 2013, p. 63). Key terms that will be used during the project integration management include develop project charter, develop project management plan, direct and manage project work, monitor and control project work, perform integrated change control, and close project or phase. Figure 7 provides an overview of the project integration management processes.

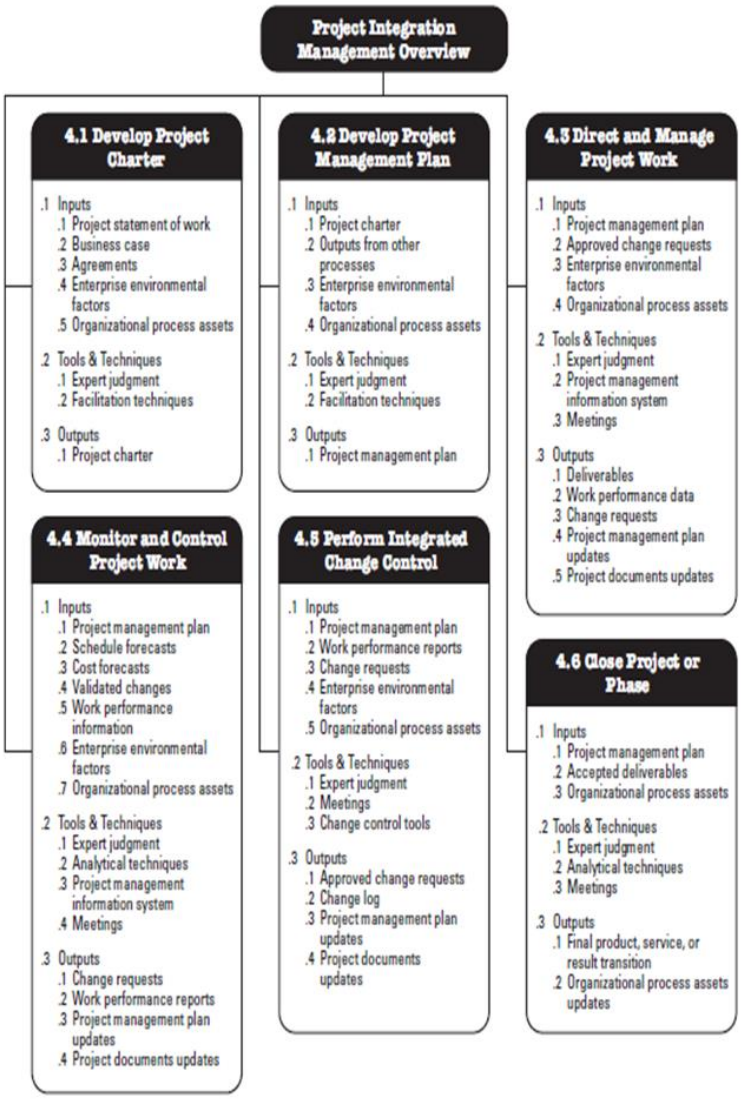

Figure 7 Project Integration Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.7 Project Scope Management

Project scope management consists of the processes required to ensure that the project includes all the work required, only the work required, to successfully complete the project. Key terms that are important to the scope project management include plan scope management, collect requirements, define scope, create WBS, validate scope, and control scope. Figure 8 provides an overview of the project scope management processes.

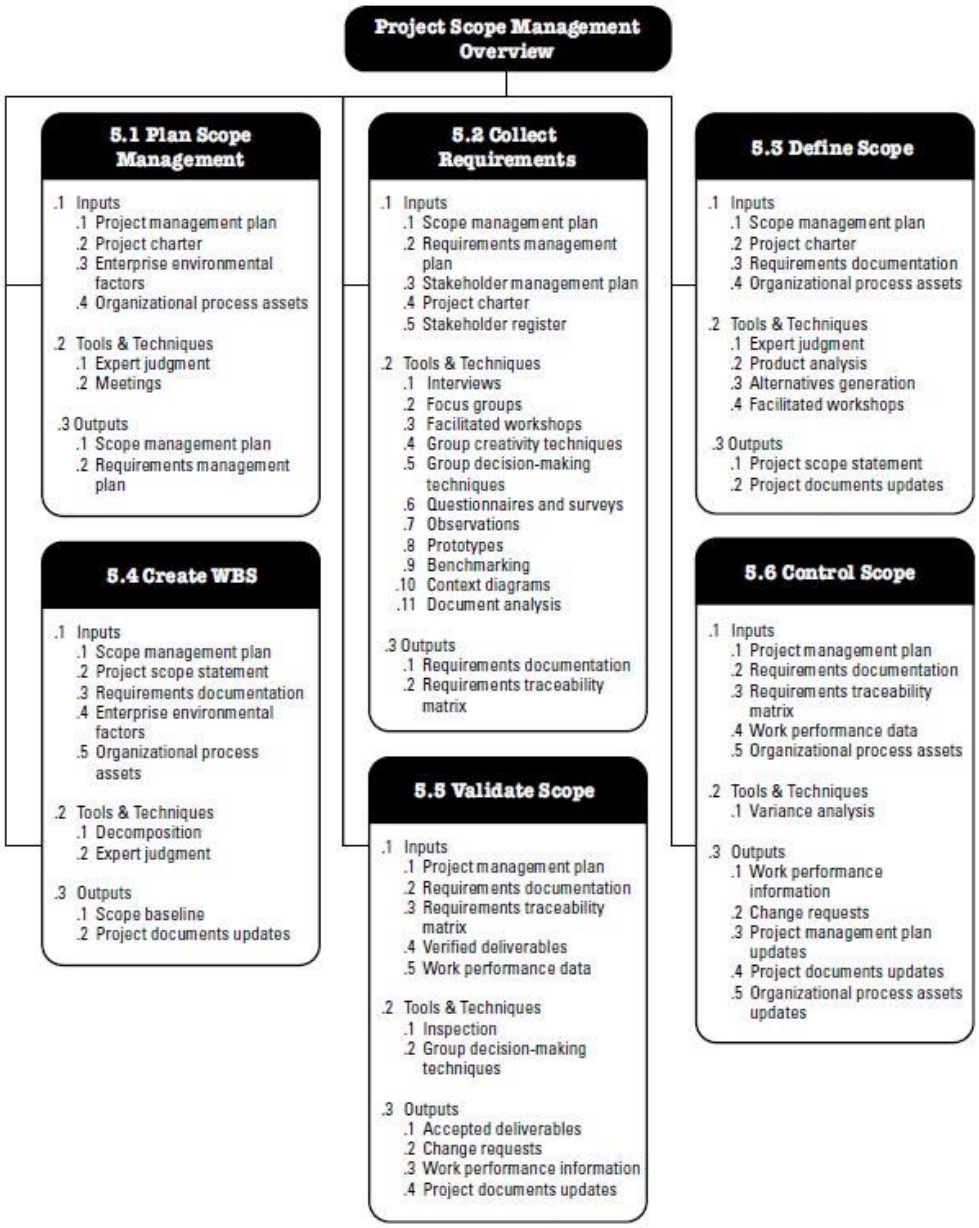

Figure 8 Project Scope Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.8 Project Time Management

Project Time Management includes the processes required to manage the timely completion of the project (PMI, 2013, p. 141). Important key terms to the project time management include plan schedule management, define activities, sequence activities, estimate activity resources, estimate activity durations, develop schedule, and control schedule. Figure 9 provides an overview of the project time management processes.

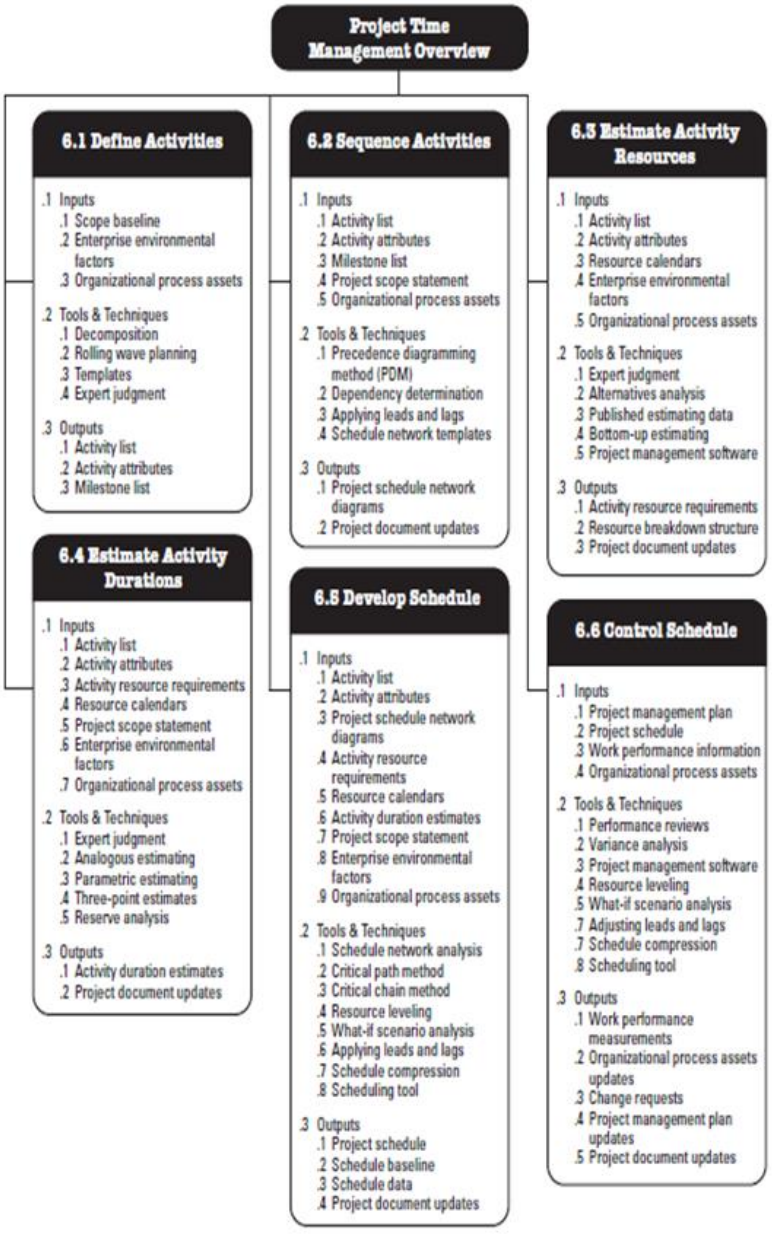

Figure 9 Project Time Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.9 Project Cost Management

Project cost management consists of all the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget (PMI, 2013). Important key terms to project cost management include plan cost management, estimate costs, determine budget, and control costs. Figure 10 provides an overview of project cost management processes.

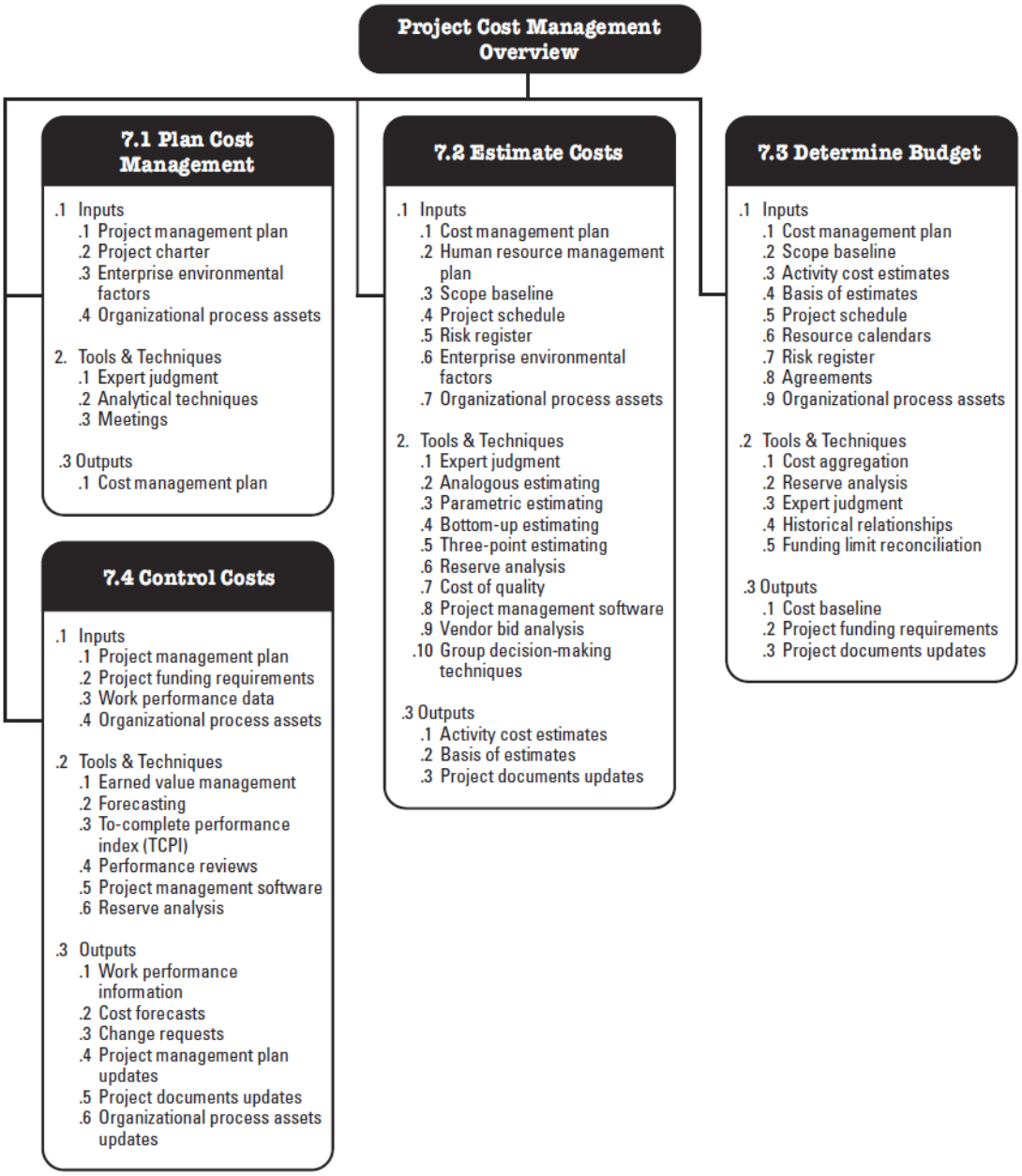

Figure 10 Project Cost Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.10 Project Quality Management

Project quality management involves 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 (PMI, 2013). Project quality management works to ensure that the project requirements, including product requirements, are met and validated. Important key terms of project quality management include plan quality management, perform quality assurance, and control quality. Figure 11 provides an overview of the project quality management processes.

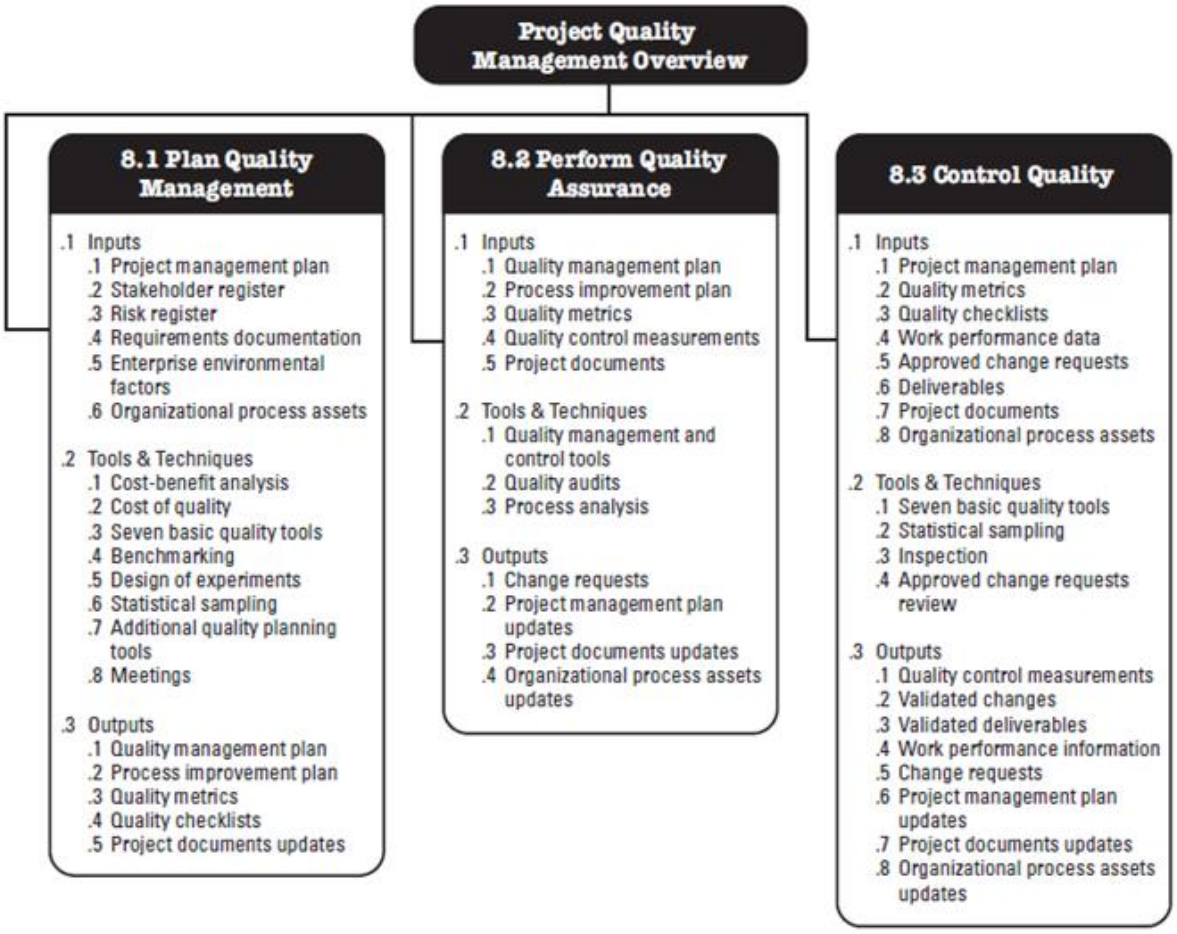

Figure 11 Project Quality Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.11 Project Human Resource Management

Project Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project (PMI, 2013, p. 255). Important key terms of the project human resource management include plan human resource management, acquire project team, develop project team, and manage project team. Figure 12 presents an overview of the project human resource management plan.

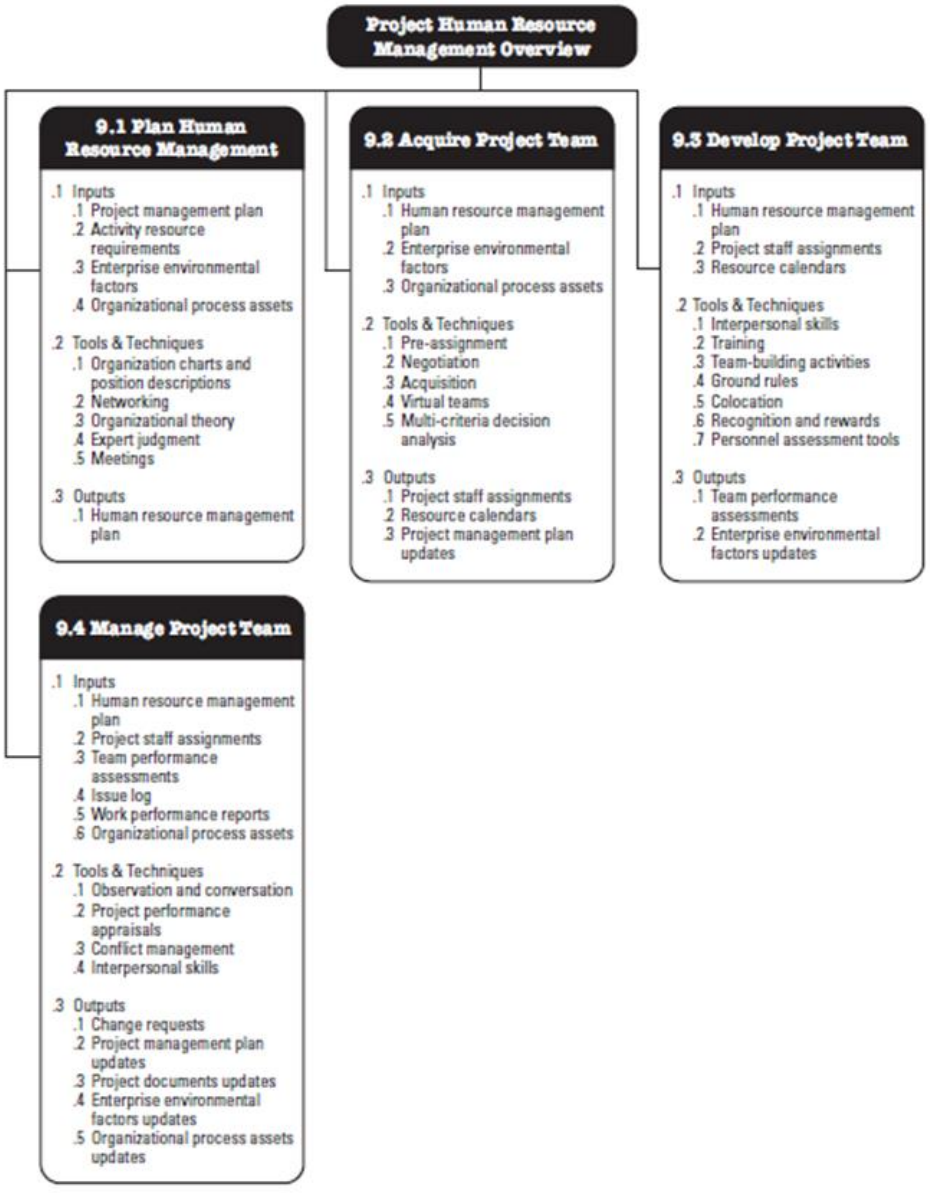

Figure 12 Project Human Resource Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.12 Project Communications Management

Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMI, 2013, p. 287). Important key terms in project communications management include plan communications management, manage communications, and control communications. Figure 13 presents an overview of the project communications management processes.

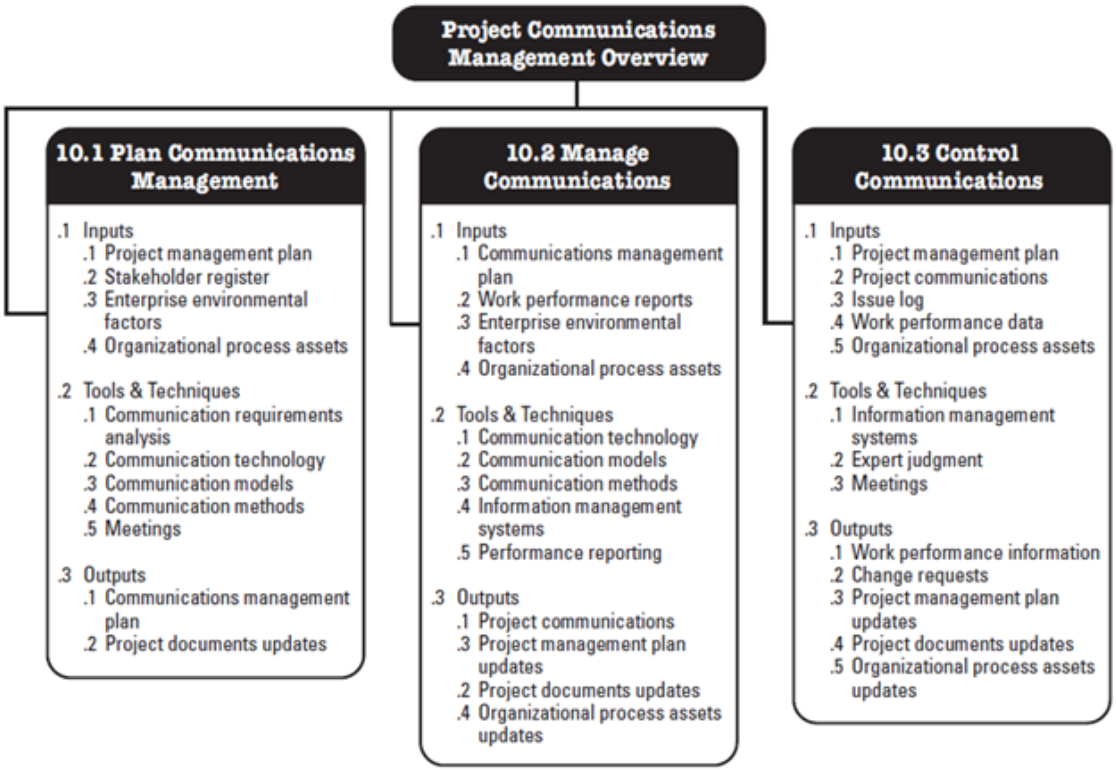

Figure 13 Project Communications Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.13 Project Risk Management

Project risk management involves the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. The objectives of project risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project. Key terms of project risk management include plan

risk management, identify risks, perform qualitative risk analysis, plan risk responses, and control risks. Figure 14 provides an overview of the project risk management processes.

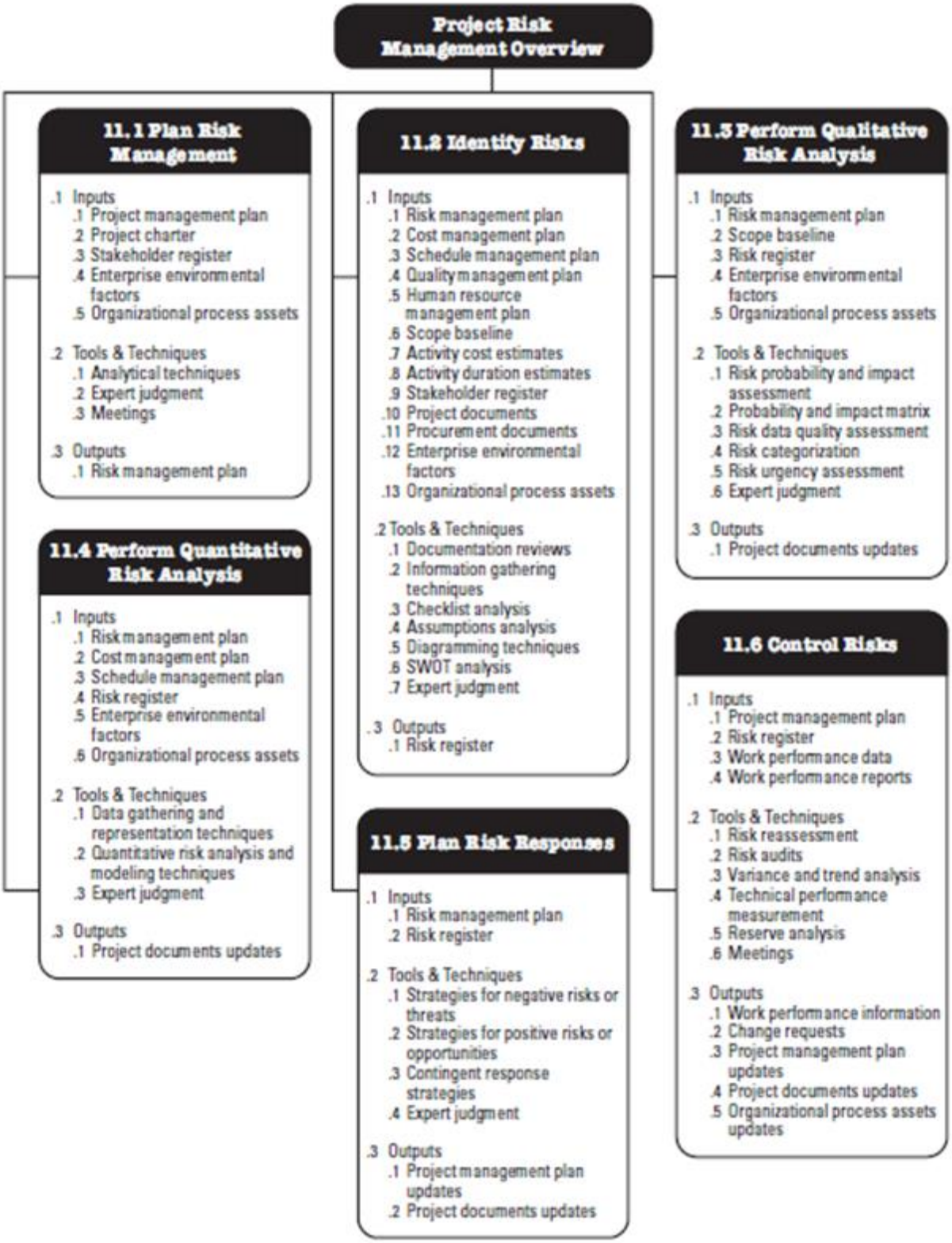

Figure 14 Project Risk Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

2.2.14 Project Procurement Management

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. The organization can be either the buyer or seller of the products, services, or results of a project (PMI, 2013, p. 355). Key important terms of project procurement management include plan procurement management, conduct procurements, control procurements, and close procurements. Figure 15 provides an overview of the project procurement management processes.

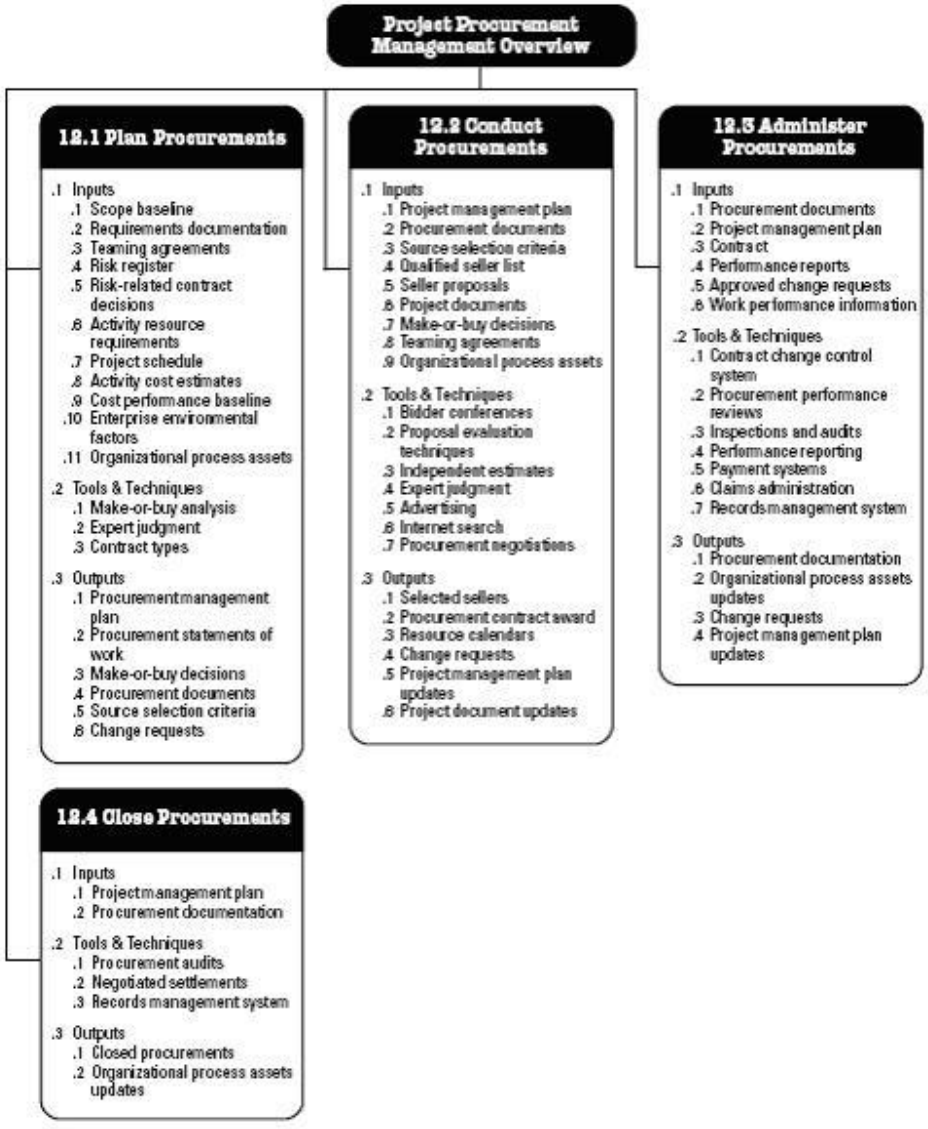

Figure 15 Project Procurement Management Overview

Source Intense School, 2013; adapted from the PMBOK)

2.2.15 Project Stakeholder Management

Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (PMI, 2013, p. 391). Important key terms of project stakeholder management include identify stakeholders, plan stakeholder management, manage stakeholder engagement, and control stakeholder engagement. Figure 16 provides an overview of the project stakeholder management processes.

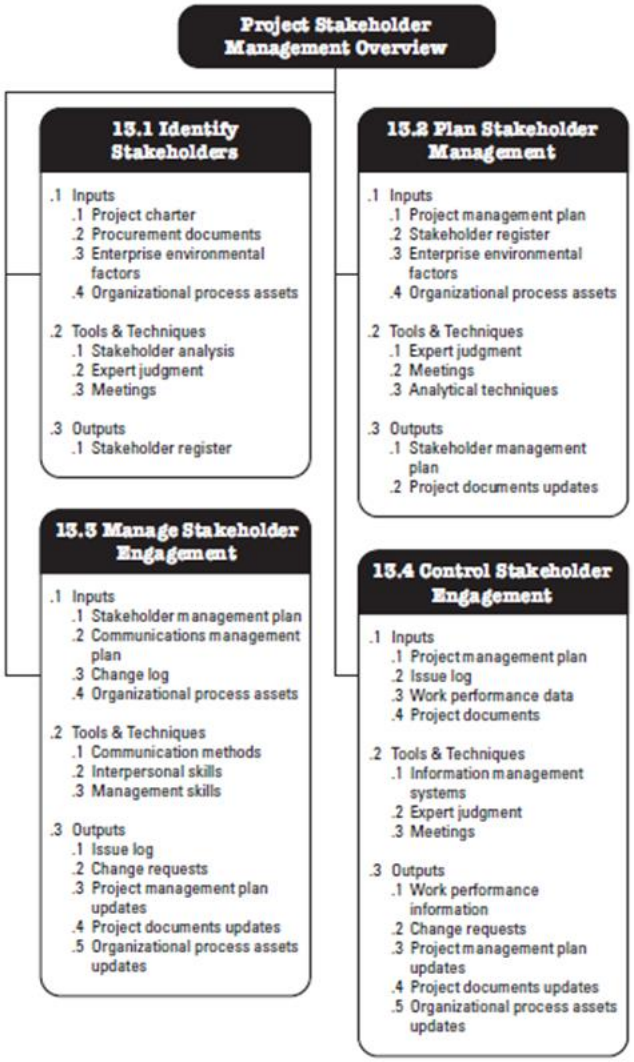

Figure 16 Project Stakeholder Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

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

2.3.1 Feasibility Study

A feasibility study can be defined as an analysis of the viability of an idea. The feasibility study focuses on helping answer the essential question of “should we proceed with the proposed project idea?” All activities of the study are directed toward helping answer this question (Hofstrand & Holz-Clause, 2009). A feasibility study helps to determine the viability of the idea before proceeding with the development of the business. Determining early that a business idea will not work saves time and money.

The feasibility study can be compared to an exploratory journey where you may take several paths before you reach your destination (Hofstrand & Holz-Clause, 2009). A feasibility study includes the following steps: pre-feasibility study, market assessment, results and conclusions, and go/no-go decisions.

In the case of this project, a feasibility study can be an important aspect to know if the idea is viable or not. The feasibility study is a critical step in business assessment process. It may have a major impact on the future of a business whether positively or negatively.

3 METHODOLOGICAL FRAMEWORK

3.1 Information sources

Information sources are the various means by which information is recorded for use by an individual or organization. It is the mean by which a person is informed about something or knowledge is availed to someone, a group of people or an organization. Information sources can be observations, people, speeches, documents, pictures, organizations; they can be in print, non-print and electronic media or format (Karen, 2013). Information can come from virtually anywhere: media, blogs, personal experiences, books, journal and magazine articles, expert opinions, encyclopedias, and web pages; and the type of information needed will change depending on the question you are trying to answer (Virginia Tech University Libraries, n.d).

Information sources can be classified in three categories: primary, secondary, and tertiary sources (Virginia Tech University Libraries, n.d). However, for the development of the Final Graduation project, only primary and secondary sources will be used.

3.1.1 Primary sources

Primary sources allow researchers to get as close as possible to original ideas, events, and empirical research as possible (Virginia Tech University Libraries, n.d). Primary sources provide direct or firsthand evidence about an event, object, person, or work of art. Primary sources include historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects. Interviews, surveys, fieldwork, and Internet communications via email, blogs, and newsgroups are also primary sources (Ithaca College Library, n.d).

For the development of the FGP, primary information sources will include interviews with stakeholders, meeting minutes, and internet communications. Chart 1 provides an overview of specific primary sources that will be used.

3.1.2 Secondary sources

Secondary sources analyze, review, or summarize information in primary resources or other secondary resources. Even sources presenting facts or descriptions about events are secondary unless they are based on direct participation or observation. Moreover, secondary sources often rely on other secondary sources and standard disciplinary methods to reach results, and they provide the principle sources of analysis about primary sources (Virginia Tech University Libraries, n.d). Secondary source materials can be articles in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that discuss or evaluate someone else's original research (Ithaca College Library, n.d).

For the development of the FGP, primary information sources will include the PMBOK Guide, library databases, and the PMI databases. Chart 1 provides an overview of specific secondary sources that will be used.

Chart 1 Information sources

Objectives	Information sources	
	Primary	**Secondary**
1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.	Interview with the project manager, meeting minutes (Committee of management).	PMBOK Guide and PMI database
1. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.	Interview with the project manager, meeting minutes (Committee of management).	PMBOK Guide, Practice Standard for WBS, and PMI database
2. To create a time management plan to manage the timely completion of the project.	Interview with project manager and other stakeholders	PMBOK Guide, Practice Standard for Scheduling, and PMI database

Objectives	Information sources	
3. To create a cost management plan to ensure that the project is completed within the budget constraints.	Interview with project manager, meeting minutes	PMBOK Guide, Practice Standard for Estimating, PMI database, and websites
4. To develop a project quality management plan that ensures that the project requirements are met and validated.	Interview with project manager	PMBOK Guide, Books, Websites, and PMI database
5. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team.	Interview with project manager	PMBOK Guide, Books, Articles, Websites
6. To develop a communication management plan to ensure effective communication of the project status	Interview with project manager and other stakeholders	PMBOK Guide, Articles, websites, and PMI database

Objectives	Information sources	
and other key information in a timely manner.		
7. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.	Interview with project manager	PMBOK Guide, Practice Standard for Project Risk Management, Articles, Websites, and PMI database
8. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.	Sellers, Interview with project manager	PMBOK Guide, Websites, Articles, and PMI database
9. To develop a stakeholder management plan to	Interview with project manager and other	PMBOK Guide, Websites, and PMI database

Objectives	Information sources	
ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.	stakeholders	

(Source: Alcide, July 2017)

3.2 Research methods

Research can be defined as an organized and systematic way of finding answers to questions (Brigham Young University, n.d). Business dictionary (2017) research method as the process used to collect information and data for the purpose of making decisions. Some research methods include empirical, qualitative, quantitative, interview (Virginia Tech University Libraries, n. d.), and analytical.

For the Final Graduation Project, analytical research method will be used. Chart 2 provides an overview of research methods that will be used.

3.2.1 Analytical Method

Analytical research is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. Some researchers conduct analytical research to find supporting evidence to current research being done in order to make the work more reliable (Reference.com, 2017).

Chart 2 Research methods

Objectives	Research methods
	Analytical Research Method
1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.	The analytical method will be employed by using facts or information from the sources identified in Chart 1 objective 1 above, to drive decision making when creating the project charter.
2. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.	The analytical method will be employed by using facts or information from the sources identified in Chart 1 objective 2 above, to drive decision making when creating the documents which comprise the scope management plan.
3. To create a time management plan to manage the timely completion of the project.	The analytical method will be employed by using information from the sources identified in Chart 1 objective 3 above, to drive decision making when creating the documents that will comprise the time management plan.
4. To create a cost management plan to ensure that the project is completed within the budget constraints.	The analytical method will be employed by using information from the sources identified in Chart 1 objective 4 above, to drive decision making when creating the documents that will comprise the cost management plan.
5. To develop a project	The analytical method will be employed by

Objectives	Research methods
quality management plan that ensures that the project requirements are met and validated.	using information from the sources identified in Chart 1 objective 5 above, to drive decision making when creating the documents that will comprise the quality management plan.
6. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 6 above, to drive decision making when creating the documents that will comprise the human resource management plan.
7. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 7 above, to drive decision making when creating the documents that will comprise the communications management plan.
8. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 8 above, to drive decision making when creating the documents that will comprise the risk management plan.
9. To develop a procurement manageent plan to ensure	The analytical method will be employed by using information derived from the sources

Objectives	Research methods
the purchasing or acquisition of products, services, or results needed from outside the project team.	identified in Chart 1 objective 9 above, to drive decision making when creating the documents that will comprise the procurement management plan.
10. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 10 above, to drive decision making when creating the documents that will comprise the stakeholder management plan.

(Source: Alcide, July 2017)

3.3 Tools

According to PMI (2013), a tool is “something tangible, such as template or software program, used in performing an activity to produce a product or result” (p. 565).

Tools that will be used for the Final Graduation Project include: project charter template, requirements traceability matrix template, Work Breakdown Structure (WBS), Requirements Management Plan template, Requirements documentation template, Scope Management Plan template, Project Management Plan template, Schedule Management Plan template, Scheduling tool, Activity List template, Cost Management Plan template, Project Budgeting template, Cost Baseline template, Quality Management Plan template, Quality Management tools, Human Resource Management Plan template, Responsibility Assignment Matrix, Communications Management Plan template, Communication Matrix, Risk Management Plan and Risk Register template, Procurement Management Plan template, Stakeholder Management Plan template, Stakeholder Analysis Chart, Stakeholder Register

template, and Stakeholder Engagement Assessment Matrix. Chart 3 provides an overview of tools that will be used.

Chart 3 Tools

Objectives	Tools
1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.	Project Charter template and Project Management Plan template
2. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.	Requirements traceability matrix template, Microsoft Vision Professional 2016, Requirements Documentation template, Requirements Management Plan template, Work Breakdown Structure generator, and Scope Management Plan template
3. To create a time management plan to manage the timely completion of the project.	Schedule Management Plan template, Microsoft Project 2016, Microsoft Visio Professional 2016, and Activity List template
4. To create a cost management plan to ensure that the project is completed within the budget constraints.	Cost Management Plan template, Microsoft Excel 2016 Project Budgeting template, and Cost Baseline template
5. To develop a project quality management plan that ensures that the project requirements are met and validated.	Quality Management Plan template and Quality Management tools
6. To create a human resource	Human Resource Management template

Objectives	Tools
management plan to ensure that all the human resources are identified and managed to effectively lead the project team.	and Responsibility Assignment Matrix
7. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner.	Communications Management Plan template and Communications Matrix
8. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.	Risk Management Plan template, and Risk Register template
9. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.	Procurement Management Plan template
10. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.	Stakeholder Management Plan template, Stakeholder Analysis Chart, Microsoft Excel 2016, Stakeholder Register template, Stakeholder Engagement Assessment Matrix, Mind tools Online Stakeholder Power/Interest Grid Creator

Source (Alcide, July 2017)

3.4 Assumptions and constraints

Assumption is a factor in the planning process of a project that is considered to be true, real, or certain, without proof or demonstration (PMI, 2013) whereas constraint is “a limiting factor that affects the execution of a project, program, portfolio, or process” (p. 533).

Chart 4 provides a summary of assumptions and constraints used in the Final Graduation Project.

Chart 4 Assumptions and constraints

Objectives	Assumptions	Constraints
1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.	All the information required for project charter will be ready on time for its writing.	Only one week is allocated to create the project charter. In addition, stakeholder identification is scheduled to occur at the same time of the development of the project charter
2. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.	All the information required to develop the scope management plan will be disclosed. The scope management plan will identify all the required work	The project must be implemented without disruptions to daily school activities
3. To create a time management plan to manage the timely completion of the project.	The time allocated for the Project management plan and	The space for the lab to be ready within the next 30 days

Objectives	Assumptions	Constraints
	the creation of the lab is sufficient	
4. To create a cost management plan to ensure that the project is completed within the budget constraints.	The budget creating during the planning will accurately depict the financial resources required to create the foreign language lab	Complete list of required hardware and software which meet budget allocation within the next 45 days
5. To develop a project quality management plan that ensures that the project requirements are met and validated.	The quality management plan will identify all of the technical and managerial quality requirements of the project.	All hardware and software must be compatible with the school current IT platform. They must also be purchased in accordance with the allocated budget and timeline
6. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team.	The organization has sufficient human resources to complete the project.	Only the human resources Identified and planned for will be included in the budget. The man hours and overtime hours are predetermined.
7. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner.	The organization has the technology required to suffice the communication needs of all stakeholders.	The availability of electricity and consistency of internet access must be dependable.

Objectives	Assumptions	Constraints
8. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.	There is sufficient information required to identify adequately most, if not all, project risks.	All the identified risks must be within the limits of risk tolerances to be considered
9. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.	The company personnel have identified an initial list of suppliers.	Only suppliers who have experience in providing materials to other educational institutions will be considered.
10. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.	The project has the full support of the project sponsor and all stakeholders	Stakeholders have to use only the assigned resources by the sponsor to complete the project.

(Source: Alcide, July 2017)

3.5 Deliverables

A deliverable is any unique and verifiable product, result, or capacity to perform a service that is required to be produced to complete a process, phase, or project. Chart 5 provides a summary of the deliverables used for the FGP.

Chart 5 Deliverables

Objectives	Deliverables
1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities.	Project Charter
2. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully.	Scope Management Plan, Requirements Management Plan, Requirements Document and Requirements Traceability Matrix
3. To create a time management plan to manage the timely completion of the project.	Schedule Management Plan, Activity List, Schedule Network Diagram, Resource assignments and activity durations, and Schedule in Gantt chart
4. To create a cost management plan to ensure that the project is completed within the budget constraints.	Cost Management Plan, Cost Baseline and Project Funding Requirements
5. To develop a project quality management plan that ensures that the project requirements are met and validated.	Quality Management Plan
6. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team.	Human Resource Management Plan

Objectives	Deliverables
7. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner.	Communication Management Plan and Communications Matrix
8. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project.	Risk Management Plan and Risk Register
9. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.	Procurement Management Plan
10. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.	Stakeholder Management Plan, Stakeholder Analysis Chart, and Stakeholder Register

Source (Alcide, July 2017)

4 RESULTS

4.1 Project Integration Management

Create a project charter that formally authorizes the existence of the project and provides the project manager with the authority to apply organizational resources to project activities was the first process in the project integration management knowledge area in developing the project management plan for the creation of the foreign language lab. This was realized through interviews, meeting minutes, PMBOK guide, and PMI database. These were used as the decision-making drivers together with the application of the analytical research methodology. A template from the PMI database was used as a tool to develop the Project Charter.

The second process in the Project Integration Management Knowledge area is the development of the Project Management Plan comprised of the subsidiary plans developed during the Final Graduation Project. A template was used to guide the compilation of the plan.

The project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the autority to apply organizational resources to project activities (PMI, 2013, p. 71). It consisted of project purpose, objectives, high-level requirements, assumptions and constraints, high-level descriptions and boundaries, summary milestone schedule, summary budget, stakeholder list, and identification of the project manager.

The following inputs, tools, and techniques were required to to develop the project charter according to the Project Management Institute. It is illustrated in figure 17.

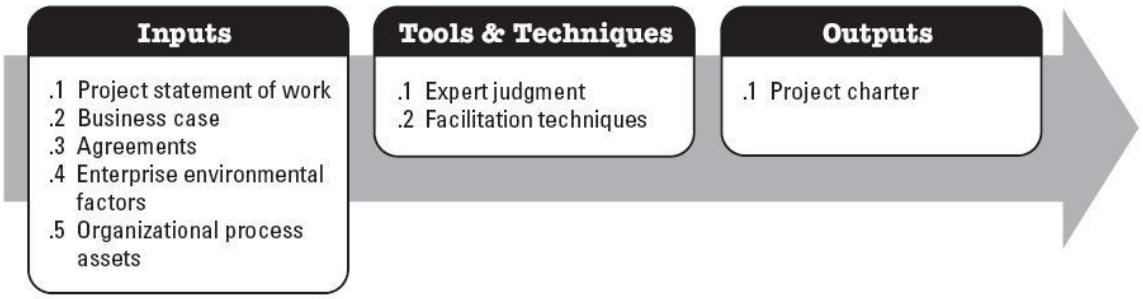

Figure 17 Develop Project Charter: Inputs, Tools and Techniques, and Outputs.

Source (Blash & Blash, 2015; adapted from the PMBOK)

The school did not have a developed project management approach to deliver the foreign language lab. Although it was recognized that the project's statement of work, business case, agreements, enterprise environmental factors and organizational process assets were the inputs for the development of the Project Charter, none of these documents would be made available for use. Therefore, the Project Manager would be the only person responsible for the development of the Project Management Plan.

Because of the absence of these inputs in this process, a review of the project manager meeting minutes was conducted along with an interview to develop the project charter.

PROJECT CHARTER

CREATION OF A FOREIGN LANGUAGE LAB

KINGSWAY ACADEMY HIGH SCHOOL

NASSAU, THE BAHAMAS

SEPTEMBER 2017

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PROJECT PURPOSE/JUSTIFICATION

Business Need/Case

This project has been created to help students succeed in taking BJC (listening) and BGCSE (listening and speaking) exams. In doing so, the school expects to have a significant improvement in terms of national examination.

Business Objectives

The business objectives are the following for this project:

a) Create a foreign language lab to help students in their preparation for national examinations

b) Provide teachers with more tools to teach foreign languages

c) Offer to students the possibility to record and listen easily in their preparation

PROJECT DESCRIPTION

Measurable Project Objectives and Success Criteria

The objectives, which mutually support the milestones and deliverables for this project, have been identified. In order to achieve success on this project, the following objectives must be met within the designated time and budget allocations:

- The space for the lab to be ready within the next 30 days
- Complete list of required hardware and software which meet budget allocation within the next 45 days

Requirements

This project must meet the following requirements in order to achieve success:

- The project must be implemented without disruptions to daily school activities
- The lab must include the latest computers and equipment

Constraints

The following constraints pertain to the project:

- All hardware and software must be compatible with the school current IT platform
- All hardware and software must be purchased in accordance with the allocated budget and timeline

Assumptions

Upon agreement and signature of this document, all parties acknowledge that these assumptions are true and correct:

- The project has the full support of the project sponsor and all stakeholders
- The purpose of the project will be communicated to the foreign language department
- Additional resources will be provided if necessary

Preliminary Scope Statement

The project will include the delivery of a foreign language lab for Kingsway Academy. The project team will manage all personnel, hardware, and software resources in executing the project. All project work will be independent of daily and ongoing operations. The project manager will manage all the project funding up to and including the allocated amounts in this document. Any additional funding requires approval from the project sponsor. This project will conclude when the final report is submitted within 30 days after the creation of the foreign language lab and all technical documentation is complete and distributed to the appropriate personnel.

HIGH LEVEL RISKS

The following risks for the project have been identified. The project manager will determine and employ the necessary risk mitigation/avoidance strategies as appropriate to minimize the likelihood of these risks:

- If price increase of the materials increases over time, the budget allocated for this project could not be enough and may require using contingencies or requesting more budget to project sponsor
- Damage of materials on site due to bad weather or negligence may affected negatively the project cost
- Underestimation of the project cost may affect the project quality and project duration
- Shipping delays from vendors may result in delay of the project duration and cost
- Bad weather during the project may provoke delay in project execution

Project Deliverables

The following deliverables must be met upon the successful completion of the project. Any changes to these deliverables must be approved by the project sponsor.

- Project Charter
- Buying of materials to build desks
- Building of desks
- Buying of hardware and software
- Computer installations
- Software installation
- Completion of the lab

SUMMARY MILESTONE SCHEDULE

The project Summary Milestone Schedule is presented below. As requirements are more clearly defined this schedule may be modified. Any changes will be communicated through project status meetings by the project manager.

Chart 6 Summary Milestone Schedule

Project Milestone	Target Date
Project Start	28/08/2017
Project Defined	04/09/2017
Approval of project charter	07/09/2017
Baseline project schedule	07/08/2017
Project management plan complete	25/09/2017
Acquire materials to build desks	26/05/2017
Building desks begin	30/10/2017
Acquire chairs	10/11/2017
Building desks end	22/11/2017
Acquire hardware and software	29/11/2017
Installations of Internet cable begin	30/11/2017
Installations of internet cable end	07/12/2017
Installations of computers begin	08/12/2017
Installations of computers end	15/12/2017
Installations of software begin	16/12/2017
Installations of software end	18/12/2017

Project Milestone	Target Date
End of project	21/12/2017

Source (Alcide, September 2017)

PROJECT BUDGET

The following table contains a summary budget based on the planned cost components and estimated costs required for successful completion of the project.

Chart 7 Budget Summary

Item	Cost in US$
Construction of desk	$6,500
Acquiring of chairs and internet equipment	$4,500
Hardware	$15,000
Software and Licensing	$2,500
Personnel Resources	$6,500
Total	**$35,000**

Source (Alcide, September 2017)

Project Approval Requirements

In order to gain approval, a foreign language lab must be created and delivered by December 21, 2017 with all of the details agreed upon in the scope statement.

Project Manager

Louis David is named Project Manager for the duration of the Project. Mr. David responsibility is to manage all project tasks, scheduling, and communication pertaining to the project. In his absence, Mr. Jacky James will act on his behalf.

AUTHORIZATION

Approved by the project Sponsor

_____

Date:

Project Charter Management

The Project Charter will be one of the frequently referred documents in the project and the entire project team needs will be aware of its content. This is a key element for the project to be successful. During the project execution, meetings will be held on a weekly basis to ensure that the project reflects the project charter. Moreover, the project charter will be modified if needed.

4.2 Project Scope Management

The scope management will serve two purposes. First, this project consists in the creation of a foreign language lab, which teachers in the foreign language department and students will use for teaching and learning. This includes constructions of desks and installing computers and software programs. Secondly, daily operations of the foreign language lab and computer maintenance are not included in the project. No external resources or outsourcings are anticipated for this project.

The planning of the project scope management was conducted after the Stakeholder Management Plan was completed. It was the first of the planning process group processes to occur, following the development of the Project Charter, Stakeholder Register, and Procurement Management Plan, respectively.

To define the scope of the project, a scope management plan was produced. This document was created using a modified template taken from the “Project Management Docs” website. According the PMI guidelines (PMI, 2013), the Scope Management Plan included the scope definition, project scope statement, the Work Breakdown Structure (WBS), WBS dictionary, scope verification and the scope control measures that would guide the project management team throughout the project.

To create the plan, the following steps were followed: the Project Charter was used as an input, an interview was conducted with the Project Manager and a review of his meeting minutes, which documented discussions between him and the project sponsor, collected during the clients’ requirements meetings. In addition, to the Scope Management Plan, the Requirements Management Plan was created as the second output of the plan scope management process.

SCOPE MANAGEMENT PLAN
CREATION OF A FOREIGN LANGUAGE LAB
KINGSWAY ACADEMY HIGH SCHOOL
NASSAU, THE BAHAMAS

SEPTEMBER 2017

TABLE OF CONTENT

INTRODUCTION

The Scope Management Plan provides the scope framework for this project. This plan documents the scope management approach; roles and responsibilities as they pertain to project scope; scope definition; verification and control measures; scope change control; and the project's work breakdown structure. Any project communication that pertains to the project's scope should adhere to the Scope Management Plan.

This project is for the creation of a foreign language lab, which teachers in the foreign language department and students will use for teaching and learning. This includes constructions of desks and installing computers and software programs. No external resources or outsourcings are anticipated for this project.

SCOPE MANAGEMENT APPROACH

For this project, scope management will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager, Sponsor and Stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. The Project Manager, Stakeholders or any member of the project team, may initiate proposed scope changes. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request the Project Manager will submit the scope change request to the Change Control Board and Project Sponsor for acceptance.

The Change Control Board consists of the Project Manager, the Assistant Project Manager and a member from the Foreign Language Department of the school. Their job is to make decision whether or not proposed changes to the project should be implemented. They meet every two weeks or upon need sometimes. As said earlier, a change request may be approved or rejected.

If a change request was rejected because of some missing data, more times will be granted to the team project to document the change. Then the request will be reformulated to the Change Control Board for further analysis. The decision from the Change Control Board will be made based on the new data presented.

In the case a change request was rejected by the Change Control Board, it will be archived and the project will continue its course of action.

Upon approval of scope changes by the Change Control Board and Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all stakeholders. Based on feedback and input from the Project Manager and Stakeholders, the Project Sponsor is responsible for the acceptance of the final project deliverables and project scope.

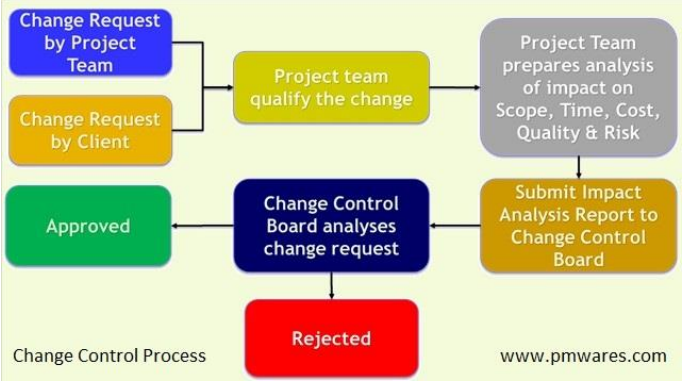

Figure 18 Change Control Process

Source (trainingables.com, 2017)

ROLES AND RESPONSIBILITIES

The Project Manager, Sponsor and team will all play key roles in managing the scope of this project. As such, the project sponsor, manager, and team members must be aware of their responsibilities in order to ensure that work performed on the project is within the established scope throughout the entire duration of the

project. The Chart below defines the roles and responsibilities for the scope management of this project.

Chart 8 Roles and Responsibilities

Name	Role	Responsibilities
Marlene Andrew	Sponsor	Approve or deny scope change requests as appropriate Evaluate need for scope change requests Accept project deliverables
Louis David	Project Manager	Measure and verify project scope Facilitate scope change requests Facilitate impact assessments of scope change requests Organize and facilitate scheduled change control meetings Communicate outcomes of scope change requests Update project documents upon approval of all scope changes
Jacky James and Project Team	Team members	Participate in defining change resolutions Evaluate the need for scope changes and communicate them to the project manager as necessary

Source (Alcide, September 2017)

Scope Definition

The scope for this project was defined through a comprehensive requirements collection process. First, a thorough analysis of all revised project contracts and meeting minutes, sponsor requirements and documentation relative to computer lab were completed. From this information, the project manager and assistant project manager developed the requirements management plan, requirements documentation and the requirements traceability matrix for the lab specifications.

The project description and deliverables were developed based on the requirements collection process and input from subject matter experts in

technology. This process of expert judgment provided feedback on the most effective ways to meet the original requirements of providing a lab from which the school can use to help students improve in the learning of foreign languages.

Project Scope Statement

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes what work should not be performed in order to eliminate any implied but unnecessary work which falls outside the of the project's scope.

Scope Description, Product Acceptance Criteria and Project Deliverables

This project includes the creation of a foreign language lab to assist student learning as well as their preparation for national examinations. The deliverable for this project is lab equipped with computers and necessary software. This project will be accepted once the computers have been successfully tested.

Each desk must have a size of 21X18 inches so that computers can be well installed. Chairs need to have wheels so that students can move easily from one point to another in the room. Computers screen size shall be 15 inches with a capacity of at least 4 GB RAM and 500 GB Hard drive. Each computer must be equipped with headset. Computers should not be older than two years of the manufactured to the installation date. In addition, Microsoft office and software to record voice should be also installed on every computer.

Project Exclusions

This project does not include ongoing operations and the maintenance of the computer lab. Once the completion of the project is formally accepted, the project team will not be responsible for any issues related to the computer lab.

Project Constraints

Only internal personnel and resources may be used for this project. Additionally, the project is not to exceed 120 days in duration or $35,000 in budget.

Project Assumptions

- It is assumed that the project sponsor and all stakeholders will provide full support for the project execution
- Internal resources will be available for the completion of the project
- The materials required for the project will be available to acquire
- The human resources available for this project are qualified to complete the project

Work Breakdown Structure

In order to effectively manage the work required to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work. This will allow the Project Manager to more effectively manage the project's scope as the project team works on the tasks necessary for project completion. The project is broken down into four phases: the initiation phase; construction phase; the installation phase; and the project closure phase. Each of these phases is then subdivided further down to work packages which will require no more than 40 hours of work and no less than 4 hours of work (see WBS structure below).

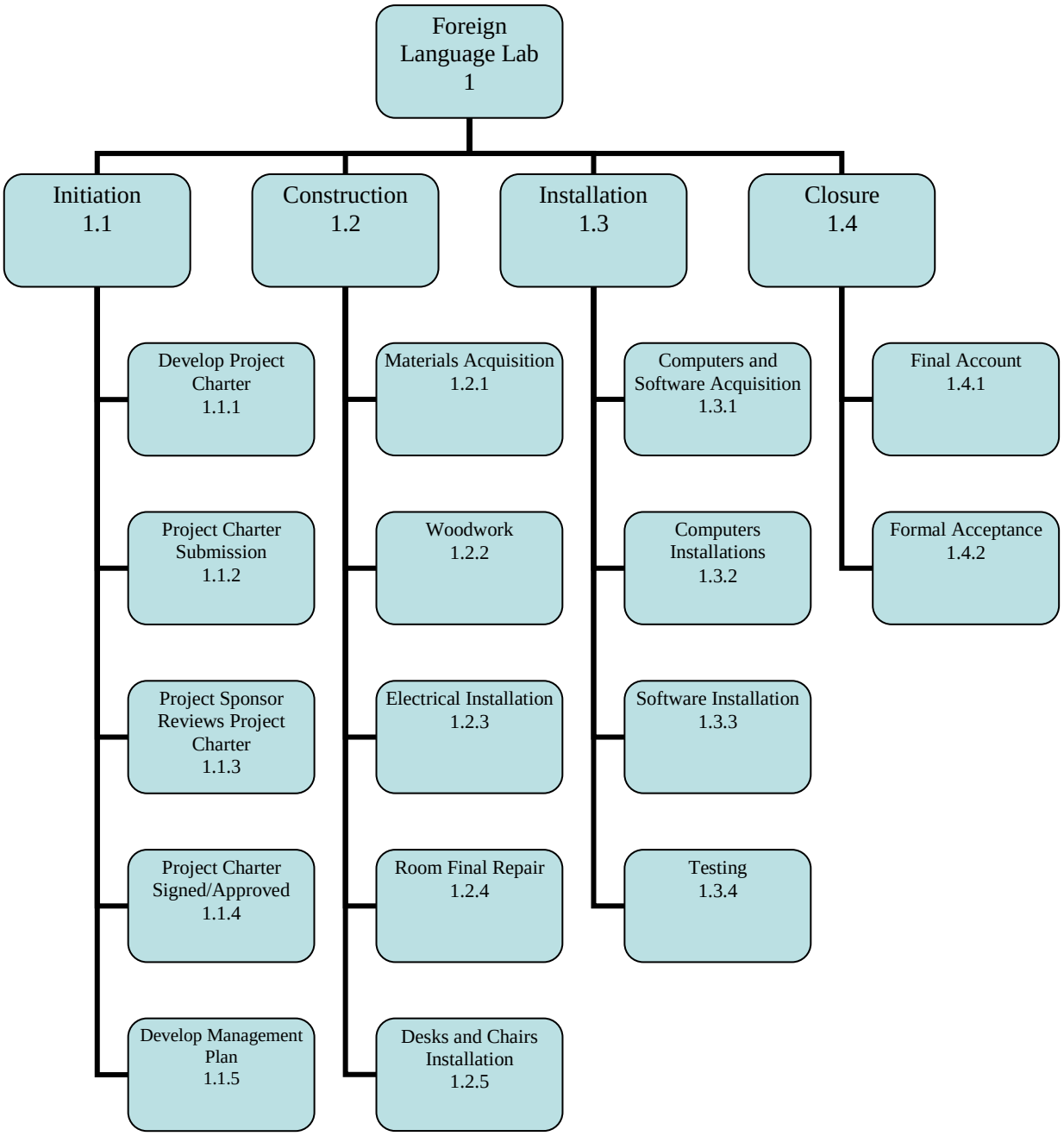

Figure 19 Foreign Language Lab WBS

Source (Alcide, September 2017)

In order to more clearly define the work necessary for project completion the WBS Dictionary is used. The WBS Dictionary includes an entry for each WBS element. The WBS Dictionary includes a detailed description of work for each element and the deliverables, budget and resource needs for that element. The

project team will use the WBS Dictionary as a statement of work for each WBS element.

Chart 9 Foreign Language Lab WBS Dictionary

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
1	1.1	Initiation	Commencement of conceptualization	Initial Requirements documentation		Relevant Literature Internet Computer
2	1.1.2	Develop Project Charter	Writing of project document	Project documentation		Computer Books Internet
2	1.1.3	Project Charter Submission	Finalization of project charter for submission	Project document		
2	1.1.4	Project Sponsor Reviews Project Charter	Reading of project charter and possible corrections or suggestions	Project documentation		Computer
2	1.1.5	Develop Management Plan	Writing and editing of project documents	Project documentation		Computer Book Internet
1	1.2	Construction	Construction and acquisition			
2	1.2.1	Materials Acquisition	Acquisition of materials for building the desks and repairing the	Cost evaluation		Suppliers Quotes

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
			room			
2	1.2.2	Woodwork	Building of the desks	Wood used in the process		Woodwork teacher and helper
2	1.2.3	Electrical Installation	Installation of wires and internet outlets	Wires used		Electrician
2	1.2.4	Room Final Repair	Painting of the room and cleaning, AC installation	Paint used		Painter Helper
2	1.2.5	Desks and Chairs Installation	Transportation of desks and chairs in the lab room	Desks and chairs installed		Helper
1	1.3	Installation	Installation and acquisition of computers and software	Cost evaluation		Suppliers Quotes and Computer technicians
2	1.3.1	Computers and Software Acquisition	Purchasing of computers and software	Cost evaluation		Suppliers Quotes
2	1.3.2	Computers Installation	Transportation and installation of computers in the lab room	Computers for the lab		Helper Computer technicians
2	1.3.3	Software Installation	Installation of different software on computers	Software used for computers		Computer technicians

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
2	1.3.4	Testing	Testing of computers with installed software	Verification		Computer technicians
1	1.4	Closure	Closure of project	Project documentation		
	1.4.1	Final Account	Accumulation of project cost			
	1.4.2	Formal Acceptance	Acceptance by the project sponsor.			

Note: The column “Budget” is shown empty in this chart but will be populated during the updated of the WBS dictionary once the budget is created.
Source (Alcide, September 2017)

Scope Verification

As this project progresses, the Project Manager will verify interim project deliverables against the original scope as defined in the scope statement, WBS and WBS Dictionary. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager and Sponsor will meet for formal acceptance of the deliverable. During this meeting the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Project Sponsor will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

Scope Control

The Project Manager and the project team will work together to control the scope of the project. The project team will leverage the WBS Dictionary by using it as a statement of work for each WBS element. The project team will ensure that they perform only the work described in the WBS dictionary and generate the

defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that this scope control process if followed.

If a change to the project scope is needed the process for recommending changes to the scope of the project must be carried out as mentioned in the scope management approach earlier. Any project team member or sponsor can request changes to the project scope. All change requests must be submitted to the Project Manager in the form of a project change request document. The Project Manager will then review the suggested change to the scope of the project. The Project Manager will then either deny the change request if it does not apply to the intent of the project or convene a change control meeting between the project team and Sponsor to review the change request further and perform an impact assessment of the change. If the change request receives initial approval by the Project Manager and Sponsor, the Project Manager will then formally submit the change request to the Change Control Board. If the Change Control Board approves the scope change the Project Sponsor will then formally accept the change by signing the project change control document. Upon acceptance of the scope change by the Change Control Board and Project Sponsor the Project Manager will update all project documents and communicate the scope change to all project team members stakeholders.

REQUIREMENTS MANAGEMENT PLAN

Purpose
Requirements Management Approach
Requirements Prioritization Process
Requirements Traceability Matrix

Purpose

The purpose of the Requirements Management Plan is to establish a common understanding of how requirements will be identified, analyzed, documented, and managed for the Foreign Language Lab project.

Requirements will be divided into two categories: project requirements and product requirements. Project requirements are the requirements identified to meet the

needs of the project and ensure its completion and readiness to hand over to operations. These consist mostly of non-technical requirements. Product requirements are the requirements identified to meet the technical specifications of the product being produced as a result of the project.

The Requirements Management plan establishes an orderly method by which the goals of requirements management will be achieved. The plan also communicates essential information to project participants and helps newcomers get up to speed. Consequently, the plan is a living document, which needs to be updated and supplemented throughout its life.

Requirements Management Approach

The approach to be used for requirements management for the project will be broken down into four areas: requirements identification, requirements analysis, requirements documentation, and ongoing requirements management.

Requirements Identification: The project team will facilitate various methods to collect requirements which may include: interviews, focus groups, or questionnaires and surveys. These will be conducted among the project stakeholders to ensure all requirements are captured.

Requirements Analysis: The project team will analyze requirements to determine if they fall into project or product categories. Additionally, this analysis will determine where in the WBS the requirements will fall or what work activities correspond to particular requirements. Accountability and priority for each requirement will also be determined as part of the analysis. Finally, metrics and acceptance criteria must be determined for all requirements in order to provide a baseline for understanding when a requirement has been fulfilled to an acceptable level.

Requirements Documentation: Once requirements have been identified and analyzed, they will be documented and assigned to accountable personnel. These requirements will be added to the project plan and the project team will determine what methodology the accountable personnel will use to track and report on the status of each requirement. All requirements will also be added to the project

requirements checklist which must be completed before formal project closure is accepted by the project sponsor.

Ongoing Requirements Management: Throughout the project lifecycle, the project manager will ensure all team members are reporting requirement status and raising any issues or concerns with their assigned requirements as appropriate. As the project matures, there may be situations in which requirements must change or be altered in some way. The project team must follow the established change control process in order to propose any changes to requirements and receive approval from the change control board. Ongoing requirements management also includes receiving approval of all requirements by all vested parties as part of project closure.

REQUIREMENTS PRIORITIZATION PROCESS

The project manager will facilitate stakeholder meetings in order to establish priorities for all project requirements. This project will use a three-level scale in order to prioritize requirements. The chart below illustrates these levels and defines how requirements will be grouped:

Chart 10 Requirement Prioritization Process

Priority Level	Definition
High	These requirements are mission critical. They are required for project/product success or for progression to the next project phase.
Medium	These requirements support product/process operations but can be completed under the next product release.
Low	These requirements are quality and/or functional process enhancements and are desirable if time and resources permit.

Source (Alcide, September 2017)

REQUIREMENTS TRACEABILITY MATRIX

The purpose of the requirements traceability matrix is to ensure all product requirements are completed in accordance with the project charter. This matrix provides a thread from all product requirements. Any approved changes in project scope or requirements will result in changes to the traceability matrix. Based on

impacts of the approved changes, the Project Manager will make the necessary changes to the matrix and communicate those changes to all project stakeholders.

The project scope management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

SPONSOR ACCEPTANCE

Approved by:

_____

Date

4.3 Project Time Management

The first process in project time management involved developing the Schedule Management Plan that would be used to guide the lifecycle of the project's schedule. The Project Charter and the Scope Management Plan were used as inputs to this process to gather information regarding the Scope Baseline and the summary milestone schedule. The tools and techniques used were expert judgment, analytical techniques, and meetings in order to create the Schedule Management Plan. Since there were no Organizational Process Assets, a Schedule Management Plan template was derived from (Project Management Docs, 2017) another source and modified for this purpose.

SCHEDULE MANAGEMENT PLAN
CREATION OF THE FOREIGN LANGUAGE LAB
KINGSWAY ACADEMY HIGHSCHOOL
NASSAU, THE BAHAMAS
SEPTEMBER 2017

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Introduction

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the project team, sponsor, and stakeholders a picture of the project's status at any given time. The purpose of the schedule management plan is to define the approach the project team will use in creating the project schedule. This plan also includes how the team will monitor the project schedule and manage changes after the baseline

schedule has been approved. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule-related changes.

Schedule Management Approach

Project schedules will be created using MS Project 2007 starting with the deliverables identified in the project's Work Breakdown Structure (WBS). Activity definition will identify the specific work packages which must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages in order to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the project sponsor will review and approve the schedule and it will then be baselined.

The following will be designates as milestones for the project schedule:

Project Milestone

1. Project Start
2. Project Defined
3. Approval of project charter
4. Baseline project schedule
5. Project management plan complete
6. Acquire materials to build desks
7. Building desks begin
8. Acquire chairs
9. Building desks end
10. Acquire hardware and software
11. Installations of Internet cable begin
12. Installations of internet cable end

13. Installations of computers begin
14. Installations of computers end
15. Installations of software begin
16. Installations of software end
17. End of project

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The project manager will also create the project schedule using MS Project 2007 and validate the schedule with the project team, stakeholders, and the project sponsor. The project manager will obtain schedule approval from the project sponsor and baseline the schedule.

The project team is responsible for participating in work package definition, sequencing, and duration and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The project sponsor will participate in reviews of the proposed schedule and approve the final schedule before it is baselined.

The project stakeholders will participate in reviews of the proposed schedule and assist in its validation.

Schedule Control

The project schedule will be reviewed and updated as necessary on a weekly basis with actual start, actual finish, and completion percentages which will be provided by task owners.

The project manager is responsible for holding bi-weekly schedule updates/reviews; determining impacts of schedule variances; submitting schedule change requests; and reporting schedule status in accordance with the project's communications plan.

The project team is responsible for participating in bi-weekly schedule updates/reviews; communicating any changes to actual start/finish dates to the

project manager; and participating in schedule variance resolution activities as needed.

The project sponsor will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager.

Schedule Changes and Thresholds

If any member of the project team determines that a change to the schedule is necessary, the project manager and team will meet to review and evaluate the change as mentioned in the scope management plan. The project manager and project team must determine which tasks will be impacted, variance as a result of the potential change, and any alternatives or variance resolution activities they may employ to see how they would affect the scope, schedule, and resources. If, after this evaluation is complete, the project manager determines that any change will exceed the established boundary conditions, then a schedule change request must be submitted.

Submittal of a schedule change request to the project manager for approval is required if either of the two following conditions is true:

- The proposed change is estimated to reduce the duration of an individual work package by 10% or more, or increase the duration of an individual work package by 10% or more.
- The change is estimated to reduce the duration of the overall baseline schedule by 10% or more, or increase the duration of the overall baseline schedule by 10% or more.

Any change requests that do not meet these thresholds may be submitted to the project manager for approval.

Once the change request has been reviewed and approved the project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team, project sponsor, and stakeholders. The project

manager must also ensure that all change requests are archived in the project records repository.

Scope Change

Any changes in the project scope, which have been approved by the project sponsor, will require the project team to evaluate the effect of the scope change on the current schedule. If the project manager determines that the scope change will significantly affect the current project schedule, he may request that the schedule be re-baselined in consideration of any changes which need to be made as part of the new project scope. The project sponsor must review and approve this request before the schedule can be re-baselined.

SPONSOR ACCEPTANCE

Approved by:

_____

Date

The second process in planning project schedule management, following the development of the Schedule Management Plan, was Activity Definition. The Schedule and Scope Management Plans containing the Scope Baseline comprised of the WBS, project deliverables, constraints and assumptions were inputs used specifically for activity definition. Of the techniques identified in the *PMBOK® Guide*, decomposition and expert judgment were the ones used during this process. The tool used to capture the information for this and the remaining processes required to develop the schedule was Microsoft Office Project 2016, identified as a scheduling software in the *PMBOK® Guide*. The Activity List seen in below is an output developed from this process and was compiled from the information in the schedule.

An activity list is “a comprehensive that includes all schedule activities required on the project. The activity list also includes the activity identifier and a scope of work description for each activity in sufficient detail to ensure that the project team members understand what work us required to be completed” (PMI, 2013, p. 152). In addition, while defining activities, milestones were added and modified.

Subsequently, after defining the activities, the milestone list found in the Project Charter and Schedule Management Plan were updated.

An Activity Attributes list was not developed as an output to this process, as indicated in the *PMBOK Guide*, because the information detailed in the Activity Attributes, such as the activity ID, activity description, WBS number, activity responsibility, predecessor scheduling and dependency, activity predecessors and dependencies, and successor scheduling and dependencies were already captured in other plans or matrices included in the FGP.

Chart 11 Activity List

Activity ID Number	Activity Name	Description of Work	Responsibility
1.1	Initiation	Request for proposal	Sponsor, Project Manager, Assistant Project Manager
1.1.1	Develop project charter	High level description of the project scope, budget, schedule	Project Manager, Assistant Project Manager
1.1.2	Project charter submission	Submission of project charter for sponsor agreement	Project Manager
1.1.3	Project sponsor reviews project charter	Comments, suggested correction of project charter document	Sponsor
1.1.4	Project charter signed/approved	Signature of the project charter document	Sponsor
1.1.5	Develop project management plan	Details of the subsidiary project	Project Manager, Assistant Project

Activity ID Number	Activity Name	Description of Work	Responsibility
		management plans	Manager
1.2	Construction		Carpenter, Electrician, Painter
1.2.1	Materials Acquisition	Purchasing of wood, electric materials, chairs, and painting	Assistant Project Manager, Electrician, Carpenter
1.2.2	Woodwork	Building of desks	Carpenter
1.2.3	Electrical Installation	Wire installation, outlets installation	Electrician
1.2.4	Room Final Repair	Painting, cleaning, testing of wire installation, camera installation	Painter, Electrician, Handyman
1.2.5	Desks and Chairs Installation	Transportation of the desks from building point to the lab; transportation of the chairs from depot to the lab	Carpenter
1.3	Installation		Project Manager, Assistant Project Manager
1.3.1	Computers and Software Acquisition	Purchasing of computers and software	Project Manager, Assistant Project Manager
1.3.2	Computers Installation	Unpacking of computers,	Project Manager, Assistant Project

Activity ID Number	Activity Name	Description of Work	Responsibility
		transportation and installation in the lab	Manager
1.3.3	Software Installation	Installation of antivirus and other different software	Project Manager, Assistant Project Manager
1.3.4	Testing	Testing of the computers	Project Manager
1.4	Closure	Closing of the project	Project Manager
1.4.1	Final Account	Verification of all the account	Project Manager, Assistant Project Manager
1.4.2	Formal Acceptance		Sponsor

Source (Alcide, September 2017)

Once the activities were identified and defined, the third planning process of Project Schedule Management, they were sequenced “identifying and documenting relationships between project activities” (Project Management Institute, 2013, p. 153). The Schedule Management Plan, Activity list, Milestone list and Project Scope Statement found in Scope Management Plan were used as inputs to this process. The scheduling tool which utilizes the precedence diagramming method, dependency determination and leads and lags were used (PMI, 2013, p. 153). In addition, a few meetings were conducted with an expert, to assist in confirming the correct arrangement of each activity. The output developed from this process was the Schedule Network Diagram.

Once the activities were identified and sequenced, Activity Resources, the fourth planning process of Project Schedule Management were assigned. Since, the majority of work is being subcontracted, only the human resources were assigned to each activity. As more information becomes available, all resources

detailed in the *PMBOK® Guide* will be identified for each activity and compiled in a Resource Breakdown Structure.

The inputs used to assign Activity Resources were the Schedule Management Plan, Activity List, Resource Calendar, Risk Register and the Activity Cost Estimates detailed in the WBS Dictionary found in the Scope Management Plan. The tools and techniques used were the expert judgment and Microsoft Project 2016 scheduling tool, which was used to help plan, manage and assign resources. The human resources assigned to each activity are outlined in the chart below.

Chart 12 Resource Assignment and Activity Duration

Task Name	Duration	Resource Names
1.0 Construction of the Foreign Language lab		
1.1 Initiation	7 days	Sponsor, Project Manager, Assistant Project Manager
Project Start	0 day	Project Manager, Assistant Project Manager
1.1.1 Develop Project Charter	10 days	Project Manager, Assistant Project Manager
1.1.2 Project Charter Submission	0 day	Project Manager
1.1.3 Review of project charter	3 days	Project Sponsor
1.1.4 Project charter approved	0 day	Project Sponsor
Project defined	0 day	Project Manager
Baseline Project Schedule	0 day	
Develop Project Management Plan	20 days	Project Manager, Assistant Project Manager
Project Management Plan Complete	0 day	
1.2 Construction		Carpenter, Electrician, Painter
1.2.1 Materials Acquisition	4 days	Assistant Project Manager, Electrician, Carpenter
Building of desks begins	0 day	Carpenter

Task Name	Duration	Resource Names
1.2.2 Woodwork	25 days	Carpenter, Handyman
Building of desks end	0 day	Carpenter
Purchasing of chairs	1 day	Assistant Project Manager
1.2.3 Electrical Installation	3 days	Electrician
1.2.4 Room Final Repair		
1.2.4.1 Painting of the room	1 day	Painter
1.2.4.2 Cleaning of the room	1 day	Handyman
1.2.4.3 Testing of wire installation	1 day	Electrician
1.2.5 Desks and chairs installation	5 day	Carpenter
1.3 Installation		
1.3.1 Acquisition of computers and software	1 day	Project Manager
Installations of internet cable	3 days	Project Manager
Installations of internet cable end	0 day	Project Manager
1.3.2 Computers Installation	5 days	Project Manager, Assistant Project Manager
Computers Installation ends	0 days	Project Manager, Assistant Project Manager
1.3.3 Software Installation	3 days	Project Manager, Assistant Project Manager
Software installation ends	0 day	Project Manager, Assistant Project Manager
1.3.4 Testing	1 day	Project Manager, Assistant Project Manager
1.4 Project Closure	0 day	Project Manager
1.4.1 Final Account	1 day	Project Manager, Assistant Project Manager
1.4.2 Formal Acceptance	0 day	Project Sponsor

Source (Alcide, September 2017)

The fifth planning process conducted for Project Schedule Management involved estimating Activity Durations as detailed in the *PMBOK® Guide*. The Schedule Management Plan, Activity List, Activity Resource Requirements, Resource Calendar, and the Project Scope Statement were used as inputs. The tools and techniques used were the expertise of the Project Manager and the scheduling tool.

Finally, the sixth planning process conducted for Project Time Management, also detailed in the *PMBOK® Guide*, was the development of the Schedule. The schedule was created concurrently with the preceding time management processes. The inputs to this process were the Schedule Management Plan, Activity List, Project Schedule Network Diagram, Activity Resource Requirements, Resource calendar, Activity Durations, Project Scope Statement, Risk Register, and Resource Requirements. The tools and techniques used to develop the project schedule seen below, were Schedule Network Analysis, Leads and Lags, and the Microsoft Project 2016 scheduling tool mentioned previously.

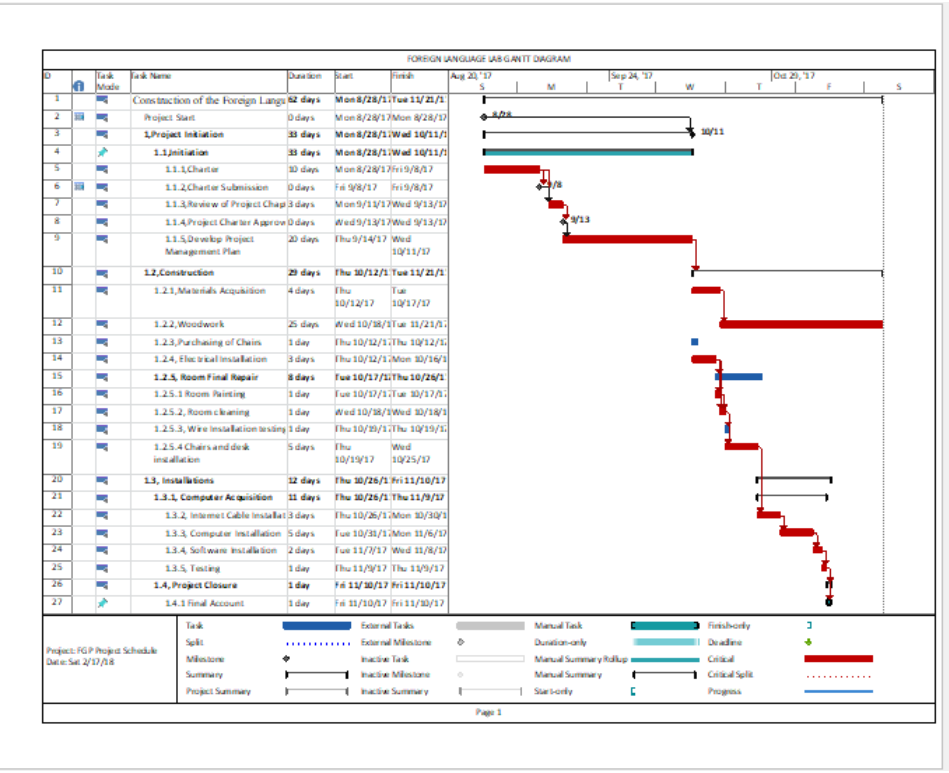

Figure 20 Foreign Language Lab Gantt Diagram

Source (Alcide, September 2017)

4.4 Project Cost Management

The tools and techniques used to develop the Cost Management Plan were expert judgment, analytical techniques, and meetings. Following this process, documents such as the Project Charter, Scope Management Plan, and Schedule Management Plan were updated in accordance with the *PMBOK® Guide.*

COST MANAGEMENT PLAN
CREATION OF THE FOREIGN LANGUAGE LAB
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Introduction

The Project Manager will be responsible for managing and reporting on the project cost throughout the duration of the project. During the monthly project status meeting, the Project Manager will meet with management to present and review the project cost performance for the preceding month. Performance will be measured using earned value. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. The Project Sponsor has the authority to make changes to the project to bring it back within budget.

Cost Management Approach

Costs for this project will be managed at the fourth level of the Work Breakdown Structure (WBS). Although activity cost estimates are detailed in the work packages, the level of accuracy for cost management is at the fourth level of the WBS. Credit for work will be assigned at the work package level. Work started on work packages will grant that work package with 50% credit; whereas, the remaining 50% is credited upon completion of all work defined in that work package. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be changed to red in the project status reports. This will require corrective action from the Project Manager in order to bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project change request and be must approved by the Project Sponsor before it can become within the scope of the project.

Measuring Project Costs

Performance of the project will be measured using Earned Value Management. The following four Earned Value metrics will be used to measure to projects cost performance:

- Schedule Variance (SV)
- Cost Variance (CV)
- Schedule Performance Index (SPI)
- Cost Performance Index (CPI)

If the Schedule Performance Index or Cost Performance Index has a variance of between 0.1 and 0.2 the Project Manager must report the reason for the exception. If the SPI or CPI has a variance of greater than 0.2 the Project Manager

must report the reason for the exception and provide management a detailed corrective plan to bring the projects performance back to acceptable levels.

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

Reporting Format

Reporting for cost management will be included in the monthly project status report. The Monthly Project Status Report will include a section labeled, “Cost Management”. This section will contain the Earned Value Metrics identified in the previous section. All cost variances outside of the thresholds identified in this Cost Management Plan will be reported on including any corrective actions which are planned. Change Requests which are triggered based upon project cost overruns will be identified and tracked in this report.

Cost Variance Response Process

The Control Thresholds for this project is a CPI or SPI of less than 0.8 or greater than 1.2. If the project reaches one of these Control Thresholds a Cost Variance Corrective Action Plan is required. The Project Manager will present the Project Sponsor with options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the Project Sponsor selects a corrective action option, the Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan it will become a part of the project plan and the project will be updated to reflect the corrective actions.

Cost Change Control Process

The cost change control process will follow the established project change request process. Approvals for project budget/cost changes must be approved by the project sponsor.

Project Budget

The budget for this project is detailed below. Costs for this project are presented in various categories.

Chart 13 Project Budget

Item	Cost in US$
Construction of desk	$6,500
Acquiring of chairs and internet equipment	$4,500
Hardware	$15,000
Software and Licensing	$2,500
Personnel Resources	$6,500
Total	**$35,000**

Source (Alcide, September 2017)

The Cost Management Plan was used as an input to estimate the project cost . The tools and techniques used were expert judgment, bottom-up, analogous, and parametric estimating, reserve analysis, vendor bid analysis, and a project management software. Meetings were conducted with the project manager, the expert, to determine the most effective means of estimating the budget for the project. The Assistant Project Manager was advised to estimate the costs for each component of work (bottom-up estimating) in a modified Microsoft Excel 2016 project budget spreadsheet.

In order to determine the cost of each work package, costs were estimated for each related task required to complete the components of work identified during Activity Definition. To do this, analogous estimating and parametric estimating were utilized and the data was then compared to the vendors' bids to ensure that estimates were feasible. In addition, the cost estimate included a contingency

reserve calculated at 3%. Expert judgment was used to identify the percentage allocated for the contingency reserve. The decision was made to calculate the contingency at the low end of the range, as a result of the number of known-unknowns identified in the Project Charter and Risk Management Plan and past experience. The software used to calculate the estimated project costs was Microsoft Excel 2016, whereas Microsoft Word 2016 was used to capture the information.

Using the information from the Activity Costs Estimates, Scope Baseline, Cost Management Plan, Project Schedule, Risk Register and Agreements, the budget was determined by aggregating the costs of each work package. During this process, expert judgment was used along with funding limit reconciliation to ensure that the planned expenditure did not exceed the funds committed to the project by the Project Sponsor. The Cost Baseline seen below was developed using a template. It is followed by the Allocation of Funds, which is a modification of the Project Funding Requirements, also known as the expected cash flow for the project.

Chart 14 Foreign Language Lab Cost Baseline

Expense	Quantity	Unit Cost	Total Cost
Plywood	20	$150	$3,000
Plywood	6	$80	$480
Other materials	1	$2,500	2,000
Chairs	30	$80	2,400
Internet Equipment	5	$300	1,500
Painting	3	$60	$180
Wire	6	$75	$450
Computers	30	$400	$12,000
Software	5	$400	$2,000
Carpenter	1	$3,500	$3,500
Carpenter Help	1	$1,500	$1,500
Painter	1	$300	$300
Handyman	1	$1,500	$1,500
Other expenses	1	$690	$690
Contingency Funds		$3,500	3,500
Total			$35,000

Source (Alcide, September)

The project cost management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

SPONSOR ACCEPTANCE
Approved by:

_____
Date

4.5 Project Quality Management

The Quality Management Plan was created after the Procurement Management Plan, to adequately plan and ensure that quality was built into the project's processes and the product. Plan Quality Management is the only Quality Management process used during project planning.

The inputs for this process identified in the *PMBOK Guide* were used to develop the Quality Management Plan seen below. These inputs included the Stakeholder register, Risk register, and the Requirements documentation previously developed by the Assistant Project Manager. In addition, the Requirements Management Plan was used as an input, because it identified the requirements of good quality previously outlined by the project team. The tools and techniques that will be used are check sheets and meetings (PMI, 2013).

QUALITY MANAGEMENT PLAN
CREATION OF THE FOREIGN LANGUAGE LAB

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NASSAU THE BAHAMAS
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Quality Control

Quality Control Measurements

Introduction

The Quality Management Plan Foreign Language Lab project will establish the activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

Quality Management Approach

The quality management approach for the project will ensure quality is planned for both the product and processes. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

Product quality for the project will be defined by the company's current standards and criteria for based on the industry standards. The focus is on the project's deliverable and the standards and criteria being used will ensure the product meets established quality standards and customer satisfaction.

Process quality for the project will focus on the processes by which the project deliverable will be manufactured. Establishing process quality standards will ensure that all activities conform to an organizational standard, which results in the successful delivery of the product.

The project team will work with the Quality Group to define and document all organizational and project specific quality standards for both product and

processes. All quality documentation will become part of the Project Plan and will be transitioned to operations upon the successful completion of the project.

Metrics will be established and used to measure quality throughout the project life cycle for the product and processes. The Quality Group Manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These product and process measurements will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:

- Schedule
- Resources
- Cost
- Process performance
    - Construction
    - Material waste
- Product performance
    - Attenuation
    - Tensile strength
- Customer Satisfaction

Quality improvements will be identified by any member of the project team or quality group. Each recommendation will be reviewed to determine the cost versus benefit of implementing the improvement and how the improvement will impact the product or processes. If an improvement is implemented the project manager will update all project documentation to include the improvement and the quality manager will update the organizational documentation the improvement affects.

Quality Requirements/Standards

Product Quality

The product quality standards and requirements will be determined by the project team and quality group. These standards will primarily be based on the company's documented standards. There may be product-specific quality standards identified that are not currently part of the documented organizational standards. In this case, the quality group will review these newly identified standards and incorporate them into organizational documentation if approved. The project team will also document any newly identified quality standards into the project plan and ensure communication with all stakeholders.

Process Quality

The process quality standards and requirements will be determined by the project team and quality group. Many of these standards will be based on existing company process standards. The project team will work with the will work with the project manager to establish acceptable standards and document these standards for incorporation into both organizational process documents as well as the Foreign Language Lab project plan. These standards will be communicated to all project stakeholders.

Quality Assurance

The quality assurance of the Project focuses on the processes used in the creation of the foreign language lab. In order to ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analyzing process data, and continuously improving the processes.

The Project Manager and the project team will perform assessments at planned intervals throughout the project to ensure all processes are being correctly implemented and executed.

The project manager will provide day to day quality management and conduct process audits on a weekly basis, monitor process performance metrics,

and assure all processes comply with project and organizational standards. If discrepancies are found, the project manager will meet with the team and review the identified discrepancies.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of project processes, any discrepancies and/or audit findings, and a discussion on process improvement initiatives.

Process improvement is another aspect of quality assurance. Quality assurance reviews, findings, and assessments should always result in some form of process improvement and, as a result, product improvement. All process improvement efforts must be documented, implemented, and communicated to all stakeholders as changes are made.

Quality Control

The quality control of the project focuses primarily on the creation of the foreign language lab. The quality performance standards for the foreign language lab Project are in accordance with the organizational standards. Additionally, all physical measurements will be conducted to ensure compliance with established quality standards.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of products, any discrepancies and/or audit findings from the Assistant Project Manager, and a discussion on product improvement initiatives.

It is imperative to the success of the project that all of the established physical and performance standards are met.

Quality Control Measurements

All Project deliverables and processes must be measured and fall within the established standards and tolerances. The below logs will be used by the project

team in conducting these measurements and will be maintained for use as supporting documentation for the project's acceptance.

Quality Assurance Log

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

Quality Control Log

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

The project quality management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

ACCEPTANCE BY SPONSOR

Approved by:

_____

Date:

4.6 Project Human Resource Management

After creating the Communications Plan, the Human Resource Management Plan was produced as seen below. The activity resource requirements derived from the work packages seen in *figure 1.1 Work Breakdown Structure* of the Scope Management Plan and the *Stakeholder Analysis Register* of the Stakeholder Management Plan were used as inputs to this process. In addition, expert judgment and meetings, in the form of a personal interview, were the tools and techniques utilized to identify the human resources required, the roles and responsibilities of each, and how they will be managed throughout the project lifecycle (Project Management Institute, 2013).

Plan Human Resource Management is the only process from the Human Resource Management knowledge area that will be used during the planning process. The other three processes will be conducted during project execution.

HUMAN RESOURCE MANAGEMENT PLAN
CREATION OF THE FOREIGN LANGUAGE LAB
KINGSWAY ACADEMY HIGH SCHOOL
NASSAU, THE BAHAMAS
SEPTEMBER 2017

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Introduction

Human resources management is an important part of the Foreign Language Lab Project. The human resources management plan is a tool, which will aid in the management of this project's human resource activities throughout the project until closure. The human resources management plan includes:

- Roles and Responsibilities of Team Members Throughout the Project
- Project Organization Charts
- Staffing Management Plan to Include:
    1. How resources will be acquired
    2. Timeline for resources/skill sets
    3. Training required to develop skills
    4. How performance reviews will be conducted
    5. Recognition and rewards system

The purpose of the human resources management plan is to achieve project success by ensuring the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defines, and team activities are effectively managed.

Roles and Responsibilities

The roles and responsibilities for the Foreign Language Lab Project are essential to project success. All team members must clearly understand their roles and responsibilities in order to successfully perform their portion of the project. For the Foreign Language Lab Project, the following project team roles and responsibilities have been established:

Project Manager (PM), (1 position): responsible for the overall success of the Software Upgrade Project. The PM must authorize and approve all project expenditures. The PM is also responsible for approving that work activities meet established acceptability criteria and fall within acceptable variances. The PM will be responsible for reporting project status in accordance with the communications management plan. The PM will evaluate the performance of all project team members and communicate their performance to functional managers. The PM is also responsible for acquiring human resources for the project. The PM must possess the following skills: leadership/management, budgeting, scheduling, and effective communication.

Assistant Project Manager (APM), (1 position): responsible for creating project planning documents (i.e. Project Management Plan), taking meeting minutes,

reporting to the PM on changes and updates made to the project for approval, managing the procurement process, and collecting daily reports from the site management team. The Assistant Project Manager is also responsible for broadcasting daily site reports to relevant stakeholders as directed by the Project Manager.

Carpenter (C), 1 position: responsible for the building of desks as well as their installation.

Electrician (E), 1 position: responsible for all the electrical work inside the space housing the foreign language lab

Painter (P), 1 position: responsible to paint the room of the foreign language lab before computers' installation

Project Organizational Charts

The following RACI chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the project manager. Changes will be proposed in accordance with the project's change control process. As changes are made all project documents will be updated and redistributed accordingly.

Chart 15 Project RACI Chart

	Project Manager	**Assistant Project Manager**	**Carpenter**	**Electrician**	**Painter**
Requirements Gathering	A	R	C	I	I
Project Management Plans	A	R	N/A	N/A	N/A
Building and installation of desks	I	C	A	N/A	N/A

	Project Manager	Assistant Project Manager	Carpenter	Electrician	Painter
Electrical work	C	A	N/A	R	N/A
Painting	I	C	N/A	N/A	A
Installation of computers and software	A	R	N/A	N/A	N/A
Procurement	A	R	C	C	C

Source (Alcide, September 2017)

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

Staffing Management

Staff Acquisition

For the Foreign Language Lab Project, the project staff will consist entirely of internal resources. There will be no outsourcing/contracting performed within the scope of this project. The Project Manager will assign resources in accordance with the project organizational structure. The project team will not be co-located for this project and all resources will remain in their current workspace.

Resource Calendars

The creation of the Foreign Language Lab will last for a total of 16 weeks. All resources are required before the project can begin. The resource histograms below illustrate the number of weeks required to complete the project management and construction works for the creation of the Foreign Language Lab Project.

Training

There is currently no training scheduled with regards to the Project since the organization has adequate staff with required skill sets.

Performance Reviews

The project manager will review each team member's assigned work activities at the onset of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project to evaluate their performance and how effectively they are completing their assigned work.

Recognition and Rewards

Although the scope of this project does not allow for ample time to provide cross-training or potential for monetary rewards there are several planned recognition and reward items for project team members.

- Upon successful completion of the Project, a party will be held to celebrate the success of each team member with the team members' families present.
- Upon successful completion of the project, any team member who satisfactorily completed all assigned work packages on time will receive a certificate of thanks from the school committee of management.
- Team members who successfully complete all of their assigned tasks will have their photo taken for inclusion in the school newsletter.

The project human resource management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

ACCEPTANCE BY SPONSOR

Approved by:

_____

Date

4.7 Project Human Resource Management

To ensure that information communicated about the project during the project lifecycle will be disseminated to the appropriate parties at the correct time, the Communications Management Plan, seen below, was developed using the *PMBOK® Guide*. The plan details how each stakeholder would receive information from members of the project team, the frequency of communication, the information that would be communicated to them and the person responsible for ensuring that the correct information was received by the communication sent (PMI, 2013).

An interview was conducted with the Project Manager to ascertain the communication types and delivery methods previously used by the company. The information gathered, along with a communications requirements analysis completed by the Assistant Project Manager, are included in the Communication Matrix, seen below.

Chart 16 Communication Matrix

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
Personal Communications	Project Updates	Regular Communication	Telephone Calls, Email	Needs basis	Project Manager, Assistant Project Manager	School Board
	Project Updates	Regular Communication	Telephone Calls, Email, meetings	Daily	Project Manager	Assistant Project manager
	Project Updates	Regular Communication	Telephone calls, face to face communication	Needs Basis	Carpenter	Project Manager, Assistant Project Manager
	Project	Regular	Telephone	Needs	Electrian	Project

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
	Updates	Communication	calls, face to face communication	basis		Manager, Assistant Project Manager
	Procurement update	Update on status of products and shipping	Telephone calls, Email	Needs basis	Project manager, assistant project manager	Suppliers
Reports	Project status report (project process)	Regular updates on critical project issues	Email	Weekly	Project Manager	Project Manager, School Board
	Quality audit report	Regular updates on project quality performance	Email	Bi-monthly	Assistant Project Manager	Project Manager, School Board
	Financial report	Regular updates on project finances	Email	Weekly	Project Manager	Project Manager, School Board
Presentations	Project Review	Project status updates	Meeting	Monthly	Project Manager	Project Manager, Project Sponsor, Project Team
	Final Account	Complete audit of project finances done at the end of the project	Meeting	Once	Project Manager, Assistant Project Manager	Project Manager, Assistant Project Manager, Sponsor
Project Announcements	Task reminders	Task owner schedule reminder	Email, Telephone calls	Daily	Assistant Project Manager	Project Manager, Project Team
	Change	Request to add or	Written	Needs	Project	Project

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
	request	remove scope from the project	(standard form)	basis	Manager	Manager, Sponsor, Project Team
Review and meetings	Team meeting	Meeting to review project status	Planning Meeting	Weekly	Assistant Project Manager	Project Manager, Assistant Project Manager, Project Team
	Financial report	Regular updates on project finances	Progress meeting	Bi-Monthly	Project Manager	Project Manager, Sponsor
	Project status meeting (project process)	Regular updates on critical project issues	Progress meeting	Bi-monthly	Project Manager	Project Manager, Sponsor
	Planning	Regular updates and project planning	Progress and planning meeting	Daily	Project Manager	Assistant Project manager
Team Morale	Team event	End of the project	Event	Once	Assistant Project Manager	Project manager, Sponsor, Project Team

Source (Alcide, September 2017)

COMMUNICATIONS MANAGEMENT PLAN
CREATION OF A FOREIGN LANGUAGE LAB
KINGSWAY ACADEMY
NASSAU, THE BAHAMAS
SEPTEMBER 2017

Introduction

The Communications Plan will serve as a guide to assist in communication between the stakeholders of the creation of the foreign language lab Project. The Project Manager and Assistant Project Manager will take the primary role in ensuring effective communications on this project. The communications matrix is a major section of this plan. It documents the communications requirements, the information being communicated, the audience for each communication, the frequency of communication, and the individual responsible for the communication or dissemination of the information to the appropriate audience.

Audience

The major audiences for the project are listed below:

Project Sponsor
Project Manager
Assistant Project Manager
Project Team

Communication Delivery Methods and Technologies

The primary communication vehicles are email, phone, face-to-face (personal communication), meetings, reports, presentations and announcements.

Communications Matrix

See Creation of the Foreign Language Lab matrix attached.

Communication Standards

There are currently no organizational communication standards.

The project communications management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

ACCEPTANCE BY SPONSOR
Approved by:

_____

Date

4.8 Project Risk Management

To plan risk management, in accordance with Project Risk Management described in the *PMBOK Guide*, the previously developed subsidiary plans, including the Project Charter and Stakeholder register, were used as inputs to the process. The tools and techniques used were analytical techniques, expert judgment, and meetings. The output developed was the Risk Management Plan seen below. The plan speaks to how risks will be identified, analyzed, planned for and monitored and controlled throughout the project lifecycle (PMI, 2013).

RISK MANAGEMENT PLAN
CREATION OF THE FOREIGN LANGUAGE LAB
KINGSWAY ACADEMY
NASSAU, THE BAHAMAS
SEPTEMBER 2017

Instructions: The Risk Management Plan briefly describes the purpose, terminology and process of risk management for this project. Use this document in conjunction with the Risk Log template.

Background

- This document is intended for use by the Project Manager and Assistant Project Manager.

- Risks are positive or negative events or conditions that may or may not occur during the project lifecycle and can impact project objectives.
- Impact is defined as the ability to increase or decrease the probability of an event or condition.
- Trigger is defined as an event that marks the occurrence of a risk.
- A contingency plan is a plan designed to take account of a possible future event or circumstance.
- Risks are controlled by watching for triggering events of risks and executing the corresponding response plan.

Identifying Risks

Initially, risks will be identified while developing the project charter. However, during creation of the subsidiary plans, a comprehensive risk register will be compiled. Finally, during risk identification, the risk register will be reviewed to include or remove any risks that may or may no longer be applicable to the project. The risk register will be created and maintained by the Assistant Project Manager, under the responsibility of the Project Manager. The categories of risks relevant to this project are; financial, planning, stakeholder, and scheduling.

Analyzing Risks

The impact and probability of risks will be evaluated using a probability impact matrix during qualitative risk analysis. There will be a response plan developed for all risks identified as having any impact on the project, positive or negative.

Planning Risk Responses

The project management team will identify and assist with planning risk responses. However, the Project Manager will be in charge of planning risk responses with the Assistant Project Manager managing data collection and storage.

Monitoring And Controlling Risks

The Assistant Project Manager will monitor the status of risks by comparing the data collected during project execution with the risk register and risk analysis summary. The risk register will be updated weekly and communicated to the

Sponsors and project management team during project status meetings. The Project Manager is responsible for deciding when to execute a risk response.

To identify the project risks, the Risk Management Plan, Cost Management Plan, Schedule Management Plan, Quality Management Plan, Human Resource Management Plan, Scope baseline, Activity Cost and Duration Estimates, Stakeholder Register and Procurement documents were used as inputs to the process. The tools and techniques employed were documentation reviews, and expert judgment. The risk register below is the output from this process. However, there are a few elements that have been added to the chart below as it will be used during project execution to control risks. The risk register was compiled in Microsoft Excel 2016.

Chart 17 Risk Register

Risk ID	Risk Description	Category	Date	Status	Responsible Individual	Probable cause of Risk	Prevention Strategy	Trigger Event	Contingency	Contingency Plan Activation	Planned Resolution Date	Risk Close Date	Comments
1	Price increase on material over time	Financial	September 2017	Open	Assistant Project Manager								
2	Damage to materials on site	Financial	September 2017	Open	Assistant Project Manager								
3	Underestimating cost of project	Financial	September 2017	Open	Project Manager								
4	Client unauthorized or misplaced involvement in the project	Stakeholder	September 2017	Open	Project Manager								

Risk ID	Risk Description	Category	Date	Status	Responsible Individual	Probable cause of Risk	Prevention Strategy	Trigger Event	Contingency	Contingency Plan Activation	Planned Resolution Date	Risk Close Date	Comments
5	Natural disaster	Scheduling	September 2017	Open	Assistant Project Manager								
6	Delay in purchasing	Scheduling	September 2017	Open	Assistant Project Manager								

Source (Alcide, September 2017)

In addition, to detailing a list of identified risks and risk responses, the risk register will be used to capture information regarding how each risk is prioritized by combing its probability of occurrence and impact, which are both aspects of Qualitative Risk Analysis. To perform Qualitative Risk Analysis, the Risk Management Plan, Risk Register and Scope Baseline were used. Microsoft Excel 2016 was used as a tool to capture the information detailed in above, and also used to produce the information below. The tools and techniques used during this process were risk probability and impact assessment, risk urgency assessment and expert judgment.

Chart 18 Qualitative Risk Analysis

	Description of Risk Event	Prevention Strategies	Probable Causes	Risk Response/Contingency Plans	Triggers Events
ID # 1 Price increase on material over time	Price increases of materials being purchased as the project progresses	Procurement contracts must be Firm Fixed Price (FFP)	Inflation	Risk Response: Avoid/Mitigate Contingency Plan: Contact sellers and meet regarding contract terms and agreements	Increase in purchase price of items being procured
Damage to materials on site	Materials damaged once in care of project team members	Ensure proper storage, adequate site management and supervision. Also, ensure proper handling	Improper storage, handling, weather conditions or human error	Risk Response: Avoid/Transfer Contingency Plan: All risk builder's insurance	The occurrence of physical injuries, material waste or repurchasing materials

	Description of Risk Event	Prevention Strategies	Probable Causes	Risk Response/Contingency Plans	Triggers Events
		and care for project materials.			
Underestimating costs of project	Project budget not accurately calculated, resulting in insufficient funds to complete project	Project Manager and Assistant Project Manager will both check budget more than 3 times to ensure accuracy	Human error	Risk Response: Avoid Contingency Plan: Contingency added to budget	Data shows that there are cost deviations (increase)
Client unauthorized or misplaced involvement in the project	Client making or communicating project decisions without permission to do so	Discuss and include client expected involvement in project agreement, review often and detail consequences of non-conformance.	Ineffective stakeholder management	Risk Response: Mitigation Contingency Plan: to review Client contract with Sponsors, and if damages or delays result from their actions, contract conditions will be reinforced	Client communicating with project personnel or making decisions that they are not authorized to do
Natural disaster	Weather conditions persisting more than 2 days that cause scheduling delays	The only way to prevent this risk is to have people working inside and back up generator. That would be out of budget; therefore, this risk will be accepted and dealt with if it arises.	Act of nature	Risk Response: to accept that acts of nature occur and in this case the funds allocated for the budget will not allow for the desired prevention strategy Contingency plan: a time contingency has been included	Weather reports on the news
Delay in purchasing	Delayed production of goods	Include consequences of delay in contract with sellers and allocate one-week scheduling contingency	Human error	Risk Response: to mitigate the likelihood of this risk occurring by having all items scheduled to be shipped no less than 3 weeks before use and communicating with all vendors daily to check the status of procured goods. Contingency plan: to add lead time as	Shipping date of materials delayed

	Description of Risk Event	Prevention Strategies	Probable Causes	Risk Response/Contingency Plans	Triggers Events
				schedule contingency	

Source (Alcide, September 2017)

The project risk management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

ACCEPTANCE BY SPONSOR

Approved by:

_____

Date

4.9 Project Procurement Management

Project Procurement Management was conducted after Project Cost, Time and Human Resource Management. To develop a Procurement Management Plan, a template was used. As documented in the *PMBOK® Guide,* the Requirements Documentation, Risk Register, Stakeholder Register and Project Charter were the inputs used in the process. The tools and techniques were expert judgment and meetings, in the form of a personal interview with the lead Project Manager (PMI, 2013).

The plan detailed how procurement would be addressed by the project team throughout the lifecycle of the project. It detailed the procurement management approach, type of contracts to be used, identified procurement risks and procurement risk management, cost determination, procurement constraints, the contract approval process, decision criteria, vendor management approach and performance metrics.

As Procurement Management is integral to the success of the project, and subject to financial and scheduling constraints, it was imperative that all items being purchased by the project team were done efficiently and effectively, thus

providing enough time for delivery, within budget and of an acceptable standard of quality.

For the purpose of this project, a procurement statement of work was not developed and the Source Selection Criteria was included in the Procurement Management Plan labeled as the Decision criteria. In addition, the Procurement Management Plan identified elements that the Procurement Documents and a sample Check sheet used to measure vendor performance.

PROCUREMENT MANAGEMENT PLAN

CREATION OF THE FOREIGN LANGUAGE LAB

KINSGWAY ACADEMY

NASSAU, THE BAHAMAS

SEPTEMBER 2017

Table of Contents

Introduction

This Procurement Management Plan sets the procurement framework for this project. It will serve as a guide for managing procurement throughout the life of the project and will be updated as acquisition needs change. This plan identifies and defines the items to be procured, the types of contracts to be used in support of this project, the contract approval process, and decision criteria. The importance of coordinating procurement activities, establishing firm contract deliverables, and metrics in measuring procurement activities is included. Other items included in the

procurement management plan include: procurement risks and procurement risk management considerations; how costs will be determined; how standard procurement documentation will be used; and procurement constraints.

Procurement Management Approach

The project manager will provide oversight and management for all procurement activities under this project. The assistant project manager will work with the project manager to identify all items to be procured for the successful completion of the project. The project manager will then review the procurement list prior to purchasing which will be done by the assistant project manager. The project manager will review the procurement items, determine whether it is advantageous to make or buy the items, and begin the vendor selection, purchasing and the contracting process.

Procurement Definition

The following procurement items and/or services have been determined to be essential for project completion and success. The following list of items, justification, and timeline are pending project manager review for submission to the assistant project manager for purchasing to commence:

Chart 19 Procurement List

Item/Service	Justification	Needed By
Wood	Will be used to build desks	09/2017
Building tools	Used in the building of desks	09/2017
Chairs	To serve in the lab room	10/2017
Electrical materials	For electrical services	10/2017
Computers	To be used in the lab room	11/2017
Software	To be installed on the computers	11/2017

Source (Alcide, September 2017)

Type of Contract to Be Used

All items and services to be procured for this project will be solicited under firm-fixed price contracts. The project team will work with the assistant project manager to define the item types, quantities, services and required delivery dates. The assistant project manager will then solicit bids from various vendors. Once the vendor is selected the procurement of the items within the required time frame and at a reasonable cost, based on contract conditions, will start.

Procurement Risks

All procurement activities carry some potential for risk that must be managed to ensure project success. While all risks will be managed in accordance with the project's risk management plan, there are specific risks that pertain specifically to procurement, which must be considered:

- Unrealistic schedule and cost expectations for vendors
- Manufacturing capacity capabilities of vendors
- Conflicts with current contracts and vendor relationships
- Configuration management for upgrades and improvements of purchased technology
- Potential delays in shipping and impacts on cost and schedule
- Questionable past performance for vendors
- Potential that final product does not meet required specifications

These risks are not all-inclusive and the standard risk management process of identifying, documenting, analyzing, mitigating, and managing risks will be used.

Procurement Risk Management

As previously stated, project risks will be managed in accordance with the project's risk management plan. However, for risks related specifically to procurement, there must be additional consideration and involvement. Project procurement efforts involve external organizations and potentially affect current and future business relationships as well as internal supply chain and vendor management operations. Because of the sensitivity of these relationships and

operations, the project team will include the project sponsor/client and the project team in all project meetings and status reviews.

Additionally, any decisions regarding procurement actions must be approved by the project sponsor/client and project manager before implementation. Any issues concerning procurement actions or any newly identified risks will immediately be communicated to the project management team as well as the project sponsor.

Cost Determination

For this project it will be issued a Request for Proposal (RFP) in order to solicit proposals from various vendors which describe how they will meet the requirements and the cost of doing so. All information must be included in each proposal as the proposals will be used as the foundation of our selection criteria. Proposals which omit solicited information or contain incomplete information will be discarded from consideration.

Standardized Procurement Documentation

The procurement management process consists of many steps as well as ongoing management of all procurement activities and contracts. In this dynamic and sensitive environment, our goal must be to simplify procurement management by all necessary means in order to facilitate successful completion of our contracts and project. To aid in simplifying these tasks, we will use standard documentation for all steps of the procurement management process. These standard documents will be developed and revised over a period of time in an effort to continually improve procurement efforts in the future. They should provide adequate levels of detail which allow for easier comparison of proposals, more accurate pricing, more detailed responses, and more effective management of contracts and vendors.

The Assistant Project Manager will develop and maintain a repository on the company’s shared drive which will contain standard project management and procurement documentation that will be used for this project. The following standard documents will be used for project procurement activities:

- Standard Request for Proposal Template to include
  - ✓ Background
  - ✓ Proposal process and timelines
  - ✓ Proposal guidelines
  - ✓ Proposal formats and media
  - ✓ Source selection criteria
  - ✓ Pricing forms
  - ✓ Statement of work
  - ✓ Terms and Conditions
- Internal source selection evaluation forms
- Non-disclosure agreement
- Letter of intent
- Contract types
- Procurement audit form
- Procurement performance evaluation form
- Lessons learned form

Procurement Constraints

There are several constraints that must be considered as part of the project's procurement management plan. These constraints will be included in the RFQ and communicated to all vendors in order to determine their ability to operate within these constraints. These constraints apply to several areas which include schedule, cost, scope, resources, and technology:

Schedule:

- Project schedule is not flexible and the procurement activities, contract administration, and contract fulfillment must be completed within the established project schedule.

Cost:

- Project budget has a contingency reserve built in; however, the reserve may not be applied to procurement activities. Reserves are only to be used in the event of an approved change in project scope.

Scope:

- All procurement activities and contract awards must support the approved project scope statement. Any procurement activities or contract awards which specify work which is not in direct support of the project's scope statement will be considered out of scope and disapproved.

Resources:

- All procurement activities must be performed and managed with current personnel. No additional personnel will be hired or re-allocated to support the procurement activities on this project.

Technology:

- Parts specifications have already been determined and will be included in the statement of work as part of the RFQ. While proposals may include suggested alternative material or manufacturing processes, parts specifications must match those provided in the statement of work exactly.

Contract Approval Process

The first step in the contract approval process is to determine what items or services will require procurement from outside vendors. This will be determined by conducting a cost analysis on products or services which is provided internally and compared with purchase prices from vendors. Once cost analyses are complete and the list of items and services to be procured externally is finalized, the Assistant Project Manager will send out solicitations to outside vendors. Once solicitations are complete and proposals have been received by all vendors, the approval process begins. The first step of this process is to conduct a review of all vendor proposals to determine which meet the criteria established by the project team.

Decision Criteria

The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:

1. Ability of the vendor to provide all items by the required delivery date
2. Quality

3. Cost
4. Expected delivery date
5. Comparison of outsourced cost versus in-sourcing
6. Past performance

These criteria will be measured by the Project Manager and Assistant Project Manager. The ultimate decision will be made based on these criteria as well as available resources. Although each criterion is important but more emphasis will be put on quality and cost.

Vendor Management

The Project Manager is ultimately responsible for managing vendors. In order to ensure the timely delivery and high quality of products from vendors the Project Manager or the Assistant Project Manager will meet with each vendor to discuss the progress for each procured item. The meetings can be in person or by teleconference. The purpose of these meetings will be to review all documented specifications for each product. This forum will provide an opportunity to review each item's development or the service provided in order to ensure it complies with the requirements established in the project specifications. It also serves as an opportunity to ask questions or modify contracts or requirements ahead of time in order to prevent delays in delivery and schedule. The Assistant Project Manager will be responsible for scheduling this meeting on a weekly basis until all items are delivered and are determined to be acceptable.

Performance Metrics For Procurement Activities

The following metrics are established for vendor performance for this project's procurement activities. Each metric is rated on a 1-3 scale as indicated below:

Vendor	Product Quality	On Time Delivery	Documentation Quality	Development Costs	Development Time	Cost Per Unit	Transactional Efficiency
Vendor # 1							
Vendor # 2							

1 – Unsatisfactory

2 – Acceptable

3 - Exceptional

In addition to rating each vendor, actual values will be noted in order to build a past-performance data base for selecting vendors for future procurement activities.

The project procurement management plan will be reviewed and updated as necessary on a weekly basis. The project manager is responsible for holding bi-weekly meeting to update this plan accordingly.

SPONSOR ACCEPTANCE

APPROVED BY

_____

Date:

4.10 Project Stakeholder Management

Project Stakeholder Management was the last process to be conducted of the initiation process group. To conduct Project Stakeholder Management, the stakeholders involved with the creation of the foreign language lab were identified using the inputs, and tools and techniques taken from the *PMBOK® Guide*. The initial list of stakeholders outlined in the project charter was reviewed by the

Assistant Project Manager and the project manager to develop a more complete stakeholder register below entitled Foreign Language Lab Stakeholder Register.

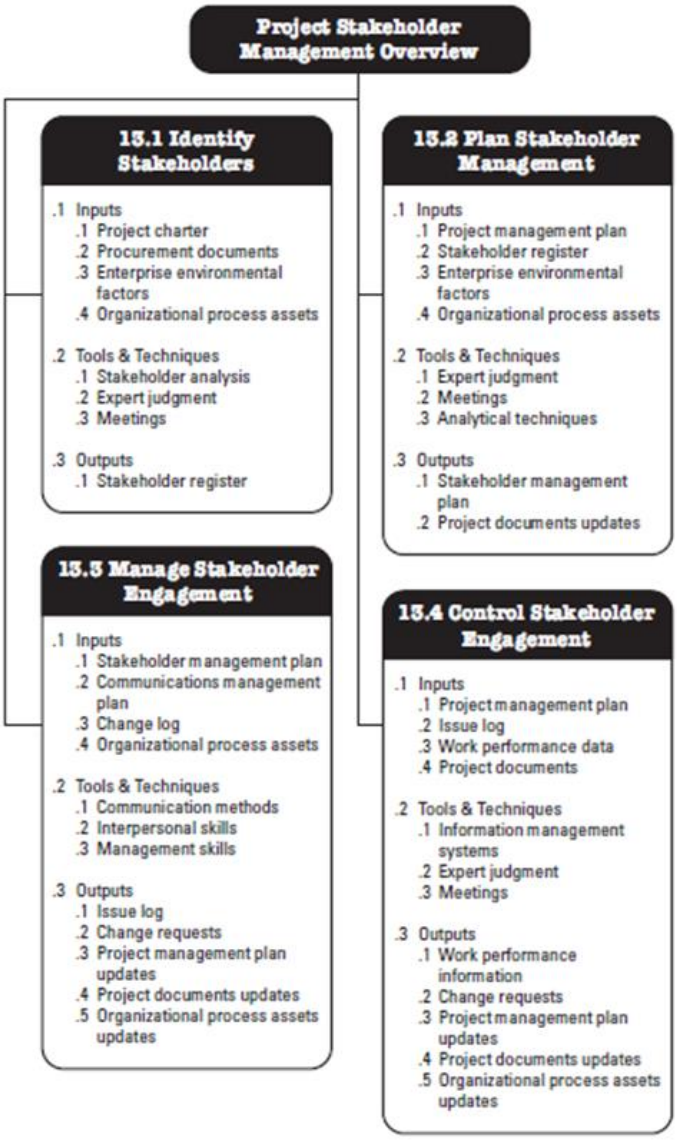

Figure 21 Project Stakeholder Management Overview

Source (Intense School, 2013; adapted from the PMBOK)

Chart 20 Stakeholder Register

ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective regarding project	Comments
0	Committee of Management	KA	Key Decision Maker	Owner	info@kingswayacademy.com	Meetings Personal Communication Reports Presentation	E-Mail Telephone Face to Face	Has high interest in the project and is responsible for the funding of the project. Is most critical throughout enter project lifecycle.	High	Positive	Has to approve all decisions regarding the school funds.
1	Marlene Andrew	KA	Decision Maker	Academic Director	marleneandrew@kingswayacademy.com	Meetings Personal Communication Reports Presentation	E-Mail Telephone Face to Face	Has high interest in the project and is responsible to oversee the project on behalf of the committee of management.	High	Positive	
2	Louis David	KA	Project Management	Project Manager	louisdavid@kingswayacademy.com	Meetings Personal Communication Reports Presentation Announcements	E-Mail Telephone Face to Face	Has high interest in the project and is responsible to conceive the pro	High	Positive	Would like to prove the school does not need external assistance in computer

ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective regarding project	Comments
								ject. Is critical throughout the duration of the project			
3	Jacky James	KA	Project Management	Assistant Project Manager	jackyjames@kingswayacademy.com	Meetings Personal Communication Reports Presentation Announcements	E-Mail Telephone Face to Face	Has high interest in the project and has responsibility for assisting in the project management reporting, procurement. Is critical throughout the project duration.	High-Med	Positive	
4	Peter Wilson	KA	Construction	Woodwork Teacher	peterwilson@kingswayacademy.com	Meetings Personal Communication Reports Presentation Announcements	E-Mail Telephone Face to Face	Moderate interest in the project. Is critical in building the the desk	Med	Positive	Would like to make some extra money for the service
5	Paul Goodluck	AB Enterpri	Electrical Ser	Electrician	Paul.ab@gmail.com	Meetings Personal Communication Reports Presentati	Telephone Face to Face	Moderate interest in the project.	Low	Positive	Would not like a competitor to get the

ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective regarding project	Comments
		se	vice			on		Is critical for the electrical services in the project			job
6	Electronic Solutions	Electronic Solutions	Contractor	Hardware and software Supplier	electronicsolutions@hotmail.com	Meetings Personal Communication Reports Presentation	E-Mail Telephone Face to Face	High interest in the project. Is critical for supplying computers and software to the project	Low	Positive	Would not like a competitor to get the contract
7	AZ Company	AZ Company	Contractor	Supplier	info@azcompany.com	Meetings Personal Communication Reports	E-Mail Telephone Face to Face	High interest in the project. Is critical for supplying tools for the building of of desk in the project	Low	Positive	Would not like a competitor to get the contract
8	John Jeremy	KA	Helper	Helper	johnjeremy@kingswayacademy.co	Meetings	Telephone Face to Face	Moderate interest in the project. Is critical in helping	Low	Positive	Would like to make some extra money for the service

ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective regarding project	Comments
					m			with the building of the desk and installations			
9	Neil Gary	Nice Colors	Painter	Painter	info@niceolors.com	Meetings	Telephone Face to Face	Moderate interest in the project. Critical when painting the room.	Low	Positive	Would not like a competitor to get the job
10	Foreign Language Department	KA	Beneficiary	Recipient	info@kingswayacademy.com	Meetings Personal Communication Reports	E-Mail Telephone Face to Face	High interest in the project.	Med	Positive	
11	Students	KA	Beneficiary	Students	N/A	N/A	E-Mail Telephone Face to Face	High interest in the project.	Low	Positive	
12	Parents	KA	Beneficiary	Parents	N/A	Meetings Personal Communication Reports	E-Mail Telephone Face to Face	High interest in the project.	Low	Positive	

Source (Alcide, September 2017)

Chart 21 Stakeholder Analysis and Level of Engagement

Stakeholder Name/Group	Key interests or stake in the change and degree of impact (H, M or L?)	Level of influence over the change (H, M or L?)	Present attitude to the change (in favor or opposed?)	Stakeholder management strategies	Key points for Stakeholder Engagement and Management Plan
Committee of Management (KA)	*Interest High Impact High*	*H*	*Favor*	*Consult, involve and keep informed*	*Two-way engagement essential*
Academic Director (KA)	*Interest High Impact High*	*H*	*Favor*	*Consult, involve and keep informed*	*Two-way engagement essential*
Project Manager (KA)	*Interest High Impact High*	*H*	*Favor*	*Consult, involve and keep informed*	*Two-way engagement essential*
Assistant Project Manager	*Interest High Impact High-Medium*	*M*	*Favor*	*Involved and Keep informed*	*Two-way engagement essential*
Project Team	*Interest High Impact High*	*L*	*Favor*	*Involve and Keep informed*	*One-way communication*
Suppliers	*Interest High Impact High*	*M*	*Favor*	*Consult, involve and keep informed*	*Two-way engagement essential*
Students	*Interest High Impact Low*	*L*	*Favor*	*Keep informed*	*One-way communication*
Parents	*Interest High Impact Low*	*L*	*Neutral*	*Keep informed*	*One-way communication*

Source (Alcide, September 2017)

Stakeholder Analysis involved the review of the data compiled in the Stakeholder Register, in order to identify the relevant information required to select the appropriate management strategies and level of engagement for each stakeholder (some are grouped by type) identified in Stakeholder Analysis and Level of Engagement.

STAKEHOLDER MANAGEMENT PLAN

CREATION OF THE FOREIGN LANGUAGE LAB

KINGSWAY ACADEMY

NASSAU, THE BAHAMAS

SEPTEMBER 2017

Table of Contents

Purpose

Stakeholder Management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution (PMBOK 5th Edition) throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders. The Stakeholder Management Plan includes several sections:

- **Identify Stakeholders** – identify by name and title of the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.
- **Plan Stakeholder Management** – identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- **Manage Stakeholder Engagement** – outlines the processes and steps that will be undertaken to carry out the planned strategies.
- **Control Stakeholder Engagement** – describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

Identify Stakeholders

In order to develop an effective plan for managing stakeholders, they first need to be clearly identified and assessed. Stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented and analyzed (PMBOK 5th Edition).

To assist with stakeholder identification and analysis, the team has created and is completing a Stakeholder Analysis Register categorized by Stakeholder Group. The Stakeholder Analysis Register captures the following information:

- Group Name
- Number of Stakeholders in the Group
- Description of the Group
- Level of Impact on the Project
- Level the Group is Impacted by Project
- Current Change Readiness State
- Desired Change Readiness State

- Issues, Opportunities and Risks associated with each group
- Strategies and Actions to address issues, risks and opportunities

A snapshot from the Stakeholder Analysis Register is provided below.

Please note: Impact is measured by High (H), Medium (M) or Low (L). State of change readiness is assessed using the measures from PMBOK as follows:
U – Unaware – this group has no information about the project
R – Resistant – aware of project and resistant to the changes and impacts the project may bring
N – Neutral – aware of the project and neither supportive nor resistant
S – Supportive – aware of the project and the potential changes and impacts and is supportive
L – Leading – aware of the project and actively engaged to ensure the project's success

Chart 22 Stakeholder Analysis Register

Group Name	# in Group	Description & Key Attributes	Impact on Project	Impacted by project	Current State	Desired State	Issues, Opportunities & Risks	Mitigation Strategies & Actions
Committee of Management (KA)	7	Key decisions Maker Sponsor	H	H	L	L	Opportunity: Full support from this entity will ensure project success	Make sure they have all the necessary information on time
Academic Director (KA)	1	Decisions Maker	H	H	L	L	Opportunity: Makes the bridge between Committee of Management and Project Team	Make sure she has all the necessary information on time
Project Team	7+	Consist of Project Manager, Assistant Project Manager and the other team members	H	H	L	L	Risk: Varying levels of incompetence or low level of productivity	Incentivize (Human Resource Management)
Suppliers	3+	Provide materials on a contract basis	H	M	S	S	Risk: Schedule delays and faulty materials	Risk: Insurance
Students	400+	Beneficiaries	L	H	S	S	N/A	N/A
Parents	350+	Beneficiaries	L	L	S	S	Opportunity: Increase of school fees after the project	Show the importance of the project for student success

Source (Alcide, September 2017)

Power/Interest Classification

As mentioned above, the Building of a Convention Center Project is assessing each group's position, as well as their impact on the project and/or how they are impacted by the project. One purpose of this activity is to help identify and categorize groups so that appropriate attention can be given to each group according to the level of engagement needed. To help in this process, the project will use the PMBOK Power/Interest Grid to categorize each stakeholder group. The Power/Interest Grid analyses stakeholder groups in a visual manner to further establish stakeholders' level of interest or concern and their ability to influence the project outcomes.

An important outcome of the stakeholder identification and analysis work, including the Power/Interest Grid, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Provided below is the Power/Interest Grid with the major stakeholders and stakeholder groups for the project.

Figure 22 Power/Interest Grid

Source (Intense School, 2013; adapted from the PMBOK)

Stakeholder Interviews

To confirm the Stakeholder Identification and Analysis process is accurate and complete, the Assistant Project Manager will conduct a series of reviews with the Director of Academic Affairs and others. In addition, optional qualitative interviews may be performed for the Stakeholder Groups identified as most influential or most impacted by the project to validate that their issues and concerns have been captured accurately.

Plan Stakeholder Management

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests (PMI, 2013).

Based upon the information gathered in the Stakeholder Analysis Register and Communication Plan, the Project Manager will be responsible for engaging stakeholders throughout the lifecycle of the project. The level of engagement required for each stakeholder may vary over the course of the project. For example, during the beginning stages of the project, it might be necessary for the Project Manager to engage more highly with key stakeholders. Highly engaged key stakeholders in the early stages of the project are pivotal for project kick-off, achieving staff buy-in and clearing obstacles. As the project progresses, the level of engagement will shift from key stakeholders to the broader project team and end-users.

Chart 23 Stakeholder Engagement Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Committee of Management (KA)					C D
Academic Director (KA)					C D
Project Managers					C D
Project Team			C	D	
Suppliers				C D	
Students	C		D		
Parents	C		D		

Source (Alcide, September 2017)

List stakeholders and place a “C” for their current level of engagement and “D” in the column of their desired level of engagement.

Manage Stakeholder Engagement

Stakeholder Engagement Management is the process of communicating and working with stakeholders to meet their needs and expectations, and to address issues as they occur. Stakeholder Engagement Management is the process to systematically foster appropriate stakeholder engagement in project activities throughout the life of the project. The key benefit of this process is that it allows the Project Manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success (PMI, 2013).

To effectively manage stakeholder engagement, the Creation of the Foreign Language Lab Project will utilize the Communication Plan and strategies identified above to communicate the relevant project information to key stakeholders in a proactive and timely manner. Leveraging the information provided in the Communication Plan (i.e., stakeholder groups, communication items, purpose, method of communication, and frequency), the project will have the ability to

increase support and minimize stakeholder resistance throughout the life of the project. Managing stakeholder engagement helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks.

In line with the analysis above, the project team will also be actively listening and soliciting input and feedback to make sure communications are being received and understood, and also to capture important information to help make adjustments and to respond to problem areas.

Other project artifacts will factor into Stakeholder Management as well, including the list of Business Process Changes and the Change Control process, both of which consider the impact on stakeholders. The project Issues Log is another tool to collect, document, and address concerns raised by stakeholders and to identify and provide solutions for stakeholder management risks that have materialized into issues.

Monitor Stakeholder Engagement

Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. Monitor Stakeholder Engagement involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

As mentioned in the Communications Plan and the Risk Management Plan, the Creation of the Foreign Language Lab Project will have mechanisms to receive ongoing direct feedback from key stakeholders, including email, personal communication, site meetings, status meetings and community meetings. Individual stakeholders will be encouraged to participate and to voice questions and concerns, with the most serious issues and concerns that are raised addressed in a formal, rigorous process through the Issues and Risk logs.

As described in the Scope Management Plan, the project will solicit broad participation in the collection and validation of requirements, which will uncover issues and concerns early on, so they can be addressed.

Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project lifecycle.

Stakeholder Plan Updates

Note that the Stakeholder Management Plan and associated documents are not static. The stakeholders identified and their information documented in the Stakeholder Analysis Register will be reviewed at least monthly to ensure the plan is meeting project expectations and to make modifications if required.

SPONSOR ACCEPTANCE
Approved by:

_____

Date:

5 CONCLUSIONS

1. The Project Management Plan was created using the analytical research method and the fifth edition of the *PMBOK® Guide,* to be used as a developmental tool for the Creation of the Foreign Language Lab Project Management team.

2. The Project Charter was the first subsidiary element of the Project Management Plan, created as the deliverable for specific objective number one. Using a template as a guide, to capture and organize the business needs and objectives, project description, preliminary scope statement, initial project risks, project deliverables, summary milestones, and project budget, the Project Charter also included identification of the project manager and the sponsor's authorization for the project to commence.

3. To define and specify the scope of the project, the Scope Management Plan, the deliverable created for specific objective number two, along with the WBS, WBS dictionary, Requirements Management Plan, Requirements Document, and Requirements Traceability Matrix, were developed from a table or template, capturing the information gathered during meetings with project stakeholders and from project document reviews.

4. The Schedule Management Plan, the output from specific objective number three, was created along with the Activity List, Schedule Network Diagram, Resource Assignments table and Project Gantt chart, in order to adequately identify and orchestrate each project activity to ensure the project's completion within the time constraints.

5. To create the Cost Management Plan, the output from specific objective number four, a template in Microsoft Excel was used to adequately develop the project budget, and a template was used to capture the Cost Management Plan which will guide the development of cost management performance measures and documents such as the Cost Baseline and the Project Funding Requirements.

6. To develop the Quality Management Plan, the output from specific objective number five, a template was used to identify the project's quality management approach, quality requirements/standards, quality assurance, quality control, and the quality control measures that will be used throughout the project, in order to ensure that quality was built into the project's processes and product.

7. To address specific objective number six, the Human Resource Management Plan, all human resources required to complete the project were identified and classified in a comprehensive list based on their roles and responsibilities. In addition, the project organization chart, the staffing management approach, and details identifying how the human resources will be managed throughout the project are detailed in the plan.

8. To fulfill specific objective number seven, the Project Communications Plan, a template was used along with a list of all stakeholders and their roles and responsibilities. In addition, a Communications Matrix was developed, detailing all project stakeholders (names/titles, information, format) throughout the project lifecycle, and ensuring that the information disseminated during the project is done so at the right time, in the right format, to the right people and by the right person.

9. The deliverable for specific objective number eight, the Risk Management Plan, was created using a template. Additionally, to capture and classify project risks, so that effective risk responses could be planned, a Risk Register was developed along with a qualitative risk analysis.

10. The Procurement Management Plan deliverable, created for specific objective nine, was developed using a template to identify the project's procurement management approach, types of contracts used and contract approval process. The plan is comprehensive in that it also details procurement risks and constraints, and how these issues, along with vendors, will be managed effectively.

11. The Stakeholder Management Plan, developed for specific objective ten, was also developed using a template. In addition to the plan, which details how stakeholders will be identified, classified, managed and engaged throughout the project, the Stakeholder Register and Stakeholder Analysis and Level of Engagement were also developed to provide more information for effective stakeholder engagement.

12. As the project management team was limited in its human resource capacity, the writer, in her role as Assistant Project Manager, developed all subsidiary plans using templates, spreadsheets, tables and charts, conducting meetings with the key contact person - the Lead Project Manager, and reviewing meeting minutes and other project documents.

6 RECOMMENDATIONS

1. Kingsway Academy should employ formal Project Management methods to increase the likelihood of project success in the completion of building projects.
2. Kingsway Academy should develop standard project management initiation and planning documents prior to the execution of the project.
3. All projects managed Kingsway Academy should be headed by a project management team, using developed standard project planning documents tailored for the project.
4. Kingsway Academy should use a Project Management Guide or Framework to direct the development of all project management tools.
5. Kingsway Academy's project management team should exercise care and caution during the development of each subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area or respective application area are thorough and accurate.
6. Kingsway Academy's project management team should utilize a document management and storage system, to organize and store all documents created for future use and review.
7. The Senior manager of Kingsway Academy should ensure that the project management team be hired and in place prior to the execution of any project and ensure that this team conduct all project planning related activities in order to enhance the proper management of the project during its lifecycle.
8. The project management team of Kingsway Academy should consider the use of the planning process and templates created during the development of the Project Management Plan for the Creation of the Foreign Language Lab, as a basis for implementing a methodology to be used by the company for future projects of similar relevance.

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8 APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	**Project Name:**
June 26, 2017	Project Management Plan to create a foreign language lab for Kingsway Academy High School
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Knowledge areas: Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement, and Stakeholder **Process groups:** Initiation, Planning, Executing, Monitoring and Controlling, and Closing	Education
Start date	**Finish date**
June 26, 2017	November 25, 2017
Project Objectives (general and specific)	
General objective: To develop a Project Management Plan, framed within the standards of the Project Management Institute, to create a foreign language lab for Kingsway Academy. Specific objectives: 1. To create a project charter that formally autorizes the existence of the project and provides the project manager with the authority to to apply organizational resources to project activities. 2. To create a scope management plan to ensure that the project includes all the required work to complete the project successfully. 3. To create a time management plan to manage the timely completion of the project. 4. To create a cost management plan to ensure that the project is completed within the budget constraints. 5. To develop a project quality management plan that ensures that the project requirements are met and validated. 6. To create a human resource management plan to ensure that all the human resources are identified and managed to effectively lead the project team. 7. To develop a communication management plan to ensure effective communication of the project status and other key information in a timely manner. 8. To create a risk management plan that identify risks and risk responses to increase the likehood and impacts of positive events, and decrease the likehood and impact of negative events in the project. 9. To develop a procurement manageent plan to ensure the purchasing or acquisition of products, services, or results needed from outside the project team.	

10. To develop a stakeholder management plan to ensure the people, groups, or organizations that could impact or be impacted by the project are clearly identified.

Project purpose or justification (merit and expected results)

To satisfy the demands of the Bahamas General Certificate Secondary Education (BGCSE) which requires listening and speaking for foreign language examinations, the department of modern languages of Kingsway Academy intends to create a foreign language lab. Data from previous examinations show students mainly excel in reading and writing components of the national examinations while their score remain low in speaking and listening. This can be explained by the fact that there is a lack of resources to teach and practice speaking and listening in foreign languages.
Thus the completion of this project is an imperative if we expect students to perform better in national examinations. The expected benefits of the project are that teachers can prepare students with the best resources to succeed in learning and performing better in examinations.

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

Project Management plan

Assumptions

It is assumed that the school will provide the information to do the FGP
It is assumed that UCI will provide academic support and enough tutoring to complete the FGP
It is assumed that the project will be completed within the months months alloted by the University

Constraints

Time: The FGP process development will need to comply with the dates established by the University
Quality: The FGP will need to comply to the best practices of project management plan
Confidentiality: School information will be kept confidential

Preliminary risks

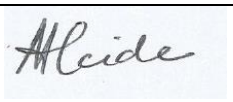
If proper tutoring is not offered, this might affect student understanding which will impact the quality of the project
If the information are not provided on time by the school this will impact the time to complete the project
If the required packages of work are not completed on a timley manner by the student, this will impact the schedule.
If proper communication during the process, this will impact the quality, the scope, and the schedule.

Budget

The estimate cost of the project is US $35,000. However, breakdown specific deliveries project are not available yet.

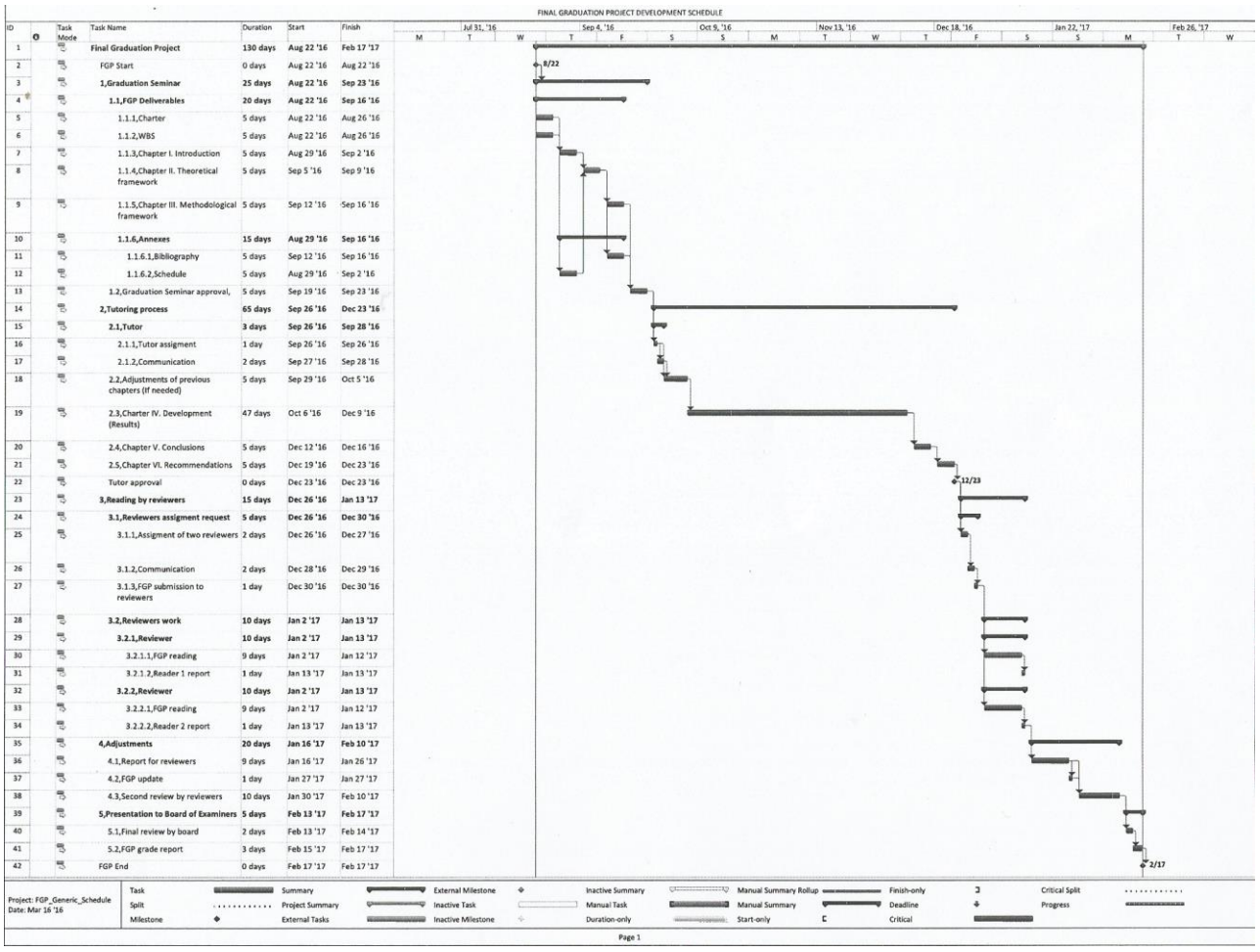
Milestones and dates

Milestone	Start date	End date
FGP Start	June 26, 2017	June 26, 2017
Graduation Seminar	June 26, 2017	July 30, 2017
FGP deliverables	June 27, 2017	July 24, 2017
Tutoring Process	August 01, 2017	October 30, 2017
Reading by reviewers	October 31, 2017	November 20, 2017
Adjustments	November 21, 2017	December 18, 2017
Presentations to board of examiners	December 19, 2017	December 25, 2017

Relevant historical information	
Kingsway Academy is a private Christian school located in the Bahamas. The school was created in 1959 with an emphasis on Christ centered education. It is one of the top school in the country. In the perspective of establishing good project management practice suggested by the Project Management Institute, this Project Management Plan is intended to accompany the institution in creating a foreign language lab.	
Stakeholders	
Direct stakeholders: • School Committee of Management • Director of Academic Affairs • Principal • Modern language Head of Department Indirect stakeholders: • Teachers • Students • Family • Government • Local businesses • Technology industry	
Project Manager: Rémy Nesack J. Alcide	**Signature:** 
Authorized by:	**Signature:**

Appendix 2: FGP WBS

Appendix 3: FGP Schedule



ID	Task Mode	Task Name	Duration	Start	Finish
1		**Final Graduation Project**	**130 days**	**Aug 22 '16**	**Feb 17 '17**
2		FGP Start	0 days	Aug 22 '16	Aug 22 '16
3		**1,Graduation Seminar**	**25 days**	**Aug 22 '16**	**Sep 23 '16**
4		**1.1,FGP Deliverables**	**20 days**	**Aug 22 '16**	**Sep 16 '16**
5		1.1.1,Charter	5 days	Aug 22 '16	Aug 26 '16
6		1.1.2,WBS	5 days	Aug 22 '16	Aug 26 '16
7		1.1.3,Chapter I. Introduction	5 days	Aug 29 '16	Sep 2 '16
8		1.1.4,Chapter II. Theoretical framework	5 days	Sep 5 '16	Sep 9 '16
9		1.1.5,Chapter III. Methodological framework	5 days	Sep 12 '16	Sep 16 '16
10		**1.1.6,Annexes**	**15 days**	**Aug 29 '16**	**Sep 16 '16**
11		1.1.6.1,Bibliography	5 days	Sep 12 '16	Sep 16 '16
12		1.1.6.2,Schedule	5 days	Aug 29 '16	Sep 2 '16
13		1.2,Graduation Seminar approval,	5 days	Sep 19 '16	Sep 23 '16
14		**2,Tutoring process**	**65 days**	**Sep 26 '16**	**Dec 23 '16**
15		**2.1,Tutor**	**3 days**	**Sep 26 '16**	**Sep 28 '16**
16		2.1.1,Tutor assigment	1 day	Sep 26 '16	Sep 26 '16
17		2.1.2,Communication	2 days	Sep 27 '16	Sep 28 '16
18		2.2,Adjustments of previous chapters (If needed)	5 days	Sep 29 '16	Oct 5 '16
19		2.3,Charter IV. Development (Results)	47 days	Oct 6 '16	Dec 9 '16
20		2.4,Chapter V. Conclusions	5 days	Dec 12 '16	Dec 16 '16
21		2.5,Chapter VI. Recommendations	5 days	Dec 19 '16	Dec 23 '16
22		Tutor approval	0 days	Dec 23 '16	Dec 23 '16
23		**3,Reading by reviewers**	**15 days**	**Dec 26 '16**	**Jan 13 '17**
24		**3.1,Reviewers assigment request**	**5 days**	**Dec 26 '16**	**Dec 30 '16**
25		3.1.1,Assigment of two reviewers	2 days	Dec 26 '16	Dec 27 '16
26		3.1.2,Communication	2 days	Dec 28 '16	Dec 29 '16
27		3.1.3,FGP submission to reviewers	1 day	Dec 30 '16	Dec 30 '16
28		**3.2,Reviewers work**	**10 days**	**Jan 2 '17**	**Jan 13 '17**
29		**3.2.1,Reviewer**	**10 days**	**Jan 2 '17**	**Jan 13 '17**
30		3.2.1.1,FGP reading	9 days	Jan 2 '17	Jan 12 '17
31		3.2.1.2,Reader 1 report	1 day	Jan 13 '17	Jan 13 '17
32		**3.2.2,Reviewer**	**10 days**	**Jan 2 '17**	**Jan 13 '17**
33		3.2.2.1,FGP reading	9 days	Jan 2 '17	Jan 12 '17
34		3.2.2.2,Reader 2 report	1 day	Jan 13 '17	Jan 13 '17
35		**4,Adjustments**	**20 days**	**Jan 16 '17**	**Feb 10 '17**
36		4.1,Report for reviewers	9 days	Jan 16 '17	Jan 26 '17
37		4.2,FGP update	1 day	Jan 27 '17	Jan 27 '17
38		4.3,Second review by reviewers	10 days	Jan 30 '17	Feb 10 '17
39		**5,Presentation to Board of Examiners**	**5 days**	**Feb 13 '17**	**Feb 17 '17**
40		5.1,Final review by board	2 days	Feb 13 '17	Feb 14 '17
41		5.2,FGP grade report	3 days	Feb 15 '17	Feb 17 '17
42		FGP End	0 days	Feb 17 '17	Feb 17 '17

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

Appendix 4: Other relevant information