

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL (UCI)

PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF A CHILD
CARE CENTER IN CARACOL, HAITI

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APPROVAL PAGE

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as
partial fulfillment of the requirements to opt for the
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DEDICATION

I dedicate this project above all to my son, Cleovanni Gamaliel Bastien, who represents a source of motivation in everything I undertake. Then I would like to dedicate this work to all mothers working in the textile sector in Haiti, since working conditions in the textile factory are neglected, especially when the employers are not socially responsible.

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ABBREVIATIONS AND ACRONYMS

CSV: Create shared values

FGP: Final graduation project

PMBOK: Project Management Body of Knowledge

PMI: Project Management Institute

RBS: Resource breakdown structure

UCI: Universidad para la Cooperación Internacional

WBS: Work breakdown structure

WBSD: Work breakdown structure dictionary

EXECUTIVE SUMMARY

The main goal of this research is to create a project management plan. Everest is one of the companies in the textile sector that recently settled down in Haiti. Along with the technologies that the company uses in Taiwan, the company is working on different projects in Haiti. One of the concerns of the company is the well-being of pregnant and lactating women. Although Everest has several technicians who are qualified for working on the projects, the completion takes longer than the allotted time, which often represents constraints in the operations of the factory because the planning must have changes. Therefore, a supervision mechanism was defined, which is the assignment of a project manager to start the activities.

The company is oriented towards social responsibility taking into account the needs of the community by creating a way to keep its workforce. The factory has recruited a consultant because a project management plan was necessary to deal with the current practice. One of the benefits is better accountability because strict supervision is necessary for the execution of such logistic project. Stakeholders will also be involved to ensure that the implementation of the day care is sustainable.

The final graduation project general objective is to create a project management plan for the implementation of the childcare facility. The specific objectives are to develop an integration management in case a stakeholder requests a change during the execution of the project and use the project charter as a guide that includes roles, responsibilities and key milestones; develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders; develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda, to develop a quality management plan that will ensure a continuous control of deliverables against established standards; to develop a resource management plan in order to take into account the different elements necessary in the execution of the project; to create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations; to produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency; to develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria; and to implement a stakeholder management plan to gather information and take into account the recommendations.

The methodology used for the research was analytical. The information is gathered from A Guide to Project Management, Sixth Edition. Previous data were also consulted, such as graphs, tools, and emails. In addition, interviews were held with all stakeholders. That information will be used to create the project management plan for the child care facility.

CHAPTER I. INTRODUCTION

1.1. Background

Taiwan is the world headquarters of Everest. Everest has five fabric factories, three garment factories in Tainan, Taiwan; Shanghai, China; Ratchaburi, Thailand; North Carolina, United States; Caracol, Haiti; and Hawassa, Ethiopia. Aside from creating jobs in Haiti, the company promotes a culture of improving the living conditions of workers. The factory began its operations in the industrial park of Caracol in 2017 and currently has three buildings for around 1,350 workers. The turnover rate is high; therefore, the factory carried out a statistical study, and the data revealed that most workers who have resigned are breastfeeding women. Despite the desire to work, sometimes breastfeeding women do not have a place to leave their babies during the day. As a result, they accumulate days of absenteeism and even come to abandon or resign from their work. Being aware of the problem, the general president plans to build a childcare in order to help young mothers at work.

1.2. Statement of the Problem

Women who breastfeed do not receive any special treatment in the factories. Despite the legal requirements that grant additional breaks to breastfeed their children, they cannot really benefit from this privilege with regard to the location of the factories from their home and the organization of the public transport.

From birth, children need an emotional bond and someone to take care of them during the first days. Sometimes, workers have no one to stay with their children, and even when there is someone to stay with them, mothers feel worried because they cannot breastfeed their children during the hours of work. Therefore, it creates a high turnover rate, which has increased the challenges in the operation of the factory. Having noticed this, management decided to undertake a project in order to be socially responsible, which is the purchase of a building for the establishment of a childcare facility.

However, factory management has no experience in the implementation of this type of project, and projects executed internally never finish on time because

there is no preventive action planned for the risks and a lack of budget. This project management plan will help identify any constraints that this project may have. In addition, it will help to estimate the time, cost, and scope to assess the risks, and all of this will help to have better probabilities of completing the project on time and budget and achieving the goal, which is the implementation of the child care facility. This management plan will ensure that the implementation follows a process according to the protocols defined by the ministry of education.

1.3. Purpose

The purpose is to develop a project management plan that includes the 10 knowledge areas. The factory needs to execute various activities while respecting the time, resource, quality, and cost constraints. The factory is engaged in social initiatives with a final objective, which is none other than the complete satisfaction of the most vulnerable people. The factory realizes how important it is to have qualified resources because it requires a lot of training and suddenly the learning curve can become zero. The project is important for the community because the majority of skilled workers have left the factory. For this factory, the protection of the mothers as well as the children remains a priority. This project management plan will allow the teams to better organize and estimate the resources.

1.4. General Objective

To develop a project management plan that allows the optimization of resources, taking into account the different plans to be developed during the implementation process of a child care facility in the industrial park of Caracol for workers.

1.5. Specific Objectives

1. To develop an integration management in case a stakeholder requests a change during the execution of the project
2. To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders
3. To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda
4. To develop a cost management plan in order to ensure that the project will be executed with the defined cost
5. To develop a quality management plan that will ensure a continuous control of deliverables against established standards
6. To develop a resource management plan in order to take into account the different elements necessary in the execution of the project
7. To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations
8. To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency
9. To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria
10. To implement a stakeholder management plan to gather information and take into account the recommendations

CHAPTER II. THEORETICAL FRAMEWORK

2.1. Enterprise Framework

2.1.1. Company Background

Green Trade Project Office (2015) stated:

Founded in 1988, Everest Textile is an R&D oriented and vertically integrated textile manufacturer that specializes in yarn spinning, twisting, weaving, dyeing, finishing, printing, coating, laminating and special finishing. Everest develops and supplies high value-added and innovative products to global leading brands in sports, outdoor, city, casual and industrial materials. (para. 1)

In 2017, Everest began its operations in Haiti in the industrial park of Caracol. The company continues to make big investments and encourages peer investment to deepen the industrial competitiveness. So far, the factory has implemented a waste water treatment and also identified the construction of a child care facility as the next step. Because of the various drawbacks encountered in the execution of the waste water treatment, the president of the company requested a project management plan in order to be able to successfully carry out this new project (Everest Textile, n.d.a).



Figure 1. Caracol Localization (source: Parc Industriel de Caracol (n.d.))

2.1.2. Mission and Vision Statements

Mission. “Everest’s mission is «contributing to society and changing the world». Everest claims to «create shared values (CSV) with stakeholders», and work on «the solution of win-win for six parties that includes employees, customers, suppliers, investors, society and environment»” (Everest Textile, n.d.b, para. 1).

Everest Vision Statement. Everest Textile (n.d.b) stated:

Our corporate core values are based on goodness and altruism, based on the four strengths of innovation, sustainability, wisdom and refinement, and face the future with the spirit of the Everest people who surpass the limits and challenge themselves, contribute to the world and achieve the triple economic and environmental and the social surpluses of the society. (para. 1)

2.1.3. Organizational Structure

Figure 2 represents the organizational structure that exists within the company. The main units are administration and production, which will be subdivided into different departments.

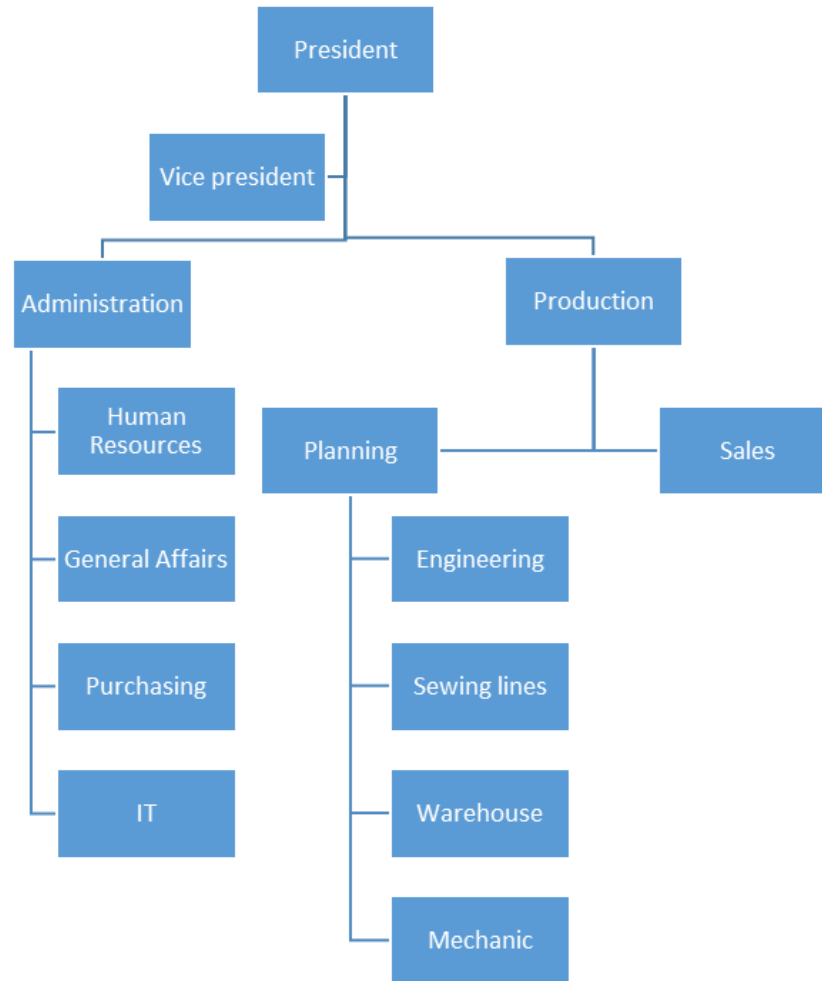


Figure 2. Organizational Structure (Source: Everest Textile Co., Ltd. (personal communication, 2020)).

2.1.4. Products Offered

Everest apparel offered the following products in Haiti:

1. T-shirts/Polo shirts
2. Dress shirts
3. Jackets/Soft shells
4. Hoodies/Base layers
5. Shorts/Swim trunks
6. Pants/Leggings

2.2. Project Management Concepts

According to the PMBOK (PMI, 2017), a project is defined as a “temporary endeavor undertaken to create a unique product, service, or result” (p.13). In the context of the final graduation project, the objective is to create a project management plan for the construction of a child care facility. Then, taking into account the definition, we can realize that the objective constitutes a project in itself because it is necessary to assign someone to develop the project management plan in a defined time.

2.2.1. Project Management

Labarre (2021) stated the following:

Project management involves the planning and organization of a company's resources to move a specific task, event, or duty towards completion. It can involve a one-time project or an ongoing activity, and resources managed include personnel, finances, technology, and intellectual property. (para. 1)

According to the Project Management Body of Knowledge, it is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements, which fall into the project management processes that include initiating, planning, executing, monitoring and controlling, and closing.

“Project management is the art of directing and coordinating human and material resources throughout the life of a project by using modern management

techniques to achieve predetermined objectives of scope, cost, time, quality and participation satisfaction” (Santos, 2019, para. 3).

Currently, Everest has no structure in place for the implementation of projects. The initiatives are supervised by the production or engineering department. Therefore, the project management plan of the FGP will serve as a roadmap to help the company find how to get it where it wants to go, moreover, to plan and organize the time and resources available.

2.2.2. Project Life Cycle

Guru99 (n.d.) stated:

The project life cycle is a series of activities which are essential for accomplishing project objectives or targets. Projects may have different dimensions and difficulty level, but, whatever the size: large or small, may be all projects could be mapped to the given lifecycle structure. This life cycle for the project includes four phases: the initiating phase, planning phase, executing phase, and closing phase. (para. 1)

According to Harvard Business Review (2016):

Whether you’re in charge of developing a website, designing a car, moving a department to a new facility, updating an information system, or just about any other project (large or small), you’ll go through the same four phases of project management: planning, build-up, implementation, and closeout. Even though the phases have distinct qualities, they overlap. (para. 1)

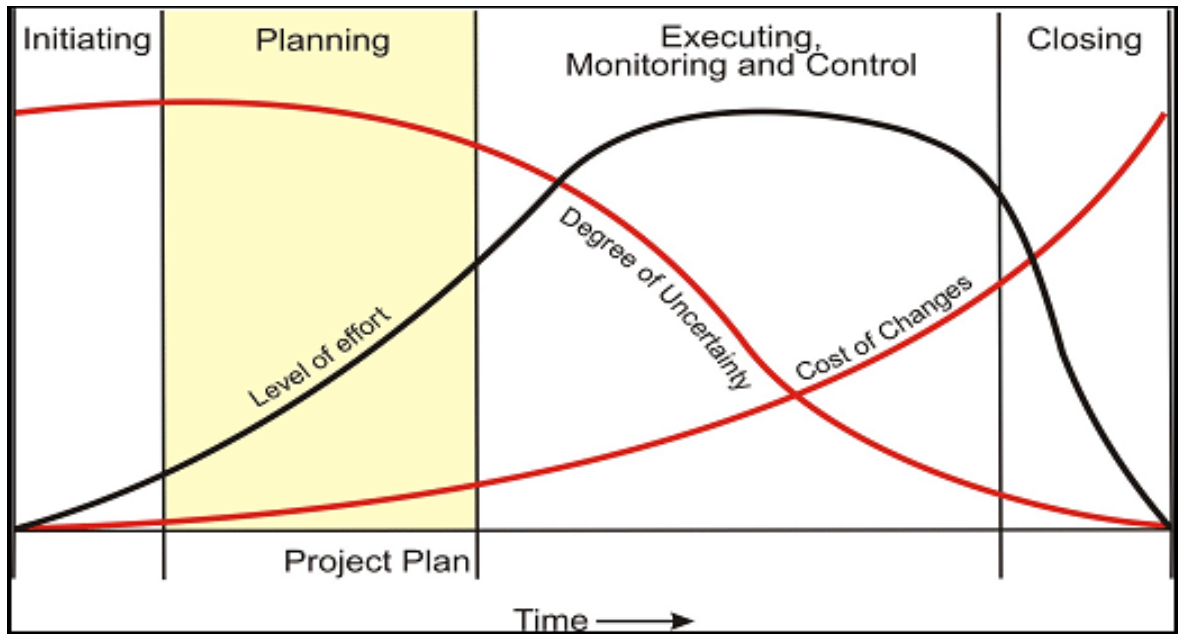


Figure 3. Project Life Cycle (Source: Amaral (2015)).

The project management plan for the FGP will allow us to see how the required process groups and their processes are guidelines for applying the appropriate knowledge and skills in project management during the course of the project. With the application of project management processes, it is iterative, and many processes are repeated during the project.

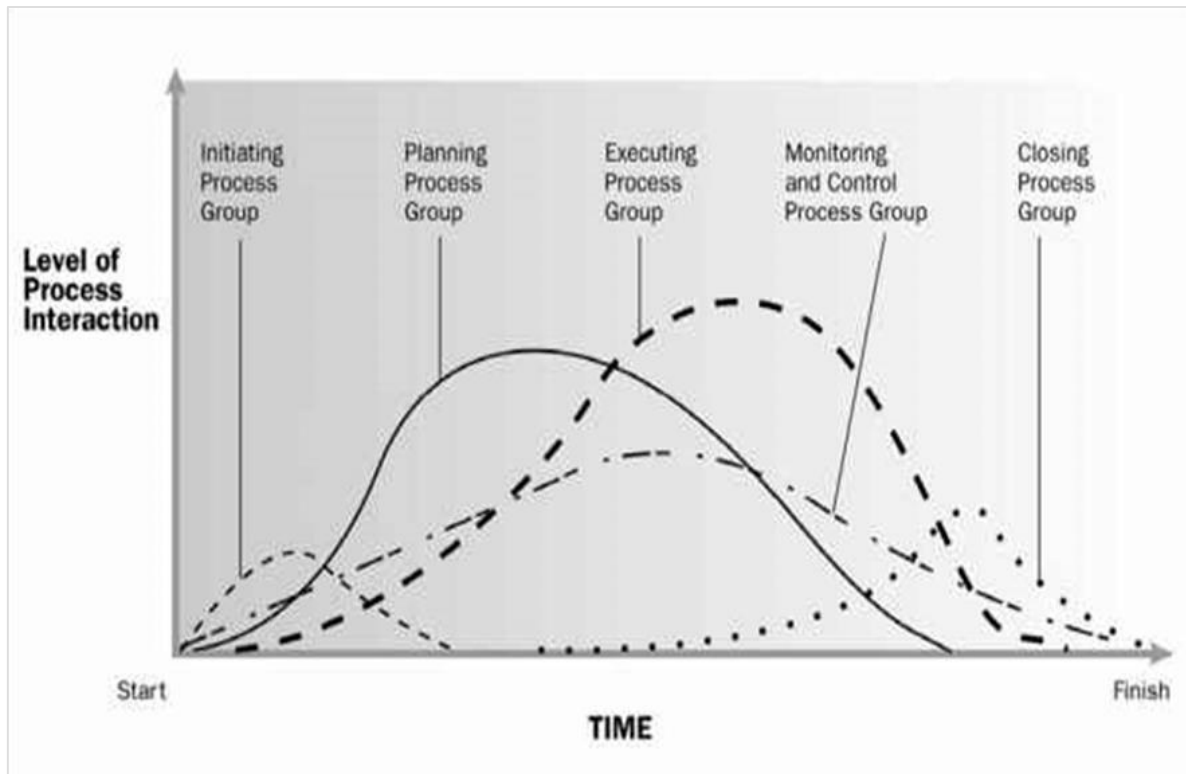


Figure 4. Process Interaction (Source: Barnes (n.d.)).

2.2.3. Project Management Processes

In the FGP, we are going to use the initiating process and the planning process for the implementation of the day care facility. Below, in Figure 5, five process groups and ten knowledge areas, whose intersection contains the 49 process areas, are included.

Knowledge Areas	Process Groups – (49 Processes)				
	Initiating (2)	Planning (24)	Executing (10)	Monitoring & Controlling (12)	Closing (1)
Project Integration Management (7)	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
Project Scope Management (6)		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	
Project Schedule Management (6)		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
Project Cost Management (4)		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
Project Quality Management (3)		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
Project Resource Management (6)		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
Project Communications Management (3)		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
Project Risk Management (7)		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Analysis 11.4 Perform Quantitative Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
Project Procurement Management (3)		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
Project Stakeholder Management (4)	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Figure 5. Project Management Processes (Source: Render (2019)).

2.2.4. Project Management Knowledge Areas

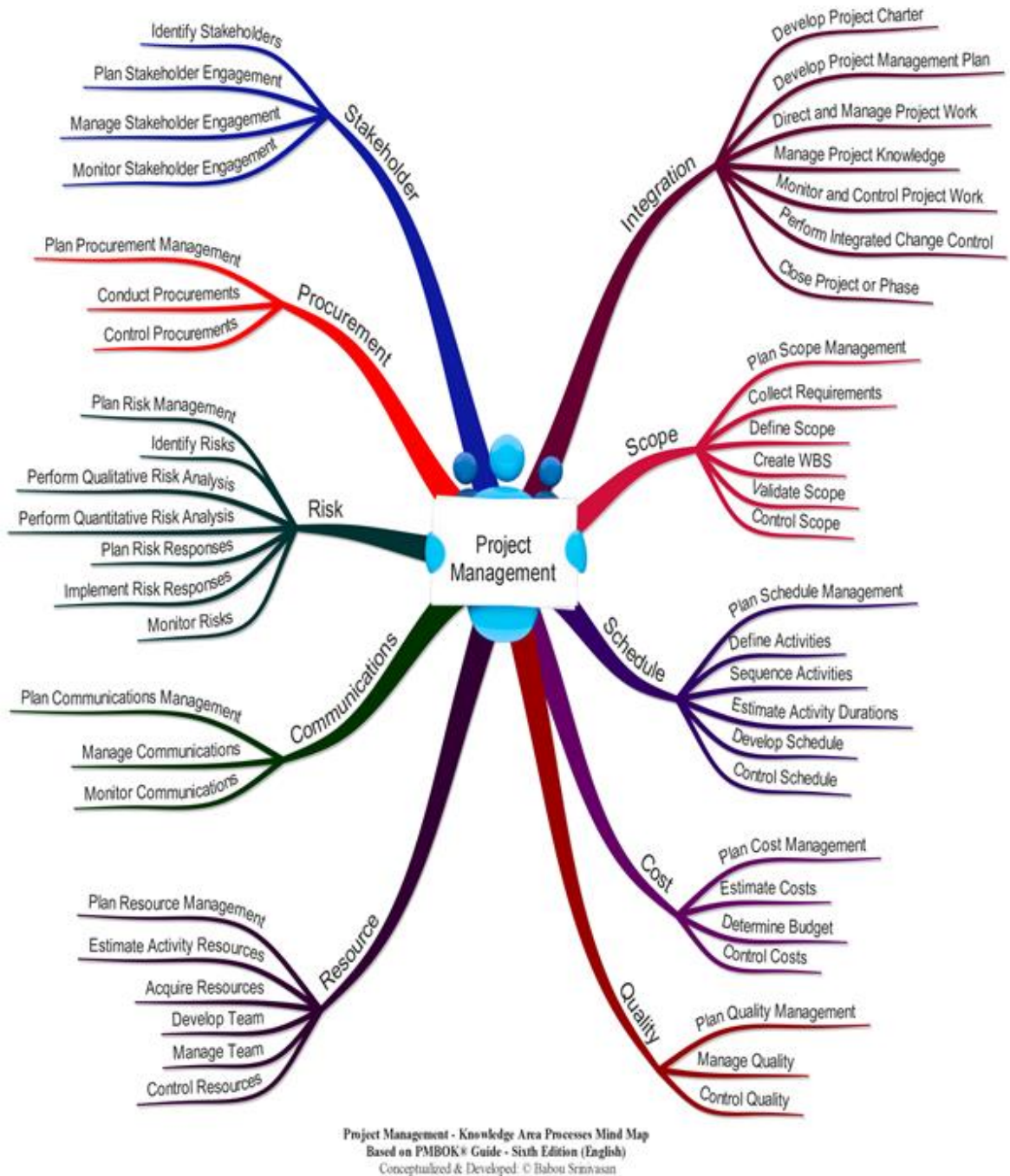


Figure 6. Knowledge Area Srinivasan, Project Management Mind Maps (Source: Project Management & Leadership Champions (s.f.)).

CHAPTER III. METHODOLOGICAL FRAMEWORK

3.1. Information Sources

“An Information Source is a source of information for somebody, i.e. anything that might inform a person about something or provide knowledge to somebody. Information sources may be observations, people speeches, documents, pictures, organizations etc” (Library & Information Science Network, 2018, para. 1).

3.1.1. Primary Sources

According to the website of Austin Pay State University (2021),

A primary source is an original object or document -- the raw material or first-hand information, source material that is closest to what is being studied ... Primary sources vary by discipline and can include historical and legal documents, eye witness accounts, results of an experiment, statistical data, pieces of creative writing, and art objects. In the natural and social sciences, the results of an experiment or study are typically found in scholarly articles or papers delivered at conferences, so those articles and papers that present the original results are considered primary sources. (para. 1-2)

The first sources of information that will be used for the development of the final graduation project are the interview with stakeholders, statistical data, emails, and surveys.

3.1.2. Secondary Sources

Austin Pay State University (2021) stated the following:

A secondary source is something written about a primary source. Secondary sources include comments on, interpretations of, or discussions about the original material. Secondary source materials can be articles in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that evaluate or criticize someone else's original research. (para. 3)

The secondary sources of information that will be used for the final graduation project are the PMBOK Guide, library database, PMI website, and articles.

Chart 1. Information Sources (Source C.Bastien, the author, July 2020)

Objectives	Information sources	
	Primary	Secondary
To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders	The interview with stakeholders, statistical data, emails, surveys, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda	The interview with stakeholders and the project manager, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To develop a cost management plan in order to ensure that the project will be executed with the defined cost	The interview with stakeholders, statistical data, emails, surveys, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To develop a quality management plan that will ensure a continuous control of deliverables against established standards	The interview with stakeholders and the project manager, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To develop a resource management plan in order to take into account the different elements necessary in the execution of the project	The interview with stakeholders, statistical data, project team members, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations

Objectives	Information sources	
	Primary	Secondary
To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations	The interview with stakeholders, books, and articles	The PMBOK Guide, Library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency	Statistical data, communication with the project team members, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria	The interview with the project manager and purchasing department, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations
To implement a stakeholder management plan to gather information and take into account the recommendations	The interview with stakeholders, books, and articles	The PMBOK Guide, library database, PMI website, and articles Online literature and academic journal review Previous research and website research on regulations

3.2. Research Methods

According to the University of Newcastle, Austria (2020), research method is defined as “Research methods are the strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic” (para. 1). Reference (2020) stated the following:

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. is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. (para. 1)

Chart 2. Research Methods (Source C.Bastien, the author, July 2020)

Objectives	Analytical research method 1
To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders	The analytical research method will be used to analyse the results of planning the project scope.
To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda	The analytical research method will be used to plan all tasks of the schedule management plan.
To develop a cost management plan in order to ensure that the project will be executed with the defined cost	Analytical research will be used to compare and manage the cost of the project execution.
To develop a quality management plan that will ensure a continuous control of deliverables against established standards	Analytical research will be used to verify and validate data that are included in the quality management plan.
To develop a resource management plan in order to take into account the different elements necessary in the execution of the project	Analytical research will be used to forecast requirements in the resource management plan.
To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations	The analytical research method will be used to gather key information for decision making in the communication plan.
To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency	The analytical research method will be used to collect information and track performance that will be incorporated in the risk management plan.
To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria	The analytical research method will be used for data gathering in the procurement management plan.
To implement a stakeholder management plan to gather information and take into account the recommendations	The analytical research method will be used to explore expectations that will be included in the stakeholder management plan.

3.3. Tools

A tool is defined according to the PMBOK as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (Project Management Institute [PMI], 2017, p. 725). The tools used in this final graduation project are described in the chart below.

Chart 3. Tools (Source PMBOK® Guide (6th ed.)).

Objectives	Tools
To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders	Product analysis Data analysis Decomposition Inspection Decision making
To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda	Analogous estimating Parametric estimating Three point estimating Bottom-up estimating
To develop a cost management plan in order to ensure that the project will be executed with the defined cost	Earned value analysis Variance analysis Trend analysis Reserve analysis
To develop a quality management plan that will ensure a continuous control of deliverables against established standards	Cost-benefit analysis Cost of quality Control chart
To develop a resource management plan in order to take into account the different elements necessary in the execution of the project	Project management information system Multicriteria decision analysis Hierarchical chart Responsibility assignment matrix
To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations	Analysis of communication requirements
To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency	Checklist SWOT analysis Root cause analysis Analysis of assumptions and constraints
To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria	Market research
To implement a stakeholder management plan to gather information and take into account the recommendations	Stakeholder engagement assessment matrix Stakeholder analysis Multicriteria decision analysis

3.4. Assumptions and Constraints

Assumptions are “factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration” (Kinser, 2010, para. 2).

Project constraints are anything that restricts or dictates the actions of the project team. These can cover many areas. The so-called «Triple Constraint»- the «triangle» of time, cost and scope - are the big hitters, and every project as project drivers has one or two, if not all three-project constraints. (PMTips, 2019, para. 1)

Chart 4. Assumptions and Constraints (Source C.Bastien, the author, July 2020)

Objectives	Assumptions	Constraints
To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders	The project goals, deliverables, and deadlines are available to define the scope of the project. The child care facility is already built.	Only the work specified in the project charter will be taken into consideration.
To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda	The organizational processes and procedures and specific childcare information are available to develop a schedule management plan.	The project needs to be done before the next election to avoid the effect of civil unrest.
To develop a cost management plan in order to ensure that the project will be executed with the defined cost	The cost for raw material needs has been estimated.	The project cannot spend more than 10% of the budget to comply with organizational policies.
To develop a quality management plan that will ensure a continuous control of deliverables against established standards	The sponsors will meet all requirements from the procurement department.	International standards need to be complied with.
To develop a resource management plan in order to take into account the different elements necessary in the execution of the project	All needed resources are available to develop the resource management plan.	Work needs to be completed during the allotted time.
To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations	The communication method to be used to reach all stakeholders is chosen.	Only the designated spokesperson is entitled to communicate with the different stakeholders.

Objectives	Assumptions	Constraints
To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency	Support from all parties involved to work with the risk management process	Risk responses need to be approved by all stakeholders before the implementation.
To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria	A decision criterion is available to select suppliers.	Procurement activities must be managed only by the procurement department staff.
To implement a stakeholder management plan to gather information and take into account the recommendations	The stakeholders will have the availability to communicate their expectations regarding the project.	The change request must be approved by the change advisory board.

3.5. Deliverables

“A deliverable is an element of output within the scope of a project. There can be one or several deliverables within a single project” (Wrike, n.d., para. 1). Deliverables can be items that are supposed to be sent externally to a customer or just to an internal manager (Wrike, n.d., para. 2). “Either way, it usually means that the individual is expecting the deliverable on a certain date” (Wrike, n.d., para. 2).

Chart 5. Deliverables (Source PMBOK® Guide (6th ed.)).

Objectives	Deliverables
To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders	Requirement traceability matrix Requirement management plan
To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda	Schedule management plan Project schedule network diagrams
To develop a cost management plan in order to ensure that the project will be executed with the defined cost	Cost management plan, cost baseline, and project funding requirements
To develop a quality management plan that will ensure a continuous control of deliverables against established standards	Quality management plan Quality metrics

Objectives	Deliverables
To develop a resource management plan in order to take into account the different elements necessary in the execution of the project	Resource management plan
To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations	Communication management plan
To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency	Risk management plan Risk register
To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria	Procurement management plan
To implement a stakeholder management plan to gather information and take into account the recommendations	Stakeholder register Stakeholder engagement plan

CHAPTER IV. RESULTS

4.1. Integration Management Plan

The integration management plan aims to help team members integrate the respective knowledge areas into one document. Furthermore, it helps the project manager to coordinate the project tasks. The integration management plan for this project is the union of all developed plans.

4.1.1. Change Management Control

Change management is a document that explains how the change control will be integrated in the project. If a stakeholder, project manager or the project sponsor for instance request a change during the execution phase, the change request will be reviewed by the project manager. Therefore, an assessment will be conducted for all knowledge areas to evaluate the impact of that change. Furthermore, the change request with the analysis will be reviewed by the change advisory board for decision making.

Based on a change log, the project manager will update the project management plan and the project document and then communicate to the stakeholders if the change requested is accepted or rejected and the reason behind that decision. The change request will follow the established change control process.

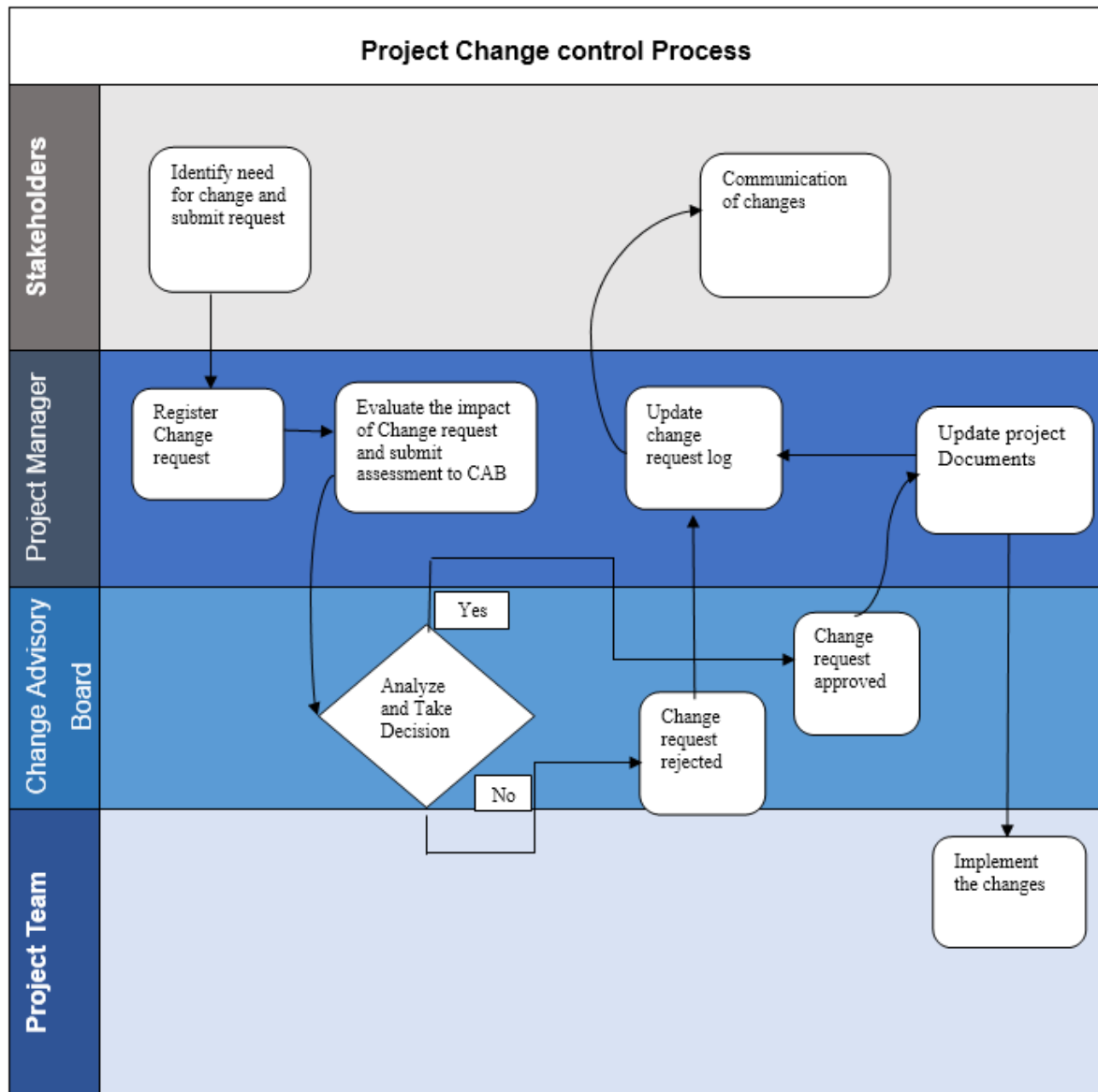


Figure 7. Change Control Process (Source C.Bastien, the author, July 2020)

Chart 6. Change Request Log (Source C.Bastien, the author, July 2020)

Change request log						
Project name :				Project manager :		
Request ID	Date	Name of request	Owner	Description	Status	Communication of changes

Integration Management Plan. Approved by:

 (Full name)
 Project Sponsor

 Date

 (Full name)
 Project Manager

 Date

4.2. Scope Management Plan

This scope management plan for the implementation of the day care facility in the industrial park of Caracol, Haiti will allow the allocation of resources to respect the planning as well as the budget available for the project. It will be important to have stakeholder engagement during the execution in order to understand their expectations. The project manager will determine the parameters to be taken into consideration in order to identify the different deliverables as well as the different tasks that will allow the project to have the desired output. This plan will also help to identify the people responsible as well as the processes that will be followed to ensure that everything is executed and approved on time.

The scope for this project is defined by the scope statement, work breakdown structure (WBS), and WBS dictionary. Therefore, the project manager will establish indicators to measure the scope of the project, while the project sponsors and stakeholders will be responsible for validating the deliverables. The execution of the project is scheduled to start in January 2021. Thus, this plan will take into account the procedure for selecting the children, the recruitment of all staff for the day care facility, and the needs in terms of the resources, equipment, and process for the establishment of the day care facility.

4.2.1. Roles and Responsibilities

Chart 7 presents the responsibilities of the stakeholders for the scope management plan of this project.

Chart 7. Roles and Responsibilities (Source C.Bastien, the author, July 2020)

Name	Role	Responsibilities
Everest headquarters representative	Project sponsor	<ul style="list-style-type: none"> • To approve the scope management plan • To analyze the needs for change requests • To approve change requests
Clifford Bastien and staff members	Project manager and project staff	<ul style="list-style-type: none"> • To develop the scope management plan • To establish scope indicators • To evaluate the impact of change requests • To communicate change requests to the stakeholders • To update the project document
Service provider/Local government authority, parent	Stakeholder	<ul style="list-style-type: none"> • To identify service needs • To propose scope changes

4.2.2. Project Scope Statement

The day care facility aims to provide to lactating women in the factory a space where they can visit and breastfeed their children for at least six months after childbirth during breaks as required by law. In addition, the children will receive basic consultations from a pediatrician who will visit the day care three times a week. Daycare educators will be available to take care of infants and toddlers and make sure they have everything they need when they are under their supervision. The educators will also ensure the safety, well-being, and good group dynamics of the children in their care. The factory management takes all initiatives in terms of funding in order to provide a social support to breastfeeding women so that they do not have to resign from their work.

4.2.3. Day Care Structure

The daycare will be structured as follows: play yard space, service area, office, eating area, clinic breastfeeding corner, conference room, classrooms, and toilets.

4.2.4. Project Exclusion

There will be no services to be provided until the project is finished such as the implementation of basic services (water, electricity, and waste management)

4.2.5. Project Constraints

- Only the work specified in the project charter will be taken into consideration.
- The project needs to be done before the next election to avoid the effect of civil unrest.
- The project cannot spend more than 10% of the budget to comply with organizational policies.
- International standards need to be complied with.
- The work needs to be completed during the allotted time.
- Only the designated spokesperson is entitled to communicate with the different stakeholders.

- Risk responses need to be approved by all stakeholders before the implementation.
- Procurement activities must be managed only by the procurement department staff.
- Change requests must be approved by all stakeholders.

4.2.6. Project Assumptions

- The project goals, deliverables, and deadlines are available to define the scope of the project.
- The child care facility is already built and has all safety approvals regarding the construction.
- The organizational processes and procedures and specific childcare information are available to develop a schedule management plan.
- The cost for raw material needs has been estimated.
- The sponsors will meet all requirements from the procurement department.
- All needed resources are available to develop the resource management plan.
- The communication method to be used to reach all stakeholders is chosen.
- Support from all parties involved to work with the risk management process
- A decision criterion is available to select suppliers.
- The stakeholders will have the availability to communicate their expectations regarding the project.

The work breakdown structure (WBS) is a deliverable-oriented hierarchical decomposition of the work to be executed by the team to accomplish the project objectives and create the required deliverables (see Figure 8).

The WBS dictionary includes a detailed description of work for each element and the activities, deliverables, and resource needs for the project completion (see Chart 8).

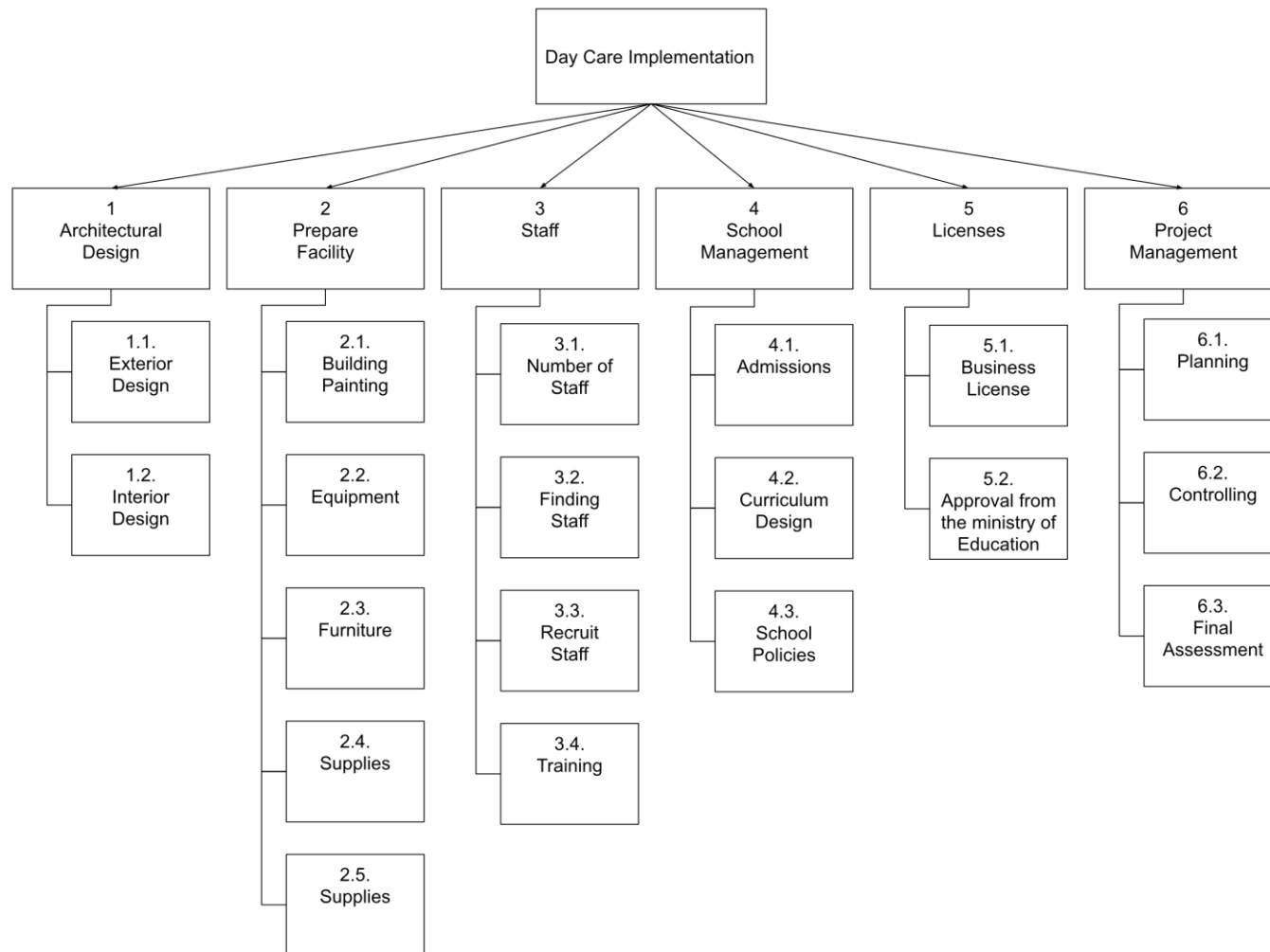


Figure 8. Work Breakdown Structure (WBS) (Source C.Bastien, the author, July 2020)

Chart 8. WBS Dictionary (Source C.Bastien, the author, July 2020)

Level	WBS code	Elements	Description of work	Deliverables	Resources
1	1	Architectural design	Discussing the day care concept	Initial building of the architectural plan	Day care requirements
2	1.1	Exterior design	Developing specific requirements	Architect directive	Project scope
2	1.2	Interior design	Establishing specific requirements	Architect directive	Project scope
1	2	Preparing the facility	Preparing the project site for the implementation to start	Structure in place for the following: <ul style="list-style-type: none"> • Play yard • Classrooms • Service area • Staff office • Eating area • Clinic • Breastfeeding corner • Conference room • Toilets 	<ul style="list-style-type: none"> • Supplier quotes • Subcontractor quotes
2	2.1	Building, painting, and cleaning	Painting and cleaning activities	Project site paint	<ul style="list-style-type: none"> • Supplier quotes • Subcontractor quotes
2	2.2	Equipment	Equipment purchase and installation of needs	Quantity and type of equipment for educational, outdoor, and office purposes	<ul style="list-style-type: none"> • Project scope • Supplier quotes • Subcontractor quotes
2	2.3	Furniture	Furniture purchase	Quantity and type of furniture for educational, outdoor, and office purposes	<ul style="list-style-type: none"> • Project scope • Supplier quotes • Subcontractor quotes

Level	WBS code	Elements	Description of work	Deliverables	Resources
2	2.4	Supplies	Purchase of supplies	Quantity and type of supplies for educational, housekeeping, and office purposes	<ul style="list-style-type: none"> Project scope Supplier quotes Subcontractor quotes
2	2.5	Facility clean up	Cleaning the facility	The facility is cleaned.	Subcontractor quotes
1	3	Staff	Hiring staff to run the day-care	Management system	Factory HR
2	3.1	Determining the number of staff	Verifying staffing requirements	List of needed staff	Project manager
2	3.2	Finding staff	Creating and publishing job announcements	Applicant list	Factory HR
2	3.3	Recruiting staff	Interview and selection process	Selection criteria	Factory HR
2	3.4	Training	Scheduling training for newly hired staff	Induction training provided to all staff	Factory HR
1	4	Day care management	Developing policies and procedures for the facility	Procedures and policies in place	Project manager and factory HR
2	4.1	Admissions	Elaborating admission requirements	Admission procedures	Project manager and factory HR
2	4.2	Curriculum design	Developing a curriculum for each category of children	Classroom curriculum	Day care requirements and website access
2	4.3	School policies	Developing rules for the day care facility	Staff and parent handbook	Forms and templates
1	5	Licenses	Applying the necessary permits and licenses	Obtained permits and licenses	Requirements from the state authority
2	5.1	Business licenses	Applying for a business license	Business license	Requirement from the government
2	5.2	License from the Ministry of Education	Applying for the authorization from the Ministry of Education	Authorization to operate as a day care	Requirement from the ministry
1	6	Project management	Identifying and documenting the project activities	Project management plan	Project scope
2	6.1	Planning	Planning the project activities	Schedule management plan	Project scope
2	6.2	Controlling	Monitoring the project activities	Monitoring plan	Project scope
2	6.3	Final assessment	Evaluating the project activity	Project documentation	Project scope

4.2.7. Scope Control

The scope of the project will be controlled by the project manager with the support of the project team members who will ensure the progress of the activities. The activities will be executed from the WBS dictionary having the elements of the WBS as reference. Under the supervision of the project management, it is then the responsibility of the project team to ensure that the deliverables are executed as described in the WBS. Once the requirements meet the standards that have been defined in the project plan, the project manager will meet with the project sponsor for the document acceptance.

4.2.8. Scope Verification

An audit will allow verifying the deliverables of the project against the scope statement: WBS and WBS. The project manager will approve each individual deliverable before transmitting the complete document to the project sponsor for final approval. When the document is signed, it will serve as a basis for evaluating the scope of the project.

The project sponsor and project manager will validate the scope management plan with their signature and date of approval when the requirements are satisfied.

Scope Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.3. Schedule Management Plan

4.3.1. Schedule Management Approach

The project schedule plan is a document that identifies the key dates of the project and provides a projection on the probable closing date of the project. Therefore, it serves as a visual representation for the project manager as well as the project team members on the status of the activities. This schedule plan will take into account the start date of the project, which is February 4, 2021 shortly after the approval of the FGP. In order to ensure the success of the project, the sequence of activities will be established in order to facilitate the verification of any changes that must be included in the project. In addition, the sequence of activities will identify how many tasks the project consists of. Expert judgment and statistical data will be used to estimate the duration of activities. Once the schedule is established, the project manager will review it and then forward it to the project sponsor for approval.

Chart 9. Project Activity and Duration (Source C.Bastien, the author, July 2020)

#	Activity	Duration
1	Approved interior and exterior design	10 day
2	Selecting a painting subcontractor	2 days
3	Awarding the contract for painting and completing painting	3 days
4	Determining the quantity needed (equipment, furniture, and supplies)	1 day
5	Selecting a supplier (equipment, furniture, and supplies)	5 days
6	Placing the order (equipment, furniture, and supplies)	1 day
7	Installation (equipment, furniture, and supplies)	3 days
8	Applying for business licenses	5 days
9	Calculating the number of needed staff	1 day
10	Creating job descriptions	3 days
11	Job announcement	1 day
12	Conducting interviews	5 days
13	Selecting potential candidates	1 day
14	Defining the children selection criteria	1 day
15	Elaborating the child care handbook	7 days
16	Elaborating the child care curriculum	5 days
17	Applying for approval with the Ministry of Education	10 days

4.3.2. Network Diagram

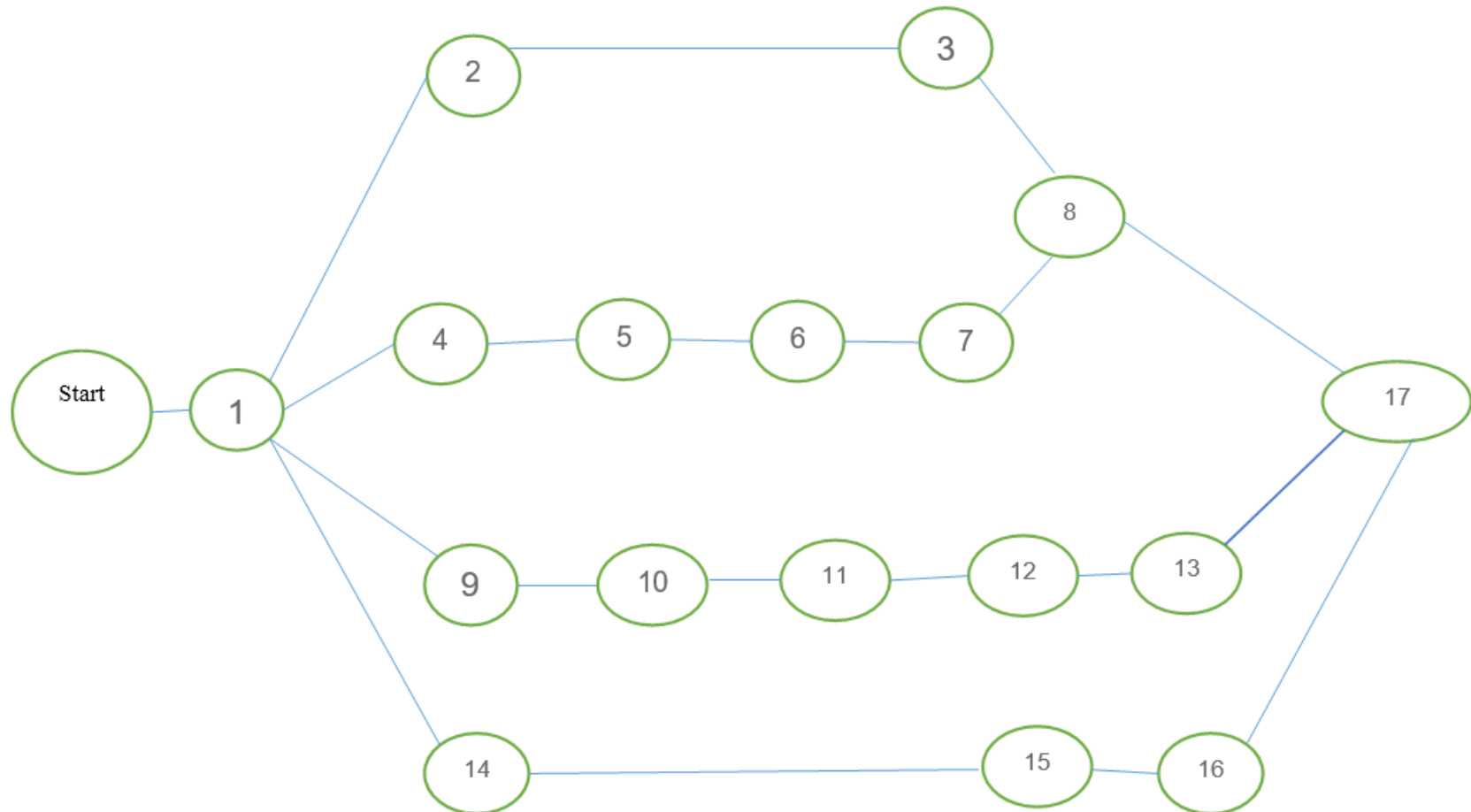


Figure 9. Sequence of Activities (Source C.Bastien, the author, July 2020)
Notes. Activities 1, 9, 10, 11, 12, 13 and 17 make up the critical path.

4.3.3. Project Schedule

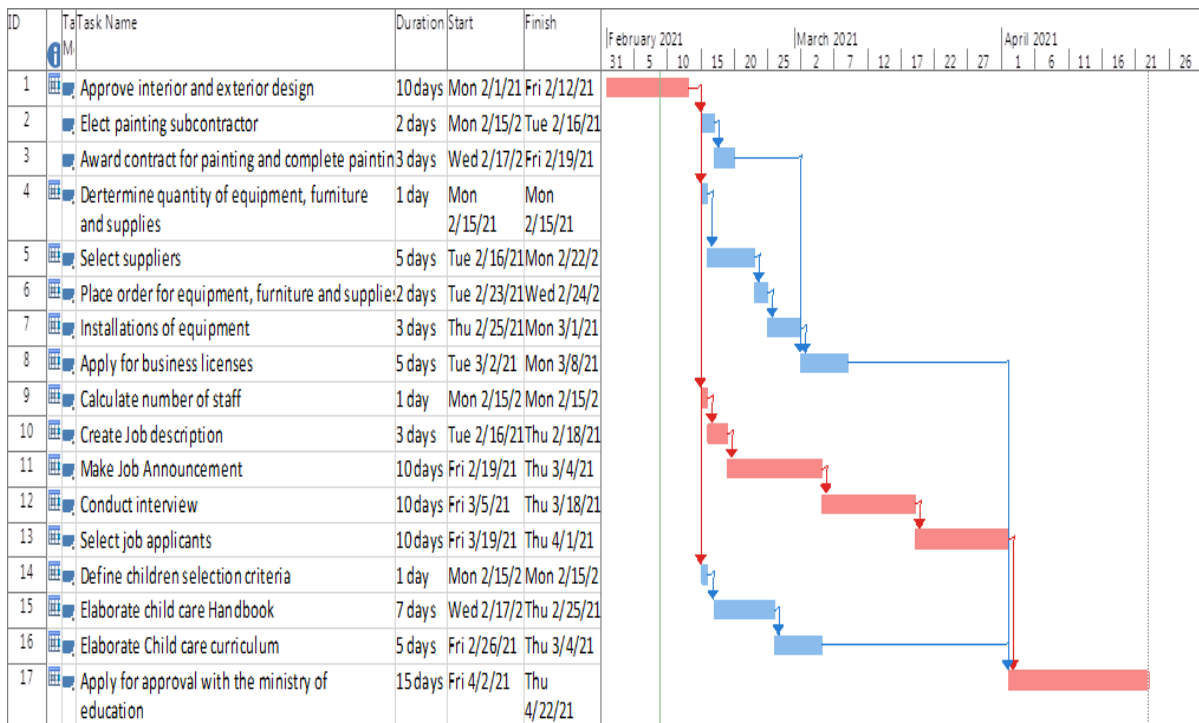


Figure 10. Project Schedule (Source C.Bastien, the author, July 2020)

Schedule Management Plan. Approved by:

 (Full name)
 Project Sponsor

 Date

 (Full name)
 Project Manager

 Date

4.4. Cost Management Plan

4.4.1. Plan Cost Management

The project manager is in charge of developing, managing, and informing project stakeholders during the implementation phase about the cost of the project. He will also have to give guidance to estimate and control the cost of the project. During the biweekly meetings, there will be interactions with expert groups to analyze the cost management plan. The project team members will meet with the stakeholders to provide feedback regarding cost performance. The inclusion of the factory HR staff will be used to help estimate the cost of the project.

4.4.2. Cost Management Approach

The cost management plan for the implementation of the day care facility will be managed from the work break down structure and the project schedule. The unit to estimate the budget will be US dollars, and the project manager will guide the project team members in order to estimate the budget and the cost related under this framework.

The cost variance acceptable limit will be evaluated at 10 % based on the organizational policy, and an alert will be given by the project manager when the budget exceeds the control limit. A performance measurement will be used as a benchmark to evaluate the percentage of work executed through a reporting format for cost control.

The reporting format will include the bi-weekly progress and information about the cost variance and when it is outside of the control limit. The project manager is responsible for giving an explanation regarding the variation reasons; also, he should provide mitigation measures. The reporting form will also include information about the actual versus the planned exchange rate.

4.4.3. Estimate Cost

In order to estimate the cost of an activity, the project manager will consider the project schedule, which includes the list of activities. From this list, he should determine the cost of resources needed, such as human and material resources. The cost will be estimated based on analogous estimation techniques from the

factory internal resources: three-point estimation techniques, bid analysis for outsourcing activities, and also a contingency reserve in case reworking is needed or a defective equipment is received.

An estimation for the minimum cost necessary for the day care implementation has been created. The table will be presented to the project sponsors, but it does not contain the operational cost for running the day care.

Chart 10. Activity Cost Estimate (Source C.Bastien, the author, July 2020)

Items	Quantity	Resource cost	Unit cost USD	Total cost
Approved interior and exterior design	1		750	750
Selecting a painting subcontractor	1	50		50
Awarding the contract for painting and completing painting	1	50	1500	1550
Determining the quantity needed (equipment, furniture, and supplies)	1	50		50
Selecting a supplier (equipment, furniture, and supplies)	1	250		250
Placing the order (equipment, furniture, and supplies)	1	50		50
Purchase and installation (equipment, furniture, and supplies)	1		19000	19000
Calculating the number of needed staff	1	50		50
Creating job descriptions	1	250		250
Job announcement	1	50		50
Conducting interviews	3	250		750
Selecting potential candidates	3	50		150
Defining the children selection criteria	1	50		50
Elaborating the child care handbook	2	350		700
Elaborating the child care curriculum	2	250		500
Applying for approval with the Ministry of Education	1		200	200
Applying for business licenses	1		1200	1200

4.4.4. Determine Budget

The budget for the implementation of the day care will be calculated based on the cost baseline for each activity. The aggregation methods will help to define a contingency reserve at the work breakdown structure, and a reserve analysis will give an approximation of the project reserve. Once the project budget has been approved by the project sponsor, the project manager is in charge of reconciling the expenses through established milestones. A project reserve will be added by the sponsor. A contingency reserve of \$4100 will be applied based on the amount that was defined in the risk management plan. The cost baseline for this project is calculated with the following equation:

$$\begin{aligned} \text{Budget} + \text{contingency reserve} &= \\ \$25\,600 + \$4\,100 &= \\ \$29\,700 & \end{aligned}$$

S-curve for the project, see graphic below.

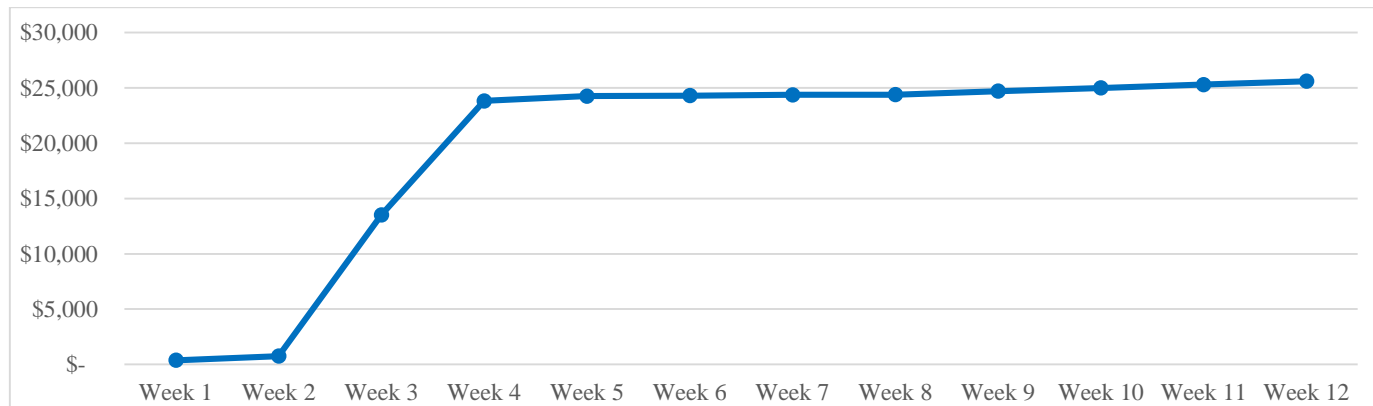


Figure 11. Project S curve(Source C.Bastien, the author, July 2020)

Chart 11. Cumulative cost per Week (Source C.Bastien, the author, July 2020)

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
1	\$375	\$375										
2			\$50									
3			\$1,550									
4			\$50									
5			\$125	\$125								
6				\$50								
7			\$9,500	\$9,500								
8				\$25	\$25							
9			\$250									
10			\$50									
11			\$250	\$250	\$250							
12					\$50	\$50	\$50					
13							\$17	\$17	\$17			
14			\$700									
15			\$250	\$250								
16				\$100	\$100							
17									\$300	\$300	\$300	\$300
Total	\$375	\$375	\$12,775	\$10,300	\$425	\$50	\$67	\$17	\$317	\$300	\$300	\$300
Cumulative Total	\$375	\$750	\$13,525	\$23,825	\$24,250	\$24,300	\$24,367	\$24,383	\$24,700	\$25,000	\$25,300	\$25,600

4.4.5. Control Cost

The project team will use the cost baseline to identify when cost change is necessary and update the project document using the integrated change control process.

Cost Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.5. Project Quality Management Plan

The quality management plan for this project aims to meet the requirements of project execution, such as limiting the reworking process, increasing employee motivation, and improving customer satisfaction. Therefore, the project manager will need to commit to project quality and project parameters. In order to achieve this, the project manager will define the following:

- The process for the quality management plan
- Quality assurance
- Control quality

4.5.1. Quality Management Approach

The quality management plan approach for the implementation of the child care facility will focus on the expectations of the sponsors and the quality management process that exists at the company level. All metrics that are applicable to the project will be identified as well as the type of checklist the project team members will follow to ensure that compliance to quality requirements is available. In order to ensure quality, there should be an upfront planning and communication of the process to follow. The project sponsor will share the quality goals and existing procedure.

The project manager will provide work instruction before each activity execution to the contractors and explain the verification phase. He will gather all requirements related to the approval from the local authority prior to the drafting of any documents and share them with the person in charge. Furthermore, the explanation to the project team members on how to use the checklist and the process on how to conduct self-auditing will be provided accordingly. The result of the random audit and the acceptance limit is documented for further analysis on the process improvement.

The project manager needs to ensure the following:

- The design of the building and the time scale for work completion are available to the subcontractor.

- Informing the project team about the work schedule
- Sharing the list of all of the equipment, furniture, and supplies
- Providing a checklist example for verification upon the receipts of all of the equipment
- A storage procedure is in place.

The HR staff needs to follow these steps:

- Reviewing and validating the recruitment procedure
- Reviewing and validating the purchasing procedure
- Defining the competencies needed for each worker category
- Elaborating questionnaires and interviewing

The project team will verify the following:

- If the curriculum meets the minimum requirements established by the Ministry of Education
- If all documents are available for the business license and approval from the Ministry of Education
- How the procedures are implemented

4.5.2. Manage Quality

Quality assurance will be carried out through a process that will help to identify compliance when compared to the quality management plan. Then, regarding the day care facility, quality guidelines will be shared on the process to follow. Quality assurance involved all metrics, the data collection process, and process improvement plan. The project manager and project team members are responsible for conducting assessments in order to verify if the procedures are executed as planned.

Quality metrics for the project:

- Organizational procedures
- Standards and safety of the equipment

- Government regulations for the child care facility

Quality tools for the project:

- Checklist
- Questionnaires
- Procedure assessment guidance

The project manager will monitor the project quality plan and provide feedback on a weekly basis, and the project team members will provide data on a daily basis. The project manager will verify the data collection of the project, while the project team will follow the assessment schedule. In case of a discrepancy, the project team will inform the project manager and schedule a meeting the same day in order to establish an action plan, and a report of the finding will be drafted. Due to the fact that a lot of things such as process implementation and verification are observed during this stage of quality assurance, a corrective and preventive action will be recommended and included in a checklist for change requests.

4.5.3. Quality Assurance

The verification of the process and procedures will be executed by project team members.

4.5.4. Quality Control

First of all, quality control will be carried out from the layout design given by the architect. The standards will be defined from the internal procedures of the factory, as well as the external procedures. The orders will be placed by the purchasing department. The inspection of the deliverables will be performed by the factory department with the use of a checklist.

The checklists and the activity log below will be used by the project team to verify quality standards, and they will serve as a support document to inspect the deliverables against the requirements. If something is not compliant during the

checks, it will trigger the integrated change management process. The control measurements will generate work performance.

Chart 12. Process Inspection (Source C.Bastien, the author, July 2020)

Process inspection			
Company			
Auditor:		Date:	
Process name	Yes	No	Comment
Process task			
Process task			
Process task			
Process task			
Approved by:			

Chart 13. Furniture, Equipment, and Supply Checklist (Source C.Bastien, the author, July 2020)

Furniture, equipment, and supply checklist				
Supplier name				Date
Item description				
Auditor				
Check point	Sampling	Defect	Pass	Fail
Observation:				

Chart 14. Activity Log (Source C.Bastien, the author, July 2020)

Activities	Planned duration	Actual duration
1		
2		
3		
4		
5		

Quality Management Plan. Approved by:

 (Full name)
 Project Sponsor

 Date

 (Full name)
 Project Manager

 Date

4.6. Resource Management Plan

The project resource management aims to identify how we are going to acquire, develop, and manage all resources throughout the project lifecycle. The work breakdown structure has been used as an input to develop the resource management plan. Once the list of activities has been defined, the needed human resources will be selected based on the various tasks to be executed. The cost estimate will also be used as an input for the activity estimate resource. All documents related to resource requirements will be managed by a project management software. The project team should have the necessary skills to generate exceptional results in order to reach the objectives.

4.6.1. Resource Breakdown Structure (RBS)

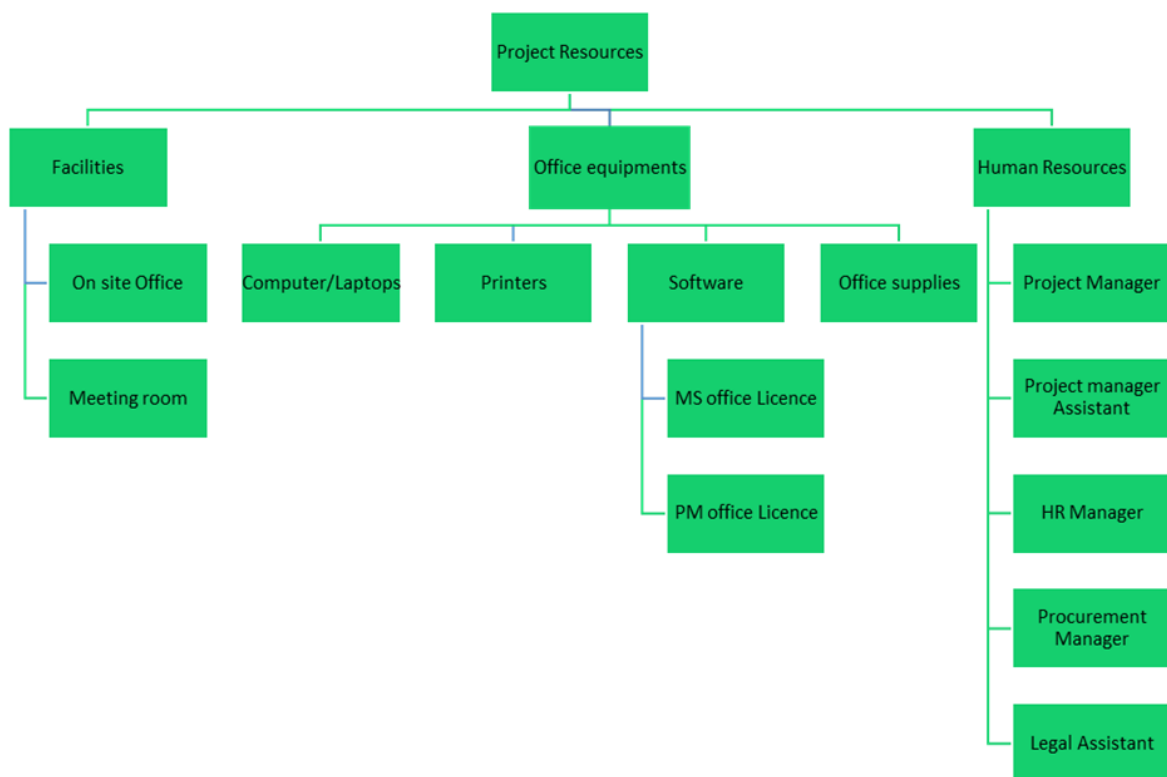


Figure 12. Resource Breakdown Structure (RBS) (Source C.Bastien, the author, July 2020)

4.6.2. Project Team Organizational Chart

The project team organizational chart shows the relation between project tasks and project team members.

Chart 15. RACI Matrix (Source C.Bastien, the author, July 2020)

RACI chart	Project sponsor	Project manager	Project manager assistant	HR manager	Procurement manager	Legal assistant
Project charter	R	A	I	I	I	I
Change request	C	R	A	I	I	I
Scope management	I	A	R	I	I	I
Project schedule	I	A	R	I	I	I
Project cost	I	A	R	N/A	C	N/A
Contract drafting	I	A	R	N/A	N/A	R
Project quality	I	A	R	I	I	I
Manage resources	I	A	R	C	N/A	N/A
Manage communication	I	A	R	I	I	I
Manage risk	I	A	R	I	I	I
Manage procurement	I	A	R	I	C	I
Manage stakeholders	I	A	R	N/A	N/A	N/A

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

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

4.6.3. Acquiring the Project Team

Staff will be acquired by different means. The project manager will look for potential candidates inside of the organization, such as factory employees. Then, the project manager will negotiate with the project sponsor about the project needs and have the available resources assigned to the project. In addition, there will be a selection process for external candidates where multi criteria analysis will be applied (see Chart 15). As soon as the staff has been identified and selected, the project manager will develop a project task assignment (see Chart 16).

Chart 16. Criteria Analysis for Candidates (Source C.Bastien, the author, July 2020)

Candidate	Criteria list	Rating	Score
1	<ul style="list-style-type: none"> • Academic level • Skills • Experiences • Salary expectations 		
2			
3			
4			

Chart 17. Task Assignment (Source C.Bastien, the author, July 2020)

Task assignment					
Project name:					
Project start date:					
Assign to	Task definition	Level of priorities	Due dates	Status	Comment

4.6.4. Developing the Project Team

A team building activity will be scheduled where each team member will have an opportunity to learn from each other prior to the start of the activities. Furthermore, the project team will be informed about the project, expectations, and some rules to follow during the implementation. A team performance appraisal will be applied based on specific criteria, and the result will be communicated on a weekly basis.

4.6.5. Control Resource

In order to maintain the same level of performance, a work performance report will be used to know how the project is progressing. Also, any recurrent issue will be identified and addressed immediately via observation.

Resource Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.7. Communication Management Plan

The fact is that all stakeholders do not work in a single environment; there must be a way so they can communicate with each other. A communication management plan is necessary in order to manage the communication between different entities. This management plan should be developed using information from other knowledge areas because during the implementation of the project, it is important to know how the activities are progressing. This plan will make it possible to plan the communication in order to know what to report to the different entities and to coordinate everything to be carried out on time. All project activities will be communicated in a way so that stakeholders can be informed and understand every detail.

The communication plan for the activity implementation will guarantee the success of the project because through this communication, conflicts and risks will be managed. In addition, the members concerned will be informed of the activity status from the means that are determined. The process will include information that will be communicated formally and informally. The project manager should plan the communication and ensure the planning has been shared with other team members.

The stakeholder register will be used information about the project's stakeholders and include the requirements of each of them as well as the required communication frequency. In addition, a feedback form will be used to collect communication related issues, and a change can be authorized after the change request has been analyzed by the project manager. All information will be saved via Google Drive for a period that will not exceed five years.

Chart 18. Project Communication Plan (Source C.Bastien, the author, July 2020)

Description	Frequency	Method	Audience	Owner	Deliverables
Project kickoff meeting	Once	Meeting/ presentation	Project stakeholders	Project manager	Agenda meeting minutes
Project standup meeting	Daily	Email and telephone	Project manager Project team	Assistant project manager	Daily activity report
Project team meeting	As needed	Meeting and video conference	Project team	Project manager	Agenda meeting minutes
Project status report	Weekly	Email	Project sponsor	Project manager	Project report
Request for work instruction	As needed	Face-to-face conversation	Subcontractors	Project manager	Provided instructions
Information request	As needed	Email and telephone conversation	Ministry representative	Assistant project manager	Summary of the conversation
Purchasing process	As needed	Email and phone conversation	Supplier	Purchasing manager	Pro forma
Recruitment process	As needed	Email, phone conversation, face-to-face meeting, and video conference	Job applicants	HR manager	List of candidates
Lessons learned	Bi-weekly	Face-to-face meeting or video conference	Project team	Project manager	Lessons learned document

4.7.1. Managing Communication

The developed communication plan will serve as a road map so that the project manager can follow up with the other team members. Then, a performance analysis will be carried out, and the report resulting from this analysis will be communicated from the communication channels to the respective stakeholders.

During the implementation of the project, communication will take place at the different levels listed below:

1. Project sponsor
2. Project manager
3. Assistant project manager
4. Subcontractor
5. HR manager
6. Purchasing manager
7. Legal consultant
8. Suppliers
9. Job applicants

The communication channel necessary for this project is described as follows:

- Communication channel = $n(n-1) / 2$
- Communication channel = $9 * 8/2 = 36$

In order to make the communication efficient, information technologies will be used as well as the communication model, and the method will be applied throughout the life cycle of the project. The project team will have the opportunity to give feedback on the communication mechanisms in place that are more or less effective, and the suggestions will be analyzed and fed into the communication plan as they arise. Change requests will be sent to the project manager for approval.

4.7.2. Control Communication

It is a process that allows for the verification of whether the execution team is following the communication plan. The project manager will use the communication management plan to check whether the information has actually been distributed as planned. First, in this process, the role of the project manager is to compare the

performance against established baselines and check if the communication frequency has been followed. The raised issues will also be shared with the project team to analyze if changes are needed and if any discrepancies will be subject to in-depth analysis.

The project manager will verify the communication indicators through a checklist for a proper follow-up. Based on the information collected, if some changes are necessary, the sponsor will be in charge of the final decision, and the project manager will be in charge of updating the necessary documents in terms of communication and then informing the team of the changes that were made, furthermore, assessing if the communication that is in place is really needed.

Communication Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.8. Risk Management Plan

According to the PMBOK (PMI, 2017), in project management, a risk is defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objective. During the execution of the activities, the project may be subject to different types of risks. Therefore, the project manager has a responsibility to identify all factors that will be taken into consideration during the implementation of the day care. The risks associated with the projects will be identified first from the project charter and the organizational checklists to identify the risks and judgment of the project team members.

A risk register will be created by the project manager, and the assistant of the project manager will update the document when a new risk should be added or removed. The risks of this project are related to the procedures, time, human resources, occupational safety, and emergency preparedness. The risk register will include all risks and classify them on the basis of impact, probability, and risk exposure.

4.8.1. Risk Response

The project team members will participate in the development of the risk response plan and propose actions that can reduce the probability and impact of them happening. Some of the means that will be used are the mitigation strategy, contingency strategy, or the transfer of risks to a third party.

4.8.2. Control Risk

To implement the risk response, it is necessary to control the risk. The work performance data will be used as an indicator helping to identify the status of the project. The risk register will be updated by the assistant of the project manager and the project team; the sponsor will be informed on a weekly basis. The application of the risk response will be determined by the project manager.

4.8.3. Probability and Impact Matrix

According to the PMBOK Guide (PMI, 2017), prioritization rules may be specified by the organization in advance of the project and included in organizational process assets or they can be tailored to a specific project. In this project, risks are

based on a probability and impact matrix. Descriptive terms such as low, medium, and high are used for the probability and impact matrix during the evaluation of the risks for the day care facility.

Chart 19. Probability Rating Scale (Source C.Bastien, the author, July 2020)

Score	Definition
3	An event that will happen at least five times in the project life cycle
2	An event that will happen more than one and less than five times during the project life cycle
1	An event that will happen once in the project life cycle

Chart 20. Impact Rating Scale (Source C.Bastien, the author, July 2020)

Score	Definition
3	Project slippage/Increased cost of the approved budget >20%
2	Project slippage/Increased cost of the approved budget >10% and < 20%
1	Project slippage/Increased cost of the approved budget < 10%

Chart 21. Risk Matrix: Probability and Impact Score (Source C.Bastien, the author, July 2020)

Probability	Impact		
	1	2	3
3	3	6	9
2	2	4	6
1	1	2	3

Depending on the occurrence probability of each risk and its possible impact on the project, the table will make it possible to assess the risk level. The green zone represents low risks; the yellow zone represents moderate risks, and the red zone represents high risks. A meeting has taken place with the project team, and the report is presented by the project manager in the risk register.

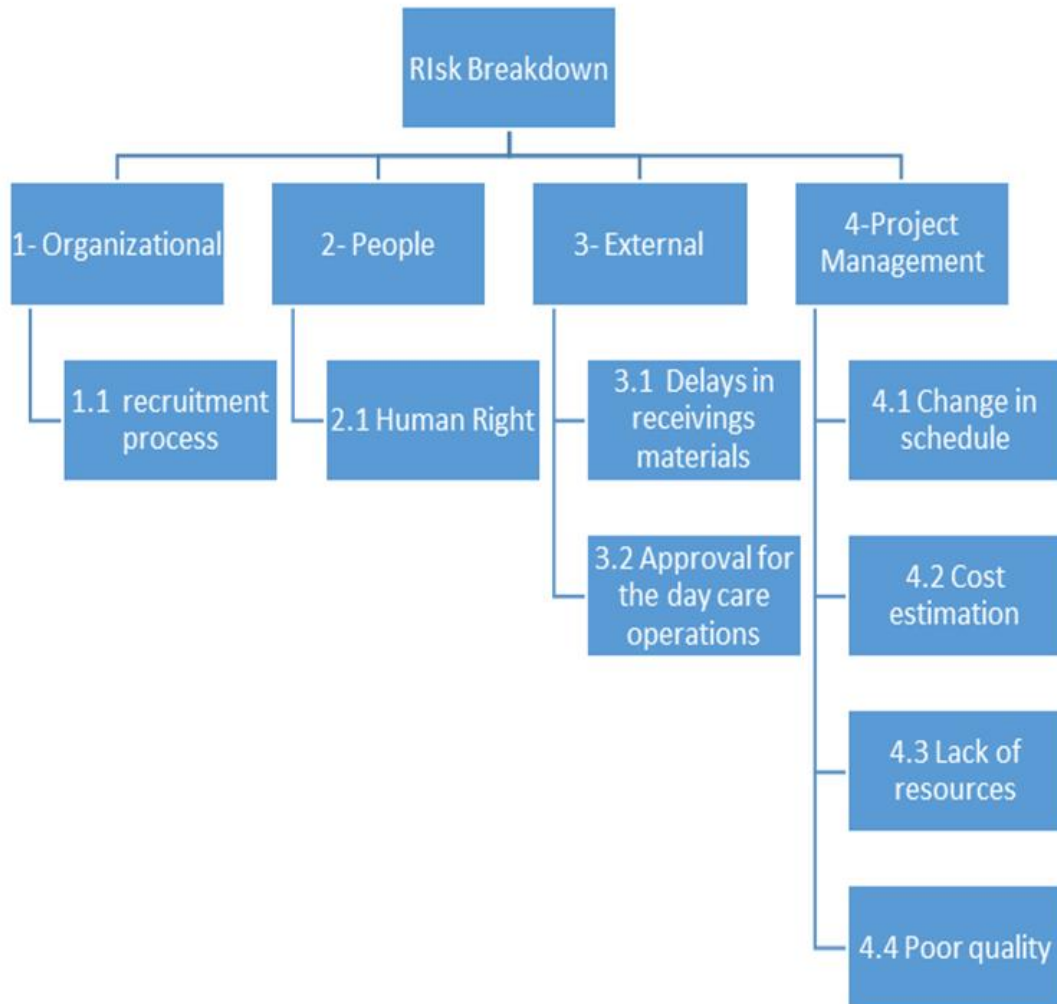


Figure 13. Resource Breakdown Structure (Source C.Bastien, the author, July 2020)

Chart 22. Risk Register (Source C.Bastien, the author, July 2020)

Risk code	Risk description	Cause of the risk	Consequences	Probability	Impact	PXL	Owner
1	Equipment, furniture, and supplies are not available.	The majority of the equipment is imported.	Delay in the delivery of equipment, supplies, and furniture	3	3	9	Procurement manager
2	Child abuse	Background checks are not conducted.	Child care reputation	2	3	6	HR manager
3	Prolonged recruitment process	No qualified candidates in the area	The recruitment process takes longer.	2	3	6	HR manager
4	Price increase during purchase of equipment	Inflation and exchange rates	Additional budget	2	3	6	Procurement manager
5	The child care services are not authorized.	Document validation is not completed on time.	Pending approval of the document	1	3	3	Legal assistant

4.8.8. Plan Risk Response

During risk response planning, the project manager, together with the project team, will determine ways to address any threats to the project as well as opportunities to increase their impact. The project manager is responsible for eliminating threats before they occur. Likewise, he will have to ensure that opportunities arise.

In order to achieve this goal, a contingency plan is needed for threats that cannot be mitigated and also a response plan if contingencies do not work. Even though it is not necessary to eliminate all risks from the project due to resource and time constraints, they will be reviewed throughout the project implementation.

Chart 23. Risk Response Matrix (Source C.Bastien, the author, July 2020)

Risk code	Risk description	Consequences	PXL	Strategy	Trigger	Owner	Cost
1	The equipment, furniture, and supplies are not available.	Delay in the delivery of equipment, supplies, and furniture	9	To transfer the risk to the supplier The factory legal assistant will include a penalty cost in the contract that will be signed by the suppliers. Five percent of the actual cost will be set aside in case the supplier increases the price.	Delay of the project milestone by two days	Procurement manager	\$1000
2	Allegation of child abuse	Child care reputation	6	To mitigate the risk The project team will review the recruitment procedure with an expert, which will cost \$100. Then, the project document will be updated accordingly before the execution phase, which will lower the risk level.	Background check records	HR manager	\$100

Risk code	Risk description	Consequences	PXL	Strategy	Trigger	Owner	Cost
3	Prolonged recruitment process	The recruitment process takes longer.	6	To mitigate the risk The HR manager is going to update the job requirements because he has the skillset to perform this activity. Then, he is going to diversify the means to broadcast job openings.	Expectations are not met.	HR manager	\$1000
4	Price increase during the purchase of the equipment	Additional budget	6	To transfer the risk to the supplier The factory legal assistant will draw a contract that will be signed by the supplier. Five percent of the actual cost will be set aside in case the supplier increases the price.	Inflation	Procurement manager	\$1000
5	The child care service is not authorized.	Pending approval of the document	3	To accept the risk The project manager will set aside one week of work just in case the risk happens during the execution of the project. This week of work is worth \$1000.	Missing documents	Legal assistant	\$1000

4.8.9. Contingency Reserve

All contingency reserves are calculated on the basis of each risk identified in the risk register and the strategy defined in the risk response matrix. The project contingency reserve is valued at \$ 4,100, and the project manager will be responsible for managing and using it for the identified risk.

The large amount of risk data produced during the risk process is structured to facilitate its comprehension and interpretation, and at the same time, it served as a basis for action. To implement the risk response, the project manager will follow a process to control the risks. The project manager is responsible for reviewing the complete risk management process. The risk register and work performance data will be used as an input for the process. The tools and techniques that will be used are meetings, risk audits, and variance or trend analysis.

Risk Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.9. Procurement Management Plan

The procurement management plan for the day care facility defined the process for the procurement of services, equipment, materials, and supplies. Therefore, a guide will be used as support for the different activities. As stated in the PMBOK, some information will be used to develop the procurement plan, among which we found the work breakdown structure, schedule and cost baseline, risk register, sellers, contract types, etc.

Due to the fact that several risks are linked to this process, it is necessary to take into account any parameters that could reduce the delivery time, which allows the project to stay within the budget and achieve the quality objectives. All procurement will be done locally based on the judgment of the project team during regular meetings. The procurement department will also support the project team for the market research.

The procurement manager will be in charge of contacting the sellers and sending the request for quotation. In addition, the factory internal database will be consulted for existing sellers to verify their capability. The source selection criteria will be based on different factors, including performance commitment. The project manager assistant will review the procurement activities, and the project manager will be the one in charge of approving and validating any changes. The performance information will be compiled on a daily basis.

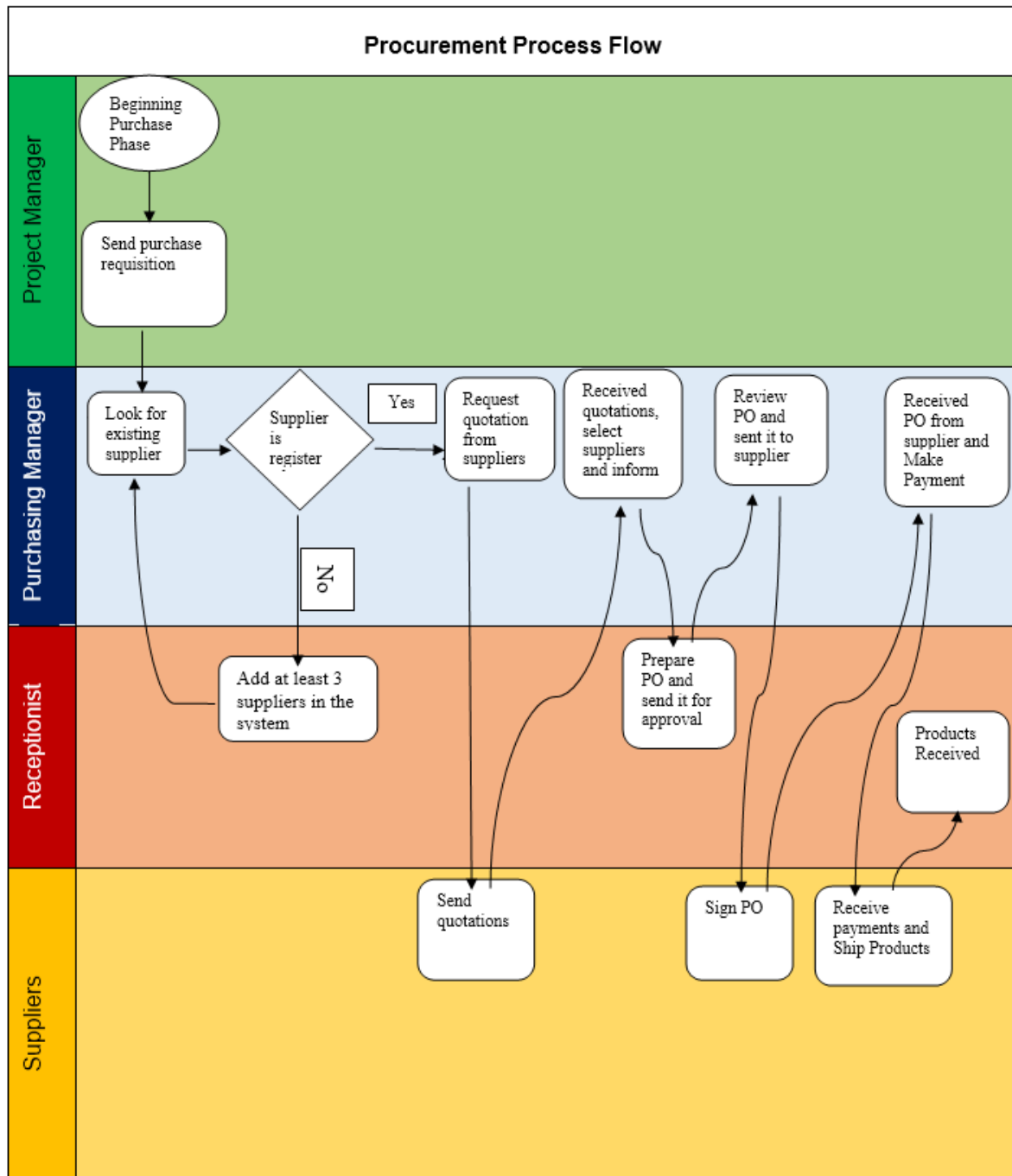


Figure 14. Procurement Process Flow (Source C.Bastien, the author, July 2020)

The criteria for selecting and awarding a contract to a supplier for this project will be based on the following decision criteria:

1. Service quality feedback
2. Product quality
3. Response for the quotation
4. Delivery time
5. Flexibility to respond to changes
6. Cost of products or services
7. Experience

Chart 24. Supplier Evaluation Form (Source C.Bastien, the author, July 2020)

Supplier evaluation form			
Criteria	Supplier 1	Supplier 2	Supplier 3
Service quality feedback			
Product quality			
Response regarding the quotation			
Delivery time			
Flexibility to respond to changes			
Cost of products or services			
Experience			
Total			

4.9.1. Type of Contract to be Used

Services required for building finishing work, such as painting, will be treated as a service contract only. The project team will work with the project manager to define the types of required items, quantities, services, and delivery dates. The procurement manager will then solicit bids from various suppliers. Once the supplier is selected, the clauses of the supplier contract will be defined by the procurement manager and approved by the project manager.

4.9.2. Management of Suppliers

The purchasing manager is responsible for monitoring the suppliers on the purchasing systems. In order to ensure the on time delivery of products or services with the required specifications, the purchasing manager and project manager will maintain regular telephone calls with the supplier to discuss the status and progress of the purchased items. The purpose of those follow-ups will be used to discuss the

specifications, document any inconvenience that might occur, and make the right decision. Once the purchase process is completed, the project manager will be in charge of closing the purchase order on the procurement systems.

Procurement Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

4.10. Project Stakeholder Management

According to the PMBOK Guide, the project stakeholder management includes four processes:

- Identify stakeholders
- Plan stakeholder engagement
- Manage stakeholder engagement
- Monitor stakeholder engagement

The implementation of the stakeholder management plan will be developed by the project manager with the support of the project manager assistant who will first identify the stakeholders from the project charter, which identifies the beneficiaries of the project, and then from the organizational structure and direct beneficiaries of the project. The structure of the organization plays an important role in the identification of stakeholders. The procurement management plan will also be used for updating the stakeholder management plan, which includes the agreement with the subcontractors and suppliers.

As soon as the stakeholders are identified, a template will be used for the registrations (see Chart 24). Then, the project manager will classify the stakeholders on the basis of power and interest they may have for the implementation of the project and finally conduct an assessment of the information needed. This classification will result from an analysis of the documents that will be carried out, and the parameters of the classification will be defined from a meeting with the project team.

In order to conduct the stakeholder analysis, the risk register will be used as an input to identify the desired level of engagement and to determine the strategy (see Chart 25).

Chart 25. Stakeholder Register (Source C.Bastien, the author, July 2020)

Stakeholder register							
Project name: Implementation of a Day Care Facility							
Project sponsor: Everest headquarters							
Project manager: Clifford Bastien							
Project phase: Initiation							
ID	Role	Categories	Contact information	Interest	Influence	Communication requirement	Expectations
1	Project sponsor	Internal		High	High	Video conferences and emails	Project to be delivered on time
2	Project manager	Internal		High	High	Emails, video conferences, meetings, and phone calls	Project to be delivered on time
3	Project manager assistant	Internal		High	Medium	Emails, phone calls, video conferences, and WhatsApp	Good communication within the project team
4	HR manager	Internal		High	Medium	Emails, phone calls, video conferences, and WhatsApp	Clear requirements on recruitment
5	Purchasing manager	Internal		High	Medium	Emails, phone calls, video conferences, and WhatsApp	Clear requirements on purchasing practices
6	Legal assistant	Internal		High	Medium	Emails, phone calls, video conferences, and WhatsApp	Regular follow up
7	Subcontractor	External		Medium	Medium	Emails and phone calls	Clear agreement
8	Government agency	External		High	Low	Emails and phone calls	Compliance to the regulations
9	Suppliers	External		High	Medium	Emails and phone calls	Clear specification on purchase orders
10	Workers from the factory	Internal		High	Low	Notifications and interviews	Access to the day care

Chart 26. Stakeholder Engagement Matrix (Source C.Bastien, the author, July 2020)

Stakeholder	Power	Interest	Unaware	Resistant	Neutral	Supportive	Leading	Management strategy
Project sponsor	High	High				Current/ Desired		Consult, involve, and inform
Project manager	High	High				Current	Desired	Consult, involve, and inform
Project manager assistant	Medium	High			Current	Desired		Involve and inform
HR manager	Medium	High			Current	Desired		Consult, involve, and inform
Purchasing manager	Medium	High		Current		Desired		Consult, involve, and inform
Legal assistant	Medium	High			Current	Desired		Consult
Subcontractor	Medium	Medium			Current/ Desired			Consult, involve, and inform
Government agency	High	High			Current/Desired			Consult
Suppliers	Medium	High	Current			Desired		Consult and inform
Workers from the factory	Low	High	Current			Desired		Inform

4.10.1. Monitoring

When the project starts, the information will be shared with all stakeholders. Meetings will be held in order to explain and answer any questions they may have. The individual strategy to move a stakeholder from the current to the desired engagement level will be documented in the project document.

Stakeholder Management Plan. Approved by:

(Full name)
Project Sponsor

Date

(Full name)
Project Manager

Date

CHAPTER V. CONCLUSIONS

This management plan for the implementation of the day care facility in the industrial park of Caracol has been developed to enable the realization of various project stages on time and also to have a baseline for the monitoring and control of the project implementation. The PMBOK was used as a guide for the management plan process, also including articles and publications related to the implementation of the day care facility. Therefore, based on the analysis that was carried out at the factory level, it was imperative for the management staff to undertake this initiative that will help the community. As a result, this management plan will serve as a roadmap.

1. The entire plan works together, and everything that is an input for a plan is the output for another.
2. The scope management plan was developed from the project documents and the needs identified by the project sponsor. This plan includes the role and responsibility of the stakeholders, the structure of the facilities, WBS, WBS dictionary, assumptions, and parameters that are excluded from the project. In addition, the control of the project scope, the verification, and how the changes will be managed have also been defined.
3. To define the schedule management plan, the sequence and duration of the activities has been identified, then the schedule network diagram, and finally, the project schedule has been developed and illustrated as a Gantt chart. The project schedule communicates the work that needs to be done and the timeframe within which the tasks need to be completed.
4. The project cost management has been calculated from the project WBS and project schedule. An initial estimate from the factory internal resources and catalogues has been used, and a table has been created to capture the cost baseline of each activity in the project. Also, a contingency reserve is provided when cost changes are required.

5. The quality management plan has been elaborated from the expectations of the project sponsor and internal resources at the company level. The requirements are included in the quality management approach. The metrics that will be used are defined in order to ensure quality assurance. In addition, the tools that will be used during the project lifecycle have been identified for quality control.
6. The resource management plan includes all resources needed to complete the project. A resource breakdown structure was developed. An organizational chart that presents the hierarchical structure of the project team, how the project team will be acquired, how skills will be developed, and how resources will be controlled was also addressed in the plan.
7. The project communication plan includes a list of all stakeholders and communication channels. A communication matrix has been developed, and it includes the following parameters: the description of activities, frequency, method, audience, owner, and deliverables. This plan has allowed to identify the number of communication channels that are needed and assess whether the information is shared as planned.
8. The risk management plan was created from the risk breakdown structure, probability scale rating, impact scale rating, and risk matrix. Firstly, to register and classify the project's risks, a risk register has been elaborated. Then, to plan effective responses to the risks, a risk response matrix has been also elaborated, and it includes a quantitative risk analysis.
9. The procurement management plan has been defined using a process flow to identify the role of the various stakeholders in the process. A supplier assessment form has been used for the supplier selection. The types of contracts used and contract approval process are also presented in the document. The plan also takes into consideration how the procurement-related process will be monitored.
10. The stakeholder management plan has been developed to identify all people who will be influenced or affected by the project. How the stakeholders will be identified has been described; then a register to assess their level of interest and influence has been designed. An engagement matrix has been developed to

assess the level of engagement. The engagement matrix will help define a strategy to achieve the desired level of stakeholder engagement. The stakeholder management plan will be updated to reflect specific project situations.

CHAPTER VI. RECOMMENDATIONS

The following recommendations are linked to the project management plan for the implementation of the day care facility at the industrial park of Caracol and developed according to the current project objectives.

1. The project manager should always keep the integration section up to date because change impacts are unpredictable.
2. The project team should discuss with the project sponsor the key activities of the project scope defined in the project charter and establish a structure for the execution of the activities.
3. The project manager should prepare a schedule contingency plan to ensure the end date of the project remains constant.
4. The project team should commit to update cost estimates as new information becomes available.
5. The project manager must develop an action plan in the case of an unforeseen event or problem, such as the departure of an employee in the middle of the project.
6. To conduct random procedure audits in order to assess the application of quality control tools in the project life cycle
7. The project manager must establish specific rules for communication channels and ensure they are in place and followed.
8. As a means to avoid project delays, the development of an additional plan is necessary for the transferred risks.
9. The development of a complementary purchasing management plan to facilitate the acquisition of services or products from suppliers abroad
10. The project manager should develop a strategy in order to have the desired level of engagement with stakeholders.

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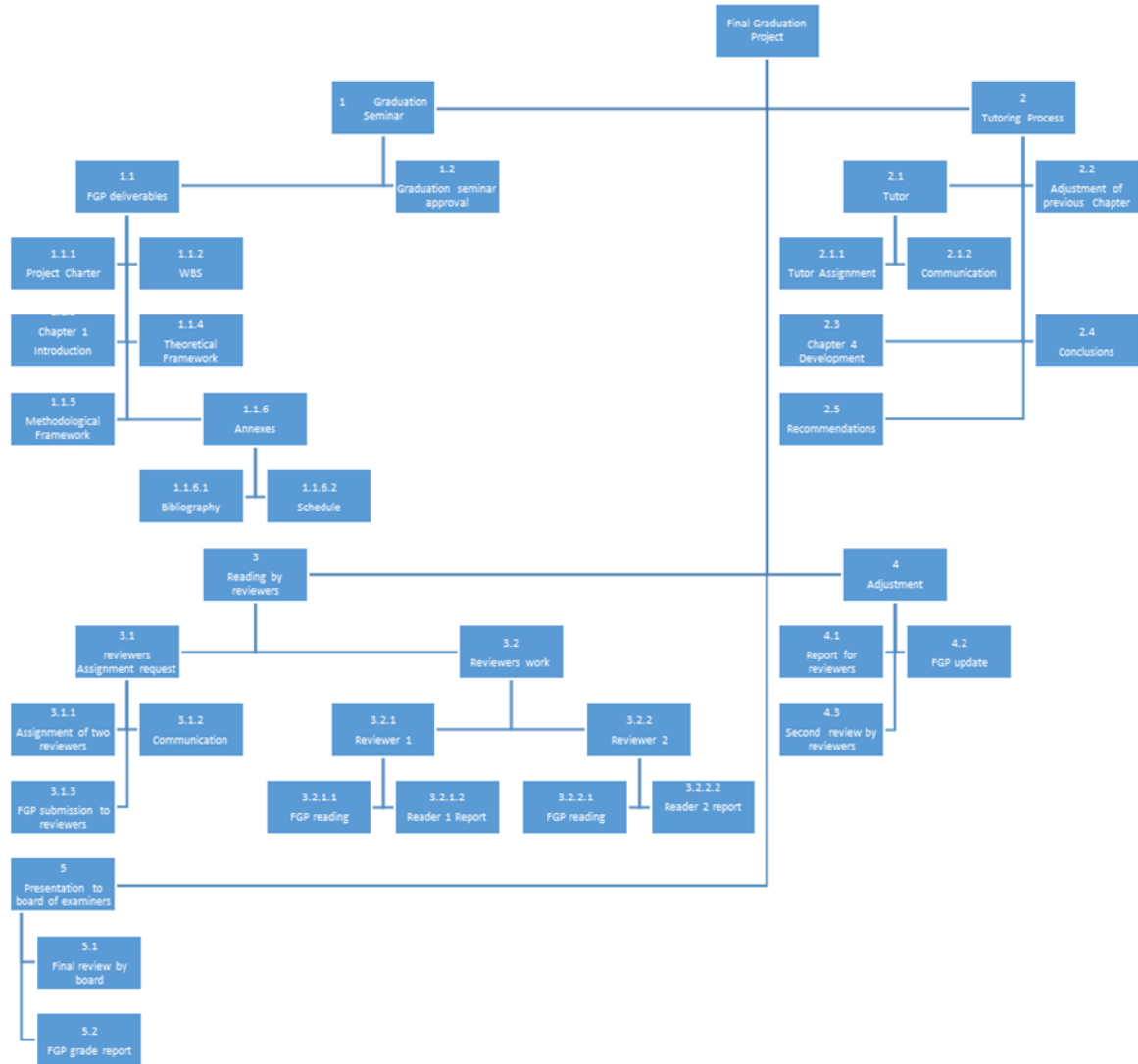
APPENDICES

Appendix 1. FGP Charter

PROJECT CHARTER It formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project name:
(June 22, 2020)	Project Management Plan
Knowledge areas / Processes	Application area (sector / activity)
It should indicate the knowledge areas and process groups that are related to the project. Knowledge areas: integration, scope, schedule, cost, quality, resources, communication, risks, procurement, and stakeholders Process groups: initiation and planning	Logistic
Start date	Finish date
June 22, 2020	18/12/2020
Project objectives (general and specific)	
<p>General objective: To create a project management plan for the implementation of a child care facility</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1- To develop an integration management plan for change control 2- To develop a scope management plan for resource allocation in order to achieve the project on time within the budget and quality expected by the stakeholders 3- To develop a schedule management plan in order to set up a planning and respect the tasks included in the execution agenda 4- To develop a cost management plan in order to ensure that the project will be executed with the defined cost 5- To develop a quality management plan that will ensure a continuous control of deliverables against established standards 6- To develop a resource management plan in order to take into account the different elements necessary in the execution of the project 7- To create a communication plan where the stakeholders will be informed in a timely manner about the different executions or realizations 8- To produce a risk management plan in order to finalize the project on time and have the resources necessary to increase efficiency 9- To develop a procurement management plan that will allow a better acquisition of resources according to the defined criteria 10- To implement a stakeholder management plan to gather information and take into account the recommendations 	

Project purpose or justification (merit and expected results)		
The project must be done to comply with the requirements of the diploma and validate the acquired knowledge. The application of the standards that have been defined by the university made it possible to better structure the FGP: first by defining a work plan and also by developing an implementation schedule.		
Description of product or service to be generated by the project – project final deliverables		
The FGP will provide the following tools: An integrated change control process, A scope management plan, A schedule management plan, A cost management plan, A quality management plan, A resource management plan, A communication management plan, A risk management plan, A procurement management plan, A stakeholder management plan		
Assumptions		
I will dedicate at least 15 hours a week to work on the FGP. I will have access to additional documents for further research. The FGP will be validated.		
Constraints		
The time to execute the project, which is limited to three months The information availability The comments from the teacher to be addressed in terms of work quality		
Preliminary risks		
If the schedule is not followed as planned, the project management plan will be delayed. If there is no feedback regarding the project, some standards might not be respected.		
Budget		
The budget will include the labor hours and the printing of the documents, which is evaluated to be \$ 4050		
Milestones and dates		
Milestone	Start date	End date
Charter	22-Jun	28-Jun
Introduction chapter	29-Jun	05-Jul
Theoretical framework	06-Jul	12-Jul
Methodological framework	13-Jul	19-Jul
Executive summary	20-Jul	26-Jul
Tutor assignment, development, and conclusion	07-Sept	30-Nov
Relevant historical information		
Founded in 1988, Everest Textile is currently the only vertically integrated textile company in Taiwan specializing in spinning, twisting, weaving, dyeing, finishing, printing, and coating special yarns after treatment and process.		
Stakeholders		
Direct stakeholders: Clifford Bastien		
Indirect stakeholders: FGP professor, tutor, reviewers, and board of examiners		
Project Manager: Clifford Bastien	Signature: <i>Clifford Bastien</i>	
Authorized by:	Signature:	

Appendix 2. FGP WBS



Appendix 4. Proofreading Letter

San José, January 25, 2020

Universidad para la Cooperación Internacional

To Whom It May Concern:

Natalia Alvarado Mata, identification number 305030705, Bachelor in English with a focus on translation, hereby states that the project titled: **PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF A CHILD CARE CENTER IN CARACOL, HAITI**, carried out by Clifford Bastien, has been revised.

The project was carried out to obtain the **Master in Project Management (MPM)** Degree. Aspects such as paragraph form, language quirks in written language, orthography, punctuation, and other aspects related to syntax and grammar were inspected and proofread. Therefore, taking into account the changes that were made, the project is ready to be presented.

Sincerely,

Natalia Alvarado

Natalia Alvarado Mata

English Translator and Proofreader

natalia.alvarado@filologos.cr

