UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF MOBILE
CLASSROOM FOR TRAINING AND PROFESSIONAL DEVELOPMENT
PROJECT.

AMIRA CORREA-PELAYO

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Belize City, Belize

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UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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


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# DEDICATION

This Final Graduation Project is dedicated to my family and God. First to my mom, who was my constant reminder on achieving this endeavor, even when life had me distracted. Thank you, mom, for not only being my rock, but my light, cheerleader and shoulder to lean on. Dad, thank you for your sacrifices and hard work. I know there were many hard days growing up, but, do know that since 1985 you poured sweat to make this happen, for that I am forever grateful. To my husband, Giovanni Pelayo, I love you and thank you for being with me in this journey. You have sacrificed so much time, moments, and experiences for my educational journey! I am blessed to have a husband that spoils me in accomplishing my goals, dreams, and ideas!  To Azario and Gia! My loves! You will be too young to remember the sacrifices you made but do know that mommy did this for you as a reminder that anything is possible, and it is never too late to go after your dreams!

To God! Lord you know the challenges I have faced in my educational endeavor. I have no doubt that you made this possible. My heart is full, Thank you.

To my brothers, nieces and nephews keep striving in being the best version of yourselves.

And lasty, this is dedicated to the young boy and girl that has that burning desire to grow professionally but lacks the financial capacity to do so. I was you and I see you.

**ACKNOWLEDGMENTS**

# ABSTRACT

This paper developed a Project Management Plan (PMP) to successfully implement a mobile classroom for training and professional development for Elevate Belize. This Project Management Plan for the implementation of mobile classroom for training and professional development project will ensure that Elevate Belize, a non-profit organization, successfully launches and initiates its operations of the non-profit. Successfully launching Elevate Belize is critical to the economy of Belize, since there are currently no existing training and professional development organization that is offering on the go professional development. This is critical especially since Covid-19 has severely affected both the educational and professional sectors across the nation. Belize was already suffering from a skill gap, the Covid-19 pandemic has increased the gap and presented new challenges that require an unconventional approach to training and professional development.

The final product of this paper is a Project Management Plan that provides a deliverable for each knowledge area. The Project Management Plan includes the following: management plan for integration, scope, schedule cost, quality resources, communications, risks, procurement, and stakeholders. The methodology used to develop this Final Graduation Project were Qualitative Research, Quantitative Research and Analytical Research.

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**ABBREVIATIONS AND ACRONYMS**

FGP        Final Graduation Project
UCI         Universidad Para La Cooperacion Internacional
PMBOK   Project Management Body of Knowledge
PMI         Project Management Institute

PMP        Project Management Plan

**EXECUTIVE SUMMARY**

Elevate Belize will be a non-profit organization established to provide training and professional development via a mobile platform. With high unemployment and poverty rates, skill gap and high school being the highest level of education for workers in Belize, it is one of the many reasons Belize has a sluggish economy. The Covid-19 pandemic will further negatively affect these areas resulting in an even greater economic constraint. Elevate Belize is aimed at mitigating the effects caused by limited education, unemployment, skill gap and COVID-19. Elevate Belize plans to break barriers and the walls of conventional classroom and training environment by bringing those classrooms in the neighborhoods, villages and rural communities of those that desire and require training and education. Elevate Belize believes in helping people in becoming a greater version of themselves, giving them an opportunity to become knowledgeable candidates for employment in our productive sector and contribute positively to Belize's economy.

Currently, Elevate Belize has not initiated or executed any mobile training and professional development projects. This Project Management Plan (PMP) is Elevate Belize's first attempt in having a structured plan that follows the framework, principles, and guidance of the Project Management Body of Knowledge (PMBOK). This is also the first project for Elevate Belize, which has allowed them the opportunity to integrate the PMBOK functions into their organization.

The general objectives for this Final Graduation Project were to create a Project Management plan that will manage the implementation of training and professional development programs executed in a mobile classroom across the country of Belize starting January 2023. The Specific objectives are as follows: to develop a change control process that will outline how change request will be managed; to develop a Scope Management Plan in order to identify the task that need to be completed to launch the mobile training center; to develop a Schedule Management Plan that defines the scheduled requirements for the project; to develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project; to develop a Quality Management Plan that will establish the quality processes and expectation for the project; to develop a Resource Management Plan that will provide guidance on the overall management of project resources; to develop a Communications Management Plan that will manage and govern the communication with stakeholders; to develop a Risk Management Plan that will provide guidance on the structure and performance of

risk activities; to develop a Procurement Management Plan for the project to implement proper procurement procedures and processes and to develop a Stakeholder Engagement Plan that will properly identify and manage stakeholder engagement;

The methodologies for the creation of the PMP for this project involved a combination of qualitative, quantitative and analytical research methods. Qualitative research was used to gather knowledge for the development of each of the specific objectives. Quantitative research was used to calculate time, cost and resources estimates that were critical in completing the PMP. Analytical research was used to investigate and further develop the inputs for each knowledge area. Important to note is that a Guide to the Project Management Body of Knowledge 6th edition, was used throughout the development of the PMP.

This project will be executed in five phases: Project Planning, Conceptual Designing, Design Execution, Pre-Launching and Project Closeout & Launch. These five phases will be executed in 525 days, to conclude January 30, 2023. Focus should be dedicated on the task included on the critical path to ensure there are no delays when recruiting the project team. The project's budget is $140,140.00 USD, calculated using parametric estimating.

Pertaining to quality, four quality factors were identified for this project: Endurance/Durability; Design Compliance Rate, Time, and Budget. Quality metrics were developed for each quality factor to measure the degree of conformance and nonconformance to the project specification. Regarding risk, the risk register identified as the highest risk for project delay and non-conformance to project goals can be due the inability to identify a vendor that can fulfil the requirements of the mobile design. The project team will need to ensure they are conducting proper monitoring to implement the necessary strategies to mitigate this risk. Procurement included items that were classified as: Mobile, Service or Equipment, which will be procured using either of the following procurement methods: competitive shopping or direct contracting. The contract type that will be used for this project will be Fixed Price Contract.

The Stakeholder analysis identified the Project Sponsor in the quadrant to manage closely and the Government of Belize to keep satisfied. These findings are key, since their participation and view of the project can determine the success of the project.

This Final Graduation Project will enable the project team to complete the project on schedule, within the project budget, in addition to meeting the overall objectives and stakeholder expectations.

# 1 INTRODUCTION

## 1.1. Background

ACP Service Intelligence is a sole proprietorship business that specializes in providing professional development training and a range of consultancy services to small businesses. ACP Service Intelligence is owned and operated by Amira Correa-Pelayo. It is through this business that Amira developed an idea of incorporating, Elevate Belize, a non-profit that will provide services of a mobile training centre for professional development. The idea was born out of Amira's observation and personal experience in her desire for professional development. Often, lacking of funds or access to attend trainings due to their distant location or inefficient schedules tended to be a hindrance.

This project intends to develop project documents for the ten knowledge areas as shared by PMBOK Guide. These project management principles will be used to document the deliverables, processes, policies, and mechanisms for the project implementation of a mobile training center for professional development.

## 1.2. Statement of the problem

Professional development training is nothing new to Belize. Belize has several academic institutions, vocational institutions and professional development institutions that offer training. However, to access the educational courses or professional development trainings from these institutions, you must have the funds and resources to travel to their physical location. The problem with this conventional type of teaching is that it limits training and education to those who have the funding for both attendance and travel. In some cases, the trainings are free of charge, ;however, the physical location limits the accessibility and often times excluding those that are the target.

Education, training, and professional development are vital for economic development. As shared by the OECD report, providing children with universal basic skills can increase the GDP of lower-middle income countries by 28% over the next 80 years (OECD, 2015). To ensure that we are equipping our citizens with the knowledge and skills, we must look at Belize's economic sectors to understand the needs within these industries. As shared in the report, *Skills to shape the future: Employability in Belize*, businesses in Belize expressed that there is a persistent skill gap that has become an obstacle in meeting their customer's needs and performing at their full potential (Näslund-Hadley, Navarro-Palau, & Prada, 2020). Such a

skill gap is affecting our economy due to the lack of knowledge capital. To add to the issue, each year Belize has hundreds of students graduating from Universities; in fact, on October 24, 2020 The University of Belize had a historic virtual graduation ceremony of 1,192 graduates (University of Belize, 2020). What is concerning is that hundreds of these new graduates will become statistics that form part of the unemployment rate. As shared by Näslund-Hadley, Navarro-Palau, & Prada

"Belize's youth unemployment rate is about twice the OECD average of 11 percent (OECD, 2018), and more than 3.5 times the unemployment rate for Belizean workers 25 and older (5.7 percent). This suggests that, in Belize, young workers have a harder time entering the job market than in OECD countries." (Näslund-Hadley, Navarro-Palau, & Prada, 2020).

Another concerning fact is that the transition rate from primary to secondary school is 85.3% (SIB, 2019). This indicator means that thousands of these children become part of the working class with limited education, knowledge, and skills. To add to the severity of the problem, as shared in the report *Skills to Shape the Future: Employability in Belize,* 82 percent of Belize's population has no more than some secondary education. This means that high school is the highest level of education for most workers.

In addition, the unemployment rate was at 10.4% in September 2019 (Statistical Institute of Belize, 2019). It is certain that there has been a significant increase in the unemployment rate because of the Covid-19 pandemic.

Mitigating the effects caused by limited education, unemployment and COVID-19, the execution phase of this project aims to assist in the professional development of the individuals in need of it. This opportunity will help them to become knowledgeable candidates for employment in our productive sector and contribute positively to Belize's economy.

The Initiating and Planning Phase of this project pertains to the development of a Project Management Plan (PMP) that will manage the implementation of training and professional development programs. This is essential for Elevate Belize since they have not initiated or executed any mobile training and professional development projects. This PMP will be Elevate Belize's first attempt in having a structured plan that follows the framework, principles, and guidance of the Project Management Body of Knowledge (PMBOK). This will also be the first project for Elevate Belize, which will allow them the opportunity to integrate the PMBOK functions into their organization. Having an integrated and structured PMP will assist in ensuring there is a greater chance for overall project success.

### 1.3. Purpose

This project intends to prepare a PMP that will be used to launch a mobile training center for and professional development. The Project Management Plan will include project documents pertaining to each knowledge area that will increase the chances of project success. This project is vital to assist in the economic development of Belize since it will bring training and professional development to remote areas and areas of need across Belize. The expected benefits of having a PMP include:

- The PMP will provide greater chances for project success.

- The PMP can be used as an input for similar projects.

- The Lesson Learned from this project can be used as an input in other projects.

- Having a PMP assist in a greater stakeholder confidence.

Furthermore, if the PMP  is successfully executed, the following benefits will be obtained:

- Narrowing the gap between mismatch between skills needed by labor market and skills imparted to students and graduates of Belize's educational system.

- Poverty reduction

- Decrease in disparities in education level by ethnicity;

- Trainee/students increase in job satisfaction and wages;

- Increase chances of employability;

- Increase in country's knowledge capital;

- Increase in Belize's educated workforce;

- Positively contribute to the economic development of Belize;

- Elevating the livelihoods of Trainees/students and stakeholders.

## 1.4. General objectives

To create a Project Management plan that will manage the implementation of a mobile classroom across the country of Belize starting January, 2023

## 1.5. Specific objectives

1. To develop a Change Management plan that will identify the process that must be followed to review and approve change requests.

2. To develop a Scope Management Plan in order to identify the work that need to be completed to launch the mobile training centre

3. To develop a Schedule Management Plan that define the scheduled requirements for the project.

4. To develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project.

5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project.

6.  To develop a Resource Management Plan that will provide guidance on the overall management of project resources.

7.  To develop a Communications Management Plan that will manage and govern the communication with stakeholders.

8.  To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities

9.  To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes

10. To develop a Stakeholder Management Plan that will properly identify and manage stakeholder engagement.

## 2   THEORETICAL FRAMEWORK

### 2.1 Company/Enterprise framework

#### 2.1.1   Company/Enterprise background

Elevate Belize will be incorporated under the Non-Governmental Organizations Act, Chapter 315 of The Laws of Belize. Just as the name of the organization suggests, Elevate Belize will be an NGO aimed at being a service to the citizen of Belize by providing professional development training and education to its trainees/students. We believe that each person has the capacity of being great in every aspect of his or her jobs and careers. In many cases, these individuals simply lack funding and resources to pursue their potential to greatness. Elevate Belize is aimed at breaking barriers and the walls of conventional classroom and training environment by bringing those classrooms in the neighborhoods, villages and rural communities of those that desire and require training and education. We believe in helping people in becoming a greater version of themselves.

#### 2.1.2   Mission and vision statements

**Mission**

The founder suggests the following mission statement:

"*Elevating the lives of Belizeans*" (Correa-Pelayo, 2021)

**Vision**

The founder suggests the following vision statement:

"*To make an impressive difference onto the lives of Belizeans by allowing them the opportunity to become a better version of themselves.*" (Correa-Pelayo, 2021)

### 2.1.3 Organizational structure

As depicted in Figure 1, Elevate Belize will have a Project-oriented organizational structure, allowing each endeavor to be managed by the Program Manager. The Program Manager will have high level of authority over projects execution and budget. The Program Manager will report to the Director. The Director will be responsible in overseeing the management of the entire organization including fundraising, marketing and community outreach.
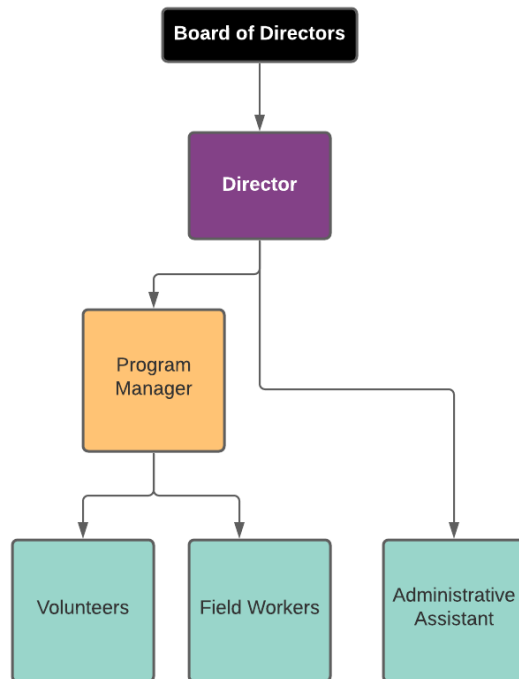
**Figure 1: Elevate Belize Proposed Organizational Structure**

## 2.1.4  Products Offered

Elevate Belize will offer professional development trainings. These trainings will be dependent on the economic needs of the country of Belize, and they will be conducted within a mobile classroom. The trainings include:

SOFT SKILLS TRAINING

- Customer Service

- Social Skills

- Teamwork

- Communication

- Responsibility & Commitment

- Time Management

- Fundamentals of Personal Money Management

TECHNICAL SKILLS TRAINING

- Introduction to Project Management

- Introduction to Computers

- Introduction to Microsoft Suites

- Introduction to Google Apps

- Basics of Computer Troubleshooting/Repairs

- Basics of Computer Networking

- Introduction to Computer Programming

- Introduction to WordPress Web Development

## 2.2 Project Management Concepts

### 2.2.1 Project

According to Project Management Institute (2017), a project is "a temporary endeavor undertaken to create a unique product, service, or result."
Another definition provided by The Stationary Office (2009) is that projects are 'A management environment that is created for the purpose of delivering one or more business products according to a specified business case.'

Based on both definitions provided above, the execution of this Final

Graduation Project classifies as a temporary endeavor since this project

must be successfully executed to fulfill the criteria required to graduate with

a Master's Degree in Project Management from The University of

International Cooperation.

### 2.2.2  Project management

This FGP involves the development of a Project Management Plan (PMP).

The PMP is part of the Planning Process Group and falls under the

Knowledge Area of Project Integration Management. As defined by PMI

(2017), a PMP is defined as the document that describes how the project will

be executed, monitored, and controlled (PMI, 2017, p. 34). The process of

developing the PMP is described as a process of defining, preparing, and

coordinating all plan components and consolidating them into an integrated

project management plan (PMI, 2017, p.70).

According to PMI (2017) "Project Management is the application of

knowledge, skills, tools, and techniques to project activities to meet the

project requirements. Project management is accomplished through the

appropriate application and integration of the project management

processes identified for the project. Project management enables

organizations to execute projects effectively and efficiently."

As it relates to the FGP, successful development of the Project Management

plan is dependent on the measures of success. This is important since, as

revealed by Pulse of the Profession 2017(2017), "for the first time since

2011, we see an upward trend: More projects are meeting original goals and

business intent and being completed within budget."  In this regard, it is

critical to outline the measures of success for this FGP. As depicted below,

this FGP will be incorporating the triple constraint as a measure of success,

this includes scope, budget, and schedule. However, another element that is

critical in the effective and efficient execution of this project is Quality.

Hence, Quality is at the center of the entire execution process.
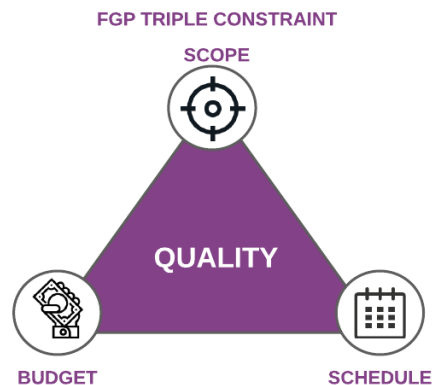


**Figure 2: FGP TRIPLE CONSTRAINT adapted from *PMP in Depth* (Page 508), by P.  Sanghera, 2019. Apress. Copyright 2019 by Paul Sanghera.**

### 2.2.3  Project life cycle

PMI (2017) describes a Project Life Cycle as a series of phases that a

project passes through from its start to its completion (PMI, 2017, p.70). The

image below is PMI's generic life cycle that will also be used in the process of developing this FGP.
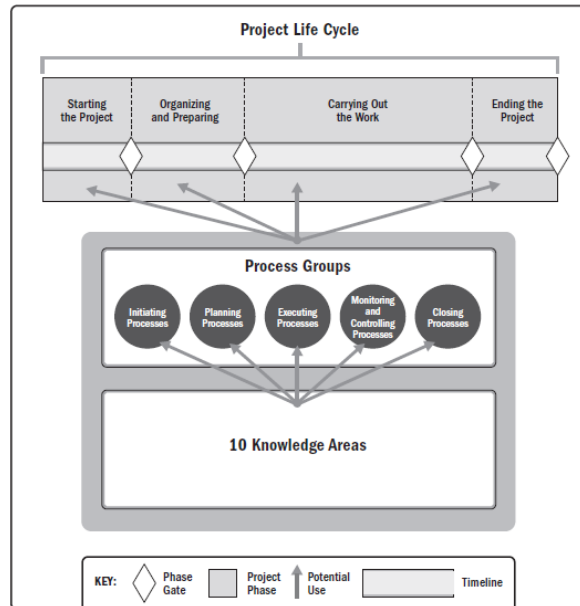


Figure 1-5. Interrelationship of *PMBOK® Guide* Key Components in Projects

Figure 3: Interrelationship of PMBOK Guide Key Components in Projects. Reprinted from *A Guide to the Project Management Body of Knowledge* (p. 18), Project Management Institute, 2017, Project Management Institute. Copyright 2017 by Project Management Institute.

The project life cycle is critical to the management of the entire project, they provide direction and concrete anticipation of what comes next. The Process Group involved in the generic life cycle are Initiating, Planning, Executing, Monitoring, and Controlling and Closing. The image below depicts the flow of information that occurs with each stage, which provide a clear understanding of their importance and interdependence.
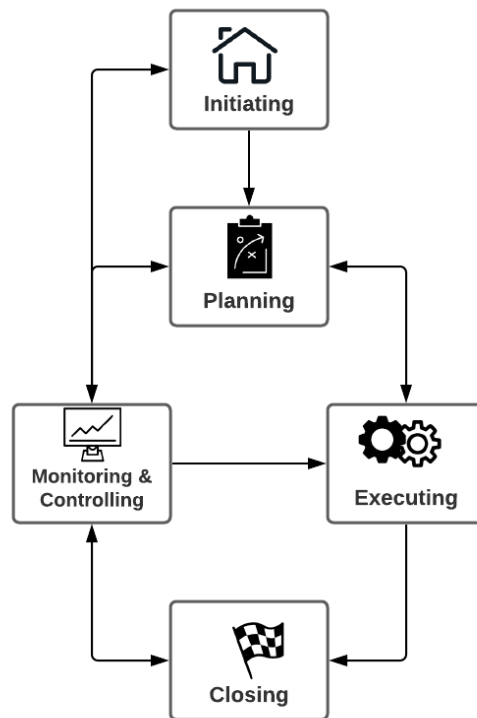
**Figure 4: Flow of information within project life cycle. Adapted from *PMP in Depth* (Page 16), by P.  Sanghera, 2019. Apress. Copyright 2019 by Paul Sanghera.**

### 2.2.4  Project management processes

PMI (2017) describes project management processes as a systematic series

of activities directed towards causing a result where one or more inputs will

be acted upon to create one or more outputs (PMI, 2017, p.18). PMI further

states that Project management is accomplished through the appropriate

application and integration of logically grouped project management

processes. While there are different ways of grouping processes, the

*PMBOK® Guide* groups processes into five categories called Process

Groups (PMI, 2017, p.22). The Process Groups are:

- Initiating Process Group

- Planning Process Group

- Executing Process Group

- Monitoring and Controlling Process Group

- Closing Process Group

Figure 5 illustrates the interaction and level of effort of each process group that is throughout the life of the project. As can be noted, the processes in the Process Group are critical throughout the life of the project and they all have some level of interrelationship.
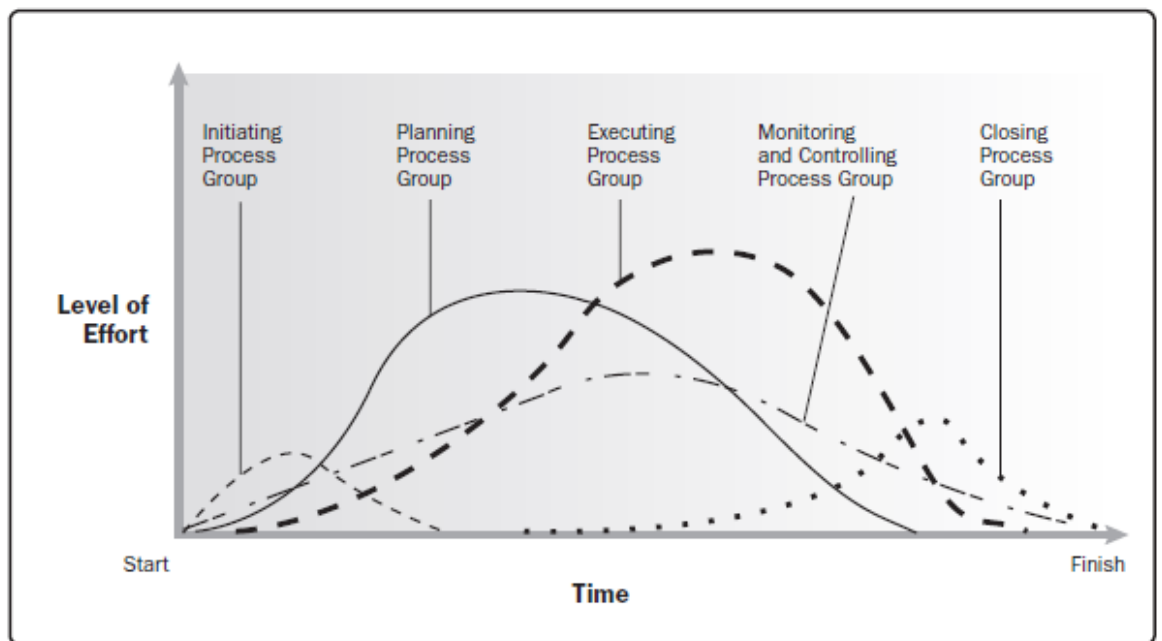


Figure 1-5. Example of Process Group Interactions Within a Project or Phase

**Figure 5:** Example of Process Group Interaction Within a Project or a Phase. Reprinted from *A Guide to the Project Management Body of Knowledge* (p. 555), Project Management Institute, 2017, Project Management Institute. Copyright 2017 by Project Management Institute.

The focus and deliverables of this FGP is limited to both the Initiating and Planning Process Group. The phases Executing, Monitoring and Controlling and Closing Process Group will be completed outside the scope, schedule, and budget of the FGP.

### 2.2.5  Project management knowledge areas

PMI (2017) describes Project Management Knowledge areas as fields or areas of specialization that are commonly employed when managing projects. They are set of processes associated with a particular topic in project management (PMI, 2017, p.553). All 10 knowledge areas that are pertinent in the development of this FGP areas are Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management.

- Project Integration Management will be used to develop a Change Management plan that will identify the process that must be followed to review and approve change requests.

- Project Scope Management will ensure proper development of the scope of work and all deliverables that are integral to the successful implementation of the mobile training classroom and it's training execution

- Project Schedule Management will ensure the project is completed within the specified period.

- Project Cost Management will ensure the project incorporates all costing components necessary to ensure the project is completed within budget

- Project Quality Management is critical in ensuring that the project is executed using the identified quality standards and ensuring quality metrics are meeting the requirements of all stakeholders.

- Project Resource Management will ensure that all resources both human and material resources are identified and managed to successfully complete the project.

- Project Communications Management will ensure there is a communications plan that will manage the communication of all stakeholders in addition to proper project information management.

- Project Risk Management is essential to ensure that risk are identified and risk response strategies are identified and implemented to mitigate any factors that threaten the success of the project.

- Project Procurement Management will ensure there is proper management of resources and material that need to be purchased or acquired to successfully execute the project deliverables.

- Project Stakeholder Management will ensure that stakeholder are properly identified and their expectations are managed properly. This is critical to project success.

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

### 2.3.1  Ministry of Health and Wellness Covid-19 Guidelines

The FGP is the development of a PMP that requires the use of a mobile platform that will be traveling across the country of Belize. Due to the reality of the current covid-19 pandemic, the execution of this project needs to be conducted within the health guidelines as required by Belize's Ministry of Health.   Figure 6 below is a press release provided by the Ministry of Health regarding restrictions that must be adhered to by the general public.

**Government of BELIZE**

Belize Press Office
☎ B22.0094 or B22.0092
📠 B22.2671
🌐 www.pressoffice.gov.bz

PR#113

## PRESS RELEASE

### Updated COVID-19 Regulations

**Belmopan. January 29, 2021. 5:15 p.m.**

Today, Hon. Michel Chebat, the Minister of Health and Wellness, lead a joint press conference with Hon. Kareem Musa, Minister of Home Affairs and New Growth Industries, to announce the lifting and adjustments of specific COVID-19 regulations.

The updated COVID-19 regulations, approved by Cabinet, will become effective as of February 1, 2021, for 30 days. The adjustments are as follows:

1. Lifting of the current inter-district travel restrictions for Corozal and Orange Walk districts. This lift will be revisited if necessary to limit the spread of COVID-19.
2. Curfew has been readjusted and is now from 10:00 p.m. to 5:00 a.m. for adults. The curfew for minors remains the same from 6:00 p.m. to 5:00 a.m.
3. Gymnasiums are allowed to open with not more than 50% capacity per hour and must operate by appointments only. The gyms must have proper ventilation, mandatory cleaning after use of each machine, and ensure proper logging and temperature monitoring of users.
4. Churches are allowed to have service with up to 50% capacity. Services should not exceed one hour.
5. Food vendors are allowed to operate in public spaces and must comply with health and COVID-19 protocols, including having markers to indicate six feet physical distancing.

Also present at the press conference was Ms. Elisa Montalvo, Solicitor General in the Attorney General's Ministry, who provided additional details on the new measures.

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A detailed electronic copy of the Statutory Instrument will be shared when gazetted.

The Ministry of Health and Wellness informs the public of its upcoming Vaccine Education Campaign as well as its Expanded Rapid Testing Campaign in efforts to reach out to high-risk institutions and businesses. The Ministry's officials will be conducting door-to-door rapid testing and emphasizing COVID-19 prevention measures.

Additionally, the Ministry urges the public to continue to wear a face mask properly in public, maintain consistent physical distancing, avoid social gatherings, and wash and sanitize hands often. Stay at home unless conducting essential business.

The Ministry of Health and Wellness reiterates its message, "Do not let our guards down. Let us join forces in the fight against COVID-19."

**Ends**

Page **2** of **2**

**Figure 6: Government of Belize Press Release 113 . Adapted from Government of Belize Press Office. Copyright 2021 by Government of Belize**

# 3  METHODOLOGICAL FRAMEWORK

## 3.1  Information sources Information sources

Information source is a form of representation or a system that provides information, data, knowledge, or experience that satisfies a personal or professional need. As shared by Akinola (2009), information sources are the materials or means through which information can be found.  Information sources are numerous and that is what determines the quality of information at one's disposal (Akinola, 2009). Similarly, Gilbert (2011) defines formation source as both the access tools used to find information as well as actual sources of information (Gilbert, 2011).

For this project, information sources were critical to the quality of its content. Thorough research was conducted to ensure sources were up to date, credible and trustworthy.

### 3.1.1  Primary sources

Dawson from California State University, Sacramento (n.d.), defined primary source as something created/made during the time you are studying (Dawson). Yale University (n.d.) defines primary source as firsthand testimony or direct evidence concerning a topic or question under investigation. They are usually created by witnesses or recorders who

experienced the events or conditions being documented. Often these sources are created at the time when the events or conditions are occurring, but primary sources can also include autobiographies, memoirs, and oral histories recorded later (Yale University,). The primary sources used to develop this FGP is presented in Chart 1.

### 3.1.2  Secondary sources

California State University (n.d.), describes secondary sources as synthesize information gathered from other sources including books, book chapters and articles. The University of Massachusetts Boston's library (n.d.) shared that secondary sources are one-step removed from primary sources, tough they often quote or otherwise use primary sources. They can cover the same topic, but add a layer of interpretation and analysis.

The secondary sources used for this FGP is presented in Chart 1.

**Chart 1 Information sources (Correa-Pelayo, 2021)**

| Objectives | Information sources | |
|---|---|---|
| | **Primary** | **Secondary** |
| 1. To develop a Change Management plan that will identify the process that must be followed to review | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles |

| Objectives | Information sources | |
|---|---|---|
| | **Primary** | **Secondary** |
| and approve change requests. | newspaper reports, Government publications | and Journals, Similar Project Documents |
| 2. To develop a Scope Management Plan in order to identify the task that need to be completed to launch the mobile training centre | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 3. To develop a Schedule Management Plan that define the scheduled requirements for the project. | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 4. To develop a Cost Management plan that will identify the budget | MPM Lecture Notes, Interviews, Focus | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project |

| Objectives | Information sources | |
|---|---|---|
| | **Primary** | **Secondary** |
| and provide guidance on the cost management of the project | Groups, worldwide Web, newspaper reports, Government publications | Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 6. To develop a Resource Management Plan that will provide guidance on the overall management of project resources. | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 7. To develop a Communications Management Plan that | MPM Lecture Notes, Interviews, Focus | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project |

| Objectives | Information sources | |
|---|---|---|
| | **Primary** | **Secondary** |
| will manage and govern the communication with stakeholders. | Groups, worldwide Web, newspaper reports, Government publications | Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 8. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 9. To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes | MPM Lecture Notes, Interviews, Focus Groups, worldwide Web, newspaper reports, Government publications | A Guide To The Project Management Body of Knowledge Book, PMI database, Other Project Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |
| 10. To develop a Stakeholder Engagement Plan that | MPM Lecture Notes, Interviews, Focus | A Guide to The Project Management Body of Knowledge Book, PMI database, Other Project |

| Objectives | Information sources | |
|---|---|---|
| | **Primary** | **Secondary** |
| will properly identify and manage stakeholder engagement. | Groups, worldwide Web, newspaper reports, Government publications | Management textbooks, Previous Research, Online Scholarly Articles and Journals, Similar Project Documents |

## 3.2 Research Methods

Research is a process of collecting, analyzing and interpreting information to answer questions (Brar, Jain, & Singh, 2014). A systematic process will be used to for this research to develop the PMP necessary to successfully complete the FGP. As further described by Leedy & Ormrod (2015), Research is a systematic process of collecting, analyzing, and interpreting information data in order to increase our understanding of a phenomenon about which we are interested or concerned (Leedy & Ormrod, 2015).

### 3.2.1   Qualitative Research

Qualitative research explores attitudes, behaviour and experiences through such methods as interviews or focus groups. It attempts to get an in-depth opinion from participants (Dawson, 2009, p. 14). Chart 1 provides the use of this research in developing the PMP.

### 3.2.2  Quantitative Research

Quantitative research method involves generating statistics through the use of large- scale survey research, using methods such as questionnaires or structured interviews (Dawson, 2009, p. 14). Chart 1 provides the use of this research in developing the PMP.

### 3.2.3  Analytical Research

Analytical Research is described by Abusef (2015) as using facts or information already available and analyze these to make a critical evaluation of the material (Abusef, 2015). Chart 2 provides the use of this research in developing the PMP.

**Chart 2 Research methods (Correa-Pelayo, 2021)**

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| 1. To develop a Change Management Plan that will identify the process that must be followed to review and approve change requests. | Interviews and focus groups were conducted to ensure all relevant input, requirements and factors were considered to | None | Analytical research was used to evaluate the MPM Lecture Notes, project charter, project management |

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| | develop the Scope Management Plan | | plans and necessary environmental factors |
| 2. To develop a Scope Management Plan to identify the task that need to be completed to launch the mobile training centre | Interviews and focus groups was conducted to ensure all relevant input, requirements and factors were considered to develop the Scope Management Plan | None | Analytical research was used to evaluate the MPM Lecture Notes, project charter, project management plans and necessary environmental factors |
| 3. To develop a Schedule Management Plan that define the scheduled requirements for the project. | Interviews and focus groups were conducted to ensure all relevant input from resources and stakeholders were considered when | Quantitative analysis was conducted to estimate timelines and timeframes for the project's milestone | Analytical research was used to evaluate the MPM Lecture Notes, project charter, collection of online research data and work |

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| | developing the Schedule Management Plan | | performance information. |
| 4. To develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project | Interviews and focus groups were conducted to ensure all relevant input from resources, work performance information, and stakeholders were considered when developing the Cost Management Plan. | Quantitative analysis was conducted to develop cost estimates | Analytical research was used to evaluate MPM Lecture Notes, project charter, collection of online research data, expert judgement, financing options and cost estimates |
| 5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project | Interviews and focus groups were conducted to ensure all relevant input from resources | None | Analytical research was used to evaluate MPM Lecture Notes, the project |

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| | and stakeholders were considered when developing the Quality Management Plan | | charter and collection of online research on quality metrics. |
| 6. To develop a Resource Management Plan that will provide guidance on the overall management of project resources. | Interviews and focus groups were conducted to ensure all relevant input from resources and stakeholders were considered when developing the Resource Management Plan | Quantitative analysis was conducted to develop resource requirements and basis of estimates | Analytical research was used to evaluate the MPM notes, project charter, focus group and interview notes and collection of online research. |
| 7. To develop a Communications Management Plan that will manage and govern the | Interviews and focus groups were conducted to ensure all | None | Analytical research was used to evaluate MPM |

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| communication with stakeholders. | relevant input from resources and stakeholders were considered when developing the Communication Management Plan | | Lecture Notes, project charter, stakeholder feedback and collection of online research data. |
| 8. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities | Interviews and focus groups were conducted to ensure all relevant input from resources and stakeholders were considered when developing the Risk Management Plan | None | Analytical research was used to evaluate MPM Lecture Notes, project charter and collection of researched data pertaining to project risk. |
| 9. To develop a Procurement | Interviews and focus groups | None | Analytical research was |

| Objectives | Research methods | | |
|---|---|---|---|
| | Qualitative Research | Quantitative Research | Analytical Research |
| Management Plan for the project to implement proper procurement procedures and processes | were conducted to ensure all relevant input from resources and stakeholders were considered when developing the Procurement Management Plan | | used to evaluate the project charter and collection of online research data. |
| 10. To develop a Stakeholder Engagement Plan that will properly identify and manage stakeholder engagement. | Interviews and focus groups were conducted to ensure all relevant input from resources and stakeholders were considered when developing the Stakeholder Management Plan | None | Analytical research was used to evaluate the project charter and collection of online research data. |

### 3.3 Tools

A research tool is a specific mechanism or strategy the researcher use to

collect, manipulate, or interpret data (Leedy & Ormrod, 2015, p26). The tools

used for this FGP will be the discipline specific tools and technique in the

field of Project Management. PMI (2017) defines tools as something

tangible, such as a template or software program, used in performing an

activity to produce a product or result (PMI, 2017). Technique is defined as a

systematic procedure employed by a human resource to perform an activity

to produce a product or result or deliver a service, and that may employ one

or more tools (PMI, 2017, p 724). Chart 3 outlines the discipline specific

tools and techniques utilized for this FGP.

**Chart 3 Tools (Correa-Pelayo, 2021)**

| Objectives | Tools |
|---|---|
| 1. To develop a Change Management plan to identify the process that must be followed to review and approve change requests. | • Expert Judgment<br>• Change Control Tools<br>• Data Analysis<br>• Decision Making<br>  ○ Multicriteria decision analysis<br>• Meetings |
| 2. To develop a Scope Management Plan to identify the task that need to be completed to launch the mobile training Center | • Expert Judgment<br>• Meetings<br>• Decomposition<br>• Decision Making<br>  ○ Multicriteria decision analysis<br>• Data Gathering<br>  ○ Brainstorming<br>  ○ Interviews<br>  ○ Focus Groups |
| 3. To develop a Schedule Management Plan that define the scheduled requirements for the project. | • Expert Judgment<br>• Meetings<br>• Project Management Information System<br>  ○ Microsoft Project<br>• Parametric Estimating<br>• Bottom-up estimating |

| Objectives | Tools |
|---|---|
| 4. To develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project | <ul><li>Expert Judgment</li><li>Meetings</li><li>Data Analysis</li><li>Project Management Information System<ul><li>Microsoft Project</li></ul></li><li>Parametric Estimating</li><li>Bottom-up estimating</li></ul> |
| 5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project | <ul><li>Expert Judgment</li><li>Data Gathering<ul><li>Brainstorming</li><li>Interviews</li><li>Focus Groups</li></ul></li><li>Data Analysis</li><li>Decision Making<ul><li>Multicriteria decision analysis</li></ul></li><li>Quality Improvement Methods</li></ul> |
| 6. To develop a Resource Management Plan that will provide guidance on the overall management of project resources. | <ul><li>Expert Judgment</li><li>Meetings</li><li>Data Representation<ul><li>Hierarchical Chart</li></ul></li><li>Decision Making</li><li>Parametric Estimating</li><li>Bottom-up estimating</li></ul> |

| Objectives | Tools |
|---|---|
| 7. To develop a Communications Management Plan that will manage and govern the communication with stakeholders. | • Expert Judgment<br>• Communication requirements analysis<br>• Communication technology<br>• Communication Models<br>• Communication Methods<br>• Project reporting<br>• Meetings |
| 8. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities | • Expert Judgment<br>• Meetings<br>• Data Gathering<br>    o Brainstorming<br>    o Check list<br>    o Interviews<br>• Data Analysis<br>• Data Representation<br>    o Probability and impact matrix<br>• Risk Categorization |
| 9. To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes | • Expert Judgment<br>• Meetings<br>• Data Analysis<br>    o Make or Buy Analysis<br>• Data Representation |

| Objectives | Tools |
|---|---|
| 10. To develop a Stakeholder Engagement Plan that will properly identify and manage stakeholder engagement. | • Expert Judgment<br>• Data Gathering<br>    o Brainstorming<br>    o Check list<br>    o Interviews<br>• Meetings<br>• Data Analysis<br>• Data Representation |

## 3.4 Assumptions and constraints

Both assumptions and constraints are important for project management since they allow you an opportunity to manage any potential issues that may derive. PMI (2017) defines Assumption as a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration (PMI, 2017).

On the other hand, Constraint is defined as limiting factor that affects the execution of a project, program, portfolio, or process (PMI, 2017, p. 701). Chart 4 identifies the assumption and constraints for each specific objective.

**Chart 2 Assumptions and constraints (Correa-Pelayo, 2021)**

| Objectives | Assumptions | Constraints |
|---|---|---|
| 1. To develop a Change Management plan that will identify the process that must be followed to review and approve change requests. | Change control process was effectively and accurately mapped. | Decision making will rely solely on the project sponsor as opposed to a committee which can result in change request delays. |
| 2. To develop a Scope Management Plan in order to identify the task that need to be completed to launch the mobile training center | The Scope Management Plan will only include work required to launch the mobile classroom and not the programs that will be provided. | The timeframe is a constraint due to the portfolio demands of the organization. |
| 3. To develop a Schedule Management Plan that define the scheduled requirements for the project. | The Schedule Management Plan will define the criteria and the activities to monitor and | Limited knowledge in field will require extensive research outside the organization. |

| Objectives | Assumptions | Constraints |
|---|---|---|
| | control the project | |
| 4. To develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project | The budget will be sufficient to complete all deliverables. | The project is unable to go over budget. |
| 5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project | ISO standards need to be researched in-depth to be included in the Quality Management Plan | Limited knowledge on Quality Metrics will require extensive research outside the organization. |
| 6. To develop a Resource Management Plan that will provide guidance on the overall management of project resources. | This project can be completed using minimal staff. | Limited information on procurement options for the renovation specialist and mobile vendors that meet the requirements. |
| 7. To develop a Communications Management Plan that will manage and govern the communication with stakeholders. | The communications Management | The Interpersonal and team skills of team members, |

| Objectives | Assumptions | Constraints |
|---|---|---|
| | Plan will identify the communication requirements for stakeholders. | along with increase of virtual communication, will affect the quality of information transmitted. |
| 8. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities | Project Risks and their pertaining risk responses will be identified and clearly documented. | No lessons learnt or experience launching a mobile classroom provides limited information to assist in the development of this project. |
| 9. To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes | Only services and material identified in the Procurement Management Plan will require procurement. | Due to the first time nature of the project, the procurement information on the mobile platform, will require extensive research outside the organization |
| 10. To develop a Stakeholder Management Plan that will properly identify and manage stakeholder | Management strategies and | Covid 19 will affect the level of |

| Objectives | Assumptions | Constraints |
|---|---|---|
| engagement. | action will be clearly documented | engagement with stakeholders. |

### 3.5     Deliverables

PMI (2017), defines deliverables Any unique and verifiable product, result, or

capability to perform a service that is required to be produced to complete a

process, phase, or project. Chart 5 describes the deliverables for this FGP.

**Chart 5 Deliverables (Correa-Pelayo, 2021)**

| Objectives | Deliverables |
|---|---|
| 1.  To develop a Change Management Plan that will identify the process that must be followed to review and approve change requests. | Change Management Plan – Describes how the change requests throughout the project will be formally authorized and incorporated (PMI, 2017, p. 88) |
| 2. To develop a Scope Management Plan to identify the task that need to be completed to launch the mobile training center | Scope Management Plan - describes how the scope will be defined, developed, monitored, controlled, and validated (PMI, 2017, p. 137) |
| 3. To develop a Schedule Management Plan that define the scheduled requirements for the project. | Schedule  Management  Plan  -  is  a component  of  the  project  management plan that establishes the criteria and the activities for developing, monitoring, and controlling  the  schedule  (PMI,  2017,  p. 181) |
| 4. To develop a Cost Management Plan that will identify the budget and provide guidance on the cost management of the project | Cost Management plan - describes how th project costs will be planned, structured an controlled (PMI, 2017, p. 276) |

| Objectives | Deliverables |
|---|---|
| 5. To develop a Quality Management Plan that will establish the quality processes and expectation for the project | Quality Management Plan - describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives. (PMI, 2017, p. 286) |
| 6. To develop a Resource Management Plan that will provide guidance on the overall management of project resources. | Resource Management Plan - provides guidance on how project resources should be categorized, allocated, managed, and released (PMI, 2017, p. 318 ) |
| 7. To develop a Communications Management Plan that will manage and govern the communication with stakeholders. | Communications Management Plan - describes how project communications will be planned, structured, implemented, and monitored for effectiveness (PMI, 2017, p. 415) |
| 8. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities | Risk Management Plan - describes how risk management activities will be structured and performed (PMI, 2017, p. 405) |
| 9. To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes | Procurement Management Plan - contains the activities to be undertaken during the procurement process. It should document whether international competitive bidding, national competitive bidding, local bidding, etc., should be done (PMI, 2017, p. 475) |

| Objectives | Deliverables |
|---|---|
| 10 To develop a Stakeholder Engagement Plan that will properly identify and manage stakeholder engagement. | Stakeholder Engagement Plan - is a component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in decision making and execution. (PMI, 2017, p. 522) |

# 4 RESULTS

## 4.1 Integration Management

### 4.1.1 Introduction

According to PMI, Project Integration Management is the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project management Process Groups. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p.69). This section will outline the change control process for all change requests.

### 4.1.2 Change Management Plan

Figure 7 below outlines the Change Control process. For this project, the Project Manager is responsible in overseeing the project team and overall project's progress. Changes in project work can be determined and recommended by any project team member. A formal change request must be prepared and submitted to the Project Manager. The Project Manager will be responsible in reviewing the change request and deciding if it should be presented to the project sponsor. The Project Manager will be responsible in updating the team with the outcome of the change request.
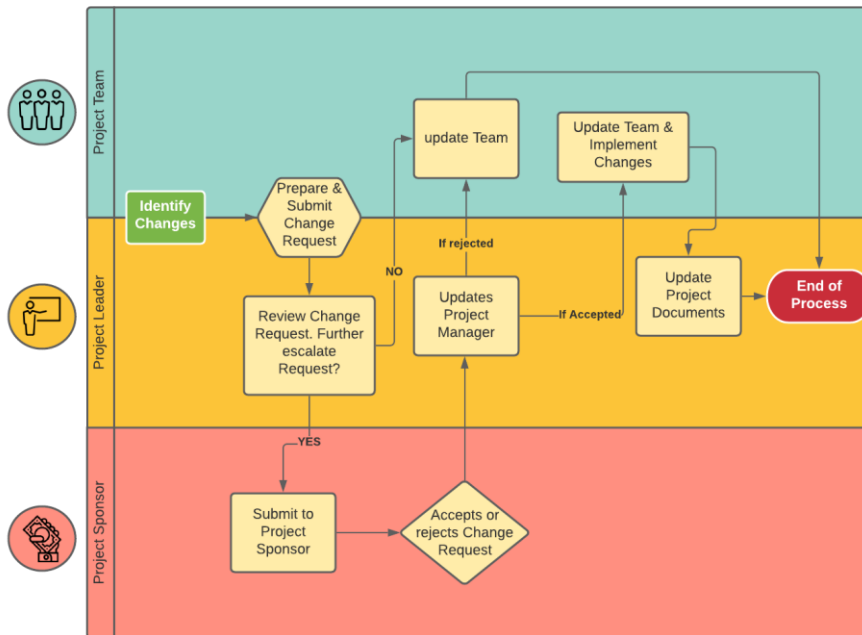
**Figure 7: Change Control Process (Correa-Pelayo, 2021)**

## 4.2 Scope Management Plan

### 4.2.1  Introduction

According to PMI, Scope Management is "the processes required to ensure that the project includes all the work required, and only the work required to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p.129).

The Scope Management Plan will outline the scope for the development of a project management plan for the implementation of mobile classrooms for

training and professional development. The scope management plan will document how the project scope will be defined, validated and controlled. Tools and techniques will be utilized to develop outputs under each process, such as project scope statement, the work breakdown structure (WBS) and WBS Dictionary. Scope management will be the responsibility of the project manager.

### 4.2.2 Role & Responsibilities

The roles and responsibilities of team members managing the scope of the project is outlined in Chart 6.

**Chart 6 Project Scope Roles and Responsibilities (Source: Scope Management Plan Template, projectmanagementdocs.com, n.d.)**

| ROLES | DESCRIPTION |
|---|---|
| Sponsor | 1. Approve or deny scope change request<br>2. Evaluate need of scope change request<br>3. Accept project deliverables |
| Project Manager | 1. Responsible for overall project<br>2. Control's human, material and financial resources involved in the implementation of the mobile classroom<br>3. Facilitate and review all change request<br>4. Organize and facilitate all change control meetings<br>5. Communicate all project change request results |

| ROLES | DESCRIPTION |
|---|---|
| | 6. Update project documents based on results of change requests. |
| Team Member | 1. Identify changes and communicate them to the project manager.<br>2. Provide support to Project Manager<br>3. Provide weekly progress reports to project manager |

### 4.2.3  Scope Baseline

The Scope Baseline provides the project scope statement, WBS (Figure 8) and WBS dictionary (Chart 7) of each work package.

### 4.2.4  Project Scope Statement

The objective of this project is to create a project plans that will be used to implement the mobile classrooms that will be properly equipped with space and educational resources for use of training and professional development.

The mobile classroom will be designed to withstand rough terrain environments, this is critical since the mobile platform will be travelling to remote locations and communicates that will not have properly developed road infrastructure.

**Deliverables**

1. Change Management Plan

2. Project Management Plan

3. Schedule Management Plan

4. Cost Management Plan

5. Quality Management Plan

6. Resource Management Plan

7. Communications Management Plan

8. Risk Management Plan

9. Procurement Management Plan

10. Stakeholder Engagement Plan

**Project Exclusions**

1. Development of Training and Professional Development Programs

### 4.2.5 Work Breakdown Structured
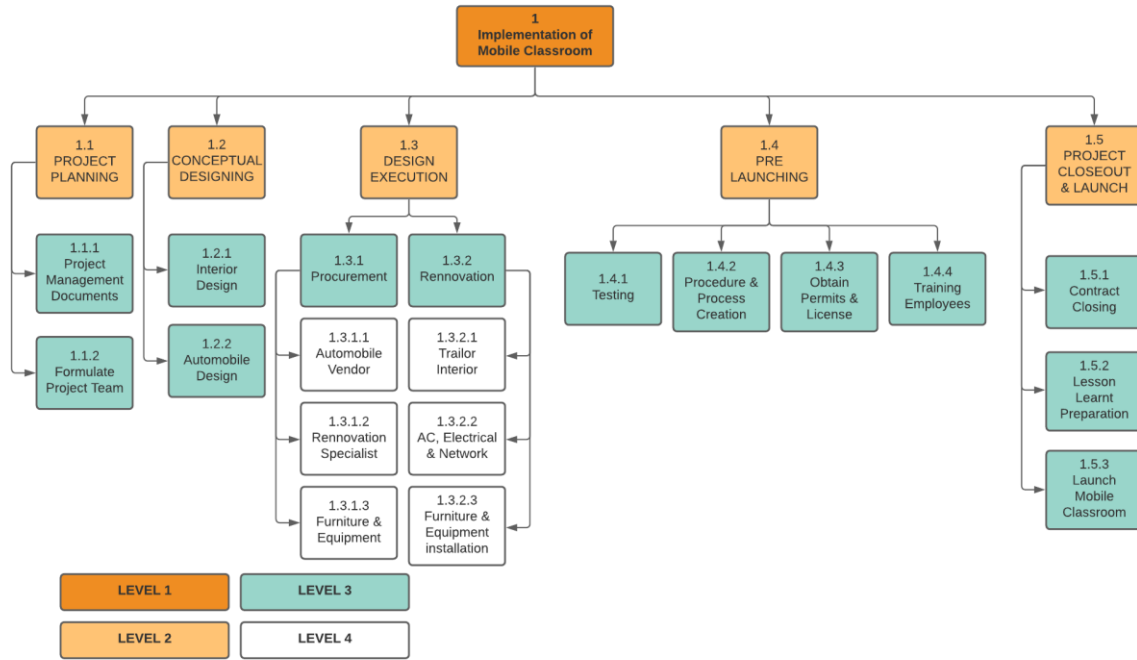
### 4.2.6 WBS Dictionary

**Chart 7 WBS Dictionary (Correa-Pelayo, 2021)**

| WBS LEVEL | | | | WBS Code | Work Package Name | Description of Work | Deliverables |
|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | | | | |
| X | | | | 1 | Implementation of Mobile Classroom | All work related to the implementation of the Mobile Classroom | |
| | X | X | | 1.1 | Project Planning | The work related to preparing project documents that will assist in the project life cycle and identifying team members that have the skillset to execute | ❖Project Documents ❖Interviews sessions ❖Project Team Onboarding |
| | | X | | 1.1.1 | Project Management Documents | | |
| | | X | | 1.1.2 | Formulate Project Team | | |

| WBS LEVEL | | | | WBS Code | Work Package Name | Description of Work | Deliverables |
|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | | | | |
| | | | | | | the project successfully | |
| | X | | | 1.2 | Conceptual Designing | The work related to identifying the design requirements for the mobile classroom. Starting with the type of automobile, it's interior design for the layout of the its interior and placing of furniture and equipment along with the design for the electrical and network design | ❖Floor and furniture plan ❖Electrical plan ❖Automobile requirements list |
| | | X | | 1.2.1 | Interior Design | | |
| | | X | | 1.2.2 | Automobile Design | | |
| | X | | | 1.3 | Design Execution | Work consisting of active research and communication to identify the vendor to source the automobile, renovation specialist and furniture & Equipment. In addition to executing the design plans which include the renovation of the interior of the automobile according to the design specifications | ❖Vendor identification along with purchase of actual mobile classroom. ❖Specialist identification along with contract signing ❖Renovated mobile |
| | | X | | 1.3.1 | Procurement | | |
| | | | X | 1.3.1.1 | Automobile Vendor | | |
| | | | X | 1.3.1.2 | Renovation Specialist | | |
| | | | X | 1.3.1.3 | Furniture & Equipment | | |
| | | X | | 1.3.2 | Renovation | | |
| | | | X | 1.3.2.1 | Trailor/mobile Interior | | |
| | | | X | 1.3.2.2 | AC, Electrical & Network | | |
| | | | X | 1.3.2.3 | Furniture & Equipment Installation | | |
| | X | | | 1.4 | Prelaunch | Work related to Inspecting mobile classroom to ensure it meets specification and testing mobile classroom on the road | ❖Operating Manual ❖Completed Check List ❖Vehicle License ❖Operating |
| | | X | | 1.4.1 | Testing | | |
| | | X | | 1.4.2 | Procedure & Process Creation | | |
| | | X | | 1.4.3 | Obtain Permits & License | | |

| WBS LEVEL | | | | WBS Code | Work Package Name | Description of Work | Deliverables |
|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | | | | |
| | | X | | 1.4.4 | Training Employees | and in difference conditions and environment | License ❖Employee Training Session |
| | X | | | 1.5 | Project Closeout & Launch | Work Related to closing the project | ❖Lesson Learnt Updated ❖Contact Closing Letter ❖Launch Mobile Classroom |
| | | X | | 1.5.1 | Contract Closing | | |
| | | X | | 1.5.2 | Lesson Learnt Preparation | | |
| | | X | | 1.5.3 | Launch Mobile Classroom | | |

### 4.2.7  Scope Validation

The Project Manager will be responsible to verify the deliverables by

validating them against the original scope as covered in this document.

Once requirements are met and the project manager will meet with the

Project Sponsor to formalize the acceptance of the deliverables. The Project

Sponsor will formalize his acceptance by signing the project deliverable's

acceptance document. This process will ensure that the project work

remains consistently within its scope.

### 4.2.8  Scope Control

The Project Manager and project team are responsible for the managing the

scope. The WBS Dictionary will be controlled by its use in being actual

statement of work for each of the WBS element. The project team will execute their work according to the specifications of the WBS dictionary and produce the deliverable defined. The Project Manager will supervise the project team and project's overall progress, which will ensure the scope is controlled.

Changes in project work will follow the Change Management Plan as defined in section 4.1.1. As shared in Figure 7, change can be determined and recommended by any project team member. A formal change request must be prepared and submitted to the Project Manager. The Project Manager will be responsible will be responsible in reviewing the change request and deciding if it should be presented to the project sponsor. The Project Manager will be responsible in updating the team with the outcome of the change request.

**4.2.9  Sponsor Acceptance**

Approved by the Project Sponsor:

_____Date:_____

## 4.3 Schedule Management Plan

### 4.3.1  Introduction

According to PMI, Schedule Management "includes the process required to manage the timely completion of the project. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p.173). This Schedule Management Plan will provide guidance on the management of this project schedule by defining the method in which the schedule will be controlled, changes threshold and the process in which the schedule will be re-baselined given any changes in the project scope.

### 4.3.2  Activity List

Chart 8 the activity list that will be used to create the project schedule in Microsoft Project 2013. The project manager will use MS Project 2013 to manage all schedule activities for this project and validate the schedule with the project team and project sponsor. The Project Manager will obtain schedule approval from the project sponsor and baseline the schedule.

**Chart 8 Activity List (Correa-Pelayo, 2021)**

| Activity (Level 1) | Activity (Level 2) | Activity (Level 3) | Activity (Level 4) |
|---|---|---|---|
| **Project Planning** | Project Management Documents | Draft Project Document | |
| | | Project Document Approval | |
| | Formulate Project Team | Develop Terms of Reference | |
| | | Advertise Project Team Positions | |
| | | Short list applications | |
| | | Conduct Interviews & Select candidate | |
| | | Prepare offer letter | |
| **Conceptual Design** | Interior Design | Conduct focus group | |
| | | Collect requirements list for interior design | |
| | | Identify drafts personnel | |
| | | Review Initial interior design blueprint | |
| | | Approve blueprint | |
| | | Collect requirements list for type of space saving furniture and equipment | |
| | | Identify a carpenter | |
| | | Review furniture design | |
| | | Approve Furniture design | |
| | | Procure equipment & Furniture | |
| | | Identify a certified electrician | |
| | | Review electrical design | |
| | | Approve electrical design | |
| | Automobile Design | Conduct focus group | |
| | | Collect requirements list for mobile type and size | |
| | | Create requirements matrix | |
| **Design Execution** | Procurement | Procure Automobile Vendor | Conduct research on potential vendors |
| | | | Communicate with vendors |
| | | | Schedule visitations or interviews. |

| Activity (Level 1) | Activity (Level 2) | Activity (Level 3) | Activity (Level 4) |
|---|---|---|---|
| | | | Shortlist vendors based on requirements check list. |
| | | | Select vendor |
| | | | Finalize transaction |
| | | Procure automobile renovation specialist | Conduct research on potential renovation specialist |
| | | | Communicate with renovations specialist. |
| | | | Schedule interviews. |
| | | | Shortlist renovation specialist |
| | | | Select renovation specialist |
| | | | Sign contract. |
| | | Procure Furniture & Equipment | Conduct research on potential furniture & equipment |
| | | | Communicate with vendors |
| | | | Select vendors |
| | | | Purchase equipment & Furniture |
| | Renovate | Platform Interior | Execute blue print design |
| | | AC, Electrical & Network Installation | Install electrical and network wiring |
| | | | Install A/C |
| | | | Install Generator |
| | | | Install electrical and Light fixtures |
| | | | Install carpet |
| | | | Workstation jacks |
| | | Furniture & Equipment Installation | Install furniture |
| | | | Install training equipment |
| Pre-launching | Testing | Manual and Physical Inspection | Develop check list |
| | | | Conduct random physical inspection based on requirements checklist |
| | | | Address test issues |
| | | | Retest |
| | | | Approve test |
| | | Endurance Testing | Develop checklist |

| Activity (Level 1) | Activity (Level 2) | Activity (Level 3) | Activity (Level 4) |
|---|---|---|---|
| | | | Conduct road test |
| | | | Review test |
| | | | Identify opportunities |
| | | | Address test issues |
| | | | Retest |
| | | | Approve test results |
| | Procedure & Process Creation | Conduct focus group session with operating Team | |
| | | Take feedback and document process | |
| | | Create first draft of Operating and Procedure Manual | |
| | | Submit for Approval | |
| | | Review Manuals with Operations Team | |
| | Obtaining Permits & License | Business Registration | Obtain Application form |
| | | | Gather supporting documentation |
| | | | Submit to Registration to Company Registry |
| | | | Obtain Certificate of Registration |
| | | Vehicle License & Insurance | Complete License & Insurance application form |
| | | | Submit to Traffic Department and Insurance Agency |
| | | | Obtain License and Insurance |
| | Training Employees | Organize Time & Date for Training | |
| | | Prepare Presentation | |
| | | Print Material & obtain training supplies | |
| | | Organize Venue | |
| | | Conduct Training | |
| | | Perform Assessment | |
| **Project Closeout & Launching** | Contract Closing | | |
| | Lesson | | |

| Activity (Level 1) | Activity (Level 2) | Activity (Level 3) | Activity (Level 4) |
|---|---|---|---|
| | Learnt Preparation | | |
| | Launch Mobile Classroom | | |

### 4.3.3  Project Schedule and Critical Path

Microsoft Project was used to develop the project schedule for this project. As depicted in Chart 9, the total duration for this project is 511 days. The projected end date for this project is January 2023.

**Chart 9 MS Project Schedule (Correa-Pelayo, 2021)**

| Task Name | Duration | Start | Finish |
|---|---|---|---|
| **MOBILE CLASSROOM IMPLEMENTATION PROJECT** | **525 days** | **Mon 1/25/21** | **Mon 1/30/23** |
| **PROJECT PLANNING** | **142 days** | **Mon 1/25/21** | **Tue 8/10/21** |
| **PROJECT MANAGEMENT** | **101 days** | **Mon 1/25/21** | **Mon 6/14/21** |
| Draft Project Document | 61 days | Mon 1/25/21 | Mon 4/19/21 |
| Project Document Review | 40 days | Tue 4/20/21 | Mon 6/14/21 |
| **Formulate Project Team** | **32 days** | **Mon 6/28/21** | **Tue 8/10/21** |
| Develop Terms of Reference | 10 days | Mon 6/28/21 | Fri 7/9/21 |
| Advertise Project Team Positions | 10 days | Mon 7/12/21 | Fri 7/23/21 |
| Short list applications | 5 days | Mon 7/26/21 | Fri 7/30/21 |
| Conduct Interviews & Select candidate | 7 days | Mon 8/2/21 | Tue 8/10/21 |
| Project Team formulated | 0 days | Tue 8/10/21 | Tue 8/10/21 |
| **CONCEPTUAL DESIGN** | **57 days** | **Wed 8/11/21** | **Thu 10/28/21** |
| **AUTOMOBILE DESIGN** | **28 days** | **Wed 8/11/21** | **Fri 9/17/21** |
| Conduct focus group | 5 days | Wed 8/11/21 | Tue 8/17/21 |
| Collect requirements list for mobile type and size | 20 days | Wed 8/18/21 | Tue 9/14/21 |
| Create requirements matrix | 3 days | Wed 9/15/21 | Fri 9/17/21 |
| **INTERIOR DESIGN** | **29 days** | **Mon 9/20/21** | **Thu 10/28/21** |
| Conduct focus group | 2 days | Mon 9/20/21 | Tue 9/21/21 |
| Collect requirements list for interior design | 20 days | Wed 9/22/21 | Tue 10/19/21 |
| Identify drafts personnel | 5 days | Wed 10/20/21 | Tue 10/26/21 |

| Task Name | Duration | Start | Finish |
|---|---|---|---|
| Review Initial interior design blueprint | 2 days | Wed 10/27/21 | Thu 10/28/21 |
| Approve blueprint | 0 days | Thu 10/28/21 | Thu 10/28/21 |
| Collect requirements list for type of space saving furniture and equipment | 20 days | Wed 9/22/21 | Tue 10/19/21 |
| Identify a carpenter | 5 days | Wed 10/20/21 | Tue 10/26/21 |
| Review furniture design | 2 days | Wed 10/27/21 | Thu 10/28/21 |
| Approve Furniture design | 0 days | Thu 10/28/21 | Thu 10/28/21 |
| Identify a certified electrician | 5 days | Wed 10/20/21 | Tue 10/26/21 |
| Review electrical design | 2 days | Wed 10/27/21 | Thu 10/28/21 |
| Approve electrical design | 0 days | Thu 10/28/21 | Thu 10/28/21 |
| **DESIGN EXECUTION** | **283 days** | **Fri 10/29/21** | **Tue 11/29/22** |
| **PROCUREMENT** | **180 days** | **Fri 10/29/21** | **Thu 7/7/22** |
| **Procure Automobile Vendor** | **120 days** | **Fri 10/29/21** | **Thu 4/14/22** |
| Conduct research on potential vendors | 30 days | Fri 10/29/21 | Thu 12/9/21 |
| Communicate with vendors | 30 days | Fri 12/10/21 | Thu 1/20/22 |
| Schedule visitations or interviews. | 30 days | Fri 1/21/22 | Thu 3/3/22 |
| Shortlist vendors based on requirements check list. | 15 days | Fri 3/4/22 | Thu 3/24/22 |
| Select & Finalize vendor | 15 days | Fri 3/25/22 | Thu 4/14/22 |
| Automobile procurement complete | 0 days | Thu 4/14/22 | Thu 4/14/22 |
| **Procure Automobile renovation specialist** | **60 days** | **Fri 4/15/22** | **Thu 7/7/22** |
| Conduct research on potential renovation specialist | 30 days | Fri 4/15/22 | Thu 5/26/22 |
| Communicate with renovations specialist. | 15 days | Fri 5/27/22 | Thu 6/16/22 |
| Schedule interviews. | 5 days | Fri 6/17/22 | Thu 6/23/22 |
| Shortlist renovation specialist | 5 days | Fri 6/24/22 | Thu 6/30/22 |
| Select renovation specialist | 5 days | Fri 7/1/22 | Thu 7/7/22 |
| Renovation specialist hired | 0 days | Thu 7/7/22 | Thu 7/7/22 |
| **Procure Furniture & Equipment** | **45 days** | **Fri 4/15/22** | **Thu 6/16/22** |
| Conduct research on potential furniture & Equipment | 15 days | Fri 4/15/22 | Thu 5/5/22 |
| Communicate with vendors | 15 days | Fri 5/6/22 | Thu 5/26/22 |
| Select vendors & Purchase equipment & Furniture | 15 days | Fri 5/27/22 | Thu 6/16/22 |
| Equipment & Furniture procurement complete | 0 days | Thu 06/16/22 | Thu 06/16/22 |
| **RENOVATE** | **118 days** | **Fri 7/8/22** | **Tue 12/20/22** |
| **Platform Interior** | **90 days** | **Fri 7/8/22** | **Thu 11/10/22** |
| Execute blue print design | 90 days | Fri 7/8/22 | Thu 11/10/22 |
| **AC, Electrical & Network Installation** | **18 days** | **Fri 11/11/22** | **Tue 12/6/22** |
| Install electrical and network wiring | 5 days | Fri 11/11/22 | Thu 11/17/22 |

| Task Name | Duration | Start | Finish |
|---|---|---|---|
| Install A/C | 5 days | Fri 11/18/22 | Thu 11/24/22 |
| Install Generator | 5 days | Fri 11/25/22 | Thu 12/1/22 |
| Install electrical and Light fixtures | 1 day | Fri 12/2/22 | Fri 12/2/22 |
| Install carpet | 1 day | Mon 12/5/22 | Mon 12/5/22 |
| Workstation jacks | 1 day | Tue 12/6/22 | Tue 12/6/22 |
| **Furniture & Equipment Installation** | **10 days** | **Wed 12/7/22** | **Tue 12/20/22** |
| Install furniture & Equipment | 10 days | Wed 12/7/22 | Tue 12/20/22 |
| Renovation Complete | 0 days | Tue 12/20/22 | Tue 12/20/22 |
| **PRE-LAUNCHING** | **311 days** | **Thu 10/28/21** | **Thu 1/26/23** |
| **Testing** | **300 days** | **Thu 10/28/21** | **Wed 1/11/23** |
| **Manual and Physical Inspection** | **291 days** | **Thu 10/28/21** | **Thu 12/29/22** |
| Develop check list | 5 days | Thu 10/28/21 | Wed 11/3/21 |
| Conduct random physical inspection based on requirements checklist | 1 day | Wed 12/21/22 | Wed 12/21/22 |
| Address test issues | 5 days | Thu 12/22/22 | Wed 12/28/22 |
| Retest | 1 day | Thu 12/29/22 | Thu 12/29/22 |
| Approve test | 0 days | Thu 12/29/22 | Thu 12/29/22 |
| **Endurance Testing** | **300 days** | **Thu 10/28/21** | **Wed 1/11/23** |
| Develop checklist | 5 days | Thu 10/28/21 | Wed 11/3/21 |
| Conduct road test | 5 days | Wed 12/21/22 | Tue 12/27/22 |
| Review test | 2 days | Wed 12/28/22 | Thu 12/29/22 |
| Identify opportunities | 2 days | Fri 12/30/22 | Mon 1/2/23 |
| Address test issues | 5 days | Tue 1/3/23 | Mon 1/9/23 |
| Retest | 2 days | Tue 1/10/23 | Wed 1/11/23 |
| Approve test results | 0 days | Wed 1/11/23 | Wed 1/11/23 |
| **Procedure & Process Creation** | **17 days** | **Fri 11/11/22** | **Mon 12/5/22** |
| Conduct focus group session with operating Team | 1 day | Fri 11/11/22 | Fri 11/11/22 |
| Take feedback and document process | 5 days | Mon 11/14/22 | Fri 11/18/22 |
| Create first draft of Operating and Procedure Manual | 10 days | Mon 11/21/22 | Fri 12/2/22 |
| Submit for Approval | 0 days | Fri 12/2/22 | Fri 12/2/22 |
| Review Manuals with Operations Team | 1 day | Fri 12/5/22 | Fri 12/5/22 |
| **Obtaining Permits & License** | **22 days** | **Wed 12/21/22** | **Thu 1/19/23** |
| **Business Registration** | **22 days** | **Wed 12/21/22** | **Thu 1/19/23** |
| Obtain Application form | 1 day | Wed 12/21/22 | Wed 12/21/22 |
| Gather supporting documentation | 5 days | Thu 12/22/22 | Wed 12/28/22 |
| Submit to Registration to Company Registry | 15 days | Thu 12/29/22 | Wed 1/18/23 |
| Obtain Certificate of Registration | 1 day | Thu 1/19/23 | Thu 1/19/23 |
| **Vehicle License & Insurance** | | | |

| Task Name | Duration | Start | Finish |
|---|---|---|---|
| Complete License & Insurance application form | 1 day | Wed 12/21/22 | Wed 12/21/22 |
| Submit to Traffic Depart. and Insurance Agency | 1 day | Thu 12/22/22 | Thu 12/22/22 |
| Obtain License and Insurance | 1 day | Fri 12/23/22 | Fri 12/23/22 |
| **Training Employees** | **14 days** | **Mon 12/5/22** | **Thu 12/22/22** |
| Organize Time & Date for Training | 1 day | Mon 12/5/22 | Mon 12/5/22 |
| Prepare Presentation | 9 days | Tue 12/6/22 | Fri 12/16/22 |
| Print Material & obtain training supplies | 1 day | Mon 12/19/22 | Mon 12/19/22 |
| Organize Venue | 1 day | Tue 12/20/22 | Tue 12/20/22 |
| Conduct Training | 2 days | Wed 12/21/22 | Thu 12/22/22 |
| Perform Assessment | 1 day | Wed 12/21/22 | Wed 12/21/22 |
| **PROJECT CLOSEOUT & LAUNCHING** | **19 days** | **Tue 1/3/23** | **Mon 1/30/23** |
| Contract Closing | 1 day | Tue 1/3/23 | Tue 1/3/23 |
| Lesson Learnt Preparation | 3 days | Tue 1/3/23 | Thu 1/5/23 |
| Launch Mobile Classroom | 0 days | Mon 1/30/23 | Mon 1/30/23 |

Figure 9 represents the critical path for this project. Critical path involves those task that are important due to their linkage with other task, which if noted controlled, can  can affect the project's finish date. For this project, it is critical to ensure the project team is formulated.
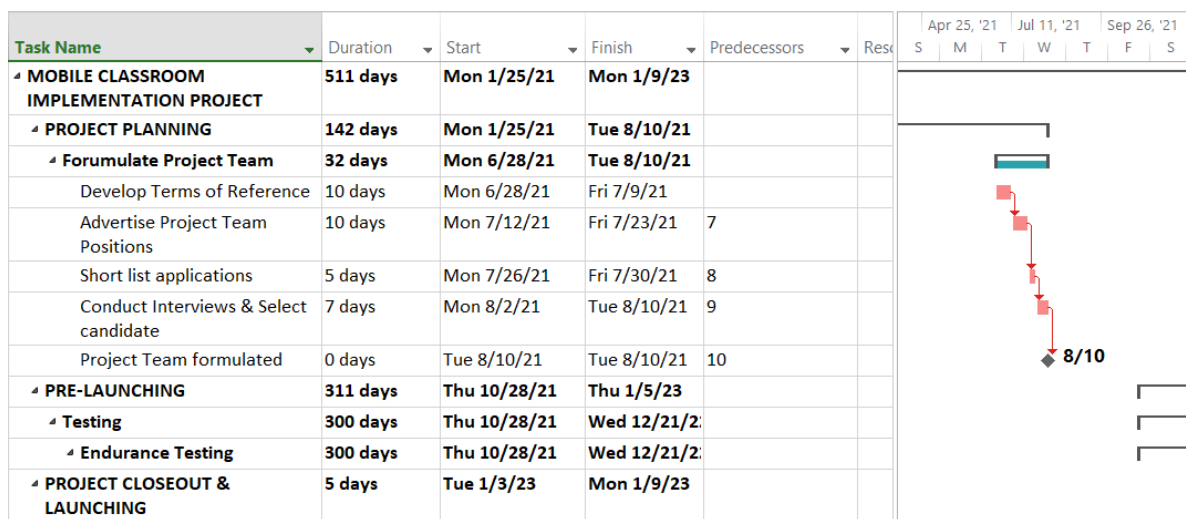


Figure 9: Critical Path (Source: Complied by Author)

### 4.3.4 Control Schedule

The project schedule will be reviewed and updated weekly with tasks that are updated, added, or deleted from the schedule.

The project manager is responsible for managing the project schedule hence, she/he is required to hold schedule updates or review meetings to determine changes, variances or any area of concern that can affect the project. The project manager is responsible for reviewing change request and submitting the request to the Project Sponsor. The Project Manager is also responsible in conducting formal reports of the schedule status in accordance to the project's communications plan.

The project team is responsible for participating in schedule updates where they must communicate any concerns or changes that can affect the schedule of a task. The project team is expected to actively participate in identifying solution for schedule variances.

### 4.3.5 Control Threshold

Any member of the project team can identify potential modification to the schedule; however, the project manager will assess and decide if a change request will be submitted to the project sponsor. The project manager and project team will assess and identify the different tasks that will be affected

and other potential variance that may result from the change or alternate resolutions. Upon completing an assessment, the project manager will determine if the change surpasses the established schedule constraints, if it does, a schedule change request must be submitted to the project sponsor. Submittal of a schedule change request is required for all proposed changes that may affect the schedule of the project.

Once the change request has been reviewed and approved the project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team. If the change significantly affects the existing project schedule, the project manager can request to re-baseline the schedule. Such request must the reviewed and approved by the project sponsor. The Project Manager is responsible in ensuring that all change requests are safely stored.

### 4.3.6   Report Schedule

The project manager will review and update the project schedule weekly on Mondays. On this day, members of the project team will provide the project manager with actual performance and completion information.
The project manager will compare the actual information to the schedule baseline and calculate the completion percentages and any variances.

The project manager will meet with the project team members to determine the cause of any variance and discuss appropriate corrective measures.

### 4.3.7  Sponsor Acceptance

Approved by the Project Sponsor:

_____Date:_____

## 4.4 Cost Management Plan

### 4.4.1  Introductions

According to PMI, Cost Management "includes the process involved in planning, estimating, budgeting, financing, funding, managing and controlling cost so that the project can be completed within the approved budget. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p.231). This Cost Management Plan will provide guidance and direction on how the project costs will be managed throughout the project.

### 4.4.2 Measuring Project Costs

The performance and progress of the project will be measured using earned

value management method. The following chart provides the performance

measures that will be used for this project.

**Chart 10 Performance Measures (Correa-Pelayo, 2021)**

| Performance Measure | Formula | Results | Description |
|---|---|---|---|
| Schedule Performance Index (SPI) | SPI = EV/PV | < 1 | Project is delayed |
| | | >1 | Project advancing ahead of schedule |
| | | =1 | Project is on track |
| Cost Performance Index (CPI) | CPI = EV/AC | < 1 | Project is spending more than planned |
| | | >1 | Project is spending less than planned |
| | | =1 | Project cost is exactly as planned. |
| Cost Variance (CV) | CV= EV-AV | <0 | Project spending more than planned. |
| | | >0 | Project spending less than planned. |
| | | =0 | Project cost is exactly as |

| Performance Measure | Formula | Results | Description |
|---|---|---|---|
| | | | planned. |
| Schedule Variance (SV) | SV= EV-PV | <0 | Project is delayed. |
| | | >0 | Project advancing ahead of schedule. |
| | | =0 | Project advancing as planned. |

### 4.4.3  Reporting Format

The reporting for overall cost management will be done monthly as part of

the monthly project status report. The Monthly Project Status Report will

have a section that will have the calculated Earned Value Metrics as

identified in section 4.4.2. All unfavorable cost variances must be identified

in the report with an accompanying plan with corrective actions plan to bring

the project's performance to an acceptable level that will be implemented to

ensure the project returns back on track.

### 4.4.4  Cost Variances & Change Control Process

The Project Manager is responsible for reporting variances in the Schedule

Performance Index or Cost Performance Index.  As shared in section 4.4.3

the Project Manager must report the reason for the variance and provide the

project sponsor with a detailed corrective plan to bring the project's

performance back to acceptable levels.

Any corrective action that will change the cost baseline will require a project

change request that must be approved by the Project Sponsor. Review

Figure 7: Change Control Process.

### 4.4.5  Activity Cost Estimates

The Activity Cost Estimate was developed based on the information

available during the development of the estimation. These costs are

approximations and will become more specific as the project progressively

elaborates.

The activity cost is in United States dollars (USD). The exchange rate for

Belize Dollar BZD to USD is a fix $2 BZD to $1 USD.

The costs below were derived through online research.

**Chart 11 Activity Cost Estimate (Correa-Pelayo, 2021)**

| Task Name | Duration | Cost USD |
|---|---|---|
| **MOBILE CLASSROOM IMPLEMENTATION PROJECT** | **525 days** | |
|   **PROJECT PLANNING** | **142 days** | |
|     PROJECT MANAGEMENT | 101 days | $ 500.00 |
|     Formulate Project Team | 32 days | $ 1,000.00 |
|   **CONCEPTUAL DESIGN** | **57 days** | |
|     AUTOMOBILE DESIGN | 28 days | $ 5,000.00 |
|     INTERIOR DESIGN | 29 days | $ 1,000.00 |
|   **DESIGN EXECUTION** | **283 days** | |
|     PROCUREMENT | 180 days | |
|       Procure Automobile Vendor | 120 days | $ 50,000.00 |
|       Procure Automobile renovation specialist | 60 days | $ 2,000.00 |
|       Procure Furniture & Equipment | 45 days | $ 10,000.00 |
|     RENOVATE | 118 days | |
|       Platform Interior | 90 days | |
|       AC, Electrical & Network Installation | 18 days | $ 20,000.00 |
|       Furniture & Equipment Installation | 10 days | |
|   **PRE-LAUNCHING** | **311 days** | |
|     Testing | 300 days | |
|       Manual and Physical Inspection | 291 days | $ 3,000.00 |
|       Endurance Testing | 300 days | |
|     Procedure & Process Creation | 17 days | $ 1,500.00 |
|     Obtaining Permits & License | 27 days | |
|       Business Registration | 27 days | $ 1,500.00 |
|       Vehicle License & Insurance | 3 days | |
|     Training Employees | 14 days | $ 2,000.00 |
|   **PROJECT CLOSEOUT & LAUNCHING** | **5 days** | $ 500.00 |
| **TOTAL** | | **$ 98,000.00** |

### 4.4.6  Budget

The project budget amounts to $140,140.00 USD

**Chart 12 Project Budget (Correa-Pelayo, 2021)**

| PROJECT BUGET | |
| --- | --- |
| **MOBILE CLASSROOM IMPLEMENTATION PROJECT** | **Cost USD** |
| Cost Estimates | $    98,000.00 |
| Contingency Reserve (30%) | $    29,400.00 |
| Total (Cost Baseline) | $  127,400.00 |
| Management Reserve (10%) | $    12,740.00 |
| Total | **$  140,140.00** |

### 4.4.7  Sponsor Acceptance

Approved by the Project Sponsor:

_____Date:_____

## 4.5 Quality Management Plan

### 4.5.1  Introduction

According to PMI, Project Quality Management "includes the processes for
incorporating the organization's quality policy regarding planning, managing,
and controlling project and product quality requirements to meet
stakeholders' objectives. " (A Guide to Project Management Body of

Knowledge (PMBOK ®Guide)-Sixth Edition, p. 271). This Quality

Management Plan will provide guidance on the management of the project

activities to ensure quality output that ensures there is overall project

success. The project manager, project team and stakeholders will define the

quality metrics that will be used to measure project deliverables throughout

the life of the project. The Project Manager is responsible in ensuring that

the key quality factors are implemented.

### 4.5.2  KEY FACTORS RELATED TO QUALITY

Key factors related to quality for this project is defined in the chart below.

**Chart 13 Quality Factors (Correa-Pelayo, 2021)**

| Factor | Factor Definition |
|---|---|
| Endurance/Durability Rate | This factor pertains to the mobile vehicle's performance when testing endurance/durability of design. |
| Design Compliance Rate | This factor pertains to the rate of compliance to the design specification of the interior design, electrical and furniture design |
| Time | This factor pertains to the time used to perform tasks. |
| Budget | This factor pertains to the funds used to perform the project task. |

### 4.5.3 METRICS

The below quality metrics will be used will be used to measure the

degree of conformance or nonconformance to the specification of the

project.

**Chart 14 Metrics  (Correa-Pelayo, 2021)**

| Factor | Metric definition | Expected outcome/result | Measurement frequency | Responsible |
|---|---|---|---|---|
| Endurance/Durability Rate | Average rate of Pass/Fail report are ≥ 95% | The test will result in an overall favorable result | Once, at end of project | Project Manager |
| Design Compliance Rate | Average rate of compliance is ≥ 98% | The average rate of compliance will be over 98% | Weekly – the project manager is responsible to conduct weekly meetings to ensure the project design is being executed as per specification | Project Manager |
| Time | Project must be completed within schedule | The project will be completed within schedule | Will be measured quarterly using estimates and forecasts. An end result measurement | Project Manager |

| Factor | Metric definition | Expected outcome/result | Measurement frequency | Responsible |
|---|---|---|---|---|
| | | | will be completed at project completion. | |
| Budget | Project must be completed within budget | The project will be completed within budget | Will be measured quarterly and at project completion. | Project Manager |

### 4.5.4  Quality Assurance

The Project Manager will conduct weekly audits to monitor design execution

and during this process, the project manager will also monitor the project's

progress in terms of schedule and budget to ensure there is compliance as

per the recorded metric If discrepancies are identified, the project manager

will review the execute improvement measures to resolve the discrepancies.


### 4.5.5  Quality Control

The focus of quality control is on monitoring and recording the results of

executing the quality management activities for the project. Quality control

monitors project deliverables to verify that the deliverables are of acceptable

quality and are complete and correct. Tools used to control quality are

inspection, data gathering, data analysis and testing.

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### 4.5.6  Sponsor Acceptance

Approved by the Project Sponsor:

_____Date:_____

## 4.6 Resource Management Plan

### 4.6.1  Introduction

According to PMI, Project Resource Management "includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p. 271). This Resource Management Plan will provide guidance on the resource management of this project which includes, both Human resource and the furniture & equipment required to complete the mobile classroom. The hired renovation specialist will procure the material used to design the interior of the mobile, hence those materials will not be included in this project document.

### 4.6.2 Organizational Chart

Figure 10 below depicts the organizational chart for this project.
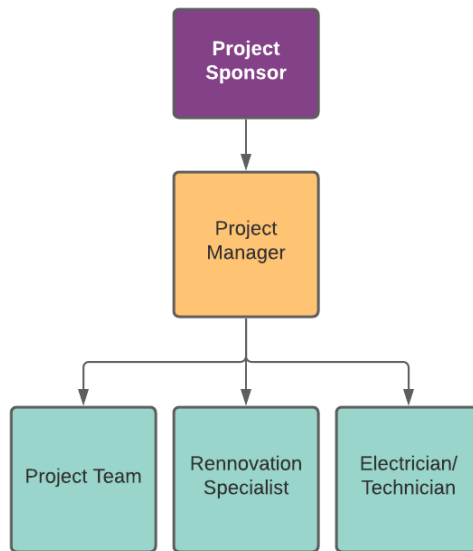


Figure 10 Project Organizational Chart (Compiled by: Author)

### 4.6.3 Resources

This project will require both human and physical resources. Chart 15 depicts is the RACI Chart which is a responsibility matrix that shows the assignment of activities for the project team members. Any proposed changes to the project responsibilities must follow the change control process as outlined in section 4.1.2. Chart 16 lists the physical resources required to complete the interior design of the mobile classroom.

**Chart 15 RACI Chart (Correa-Pelayo, 2021)**

| Task | Project Sponsor | Project Manager | Project Team | Renovation Specialist | Electrician/ Technician |
|---|---|---|---|---|---|
| Draft Project Documents | C | R/A | I | I | I |
| Recruit Project Team | C | R/A | I | I | I |
| Procure mobile | C | R/A | I | I | I |
| Procure Renovation Specialist & Engineer | C | R/A | I | I | I |
| Conduct focus group & Gather Requirements | I | R/A | C/R | I | I |
| Procure Equipment | I | R/A | R | I | I |
| Renovate mobile | I | A | R | R | R |
| Testing | I | R/A | R | I | I |
| Draft Operating & Procedure Manual | I | R/A | R | - | - |
| Obtain Business Registration | I | A | R | - | - |
| Obtain mobile's license & Insurance | I | A | R | - | - |
| Train Employees | I | R/A | R | - | - |
| Close Contracts | C | R/A | I | C | C |
| Document Lesson Learnt | I | R/A | I | - | - |
| Launch Mobile Classroom | I | A | R | - | - |
| Key: R-Responsible; A–Accountable; C-Consulted; I-Informed | | | | | |

**Chart 16 Physical Resources  (Correa-Pelayo, 2021)**

| MATERIAL | QUANTITY |
|---|---|
| **EQUIPMENT** | |
| Projector | 3 |
| Laptop | 19 |
| Printer | 1 |
| White Board | 2 |
| Interactive White Board | 1 |
| Display Screen | 2 |
| Speakers | 4 |
| Microphone | 2 |
| Computer Setup | 19 |
| Computer Software License | 19 |
| Tent | 1 |
| Generator | 1 |
| Portable AC | 2 |
| Presentation Remote | 2 |
| Lecture recording camera | 1 |
| Phone | 1 |
| Modem | 1 |
| **FURNITURE** | |
| Custom made foldable tables | 8 |
| Custom made foldable chair | 8 |
| Custom made 10"X5" foldable table | 2 |
| Foldable tables | 11 |
| Foldable chairs | 11 |
| Space saving filing cabinet | 1 |

### 4.6.4  Multi-criteria Decision Analysis

To make a decision on the resource for the project, a multi-criteria decision analysis tool, such as a Resources Selection Prioritization Matrix will be used. The following steps will be used to prioritize decision:

1. For each position criteria weight by the rating to determine a weighted score for each variable.

2. Sum the weighted scores for each variable to determine the, identify the most important job criteria.

3. Prioritize each job criteria in ascending order with 1 representing the least important. Depending on how the criteria are ranked, this prioritization now becomes the assigned criteria weight (As with Figure 11, "Project Management Knowledge" is the least important since it has criteria weight of 1 and "Availability" is the most important criteria since it has weighted criteria of 7)

4. For each candidate assign a rating from 1 to 4 for each criterion, with 1 being the lowest and 4 the largest (review Figure 11 legend information).

5. Multiply each

6. total weighted score for the candidate.

7. Upon concluding the rating, the formula-based sheet would identify the candidate with the highest weighted score, who would be the best resource for the project.

Using the sample provided in Figure 11, we will see that the best candidate would be Jane Doe since she had the highest score of 103.

**Project Resource Selection Prioritization Matrix**

POSITION:

PROJECT: Mobile Classroom Implementation Project

**LEGEND**

| | Expert level (4) | Above Average Experience (3) | Average Experience (2) | Basic awareness (1) | Not familiar (0) |
|---|---|---|---|---|---|
| SKILLS/COMPETENCIES | Expert level | Above Average Experience | Average Experience | Basic awareness | Not familiar |
| EDUCATION | Masters | Bachelors | Associates | Diploma/Training | |
| YEARS OF EXPERIENCE | > 20 YEARS | 10 - 19 years | 5 - 10 years | < 5 years | |

| CANDIDATES | Degree | Years of Experience | Available (7) | | Salary Within Budget (6) | | Education (5) | | Work Experience (4) | | Team Collaboration Skills (3) | | Quality Management (2) | | Project Management Knowledge (1) | | Score |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | |
| Jane Doe | Bachelor's | 10 | 4 | 28 | 4 | 24 | 3 | 15 | 4 | 16 | 4 | 12 | 4 | 8 | 2 | 2 | 103 |
| Stephanie Flowers | Master's | 10 | 3 | 21 | 3 | 18 | 4 | 20 | 4 | 16 | 0 | 0 | 3 | 6 | 4 | 4 | 81 |
| Riena Joseph | Associate's | 5 | 4 | 28 | 2 | 12 | 2 | 10 | 2 | 8 | 2 | 6 | 3 | 6 | 4 | 4 | 70 |
| Megan Silver | Associate's | 20 | 4 | 28 | 3 | 18 | 2 | 10 | 3 | 12 | 0 | 0 | 4 | 8 | 3 | 3 | 76 |
| John Peterson | Bachelor's | 12 | 3 | 21 | 3 | 18 | 3 | 15 | 2 | 8 | 4 | 12 | 0 | 0 | 0 | 0 | 74 |
| Lauren Gentle | Master's | 12 | 3 | 21 | 3 | 18 | 4 | 20 | 2 | 8 | 3 | 9 | 3 | 6 | 3 | 3 | 82 |
| Assad Forman | Associate's | 5 | 4 | 28 | 2 | 12 | 2 | 10 | 3 | 12 | 2 | 6 | 3 | 6 | 2 | 2 | 74 |
| Jenny Thompson | Bachelor's | 8 | 4 | 28 | 2 | 12 | 3 | 15 | 4 | 16 | 0 | 0 | 3 | 6 | 4 | 4 | 77 |

Figure 11: Example of Multi-criteria Decision Matrix for hiring project team (Correa-Pelayo, 2021)

### 4.6.1  Manage Team and Control Resources

Team Performance Assessment will be key to managing the team's performance. The assessment will be both informal and formal performance evaluation. The team performance will be evaluated using their competences, work performance information and terms of reference performance. The project manager will conduct a formal evaluation every six months. The process to control physical resources will be monitored by comparing planned versus actual utilization of the resources.  Changes that deviate from the cost and resources require review and approval through the Change Control process, as outlined in section 4.1.2 of this document.

### 4.6.2  Sponsor Acceptance

Approved by the Project Sponsor:

_____Date:_____

## 4.7 Communications Management Plan

### 4.7.1  Introduction

According to PMI, Project Communications Management "includes the

processes necessary to ensure that the information needs of the project and

its stakeholders are met through development of artifacts and

implementation of activities designed to achieve effective information

exchange. "(A Guide to Project Management Body of Knowledge (PMBOK

®Guide)-Sixth Edition, p. 359). This Communications Management Plan will

provide guidance to ensure relevant, accurate and consistent information is

provided to project stakeholders.

### 4.7.2  Communications Matrix

Chart 17 is an assessment tool that will be used as a framework for the

project's communication goals. The matrix allows the project team to

communicate efficiently and effectively to stakeholders. The matrix will be

evaluated on a regular basis to ensure that it is continually meeting the

communication expectation and benefits.

**Chart 17 Communication Matrix (Correa-Pelayo, 2021)**

| Communication Type | Objective of Communication | Medium | Frequency | Target Audience | Deliverable | Owner |
|---|---|---|---|---|---|---|
| Kick Off Meeting | Introduce the project team and the project. Review project objectives and management approach. | Face to Face Zoom meeting | Once | Project Sponsor Project Team Stakeholders | Meeting Minutes | Project Manager |
| Weekly Project Team Meetings | Review status of the project with the team. | Face to Face Zoom meeting E-mail | Weekly | Project Team Renovation Specialist Electrician Technician | Meeting Minutes Project Schedule Team Status reports | Renovation Specialist |
| Renovation Meetings | Discuss interior design and renovation of mobile platform | Face to Face Zoom meeting | Bi-weekly | Renovation Specialist Electrician Technician Project Manager Project Team | Meeting Minutes | Project Manager |
| Monthly Project Progress Meeting | Project the status of the project to management. | Face to Face Zoom meeting E-mail | Monthly | Project Sponsor | Project Status Report Project Schedule | Project Manager Project Team |
| Reporting | Report the status of the project including activities, progress, costs, and issues | Face to Face Zoom meeting E-mail | Bi-weekly | Project Team Project Manager Project Sponsor | Team Status Reports | Project Manager Project Team |

### 4.7.3  Communication Technology & Methods

The following tools and techniques will be applied to ensure communication is successfully managed.

**Communication Technology**

Communication technology that will be used for this project are:

- **E-mail** - As identified by the communication plan, this technology will be used to communicate updates with stakeholders.

- **Instant Messaging** -This technology will be used to communicate emergency alerts or to motivate the project team.

- **Video Conference** - This technology will be used to conduct routine meetings or presentations with stakeholders as identified in the communications matrix.

**Communication Methods**

The communication methods utilized to manage the project's communication include a mix of the following methods:

- **Interaction communication** - To manage communication, this method will be used to provide the project team feedback on their work performance. This method will also be used to communicate with

stakeholders on project progress, discuss changes that will affect their area of interest.

- **Push communication** - Push communication will be used to distribute project documents such as status reports, quality reports, risk reports, and minutes. It is understood that this communication method does not guarantee receipt or comprehension of the communication messages. The Project Manager will use this method selectively in cases where no urgent response is required from stakeholders.

### 4.7.4  Escalation process

It is critical for the project to have effective and prompt resolution to conflict and disputes. Chart 18 illustrates the escalation process that will help in ensuring any conflict or dispute is managed effectively, with little to no major impact to the project's progress.

**Chart 18 Escalation Matrix (Correa-Pelayo, 2021)**

| Priority | Definition | Decision Authority | Timeframe for Resolution |
|---|---|---|---|
| Very High Priority | Major impact to project. If not resolved quickly there will be a significant adverse impact to budget, quality and/or schedule | Project Sponsor | Within 4 hours |
| High Priority | Moderate impact to project which may result in some adverse impact to budget, quality and/or schedule | Project Sponsor | Within 1 day |
| Medium Priority | Slight impact which may cause some minor scheduling difficulties with the project but no impact to budget or quality. | Project Manager | Within 2 days |
| Low Priority | Insignificant impact to project but resolution may be a better solution. | Project Manager | within 3 days |

### 4.7.5  Sponsor Acceptance

Approved by the Project Sponsor:

_____

**4.8 Risk Management Plan**

**4.8.1  Introduction**

According to PMI, Project Risk Management "includes the processes of
conducting risk management planning, identification, response planning,
response implementation, and monitoring risk on a project. "(A Guide to
Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p.
395. This Risk Management plan will provide a framework that the project
team can utilize to identify risk, develop, and execute strategies to increase
the probability and/or impact of positive risk, while also decrease the
probability and/or of negative risks. This will assist in quality execution of
project activities to increase chances of overall project success. This Risk
Management Plan will include a Risk Breakdown Structure, Risk Appetite,
Probability and Impact matrix, along with the Risk Register.


**4.8.2  Risk Breakdown Structure**

Figure 12 is a risk breakdown structure that provides a hierarchical
representation of potential sources of risk for this project.
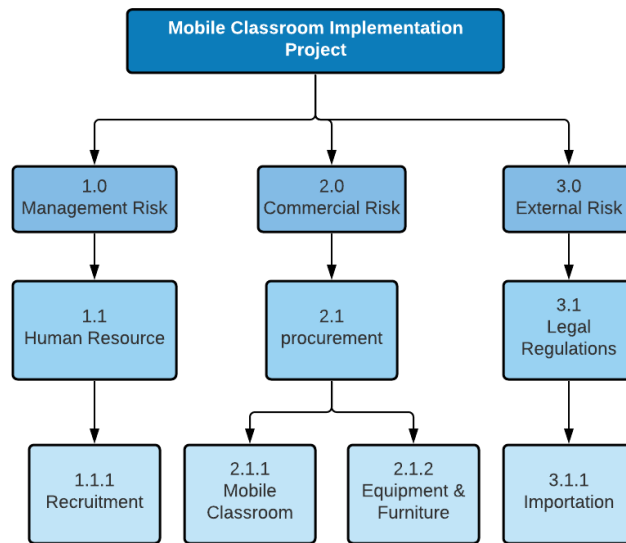
**Figure 12: Risk Breakdown Structure (Complied by author)**

### 4.8.3 Probability and Impact Scales

Chart 19 is the probability and Impact scales that  will be used by the project team to determine the risk appetite and thresholds for the project.  The scale for probability is defined using a percentage of the project time, while the scale for impact is defined using a percentage of the overall project budget.

**Chart 19 Definition of Risk Probability & Impact (Correa-Pelayo, 2021)**

| Scale | Probability | Impact |
|---|---|---|
| 1 | <10% increase in project time | <15% increase in overall project budget |
| 2 | 10%-30% increase in project time. | 15%-50% increase in overall project budget |
| 3 | >30% increase in project time | >50%  increase in overall project budget |

### 4.8.4  Probability and Impact Matrix

Chart 20 provides the 3X3 Probability Impact Matrix that will be used to prioritize the risks and guide the risk response actions. This matrix classifies risks as high (red condition), moderate risk (yellow condition), and low risk (green condition). This matrix will be used to determine the level of priority for each risk, this will be determined by multiplying the numeric values, this will result in a probability-impact score. A probability-impact score will be determined for each risk identified on the Risk Register.

**Chart 20 Probability and Impact Matrix (Correa-Pelayo, 2021)**

| | | Impact | | |
|---|---|---|---|---|
| | | Minor (1) | Moderate (2) | Extreme (3) |
| Probability | Unlikely (1) | -1- | -2- | -3- |
| | Likely (2) | -2- | -4- | -6 |
| | Very Likely (3) | -3- | -6- | -9- |

### 4.8.5 Risk Register

Chart 21 illustrates the Risk Register for this project which provides a description of the risks identified, the associated probability and impact rating, trigger, owner and strategy and cost.

**Chart 21 Risk Register (Correa-Pelayo, 2021)**

| RBS Code | Cause | Risk | Consequence | Probability | Impact | Pxl | Trigger | Owner | Strategy | Cost |
|---|---|---|---|---|---|---|---|---|---|---|
| 2.1.1 | Inability to identify a vendor that can fulfill the requirements of the mobile design. | Project schedule can be delayed, in addition to having a mobile classroom that does not meet the goal of the project. | Mobile is unable to access the remote locations or does not meet the size/design specification to successfully conduct training. | 3 | 3 | 9 | Communication with first 5 vendors is futile. | Project Manager | Mitigate - Consult with local Car dealers to establish connections and relationships that can positively guide the project manager | $ 500.00 |
| 1.1.1 | Inability to identify qualified candidates | Hired Project Team members are unqualified to fulfil the project work | Delay in project schedule due to the rework done because of poor quality work. | 2 | 2 | 4 | Job Application submitted not meeting the recruitment requirements | Applicants | Mitigate - Publish Project Team vacancy announcement on international | $ 500.00 |

| RBS Code | Cause | Risk | Consequence | Probability | Impact | Pxl | Trigger | Owner | Strategy | Cost |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | platform. | |
| 2.1.2 | Covid-19 pandemic causes scarcity of equipment and furniture. | Inability to procure the equipment and furniture needed to complete the project. | Increase in project cost to procure items internationally. This can also delay the project. | 2 | 2 | 4 | Communication with first 5 vendors is futile. | Project Manager | Mitigate-Obtain quotations in advance from international vendors and identify shipping time. In addition to contacting Belize's customs to identify total cost of procuring items internationally. | $ 3,000.00 |
| 3.1.1 | The Covid-19 Pandemic along with changes in government has increased taxation and trade | Exceed project budget and delay in project schedule for mobile. | Budget is exhausted due the importation duty and taxes that need to be paid to the Government of Belize. The inefficient clearing | 2 | 2 | 4 | Announcement from Government | Government of Belize | Accept (Active) - Adjust schedule and allocate contingency reserves to project. | $ 5,000.00 |

| RBS Code | Cause | Risk | Consequence | Probability | Impact | Pxl | Trigger | Owner | Strategy | Cost |
|---|---|---|---|---|---|---|---|---|---|---|
| | barriers for imported items. | | of the mobile at Belize's customs may be delay the project schedule. | | | | | | | |

### 4.8.6  Sponsor Acceptance

Approved by the Project Sponsor:

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## 4.9 Procurement Management Plan

### 4.9.1  Introduction

According to PMI, Project Risk Management "includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth Edition, p. 459. This plan identifies the human resource and material that require procurement, contract type, decision-making criteria, and the contract approval process.

### 4.9.2  Procurement Definition

Chart 22 represents all the items and services that require procurement for the successful completion of this project. The chart includes the item, justification, procurement method, process, evaluation method and the procurement period.

**Chart 22 Items/Services Requiring Procurement  (Correa-Pelayo, 2021)**

| ITEM/SERVICE | JUSTIFICATION | PROCUREMENT METHOD | PROCUREMENT PROCESS | EVALUATION METHOD | PROCUREMENT PERIOD |
|---|---|---|---|---|---|
| **MOBILE** | | | | | |
| Mobile | Main focus of project - mobile classroom | Competitive Shopping | Pricing based on specifications | Quality and Cost Based | 10-29-2021  TO 04-14-2022 |
| **SERVICE** | | | | | |
| Renovation Specialist | To execute mobile classroom interior design specification | Competitive Shopping | Request for bids | Expert Judgement | 04-15-2022 TO 07-07-2022 |
| Carpenter | To execute furniture space saving design specification | Direct Contracting | Pricing based on specifications | Expert Judgement | 10-20-2021 TO 10-26-2021 |
| Electrician | To execute electrical and networking design specification | Direct Contracting | Pricing based on specifications | Expert Judgement | 10-20-2021 TO 10-26-2021 |
| **EQUIPMENT** | | | | | |
| Projector | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Laptop | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Printer | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| White Board | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Interactive White Board | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Display Screen | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |

| ITEM/SERVICE | JUSTIFICATION | PROCUREMENT METHOD | PROCUREMENT PROCESS | EVALUATION METHOD | PROCUREMENT PERIOD |
|---|---|---|---|---|---|
| Speakers | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Microphone | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Computer Setup | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Computer Software License | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Tent | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Generator | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Portable AC | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Presentation Remote | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Lecture recording camera | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Phone | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Modem | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| **FURNITURE** | | | | | |
| Custom made foldable tables | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |

| ITEM/SERVICE | JUSTIFICATION | PROCUREMENT METHOD | PROCUREMENT PROCESS | EVALUATION METHOD | PROCUREMENT PERIOD |
|---|---|---|---|---|---|
| Custom made foldable chair | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Custom made 10"X5" foldable table | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Foldable tables | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Foldable chairs | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |
| Space saving filing cabinet | To complete interior design requirement for mobile classroom | Competitive Shopping | Request for quotes | Least cost | 04-15-2022 TO 06-06-2022 |

### 4.9.3  Contract Types

This project will utilize Fixed Price contracts. Hired professionals must agree to perform the work for the fixed price, regardless of the cost experienced in performing the contract. The scope of work and the duration of services will be stipulated in the contract along with the price. The price of the contract is not renegotiable unless the scope of work changes.

### 4.9.4  Cost Determination

Cost determination for the project is based on the procurement method. This project utilizes Competitive Shopping for procurement of equipment and material. For the selection and contracting of professionals, Competitive Shopping and Direct Contracting are used as the procurement methods.

When procuring equipment and material, request for quotes will be issued to order to solicit proposal from various vendors. Attention will be paid to Cost, Quality and on Time Delivery, to determine the most suitable choice.

A request for bid will be issued for the renovation specialist. Their bid must describe how they will meet our requirements, list of material that will be procured to execute the renovation and the cost. The vendors must outline how

the work will be accomplished, who will perform the work, vendors' experience

in providing these services and customer testimonials

### 4.9.5  Procurement Approval Process

Figure 13 illustrates the contract approval process, which initiates with the

identification of the service/goods to procure. The Project Team Officer is

responsible to prepare the solicitation documents that are to be provided to

vendors. Approval of the documents must be obtained from the Project

Manager, before it is issued externally. When proposals, bids or price

quotations are received, it must be evaluated by the project team. Once it

meets the decision criteria, it will be further submitted to the project sponsor

for approval.
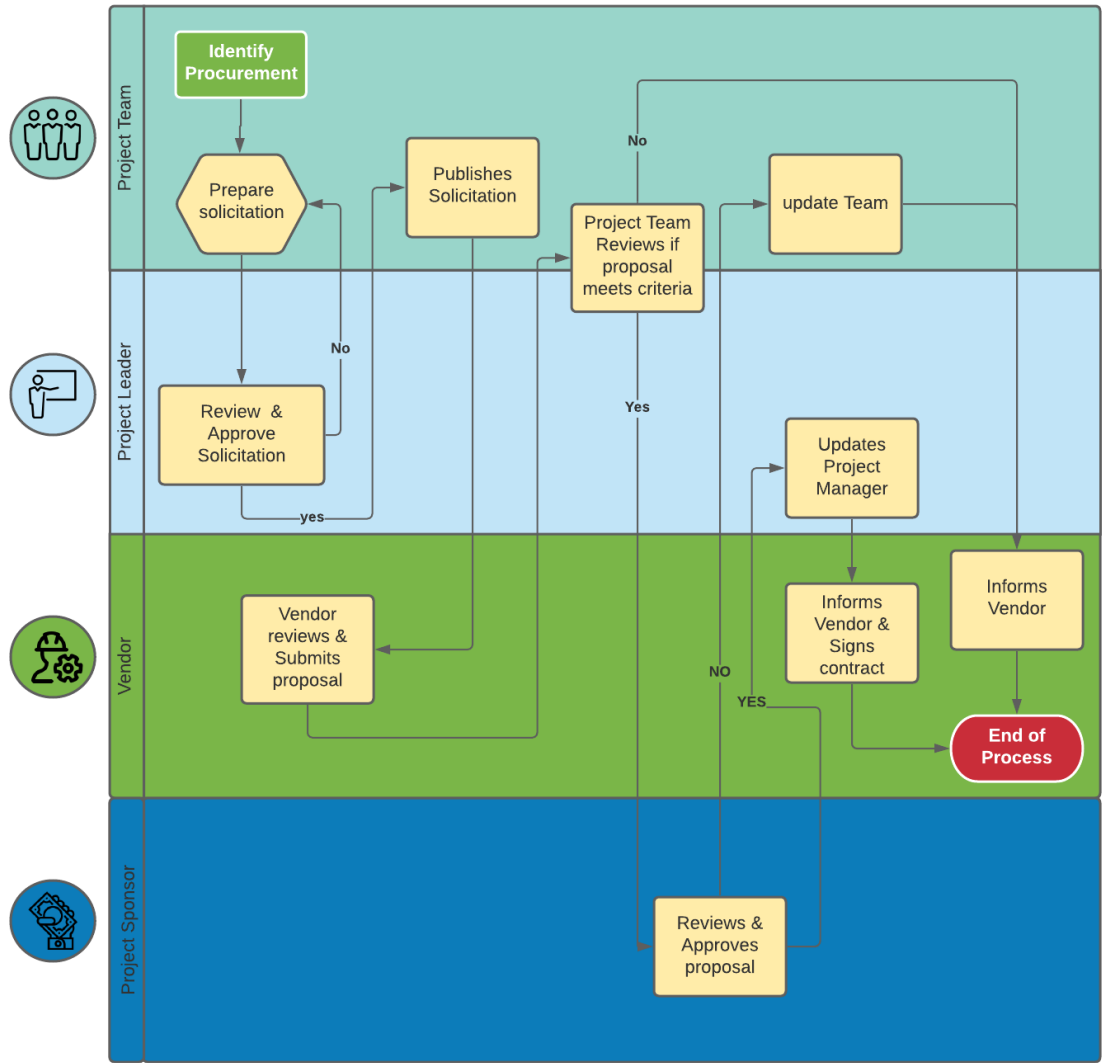
**Figure 13: Contract Approval Process (Compiled by Author)**

### 4.9.6 Decision Criteria

The decision criteria for the selection and award of equipment and furniture

procurement contract will be based on the vendor that obtains the highest

score using Chart 23's Selection Criteria Matrix.

**Chart 23 Selection Criteria Matrix (Correa-Pelayo, 2021)**

| VENDOR | Cost | Quality | Timely Delivery | Sustainable Practices | Total |
|---|---|---|---|---|---|
| Vendor #1 | | | | | |
| Vendor #2 | | | | | |
| Vendor #3 | | | | | |
| Legend: 1 - Unsatisfactory; 2 - Acceptable; 3- Exceptional | | | | | |

Figure 14 is a sample of the decision criteria for the selection and award of professional services. The formula-based sheet will be used as follows:

1. List the service criteria by level of importance with 1 representing the least important. Depending on how the criteria are ranked, this prioritization now becomes the assigned criteria weight (As with Figure 14, "Team Collaboration Skills" is the least important since it has criteria weight of 1 and "Availability" is the most important criteria since it has weighted criteria of 6)

2. For each vendor assign a rating from 1 to 3 for each criterion, with 1 being the lowest and 43the largest (review Figure 14's legend information).

3. Multiply each criteria weight by the rating to determine a weighted score for each variable.

4. Sum the weighted scores for each variable to determine the total weighted score for the candidate.

5. Upon concluding the rating, the formula-based sheet would identify the candidate with the highest weighted score, who would be the best vendor for the project.

Using the sample provided in Figure 14, we will see that the best Vendor would be #5, since they had the highest score of 50.

**Project Professional Selection Matrix**
**Vendor: Renovation Specialist**
**PROJECT** Mobile Classroom Implementation Project

| LEGEND | | | |
|---|---|---|---|
| ● | ◐ | ◑ | ○ |
| 3 | 2 | 1 | 0 |
| Exceptional | Acceptable | Unsatisfactory | N/A |

| CANDIDATES | CRITERIA / WEIGHTED CRITERIA / Years of Experience | Available (6) RATING | WEIGHTED SORE | Proposal Within Budget (5) RATING | WEIGHTED SORE | Experienced/Qualified (4) RATING | WEIGHTED SORE | Quality Management (3) RATING | WEIGHTED SORE | Timely Delivery (2) RATING | WEIGHTED SORE | Team Collaboration Skills (1) RATING | WEIGHTED SORE | RATING | WEIGHTED SORE | Score |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Vendor #1 | 10 | 1 | 6 | 1 | 5 | 3 | 12 | 1 | 3 | 4 | 8 | 2 | 2 | | 0 | 36 |
| Vendor #2 | 10 | 3 | 18 | 3 | 15 | 1 | 4 | 1 | 3 | 2 | 4 | 1 | 1 | | 0 | 45 |
| Vendor #3 | 5 | 1 | 6 | 2 | 10 | 2 | 8 | 2 | 6 | 2 | 4 | 2 | 2 | | 0 | 36 |
| Vendor #4 | 20 | 1 | 6 | 3 | 15 | 2 | 8 | 3 | 9 | 2 | 4 | 2 | 2 | | 0 | 44 |
| Vendor #5 | 12 | 2 | 12 | 3 | 15 | 3 | 12 | 2 | 6 | 1 | 2 | 3 | 3 | | 0 | 50 |
| Vendor #6 | 12 | 2 | 12 | 3 | 15 | 1 | 4 | 2 | 6 | 3 | 6 | 3 | 3 | | 0 | 46 |
| Vendor #7 | 5 | 2 | 12 | 2 | 10 | 2 | 8 | 3 | 9 | 2 | 4 | 1 | 1 | | 0 | 44 |
| Vendor #8 | 8 | 2 | 12 | 2 | 10 | 3 | 12 | 1 | 3 | 1 | 2 | 1 | 1 | | 0 | 40 |

Figure 14: Project Professional Selection Matrix (Compiled by: Author)

### 4.9.1  Sponsor Acceptance

Approved by the Project Sponsor:

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## 4.10  Stakeholder Engagement Plan

### 4.10.1 Introduction

According to PMI, Project Stakeholder Management "includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. "(A Guide to Project Management Body of Knowledge (PMBOK ®Guide)-Sixth

Edition, p.503. This plan identifies the stakeholders, assesses, and classifies

stakeholder using a stakeholder register, and power interest grid. This plan

also includes a stakeholder Engagement assessment Matrix, which was

used to develop the communications plan. The communication plan is key in

since it includes communication strategies that must be executed to ensure

stakeholder are engaged as necessary.

### 4.10.2 Stakeholder Register

**Chart 24 Stakeholder Register (Correa-Pelayo, 2021)**

| Stakeholder | Stakeholder's Role | Stakeholder Expectation | Major Requirement | Support Level | Power Level | Interest Level |
|---|---|---|---|---|---|---|
| Elevate Belize Sponsor | Project Sponsor | Project is successfully achieved - delivering the required scope, at the highest quality, within the established budget and schedule. | Project be completed within budget and timeframe and that they obtain frequent updates and be engaged in decision-making. | Support | High | High |
| Project Manager | MGMT | To achieve project success by meeting stakeholder's expectation | Cooperation and communication from all stakeholders. This will enable them to successfully carry out project tasks. | Support | High | High |
| Project Team | STAFF | Professional environment that allows team members to apply themselves fully, while also gaining income, knowledge, and experience from the project. | Issues are resolved promptly and effectively communicated. | Support | Low | High |
| Elevate Belize Trainees | CUSTOMERS | High quality facility, equipped to provide advance professional training. | Facility is accessible | Support | Low | Low |
| Government of Belize | Governing Body | local regulations, permits and protocols are accepted and adhered to. | Timely application submissions and payment. | Neutral | High | Low |
| Contracted Professionals | Consultant | Prompt feedback on Project Work and clearly defined contract and scope. | Ensure designs are compliant with necessary regulations and payment is processed promptly. | Support | Low | High |
| Vendors | External | Prompt communication regarding review of quotation | Timely compensation for goods. | Neutral | Low | Low |

### 4.10.3 Stakeholder Analysis

Two analysis tools were utilized to analyze stakeholders. Chart 22 represents a Stakeholder Analysis Matrix, while Figure 15 depicts a Power-Interest Grid. Important to highlight is the Government of Belize.  As can be noted in both Chart 25 and Figure 15, the Government of Belize must be kept satisfied, since they have the power to stop the project.

**Chart 25 Stakeholder Analysis Matrix (Correa-Pelayo, 2021).**

| # | STAKEHOLDERS | Support Level | Power Level | Interest Level | Quadrant |
|---|---|---|---|---|---|
| 1 | Elevate Belize Sponsor | Green | HIGH | HIGH | Manage Closely |
| 2 | Project Manager | Green | HIGH | HIGH | Manage Closely |
| 3 | Project Team | Green | LOW | HIGH | Keep Informed |
| 4 | Elevate Belize Trainees | Green | LOW | LOW | Monitor |
| 5 | Government of Belize | Yellow | HIGH | LOW | Keep Satisfied |
| 6 | Contracted Professionals | Green | LOW | HIGH | Keep Informed |
| 7 | Vendors | Yellow | LOW | LOW | Monitor |
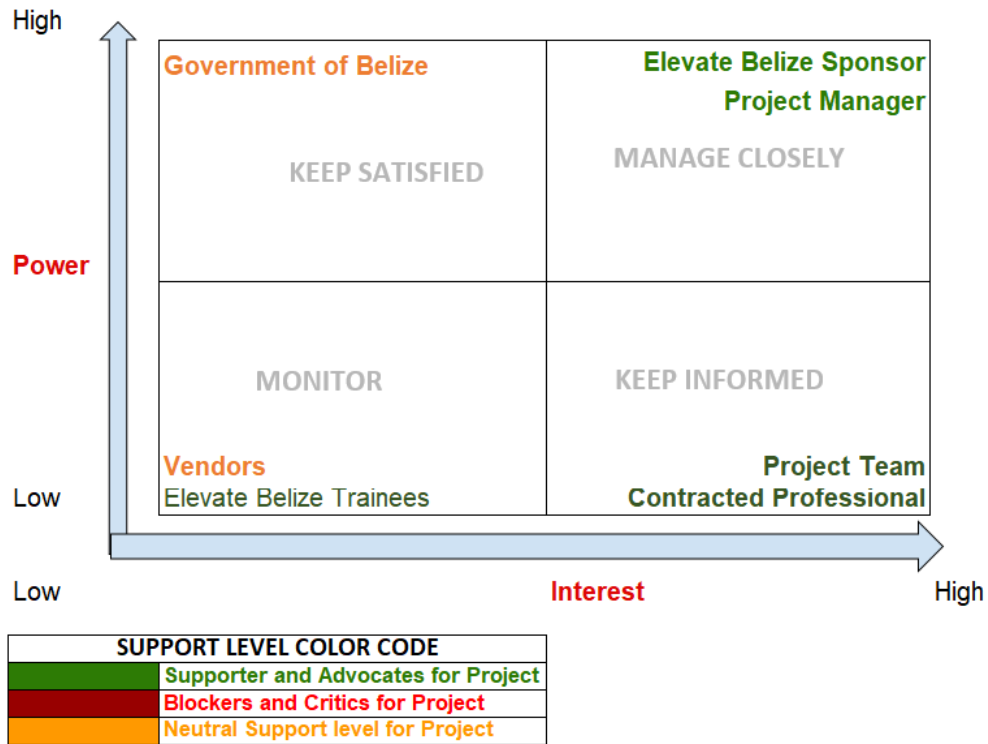
**Figure 15: Power Interest Grid (Compiled by author)**

### 4.10.4 Stakeholder Engagement Strategy

Chart 26 provides the engagement strategies that can be implemented to ensure there is favorable engagement to manage stakeholder's expectations. The Project Manager will continue to assess the needs of the project and develop more strategies and execute informal strategies to ensure stakeholder expectations are promptly and effectively managed.

**Chart 26 Stakeholder Engagement Strategy (Correa-Pelayo, 2021).**

| Stakeholder | Stakeholder's Role | Support Level | Power Level | Interest Level | Engagement Strategy |
|---|---|---|---|---|---|
| Elevate Belize Sponsor | Project Sponsor | Support | High | High | Execute the communication matrix and utilize the technology and communication methods identified in the communications plan. Provide timely project status report and obtain prompt feedback on matters that are critical. Execute feedbacks obtained promptly and keep sponsor informed of the importance of completing the project. |
| Project Manager | MGMT | Support | High | High | Ensure the communications plans is executed, along with using soft skills to build positive relationships with project stakeholders. This can be done by doing team-building exercise, rewarding Project Team members for exceptional performance, taking contractors/consultants on business lunch etc. These efforts will help create a positive environment for open communication, where challenges and issues can be openly shared and resolved promptly. This is essential for project success. |
| Project Team | STAFF | Support | Low | High | Keep Project Team updated by executing the communication matrix and using the technology and communication methods identified in the communications plan. During the Weekly project meeting, the Project Manager will motivate team members and conduct team building exercise to ensure there is comradery amongst team members to minimize any potential conflict amongst team members. Team members will also obtain feedback on their performance and provided training as necessary |
| Elevate Belize Trainees | CUSTOMERS | Support | Low | Low | Share via social media the new service that will become available and accessible. Post will have an e-mail for potential trainees to leave comments or suggestions. E-mails will be reviewed and discussed amongst team members to ensure their input can be applied, as necessary. |
| Government of Belize | Governing Body | Neutral | High | Low | Schedule regular visits/meetings with government representatives, so that they can understand the economic and community impact the project will have. |

| Stakeholder | Stakeholder's Role | Support Level | Power Level | Interest Level | Engagement Strategy |
|---|---|---|---|---|---|
| Contracted Professionals | Consultant | Support | Low | High | Execute communications plan |
| Vendors | External | Neutral | Low | Low | Execute communications plan |

### 4.10.5 Sponsor Acceptance

Approved by the Project Sponsor:


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## 5   CONCLUSIONS

1. Project Integration Management – The section relating to Project Integration Management described  the change management plan. It outlined the process to review and approved change requests and its communication back to the project team. This process is critical since it is applicable in all section of the projects and is key in ensuring the project's changes are managed effectively and efficiently.

2. Project Scope Management - The Scope Management Plan included the work required to successfully complete the project. It included the WBS, WBS Dictionary, scope validation and scope control. The entire project was broken down into five phases: Project Planning, Conceptual Designing, Design Execution, Pre-Launching and Project closeout & Launch.  These phases were used to further break down the work that needs to be executed to successfully complete this project. The plan also referred to the Change Management Plan, which outlines the management of changes related to the scope.

3. Project Schedule Management - The Schedule Management Plan included a detailed activity list for the four phases of the project. This information was used to develop the project schedule in Microsoft Project. It will be noted that the duration of the project is 525 days, which commenced January 25

2021 and is planned to conclude January 30, 2023. The Critical Path was identified to be those tasks relating to the recruitment of the Project Team.

4. Project Cost Management- The Cost Management Plan included the project budget of $140,140.00 USD. This Project cost was calculated using parametric estimating. Analogous was not applicable since there is no historic data to refer to.  The budget included contingency reserve of 30% and management reserve of 10%.

5. Project Quality Management- The Quality Management Plan included the following quality factors: Endurance/Durability, Design Compliance Rate, Time, and Budget. Each of these factors included a metric that will be used to measure the degree of conformance and nonconformance. Tools that will be utilized to conduct the quality assessment include inspection, data gathering, data analysis and testing.

6. Project Resource Management- The Resource Management Plan included both human and material resources that are necessary to complete this project. The plan included the project organizational chart, responsibility matrix and physical resource list. A Multi-decision criteria matrix will be used to select the project team members. Team performance assessment is key in managing team performance to ensure they are performing to standard, which will result in project success.

7. Project Communications Management- The communication plan included a communication matrix that outlined the type of communication, the objective of communication, medium, frequency, target audience, deliverable, and owner. This matrix is key in ensuring there are effective and regular communications. The plan also included the communication technology and methods that are applicable to this project. And lastly, the escalation matrix provides guidance on how conflicts or disputes will be managed to have little to no major impact to the project's progress.

8. Project Risk Management- The Project's Risk Management Plan included the risk appetite and threshold for the project, along with a 3X3 probability impact matrix. These were used to develop the risk register. The risk register identified the procurement of the mobile classroom to have the highest risk. Risk responses were outlined for all risks identified.

9. Project Procurement Management- The Procurement Management Plan outlined the main procurement activities: The mobile, Renovation Specialist, Carpenter, Electrician, training equipment, and furniture. The procurement methods that will be used are either competitive shopping or direct contracting. The project will utilize a fixed-price contract for the hired services from the Renovation Specialist, Carpenter, and Electrician. This project does not include the procurement of the materials required to redesign the interior frame of the mobile classroom.

10. Project Stakeholder Management- The Engagement Management Plan was created to identify strategies to effectively manage stakeholders. The Stakeholder Register identified the key stakeholder's role and their expectation and major requirement. The Power Interest Grid identified the Government of Belize as the stakeholder that should be kept satisfied since they have a high power, but low interest. They have the power and authority to stop or influence the project. The plan also provided a Stakeholder Engagement Strategy which is key to managing each stakeholder.

# 6   RECOMMENDATIONS

1. Project Integration Management – This is the first project to be undertaken by the organization, It is critical for the Project Manager to define knowledge management for this project. Due to limited funds, it is recommended that the Project Manager utilize google drive as a repository to store important information such as the lessons learned register along with other documents that are immediately important or will serve as historic data for future projects.

2. Project Scope Management - Regarding the Scope Management Plan, it is recommended that the project Manager incorporation informal and formal inspections throughout the project. These are to validate the progress shared during the status report. These inspections will assist in ensuring the project is progressing as planned and according to the specifications that exists within the project.

3. Project Schedule Management - It is recommended that the Project Manager pay close attention to the activities, dependencies, leads and lags on the critical path. Not managing these activities effectively can result in project delays which will increase the time of the project. If for any reason, the project is delayed, resource optimization or schedule compression techniques may have to be utilized

4. Project Cost Management- The project manager should provide a plan to conduct a progressive forecast for estimates at completion, that may differ from the budget at completion. Conducting monthly trend analysis, such as the S-curve is highly recommended. This recommendation is critical to understand project performance and to help keep the project within budget.

5. Project Quality Management- The project manager should look at implementing a Continuous Improvement Plan. Deming's quality improvement model (Plan, Do, Study, Act) is a great approach and is highly recommended for this project.

6. Project Resource Management- The Project Manager should ensure they are utilizing the appropriate tools, techniques and soft skills to manage the project team. The project team is also part of the operations team for Elevate Belize; hence, the Project Manager should implement reward and recognition programs along with providing continuous professional development training.

7. Project Communications Management- The Project Team and Project Manager should ensure they are documenting and updating the documents register, google drive (Repository), Issues Log, and Lessons Learned Register of this project. This is important since these documents will become the first guide for future projects.

8. Project Risk Management- Procurement of the mobile classroom has the highest risk due to the inexperience in identifying a vendor that would be able to provide the mobile requirements, this is partly due to the project team's inexperience in sourcing mobile from international vendors. It is critical for the Project Manager to execute the strategy identified ASAP, since this could perhaps reduce the risk profile from a hight, to medium risk.

9. Project Procurement Management- The procurement of the mobile has the most extensive period with 120 days allocated. The project manager should ensure the risk response strategy is executed promptly to ensure there are no project delays.

10. Project Engagement Plan - The Project Manager should ensure there are processes and actionable items to monitor stakeholder's expectations. This is key in managing changes in stakeholder's expectation, which is essential in securing a favourable project outcome.

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# 8   APPENDICES

## Appendix 1: FGP Charter

| PROJECT CHARTER |
|---|
| (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: |
|---|---|
| November 1st, 2020 | Project Management Plan for the implementation of mobile classroom for training and professional development project. |
| **Knowledge Areas / PM Processes:** | **Application Area (Sector / Activity):** |
| **Knowledge Areas:** Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and  Project Stakeholder Management  **PM Processes:** Initiation Planning | Non Profit |
| **Project Start Date:** | **Project Finish date:** |
| November 1st, 2020 | November 1st, 2021 |
| **Project Objectives (General and Specific):** | |
| **General Objective:** To create a Project Management plan that will manage the implementation of training and professional development programs executed in a mobile classroom across the | |

country of Belize starting January, 2023.

**Specific Objectives:**

1. To develop a Scope Management Plan in order to identify the task that need to be completed to launch the mobile training center
2. To develop a Schedule Management Plan that define the scheduled requirements for the project.
3. To develop a Cost Management plan that will identify the budget and provide guidance on the cost management of the project
4. To develop a Quality Management Plan that will establish the quality processes and expectation for the project
5. To develop a Resource Management Plan that will provide guidance on the overall management of project resources.
6. To develop a Communications Management Plan that will manage and govern the communication with stakeholders.
7. To develop a Risk Management Plan that will provide guidance on the structure and performance of risk activities
8. To develop a Procurement Management Plan for the project to implement proper procurement procedures and processes
9. To develop a Stakeholder Management Plan that will properly identify and manage stakeholder engagement.
10. To develop an implementation plan to launch the operations of the mobile training centre for professional development
11. To develop a Project charter to plan, authorize and initiate the project.

| **Project purpose or justification (merit and expected results):** |
| --- |
| This project intends to develop Project Management documents that will be used to launch Elevate Belize. The Project Management documents will outline the deliverables, expectations, processes and procedures to increase the chances of project success. This project is vital to assist in the economic development of Belize since it will bring training and professional development to remote areas and areas of need across Belize. At the end of the year 2019 Belize's employment sector had experienced  an increase in unemployment rate and a high percentage of children of secondary school age that are not attending secondary school. Mitigating the effects caused by unemployment and COVID-19, this project aims to assist in the professional development of the individuals in need of it. This opportunity will help them to become knowledgeable candidates for employment in our productive sector and to contribute positively to Belize's economy. |
| **Description of Product or Service to be generated by the Project – Project final deliverables:** |

The specific and measurable description this project include:
• Scope Management Plan
• Schedule Management Plan
• Cost Management Plan
• Quality Management Plan
• Resource Management Plan
• Communication Management Plan
• Risk Management Plan
• Procurement Management Plan
• Stakeholder Management Plan

**Assumptions:**

• The timeline to complete the Final Graduation Project's (FGP) project work and milestones were adequately estimated.
• The estimated costs are adequate.
• The student has adequate knowledge to successfully complete the FGP .

**Constraints:**

Limiting factors that can affect the execution of this project are:
The FGP has a fixed 12 week to complete the FGP and student must balance with work and home demands.
All project deliverables much be completed within the budget of $300 USD
There is no reference material, lessons learnt or past document that can be used to assist in developing project deliverables.

**Preliminary Risks:**

Scope- If student does not identify all the deliverables that are important to complete the FGP, the scope will require changes which might delay the overall project and impacting the true scope and direction of the FGP.
Time-  If the student is not able to balance her work and home care demands, work deliverables for her Young Leaders of the Americas Initiative (YLAI) Professional Fellows Program and deliverables for the FGP, this can lead to the student failing to meet the project deliverables, resulting to FGP failure.
Quality- If student does not manage her time properly; this can lead to a poorly developed FGP resulting in rework.

**Budget:**

The budget is inclusive of printing, binding and delivery of FGP to UCI's headquarters in Costa Rica.
Printing: $100 USD
Binding $50 USD
Postage: $150 USD
**Total Budget : $300 USD**

**Milestones and dates:**

| Milestone | Start date | End date |
|---|---|---|
| FGP Seminar | Mon 10/26/20 | Fri 11/27/20 |
| Tutoring | Mon 01/25/20 | Fri 04/19/21 |
| Reading by Reviewers | Mon 04/20/21 | Fri 05/10/21 |
| Adjustments | Mon 05/11/21 | Fri 06/07/21 |
| Presentation to the Board of Examiners | Mon 6/08/21 | Fri 06/14/21 |

| **Relevant historical information:** | | |
|---|---|---|
| No historic information available. | | |

| **Stakeholders:** | | |
|---|---|---|
| **Direct stakeholders:**<br>Amira Correa-Pelayo (Project Manager)<br>Carlos Brenes<br>FGP Tutor - Jorge Trejos Gutiérrez<br>FGP Reviewers<br>Board of Examiners<br><br>**Indirect stakeholders:**<br>Husband and Children of Amira Correa-Pelayo<br>Universidad Para La Cooperacion Internacional (UCI)<br>Academic Assistant<br>Cohort MPM-14<br>Organizational of American States | | |

| **Approval:** | | |
|---|---|---|
| Project Manager:<br>**Amira Correa-Pelayo** | Signature: | |
| Authorized by: | Signature: | |

## Appendix 2: FGP WBS

## Appendix 3: FGP Schedule

| ID | | Task Mode | Task Name | Duration | Start | Finish |
|---|---|---|---|---|---|---|
| 1 | | 📌 | **Final Graduation Proj** | **130 days** | **Mon 10/26/20** | **Fri 4/23/21** |
| 2 | ▦ | ➥ | FGP Start | 0 days | Mon 10/26/20 | Mon 10/26/20 |
| 3 | | ➥ | **1,Graduation Semi** | **25 days** | **Tue 10/27/20** | **Mon 11/30/20** |
| 4 | | ➥ | **1.1,FGP Delivera** | **20 days** | **Tue 10/27/20** | **Mon 11/23/20** |
| 5 | ▦ | ➥ | 1.1.1,Charter | 5 days | Tue 10/27/20 | Mon 11/2/20 |
| 6 | ▦ | ➥ | 1.1.2,WBS | 5 days | Tue 10/27/20 | Mon 11/2/20 |
| 7 | ▦ | ➥ | 1.1.3,Chapter | 5 days | Tue 11/3/20 | Mon 11/9/20 |
| 8 | ▦ | ➥ | 1.1.4,Chapter | 5 days | Tue 11/10/20 | Mon 11/16/20 |
| 9 | ▦ | ➥ | 1.1.5,Chapter | 5 days | Tue 11/17/20 | Mon 11/23/20 |
| 10 | | ➥ | **1.1.6,Annexe:** | **15 days** | **Tue 11/3/20** | **Mon 11/23/20** |
| 11 | ▦ | ➥ | 1.1.6.1,Bibl | 5 days | Tue 11/17/20 | Mon 11/23/20 |
| 12 | ▦ | ➥ | 1.1.6.2,Sch | 5 days | Tue 11/3/20 | Mon 11/9/20 |
| 13 | ▦ | ➥ | 1.2,Graduation S | 5 days | Tue 11/24/20 | Mon 11/30/20 |
| 14 | | ➥ | **2,Tutoring process** | **65 days** | **Tue 12/1/20** | **Mon 3/1/21** |
| 15 | | ➥ | **2.1,Tutor** | **3 days** | **Tue 12/1/20** | **Thu 12/3/20** |
| 16 | ▦ | ➥ | 2.1.1,Tutor as | 1 day | Tue 12/1/20 | Tue 12/1/20 |
| 17 | ▦ | ➥ | 2.1.2,Commu | 2 days | Wed 12/2/20 | Thu 12/3/20 |
| 18 | ▦ | ➥ | 2.2,Adjustments | 5 days | Fri 12/4/20 | Thu 12/10/20 |
| 19 | ▦ | ➥ | 2.3,Charter IV. D | 47 days | Fri 12/11/20 | Mon 2/15/21 |
| 20 | ▦ | ➥ | 2.4,Chapter V. C | 5 days | Tue 2/16/21 | Mon 2/22/21 |
| 21 | ▦ | ➥ | 2.5,Chapter VI. F | 5 days | Tue 2/23/21 | Mon 3/1/21 |
| 22 | ▦ | ➥ | Tutor approval | 0 days | Mon 3/1/21 | Mon 3/1/21 |
| 23 | | ➥ | **3,Reading by revie** | **15 days** | **Tue 3/2/21** | **Mon 3/22/21** |
| 24 | | ➥ | 3.1,Reviewers a | 5 days | Tue 3/2/21 | Mon 3/8/21 |

Project: Project1
Date: Sat 11/7/20

| | | | | | |
|---|---|---|---|---|---|
| Task | | Inactive Summary | | External Tasks | |
| Split | | Manual Task | | External Milestone | ◇ |
| Milestone | ◆ | Duration-only | | Deadline | ⬇ |
| Summary | | Manual Summary Rollup | | Progress | |
| Project Summary | | Manual Summary | | Manual Progress | |
| Inactive Task | | Start-only | ⊏ | | |
| Inactive Milestone | ◇ | Finish-only | ⊐ | | |

Page 1

| ID | | Task Mode | Task Name | Duration | Start | Finish | Oct 25, '20 | Nov 1, '20 | Nov 8, '20 |
|---|---|---|---|---|---|---|---|---|---|
| 25 | | | 3.1.1,Assigme | 2 days | Tue 3/2/21 | Wed 3/3/21 | | | |
| 26 | | | 3.1.2,Commu | 2 days | Thu 3/4/21 | Fri 3/5/21 | | | |
| 27 | | | 3.1.3,FGP sub | 1 day | Mon 3/8/21 | Mon 3/8/21 | | | |
| 28 | | | **3.2,Reviewers w** | **10 days** | **Tue 3/9/21** | **Mon 3/22/21** | | | |
| 29 | | | **3.2.1,Review** | **10 days** | **Tue 3/9/21** | **Mon 3/22/21** | | | |
| 30 | | | 3.2.1.1,FGP | 9 days | Tue 3/9/21 | Fri 3/19/21 | | | |
| 31 | | | 3.2.1.2,Rea | 1 day | Mon 3/22/21 | Mon 3/22/21 | | | |
| 32 | | | **3.2.2,Review** | **10 days** | **Tue 3/9/21** | **Mon 3/22/21** | | | |
| 33 | | | 3.2.2.1,FGP | 9 days | Tue 3/9/21 | Fri 3/19/21 | | | |
| 34 | | | 3.2.2.2,Rea | 1 day | Mon 3/22/21 | Mon 3/22/21 | | | |
| 35 | | | **4,Adjustments** | **20 days** | **Tue 3/23/21** | **Mon 4/19/21** | | | |
| 36 | | | 4.1,Report for re | 9 days | Tue 3/23/21 | Fri 4/2/21 | | | |
| 37 | | | 4.2,FGP update | 1 day | Mon 4/5/21 | Mon 4/5/21 | | | |
| 38 | | | 4.3,Second revie | 10 days | Tue 4/6/21 | Mon 4/19/21 | | | |
| 39 | | | **5,Presentation to** | **5 days** | **Tue 4/20/21** | **Mon 4/26/21** | | | |
| 40 | | | 5.1,Final review | 2 days | Tue 4/20/21 | Wed 4/21/21 | | | |
| 41 | | | 5.2,FGP grade re | 3 days | Thu 4/22/21 | Mon 4/26/21 | | | |
| 42 | | | FGP End | 0 days | Mon 4/26/21 | Mon 4/26/21 | | | |

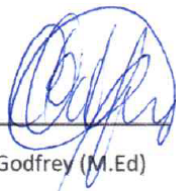| | | | | | |
|---|---|---|---|---|---|
| | Task | | Inactive Summary | | External Tasks |
| | Split | | Manual Task | | External Milestone |
| Project: Project1 | Milestone | | Duration-only | | Deadline |
| Date: Sat 11/7/20 | Summary | | Manual Summary Rollup | | Progress |
| | Project Summary | | Manual Summary | | Manual Progress |
| | Inactive Task | | Start-only | | |
| | Inactive Milestone | | Finish-only | | |

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## Appendix 4: Philologist Review & Certification

Certificate of Review For **Amira Correa-Pelayo** Final Graduation Project:

*"PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF MOBILE CLASSROOM FOR TRAINING AND PROFESSIONAL DEVELOPMENT PROJECT"*, was reviewed and the following observed: The Content of the project was written in Formal English. During the revision grammatical and typographical corrections were made where needed. Additional wording changes were suggested in order to keep standard formatting in check and meeting FGP standards for formatting. Wordy, vague, lengthy sentences were sugested to be reconstructed to make the paper more concise and some repetitious words were suggested to be changed to create a more interesting, coherent and fluent read. Many comments were made in the margins of the research to give hint for reconstruction of certain content. The paper's strength lies in its structure background, outline and the writer's adherence to FGP outline largely throughout the paper. The paper's greatest weakness was mostly found in some aspects of formatting and editing suggestions. Formatting edits were suggested for correction in the margins of the document. Some aspects of referencing were suggested to further strenghten the paper's merit. Ultimately, the paper is very convincing in its analytical and methodical approach, background description, statement of the problem, processes described and strategies to be implemented in the planning and launching of Elevate Belize as an NGO, to help sustain and develop the economy of Belize via professional development training, since there are currently no existing training and professional development organization that is offering on the go professional development. The paper also clearly meets the objective goal to manage the implementation of training and professional development programs executed in a mobile classroom across the country of Belize.

Signed: _____

Consuelo F. Godfrey (M.Ed)

Dated: April 16th, 2021

# THE UNIVERSITY OF LETHBRIDGE

FIAT LUX

ON THE AUTHORITY OF THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES

AND IN CONFORMITY WITH THE STATUTES OF THE PROVINCE OF ALBERTA

THE CHANCELLOR OF THE UNIVERSITY HAS CONFERRED ON

## CONSUELO FRANCISCA GODFREY

THE DEGREE OF

## MASTER OF EDUCATION

GIVEN IN THE CITY OF LETHBRIDGE, IN THE PROVINCE OF ALBERTA, CANADA

IN THE YEAR TWO THOUSAND EIGHT

ON THE TWENTY-NINTH DAY OF MAY

PRESIDENT

REGISTRAR

CHANCELLOR

DEAN

**UCI** Division of
Continuing Education

Mar 24, 2019

## Consuelo Francisca Godfrey

has successfully completed

### Initiating and Planning Projects

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Margaret M Meloni

Margaret Meloni, MBA, PMP
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