UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE CREATION OF A CRAFT STORE IN
POPAYÁN, COLOMBIA

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

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UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

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

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DEDICATION

To God who in His infinite power and mercy gave me the opportunity to begin this adventure and, against all odds and in spite of the many inconveniences, to finish it.

To my mother, who has a greater trust in me than I will ever have.

To my family, friends, and all those special people for existing in my life.

All of you, thank you.

Why art thou cast down, O my soul? and why art thou disquieted in me? hope thou in God: for I shall yet praise him for the help of his countenance.
Psalm 42:5

ACKNOWLEDGMENTS

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ABBREVIATIONS AND ACRONYMS

- DNTC: Directorate of National Taxes and Customs
- FGP: Final Graduation Project
- ISIC: International Standard Industrial Classification of All Economic Activities
- PMBOK: Project Management Body of Knowledge
- PxI: Probability x Impact
- RACI: Responsible, Accountable, Consult and Report
- STR: Single Tax Registration
- UCI: Universidad para la Cooperación Internacional
- WBS: Work Breakdown Structure

EXECUTIVE SUMMARY (ABSTRACT)

When a person forms a family there are a number of issues on which they should be concerned: getting a house to live with their partner and their children, getting food, clothing, education, health, and additional important issues.

Bearing in mind that, building and maintaining a family costs money and that everyone neither has the possibility of leaving their children in the care of relatives nor do they want, or cannot, hire strangers to raise their children, then working from home becomes a possible alternative for spending time with the family. This alternative becomes more viable when there is space, specific knowledge on a subject, and one lives in a place whose social, economic, cultural, and demographic characteristics make it an ideal niche to develop a business idea, just as in the case of the artisan market in Popayán, Colombia. Without any previous experience in setting up businesses or related businesses and with the pressure and need to generate income for their upkeep, without sacrificing parenting time, the family required the application of project management practices to carry out the creation of the business successfully.

The Final Graduation Project general objective was to create a Project Management Plan to manage the creation of a handicraft business project in Popayán, Colombia.

The specific objectives were to create a scope management plan that includes; the work required to complete the project, develop a schedule management plan that helps managing the timely completion of the project: generate a cost management plan that supports the completion of the project with the approved budget, produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders, create a resource management plan to know the resources required to carry out the project, generate a communications management plan that helps the communication flows between parts, produce a risk management plan that improves the chances of project success, develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion, and make a stakeholder management plan that promotes the identification and engagement of stakeholders.

The development of this project used qualitative as the primary research method. The main sources of information were interviews conducted with stakeholders and experts in addition to the book "A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition". In addition, project management tools such as MS-Project, WBS Chart Pro as well as Microsoft Word and Microsoft Excel were used.

This combination made it possible to use the tools provided by PMBOK® Guide Sixth Edition to construct, from first-hand information of the particularities of the

family and the commercial and artisanal environment of the region, the project management plan with its subsidiary documents.

Management plans were developed for scope, schedule, cost, quality, resource, communications, risk, procurement, and stakeholder according to the defined objectives.

On the other hand, it was concluded that it is necessary to make a correct delimitation of the scope and to recognize which tasks are necessary to fulfill the objective of the project and which tasks are not. It was also determined that the processes to create and legalize a business in Popayán must be contemplated and estimated in the schedule due to its extension. The entrepreneurs decided to perform various tasks instead of hiring specific personnel to reduce costs. It was also agreed that the definition of metrics and quality factors depended on the characteristics of the project, as well as, the allocation of resources according to availability and skills facilitates the completion of designated activities. It was also determined that communication is very important- for projects with requirements that can change over time- that risks must be identified and managed regardless of the size of the project. Certain characteristics of acquisitions affect the time it takes for supplies to be received from the moment the order was placed and it is important to correctly define those involved so as not to affect the development of the project which, regardless of its size, is simpler by using good project management practices.

Finally, additional recommendations were generated, such as, the need to monitor the social and governmental status of the location where the project will be carried out. Possibility for the government to establish a roadmap that contains all the necessary tasks to legalize a business. The organization has documentation that remains updated in a means of mass socialization (such as web pages), that means of contact other than in person are created or enabled to know and deliver the documentation required to legalize a business, that legal requirements vary depending on the type of business and that entrepreneurs maintain an availability of time or that, in case there are changes in requirements, availability or conditions, must be communicated to the other members of the project to make the necessary adjustments.

1. INTRODUCTION

1.1. Background

Popayán is the capital of the department of Cauca, a department which historically has seen culture of the colonizers been mixed with the slaves, brought by the Spaniards, as well as the indigenous ethnic groups which inhabited these lands and those that still has survived the passage of time.

In addition to being one of the oldest cities in Colombia, it has also become a melting pot of cultures thanks to the University of Cauca whose quality attracts students from all over the country, many of whom remain living in the city.

Considering that Popayán is famous for its architecture, food, and its celebration of Holy Week- in which different craft fairs are set up with national and international guests- the market for handicrafts is wide.

Although Mr. Amaya and his wife have not had a business of this type before, and therefore there is no related information on the matter, taking into account not only his skills and previous experiences but the particular characteristics of the city, and the department, the creation of a craft store is considered as a good option.

1.2. Statement of the Problem

After retiring from work, due to family inconvenience, Mr. Amaya and his wife have had to look for sources of income to pay off their debts and support their growing family. Based on their skills, previous positive experiences, and the characteristics of the city of Popayán, the family has chosen to create a business where they can exploit their talents and spend time at home. They decided to embark on the creation of a craft shop as a means of subsistence.

Mr. Amaya and his wife have no previous knowledge of the craft business, so it is necessary to create a management plan for the project, as it will coordinate the available resources to achieve the proposed objectives and justify the decisions made in the development of the project. This project management plan is supposed to allow them to have a plan to get their business up and running on time and within the specified budget.

1.3. Purpose

According to Sistema Nacional de Información Cultural (n.d.), *"the department of Cauca is basically artistic due to its ethnic, geographic and cultural condition*" and Popayán is the fifth most visited cultural tourist destination in the country (Concejo Municipal de Popayán, 2016). Taking into account; the artisan potential of the region, and, in order to, increase the chances of successfully carrying out the creation of a craft company, a project management plan is a necessity since, according to Pampliega (2018), in an incipient business a project management plan can help determine the feasibility of a project and decrease the response time to problems that arise in the development of the project.

Using the PMBOK® Guide in its sixth edition as a guide for its creation; the project management plan can be used to determine the critical aspects of the project, also through the creation and use of subsidiary documents, decisions made during the development of the project can be justified. The success of the business will allow Mr. Amaya and his wife: to obtain resources to ensure their sustenance, maintenance, and spending time with their growing family by not having to move away from home for work. It will also bring benefits to: other people who do craft work by not having to move to the city of Cali, the metropolis closest to Popayán, to buy inputs which will result in reduced time and costs and increased profits, they can also learn new techniques and update their knowledge.

All of the above has an influence on the economic growth of the city and the empowerment of craftsmen in the region at a national and international level, therefore, the improvement of living conditions of people related to this economic sector.

1.4. General Objective

To create a Project Management Plan to manage the creation of a handicraft store project in Popayán, Colombia.

1.5. Specific Objectives

1. Create a scope management plan that includes the work required to complete the project.
2. Develop a schedule management plan that helps managing the timely completion of the project.
3. Generate a cost management plan that supports the completion of the project with the approved budget.
4. Produce a quality management plan that allows the incorporation of quality policies to the project and products, in order to, meet the expectations of the stakeholders.
5. Create a resource management plan to know the resources required to carry out the project.
6. Generate a communications management plan that helps the communication flows between parts.
7. Produce a risk management plan that improves the chances of project success.
8. Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion.
9. Make a stakeholder management plan that promotes the identification and engagement of stakeholders.

Comentario [CSV2]: It's better to limítate the objectives to maximum 5

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

2.1.1. Company/Enterprise background

The craft store will be called "Artesanías El Guajiro" and will be located in the house occupied by the family. The business will be managed entirely by Mr. Amaya and his wife, who will- in addition to creating items for sale and teaching different techniques to create handicrafts- also be responsible for carrying out the activities of finding and commercializing materials.

2.1.2. Mission and Vision Statements

Mission

Entrepreneurs suggest that the mission of the craft shop will be:

"Empowering the artisanal development of the region."

Vision

Entrepreneurs suggest that the vision of the craft shop will be:

"In the next 5 years, we will become the main supplier of inputs and materials for the creation of handcrafts in the region."

2.1.3. Organizational Structure

"Artesanías El Guajiro" is a family business in creation and will therefore be directed by Mr. Lisandro Amaya, who will also oversee creating elements for sale, the purchase of inputs and teaching.

His wife, Mrs. Maura Gaitán, will be- in addition to, supporting the creation of elements for sale- in charge of marketing,

Specific teachers will be hired to teach craft techniques that the family does not know, so these hires will be based on necessity.
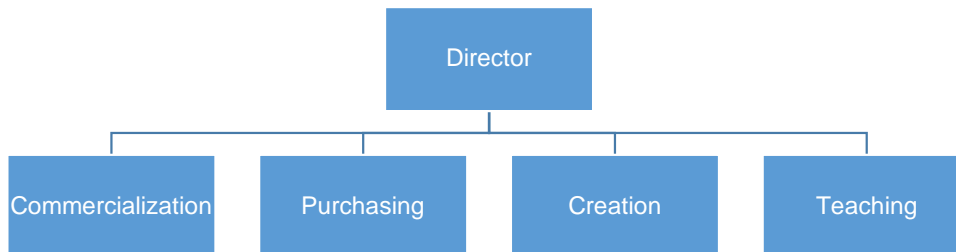
Figure 1. Organizational Structure (Source: Own elaboration)

"Artesanías El Guajiro" will focus primarily on the commercialization of materials and supplies for handicrafts- finished handcrafted products. "Artesanías El Guajiro" will also provide training in various handicraft techniques.

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"* although there are other definitions such as *"a temporary organization to which resources are assigned to do work to bring about beneficial change"* (Turner, 2016), "*a unique, transient endeavor undertaken to achieve a desired outcome"* (Association for Project Management, n.d.) or "*unique process undertaken to achieve an objective generally consisting of a set of coordinated and controlled activities with start and finish dates, conforming to specific requirements, including the constraints of time, cost and resources"* (International Organization for Standardization, 2017).

2.2.2. Project Management

As defined above, when a project is carried out it is because it seeks change; to achieve this, objective, time, money, and other resources are invested but projects do not always achieve their purpose.

Richards (2017) states that the number of failed projects can reach up to 70% and that costs of failed IT projects are counted in billions of dollars. This is where project management comes into play, which is defined as "*the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements*" (Project Management Institute, 2017).

In project management, many variables must be considered to ensure the achievement of objectives, but there are three that are usually the most monitored: the triple constraint; scope, time, and cost.
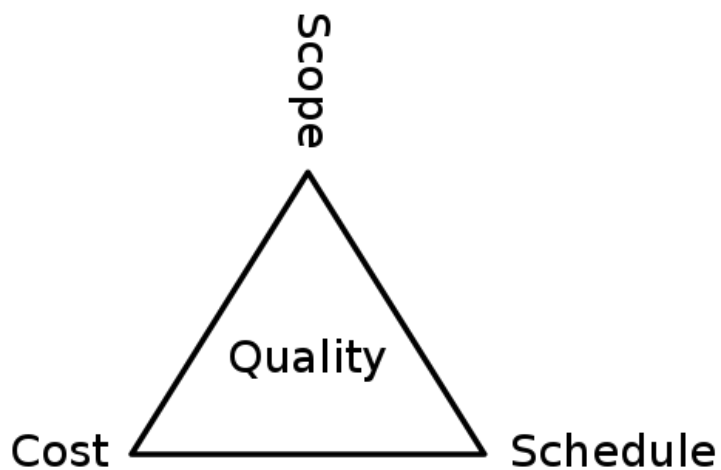
Figure 2. The Triad Constraints (Source: Ertl B, 2015)

2.2.3. Project Life Cycle

The *PMBOK Guide* identifies steps or phases required to carry out a project, these are called the life cycle of the project and are: initiation, planning, execution, and closure- as illustrated by the Figure 3.
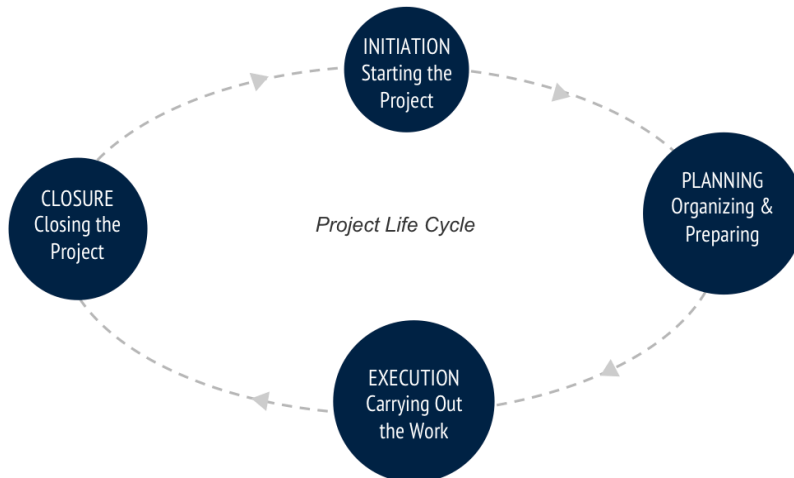
Figure 3. Project Life Cycle (Source: What is the Project Life Cycle?, n.d.).

These phases are divided into processes and these, in turn, are related to areas of knowledge- as shown in Figure 4.
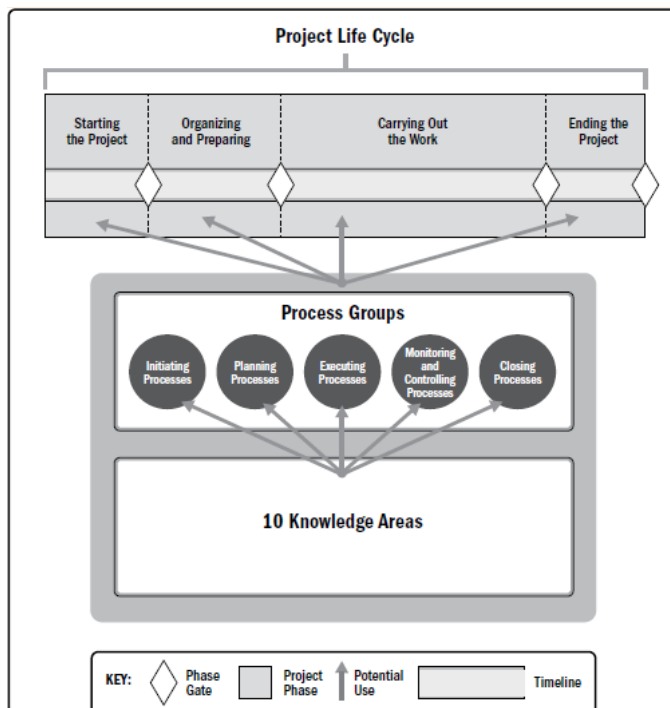
Figure 4. Interrelationship of PMBOK Guide Key Components in Projects (Source: Project Management Institute, 2017, p. 18)

Comentario [CSV3]: This element is not permitted please review with a University Staff (not the tutor). There are some limitation on using the PMBOK Guide figures

Each of the phases has related activities whose execution allows to obtain deliverables from the project.

2.2.4. Project Management Processes

By recalling the life cycle of a project, it is possible to remember that there are related processes. These processes constitute a series of activities that, using appropriate tools and techniques, produce one or more outputs as a result of processing one or more inputs.

These processes are grouped into 5 large groups, each with its own objectives:

- Initiating: includes the definition of the project and authorization for its beginning.
- Planning: the scope, objects, and course the action of the project is established here.
- Executing: includes all the work undertaken for meeting the requirements.
- Monitoring and Controlling: as the name imply, monitors, and controls the progress and performance of the project.
- Closing: is where the project is formally closed.

2.2.5. Project Management Knowledge Areas

The 6th edition of the PMBOK® Guide includes 10 areas of knowledge related to project management:

- Integration
- Scope
- Schedule
- Cost
- Quality
- Resource
- Communications
- Risk

- Procurement
- Stakeholder

2.3. Other Applicable Theory/Concepts Related to the Project Topic and Context

According to Brewer & Dittman (2013), a project plan or PMP is "*a formal, approved document used to manage project execution*". The PMP documents the actions necessary to define, prepare, integrate, and coordinate the various planning activities. The PMP defines how the project is executed, monitored, controlled, and closed. It is progressively elaborated by updates throughout the course of the project.

Project Business Management is an integrated business approach to managing all the projects, project-programs, and project-portfolios within an enterprise, created to dissipate confusion and assumptions about what the term Project Management implies in a business context. ("PBM Concepts", n.d.).

Project Business Management has a component called Project Management Organizational Model (Bolles & Hubbard, 2015) whose structural organizational components - reflected in Figure 5:

Figure 5. Components of a PBM Organization. (Source: Bolles & Hubbard, 2015)

2.3.1. Entrepreneurship

According to Business Dictionary (n.d.), entrepreneurship is "*the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit*". In other words, entrepreneurship is the willingness of a person to, take on both the work necessary to develop a business idea and the associated risks, all for the sake of making a profit.

Fernandes (2019) states that the main motivations for being an entrepreneur are having autonomy, pursuing a purpose or vision, having time flexibility, achieving financial stability, and leaving a legacy.

On the other hand, Angelovska (2018) says the 8 P's of the entrepreneurship are:
- *Passion:* is related with the love that an entrepreneur has for his/her idea that drives him/her to keep trying despite the inconveniences or problems.

- *Perception:* means the possibility of seeing an opportunity where others do not notice it.
- *Potential:* is the ability or mental capacity of an entrepreneur, the "*elasticity of the brain*".
- *People:* refers to the team of people who support the entrepreneur in its idea.
- *Persistence learning:* is related to the attitude of being in permanent search of knowledge and to the capacity to learn quickly.
- *Permanent change:* refers to the attitude with which a change is faced, i.e. the flexibility to accept changes, adapt to them, and take them as opportunities.
- *Perseverance:* means not to be overcome by obstacles along the way.
- *Proactiveness:* is the attitude of *"doing more than is expected,"* not just doing the very least or less than that.
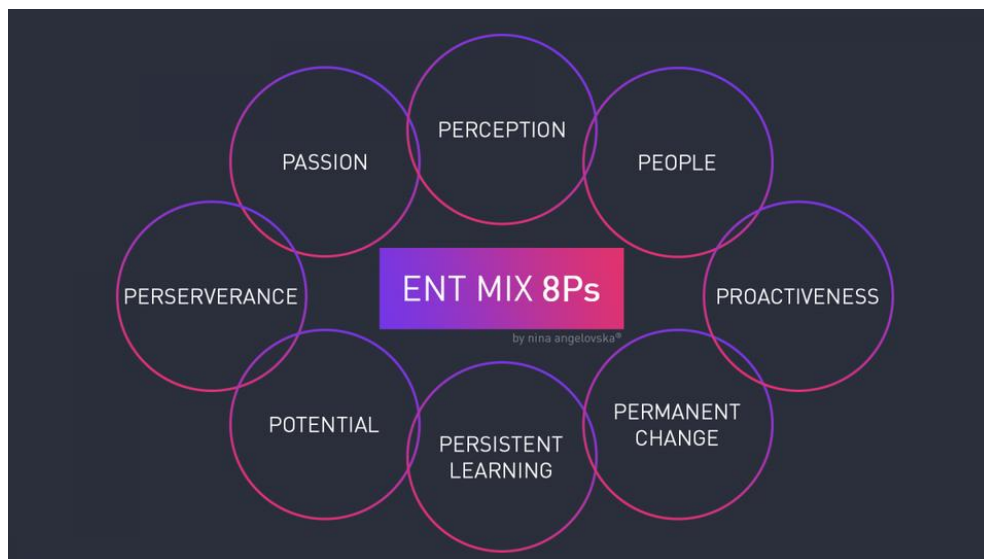
Figure 6. The 8 P's of Entrepreneurship (Source: Angelovska N., 2018)

2.3.2. Craft

Longman (n.d.) defines craft as "*a job or activity in which you make things with your hands, and that you usually need skill to do*". In this regard, Roncancio P. (2019) clarifies that handicrafts should be considered as products, since the craftsman obtains his livelihood from their sale, sometimes in a complimentary way to another economic activity.

According to Artesanías de Colombia S.A. - CENDAR (n.d.), crafts can be classified in:

- *Indigenous crafts*: it is a material expression of the culture of communities. It may have a ritual end and its knowledge is passed down through generations.

- *Traditional folk crafts:* performed as a specialized trade, transmitted from generation to generation by a particular people, influenced by the mixture of races and exhibits a domain of materials, usually from the habitat of each community.

- Contemporary crafts or neo- neo-craftsmanship: production of objects whose originality and quality express the creativity of their creator and in whose creation aesthetic principles of universal and/or academic tendency are applied.

According to EcuRed (n.d.), the most used materials in the artisan production are:

- Textiles
- Leather
- Metals as silver, copper, lead, tinplate, pewter.
- Glass.
- Plastic.
- Ceramics.
- Wood.
- Paper.
- Basketwork made of wicker, rattan, reed, bamboo and other stems.

3. METHODOLOGICAL FRAMEWORK

3.1. Information Sources

According to Merriam-Webster (n.d.), information is the *"knowledge obtained from investigation, study, or instruction"*, while English Oxford Living Dictionaries (n.d.) says a source is *"a thing, place or person from which something originates or can be obtained"*. In that order of ideas, one can conclude that a source of information is something or someone from whom one can obtain knowledge, either through research or study, which is in accordance with the Definition of Information /Information Sources (n.d.) that points out: *"an information source is where you got your information from".*

Arora (n.d.) says that a broad classification of information sources would be:
- Documentary sources, which include any type of information that is recorded, regardless of the content and the medium in which it is found. They can be grouped into primary, secondary, and tertiary.
- Non-documentary sources are those that are not contained in any type of document. They can be divided into formal and informal sources.

3.1.1. Primary Sources

A primary source of information is one that is closest to the original event or phenomenon and, therefore, the one that has been least processed. It presents information in its original form, not interpreted or condensed or evaluated by other writers. It usually refers to evidence or accounts of events, practices or conditions that are being investigated and created by a person who directly experienced that event ("Types of information sources", n.d.).

The definition of a primary source may vary depending upon the discipline or context and may vary depending on the subject discipline, and how the material is being used. Examples are:

Chart 1. Examples of Primary Information Sources According to Media Type (Source:
http://karibouconnections.net/medlibafrica/training_module/16.html)

Print	Electronic	Others
• Diaries • Letters • Speeches • Patents • Photographs • Newspaper articles • Journal articles • Theses and dissertations • Survey Research; e.g., market surveys, public opinion polls. • Proceedings of Meetings, conferences and symposia • Original Documents; i.e. birth certificates, wills, marriage licenses, trial transcripts. • Records of organizations, government agencies; e.g. annual reports, treaties, constitutions, government documents.	• Internet • E-mail communication • Communication in Email Lists • Interviews; e.g., telephone, e-mail. • Video recordings; e.g. television programs. • Audio recordings (e.g. radio programs) • Web sites • Communications through social networking applications; e.g. Facebook, blogs, RSS, U-tube etc. •	• Artifacts; e.g. coins, plant specimens, fossils, furniture, tools, clothing, all from the time under study. • Works of art, architecture, literature, and music; e.g., paintings, sculptures, musical scores, buildings, novels, poems. •

3.1.2. Secondary Sources

A secondary source of information is one that is based on a primary source of information and was created by someone who did not participate in the events being researched. Secondary sources describe, analyze, interpret, evaluate, comment on and discuss the evidence provided by primary sources and provides criticism, interpretation, or evaluation of primary sources ("Types of information sources", n.d.). The definition of a secondary source may vary depending upon the discipline or context and often the best are those that have been published most recently.

Chart 2 presents some examples of primary versus secondary sources.

Chart 2. Examples of Primary Sources Versus Secondary Sources (Source: http://karibouconnections.net/medlibafrica/training_module/16.html)

Primary Sources	Secondary Sources
• Autobiographies • Correspondence: email, letters • Descriptions of travel • Diaries, • Eyewitnesses • Oral histories • Literary works • Interviews • Personal narratives • First-hand newspaper and magazine accounts of events • Legal cases, treaties • Statistics, surveys, opinion polls, • scientific data, transcripts • Journal articles • Records of organizations and government agencies • Original works of literature, art or music • Cartoons, postcards, posters • Map, paintings, photographs, films	• Biographies, encyclopedias, dictionaries, handbooks • Textbooks & monographs on a topic • Literary criticism & interpretation • History & historical criticism • Political analyses • Reviews of law and legislation • Essays on morals and ethics • Analyses of social policy • Study and teaching material • Articles, such as literature reviews, • Commentaries, research articles in all subject disciplines • Criticism of works of literature, art and music

For the development of this Final Graduation Project, the primary and secondary information sources that will be used are the following.

Chart 3. Information Sources (Source: Own elaboration)

Objectives	Information sources	
	Primary	**Secondary**
Create a scope management plan that includes the work required to complete the project.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Develop a schedule management plan that helps managing the timely completion of the project.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Generate a cost management plan that supports the completion of the project with the approved budget.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Create a resource management plan to know the resources required to carry out the project.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Generate a communications management plan that helps the communication flows between parts.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Produce a risk management plan that improves the chances of project success.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.
Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	Interviews, communications via email or phone calls.	*PMBoK® Guide*, textbooks.

3.2. Research Methods

According to Mukhopadhyay (2016), "*research is an organized and systematic way of finding answers to questions*" and (Cambridge Dictionary, n.d.) defines a research method as *"a particular way of studying something in order to discover new information about it or understand it better"*.

Bhat (n.d.) points out that research involves two methods: inductive methods - associated with qualitative research- which are used to analyze the observed phenomenon and deductive methods - associated with quantitative research- which are used to verify the observed phenomenon.

Figure 7 compares key features of qualitative and quantitative research:

Qualitative	Quantitative
Seeks to explore, explain and understand phenomena – What? Why?	Seeks to confirm a hypothesis about a phenomena – How many?
Data provided as a narrative, pictures or objects	Data is in the form of numbers and statistical results
Methods less structured - Data gathered through interviews, observations, content analysis, etc.	Highly structured methods – Data gathered through the use of tools, equipment, questionnaires, etc.
Asks open-ended questions in an effort to explore	Asks closed-ended questions that give quantifiable answers
Research design has flexibility – can emerge and evolve as study develops	Research design is highly structured and laid out in advance of the study
Results may be presented subjectively – may reveal biases, values or experiences that impact how the results are interpreted	Results are documented using objective language

Figure 7. Key Features of Qualitative and Quantitative Research (Source: When to Use Quantitative Methods, n.d.)

3.2.1. Qualitative Research Method

The qualitative research method originated from social sciences to enable researchers to study social and cultural oriented phenomena. This method involves the use of qualitative data in order to understand and explain a social

phenomenon; generally, includes data sources with observation and respondent observation, interviews, questionnaires, documents, and the impression of the researcher. Perception involves data collection of personal experiences, introspection, stories about life, interviews, observations, interactions and visual texts which are significant to the life of people. (Perumal, 2014).

The three most common methods, according to Family Health International (n.d.) are participant observation, in-depth interviews, and focus groups. Each method is particularly suited for obtaining a specific type of data.

3.2.2. Quantitative Research Methods

The quantitative research method is a structured way of collecting data and analyzing it to draw conclusions. This research method uses a computational, statistica,l and similar method to collect and analyze data. It involves a larger population as a greater number of people means more data, which can be analyzed to obtain accurate results (Bhat, n.d.).

Bhatia (2018) states that quantitative research is generally used to answer clear, pre-defined questions in the advanced stages of a research study. For exploring a question or scoping out a problem in the early stages of research and its methods include questionnaires, interviews, simple observation, and records.

Chart 4 presents some techniques used for research data gathering:

Chart 4. Techniques Used for Research Data Gathering (Source: https://libguides.newcastle.edu.au/researchmethods)

Qualitative Techniques	Quantitative Techniques
Interviews: these can be structured, semi-structured or unstructured in-depth sessions with the researcher and a participant.	Surveys or questionnaires: which ask the same questions to large numbers of participants or use Likert scales which measure opinions as numerical data.

Focus groups: with several participants discussing a particular topic or a set of questions. Researchers can be facilitators or observers.	Observation: which can either involve counting the number of times a specific phenomenon occurs, or the coding of observational data in order to translate it into numbers.
Observations: On-site, in-context or role-play options.	Document screening: sourcing numerical data from financial reports or counting word occurrences.
Document analysis: Interrogation of correspondence (letters, diaries, emails etc.) or reports.	Experiments: testing hypotheses in laboratories, testing cause and effect relationships, through field experiments, or via quasi- or natural experiments.
Oral history or life stories: Remembrances or memories of experiences told to the researcher.	

Chart 5 defines the techniques and tools that were used for each project objective.

Chart 5. Research Methods (Source: Own elaboration)

Objectives	Research Method	
	Qualitative	**Quantitative**
Create a scope management plan that includes the work required to complete the project.	• Interviews • Document analysis • Oral history	None
Develop a schedule management plan that helps managing the timely completion of the project.	• Interviews • Focus group	None
Generate a cost management plan that supports the completion of the project with the approved budget.	• Interviews	• Document screening • Records
Produce a quality management plan that allows the incorporation of quality policies to the project and products in	• Interviews • Focus group	None

order to meet the expectations of the stakeholders.		
Create a resource management plan to know the resources required to carry out the project.	• Interviews • Focus group	None
Generate a communications management plan that helps the communication flows between parts.	• Interviews • Focus group • Document analysis	None
Produce a risk management plan that improves the chances of project success.	• Interviews • Focus group	• Document screening
Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion.	• Interviews • Document analysis	• Document screening
Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	• Interviews • Focus group	None

3.3. Tools

According to Project Management Institute (2017), a tool is "*something tangible, such as a template or software program, used in performing an activity to produce a product or result*".

Chart 6 lists different tools that can be used to achieve the objectives proposed in the project:

Chart 6. Tools and description (Source: PMBoK® Guide. Copyright 2017 by Project Management Institute, Inc.)

Tool	Description
Expert judgment	Expert judgment is provided by a person or group who possesses specialized knowledge, training, or skill in a specific area related to the activity to be performed.

Meetings	Meetings are held to identify, determine, evaluate and/or formalize tasks or activities related to the objectives pursued. Attendees may vary depending on the process in which this tool is used.
Alternatives Analysis	The analysis of alternatives is used when there are several options to perform a job and seeks to find the best possible solution amid the existing limitations.
Interviews	The interview uses the conversation between related parties to obtain specific information. This conversation may use spontaneous or pre-defined questions and may be conducted between one or more interviewers and one or more interviewees.
Brainstorming	Brainstorming is based on the generation of ideas and their subsequent analysis over a given period of time. It is used to provide ideas, data or possible solutions to problems.
Voting	Voting is a democratic way to make decisions when there are multiple alternatives; in general the decision can be made unanimously, by majority or by plurality, this depends on the number of voting participants who agree with the option.
Cost-benefit analysis	A cost-benefit analysis seeks to determine the best alternative by estimating the strengths and weaknesses of each of the options provided and selecting the one that provides the greatest benefits.
Cost of quality	The cost of quality is related to the money invested to avoid non-compliance with the requirements.
Conflict management	Conflict management seeks to reduce the amount of conflict and avoid possible negative effects. There are several techniques for conflict resolution and their choice is related to the time available to resolve the conflict, its intensity, the people involved in it, among others.
Negotiation	The negotiation seeks to reach an agreement between the parties involved and concludes with a formal agreement that reflects the results obtained.
Communication Methods	Communication methods are used to distribute and/or share

	information among individuals or groups. Communication can have a two-way exchange of information (interactive communication), can be targeted at a specific audience without waiting for feedback (push communication), or can be published so that interested people can access the information themselves (pull communication).
Communication Models	Communication models represents how the communication process is carried out. By default they involve an information sender and an information receiver.
Communication Technology	Communication technologies are tools used to share information between parties. Their choice depends on the urgency with which the information is needed, the availability and ease of use of the tool, the geographical, environmental and cultural conditions of the equipment and the confidentiality of the information to be transmitted.
Probability and Impact Matrix	A probability and impact matrix assesses the probability of occurrence of each risk and its possible impact on the project and represents the resulting values in such a way that risks can be grouped according to their priority level.
Market Research	Market research allows to identify the capabilities of suppliers and developing technologies. The information obtained serves as input to make decisions on the acquisition of materials or services needed for the project.
Stakeholder Analysis	Stakeholder analysis generates interesting information about project stakeholders. This information is important for defining issues such as the degree of interest and power a person, group or organization has in the project.

Chart 7 shows the probable tools to be used for the achievement of each one of the objectives of the project:

Chart 7. Objectives and related tools (Source: *PMBoK® Guide*. Copyright 2017 by Project Management Institute, Inc.)

Objectives	Tools

Create a scope management plan that includes the work required to complete the project.	• Expert Judgment • Meetings • Alternatives Analysis • Interviews • Brainstorming
Develop a schedule management plan that helps managing the timely completion of the project.	• Expert Judgment • Meetings • Alternatives Analysis
Generate a cost management plan that supports the completion of the project with the approved budget.	• Expert Judgment • Meetings • Alternatives Analysis • Voting
Produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders.	• Expert Judgment • Meetings • Alternatives Analysis • Cost-benefit analysis • Cost of quality
Create a resource management plan to know the resources required to carry out the project.	• Expert Judgment • Meetings • Alternatives Analysis • Conflict management • Negotiation
Generate a communications management plan that helps the communication flows between parts.	• Expert Judgment • Meetings • Communication Methods • Communication Models • Communication Technology
Produce a risk management plan that improves the chances of project success.	• Expert Judgment • Meetings • Probability and Impact Matrix • Interviews
Develop a procurement management plan that	• Expert Judgment

supports the acquisition of goods and/or services required for the project completion.	• Meetings • Market Research • Alternatives Analysis
Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	• Expert Judgment • Meetings • Stakeholder Analysis

3.4. Assumptions and Constraints

Project Management Institute (2017) defines assumption as "*a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration*" and constraint as "*a limiting factor that affects the execution of a project, program, portfolio, or process*".

Chart 8. Assumptions and Constraints (Source: Own elaboration)

Objectives	Assumptions	Constraints
Create a scope management plan that includes the work required to complete the project.	The scope management plan will identify all the work required to complete the project.	The scope of the project may change.
Develop a schedule management plan that helps managing the timely completion of the project.	The time allotted for the development of the project management will be sufficient.	Some phases of the project may not be completed on time.
Generate a cost management plan that supports the completion of the project with the approved budget.	The budget will be sufficient.	The cost of the project may change.
Produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders.	The quality management plan will incorporate all the quality policies necessary to meet the expectations of the stakeholders.	Quality criteria may change over time.
Create a resource management plan to know the resources required to	The resources will be enough to complete the	Some resources may not be available when needed.

carry out the project.	project.	
Generate a communications management plan that helps the communication flows between parts.	The communication technology is sufficient and meet the communication needs of the stakeholders.	Some communication methods may not be available at a specific time.
Produce a risk management plan that improves the chances of project success.	Most, if not all, project risks will be identified.	It is possible that some risk occurs due to the intervention of external factors.
Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion.	The family have previous knowledge about possible suppliers.	Some suppliers may not have the required goods at the required time.
Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	All the stakeholders will be included in the stakeholder management plan.	It is possible that some stakeholder requirement will change over time.

3.5.   Deliverables

Project Management Institute (2017) defines a deliverable as "*any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.*"

Chart 9. Deliverables (Source: Own elaboration)

Objectives	Deliverables
Create a scope management plan that includes the work required to complete the project.	Scope management plan for the project.
Develop a schedule management plan that helps managing the timely completion of the project.	Schedule management plan for the project.
Generate a cost management plan that supports the completion of the project with the approved budget.	Cost management plan for the project.

Produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders.	Quality management plan for the project.
Create a resource management plan to know the resources required to carry out the project.	Resource management for the project.
Generate a communications management plan that helps the communication flows between parts.	Communications management plan for the project.
Produce a risk management plan that improves the chances of project success.	Risk management plan for the project.
Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion.	Procurement management plan for the project.
Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	Stakeholder management plan for the project.

4. RESULTS

As expressed in Project Management Institute (2017), a project management plan describes how a project will be carried out, as well as how the respective monitoring and control will be performed.

When a new project is started, a document is generated in which the existence of the project is formalized and the project manager is given the authority to use the resources of the organization in the project activities, this document is called project charter (Project Management Institute., 2017),

In Chart 10 can be visualized the project charter for the project of creation of a craft store, this document was created, revised, and approved together with the entrepreneurs and formally authorizes the start of the project:

Chart 10. Project Charter (Source: Own elaboration)

PROJECT CHARTER	
Project Name:	
Craft store "El Guajiro"	
Sponsors	
Lisandro Amaya Maura Gaitán	
Project Manager	
Paola Andrea Manquillo Manquillo	
Ubication	
Popayán - Colombia	
Estimated Budget	
$10.000.000	
Project Start Date	**Tentative Project Completion Date**
21/01/2019	05/08/2019
Project Objectives	
General Objective: Create a Project Management Plan to manage the creation of a handicraft business project in Popayán, Colombia **Specific Objectives:** 1. Perform the formalities of incorporation and legalization of the business. 2. Obtain business security permits. 3. Acquire the furniture. 4. Purchase items and materials and define their selling prices. 5. Condition the space including its cleaning and placement of the furniture and merchandise. 6. To document the opening inventory	
Project Purpose or Justification	

The purpose of this project is to establish a craft shop in Popayán, Colombia with the main objective of creating a source of income for the enterprising family. It is intended to apply the theory of Project Management established by the Project Management Institute in order to obtain the desired results following the basis of Project Management. This project also aims to meet the needs of the demand to which the business is directed to so that knowledge, inputs or finished crafts can be acquired more easily, at a good price and without the need to move out of the city.

Description of Product or Service to Be Generated by the Project

The creation of a craft store, as an expected product, refers to the establishment of a store that has the necessary conditioning to sell artistic inputs, finished crafts and offer training for the creation of crafts.

Assumptions

- A specific space in the entrepreneurs' home will be used to locate the business.
- The capital contributed by the entrepreneurs will be available on the dates stipulated.
- The procedures for legalization of the company and security permits will be approved within the established deadlines.
- Furniture and supplies for the craft shop will be available.

Constraints

- The capital provided by the entrepreneurs must be used in the execution and completion of the project and must include the payment of formalities, the adaptation of the premises and the purchase of furniture and merchandise.
- The time available to carry out the project is limited to weekends and night hours, which may negatively influence the development of the project and affect the established times.
- Entrepreneurs do not have previous experience in craft businesses and there are no previous studies in this regard, therefore there is no guide for the development of the project.

Stakeholders

Direct stakeholders:
Lisandro Amaya
Cecilia Gaitán

Indirect stakeholders:
Cauca Chamber of Commerce
National Tax and Customs Direction
Planning Secretariat
Fire Department
Health Secretariat
National Police
Suppliers
Potential clients (Popayán inhabitants)

Authorized by:	Signature:
Lisandro Amaya Maura Gaitán	
Prepared by:	**Signature:**
Paola Andrea Manquillo Manquillo	

Considering the planning of a project involves many areas, below are defined the various plans that constitute a guide on, the work to be done, for the creation of a craft store in the city of Popayán - Colombia.

4.1. Scope Management Plan

The definition of the scope of the project is essential for the correct development of the project; the scope is part of the "three constraints" and defines what is going to be done so it is closely related to the cost of the project and the time needed for its execution.

For the purpose of correctly define the scope of a project, it is necessary to know what those involved need and what their expectations are, for this a requirements collection is conducted.

In order to collect the requirements, stakeholders are asked about the characteristics they consider essential for the creation of the craft business, these requirements are accepted, documented, and monitored by the stakeholders and are an input for the definition of the scope of the project.

Chart 11 represents the initial requirements of entrepreneurs. It is important to note that these requirements may change over time especially considering that there are external stakeholders whose legal requirements may affect the creation of the craft store.

Chart 11. Requirements Matrix (Source: Own elaboration)

Requirement	Priority	Acceptance Criteria
The craft store must be legally incorporated and comply with business law and regulations.	High	Revision and approval by the entrepreneurs.
The furniture for the presentation and storage of the merchandise should contain two shelves of approximately 1.8 m x 1 m and three showcases of approximately 1.5 m x 1 m x 0.4 m.	High	Revision and approval by the entrepreneurs.
The furniture for the creation and teaching of handicrafts should be a table of approximately 1.8 m x 0.75 m and 10 chairs.	High	Revision and approval by the entrepreneurs.
The initial merchandise must include:	High	Revision and approval

• Oil paints; individual and set • Acrylic paints • Modelling tools; plastic and metal • Carving tools • Cold porcelain clay • Paint brushes; bristle hair, sable hair, synthetic hair • Painting knifes; plastic and metal • Craft stamens • Metallic wire • Flora tape		by the entrepreneurs.
There must be a general inventory prior to the opening of the craft store which serves as the basis for subsequent inventories.	High	Revision and approval by the entrepreneurs.
The sign must be located at the top of the entrance to the craft shop.	Medium	Revision and approval by the entrepreneurs.
The premises must be pleasant for the customers, must remain clean, with the merchandise arranged by sections in the sales area, the teaching area must be separated from the sales area through the use of shelves and there must be a space for the transit of customers of at least 1 m. wide.	Medium	Revision and approval by the entrepreneurs.

In order for the Project Manager to manage the work needed to complete the project, it is subdivided into smaller work components; this hierarchical organization is called Work Breakdown Structure (WBS).

The WBS of the project of creation of a shop of crafts in Popayán - Colombia is shown in the Figure 8:
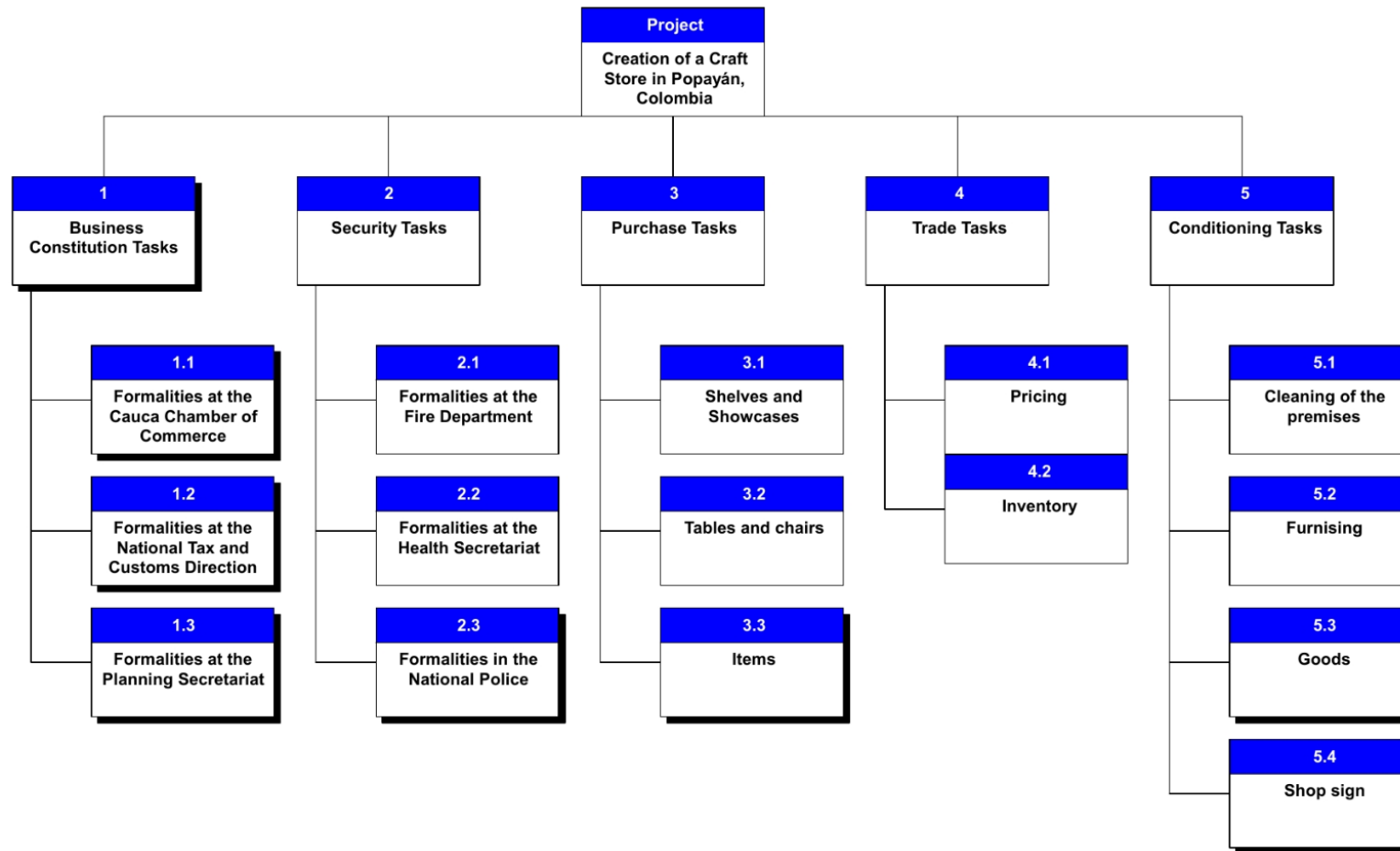
Figure 8. Work Breakdown Structure - WBS (Source: Own elaboration)

Usually the WBS is accompanied by the WBS Dictionary, which details the activities and deliverables of each component of the WBS. Chart 12 represents the dictionary for the present project:

Chart 12. WBS Dictionary (Source: Own elaboration)

Level	WBS Code	Element Name	Description of Work	Deliverables
1	**1**	**Business Constitution Tasks**	**Business Legalization Tasks**	
2	1.1	Formalities at the Cauca Chamber of Commerce	Procedures for the creation of the business in the department of Cauca	Registration number of the merchant and the commercial establishment
2	1.2	Formalities at the National Tax and Customs Direction	Legalization of the business for tax issues	STR update
2	1.3	Formalities at the Planning Secretariat	Procedures to know what use could be given to a property according to its geographical location	Land use permit
1	**2**	**Security Tasks**	**Safety Assurance Tasks**	
2	2.1	Formalities at the Fire Department	Procedure to know if the facilities comply with all the requirements for fire prevention	Technical concept of fire brigade
2	2.2	Formalities at the Health Secretariat	Technical evaluation of the sanitary conditions of the establishment	Sanitary concept
2	2.3	Formalities in the National Police	Procedure for informing the police of the opening of a new commercial establishment	Communication of the opening of the establishment
1	**3**	**Purchase Tasks**	**Purchasing Tasks**	
2	3.1	Shelves and Showcases	Selection and acquisition of showcases and shelves	Purchased showcases and shelves

2	3.2	Tables and chairs	Selection and acquisition of tables and chairs	Purchased tables and chairs
2	3.3	Items	Selection and acquisition of items	Purchased items
1	**4**	**Trade Tasks**	**Tasks Related to Trade**	
2	4.1	Pricing	Determine prices for Items	Prices established for each element
2	4.2	Inventory	Items counting	Document with total of elements distributed by type and quantity
1	**5**	**Conditioning Tasks**	**Tasks Related to the Conditioning of the Premises**	
2	5.1	Cleaning of the premises	Premises cleaning process	Clean premises
2	5.2	Furnishing	Location of the furniture in the premises	Furniture located
2	5.3	Goods	Location of the goods in the premises	Goods located
2	5.4	Shop sign	Creation and placement of the sign	Sign located

4.2.   Schedule Management Plan

The schedule is part of the "triple constraint" as one of its pillars and that makes it one of the most influential variables to carry out a project. The non-existence or inadequate definition of a schedule can delay the project, increase costs considerably, or prevent the entire work from being completed if there are time constraints in the execution of the project, not to mention the related legal problems.

In order to conduct a good schedule management, a list of activities was created including the actions that must be executed to comply with the scope defined for

the project. This list was broken down with the intention of giving clarity on the points that needed to be covered to carry out the project and is presented in the following chart:

Chart 13. Activity List (Source: Own elaboration)

Activity (level 1)	Activity (level 2)	Activity (level 3)
Business Constitution Tasks	Formalities at the Cauca Chamber of Commerce	Inquire about requirements
		Gather the requirements
		Submit requirements
		Obtain the registration number of the merchant and the commercial establishment
	Formalities at the National Tax and Customs Direction	Inquire about requirements
		Gather the requirements
		Submit requirements
		Get the Single Tax Registry update
	Formalities at the Planning Secretariat	Inquire about requirements
		Gather the requirements
		Submit requirements
		Obtain the land use permit
Security Tasks	Formalities at the Fire Department	Inquire about requirements
		Gather the requirements
		Submit requirements
		Wait for inspection
		Obtain the Fire Department Permit
	Formalities at the Health Secretariat	Inquire about requirements
		Gather the requirements

		Submit requirements
		Wait for the visit
	Formalities in the National Police	Inquire about requirements
		Gather the requirements
		Submit requirements
		Finish the Communication of the Opening of the Establishment
Purchase Tasks	Shelves and Showcases	Search for businesses selling shelves and showcases
		Search sales of used shelves and showcases
		Check the furniture
		Analyze prices and conditions
		Decide where to buy
		Buy the furniture
		Moving the furniture to the premises
	Tables and chairs	Search for businesses selling tables and chairs
		Search used tables and chairs sales
		Check the furniture
		Analyze prices and conditions
		Decide where to buy
		Buy the furniture
		Moving the furniture to the premises
	Items	Search for suppliers
		Request quotes

		Analyze quotes
		Decide on products and suppliers
		Place an order
		Receive the order
Trade Tasks	Pricing	Define prices
		Document prices
	Inventory	Perform initial inventory
		Document initial inventory
Conditioning Tasks	Cleaning of the premises	Buy the cleaning elements
		Clean the premises
	Furnishing	Choose the placement of the furniture
		Locate the furniture
	Goods	Arrange the goods
	Shop sign	Make the shop sign
		Place the sign

Once the activities have been registered, the dependence between them is identified, since some activities can be performed simultaneously while in other cases they must be performed sequentially according to their dependence.

Therefore, the schedule reflects the dependence relationship between activities through the figure of predecessors and successors in such a way that the logical sequence that must be followed can be identified.

Once the activities and their interdependence are clear, an estimate can be made of the time it will take to carry out these activities; in this way, the time it will take for

the project to reach its end can be estimated. From this point, a model of the schedule that the project will follow can be created.

In the project for the creation of a craft shop, in order to estimate the time, the duration of the procedures and activities was investigated, as well as the acquisition of the elements (including shipping times); in addition, extra time was defined in the event of unforeseen events.

Figure 9 to 14 shows the project schedule:

ID	Task Mode		Task Name	Duration	Start	Finish
1			**Creation of a Craft Store**	**141 days**	**1/21/19**	**8/5/19**
2			**Bussiness Constitution Tasks**	**50 days**	**1/21/19**	**3/29/19**
3			**Formalities at the Cauca Chamber of Commerce**	**22 days**	**1/21/19**	**2/19/19**
4			Inquire about requirements	1 day	1/21/19	1/21/19
5			Gather the requirements	10 days	1/22/19	2/4/19
6			Submit requirements	1 day	2/5/19	2/5/19
7			Obtain the registration number of the merchant and the commercial establishment	10 days	2/6/19	2/19/19
8			**Formalities at the National Tax and Customs Direction**	**5 days**	**2/20/19**	**2/26/19**
9			Inquire about requirements	1 day	2/20/19	2/20/19
10			Gather the requirements	2 days	2/21/19	2/22/19
11			Submit requirements	1 day	2/25/19	2/25/19
12			Get the Single Tax Reistry update	1 day	2/26/19	2/26/19
13			**Formalities at the Planning Secretariat**	**23 days**	**2/27/19**	**3/29/19**
14			Inquire about requirements	1 day	2/27/19	2/27/19
15			Gather the requirements	6 days	2/28/19	3/7/19
16			Submit requirements	1 day	3/8/19	3/8/19

Figure 9. Project Schedule - Activities 1 to 16 (Source: Own elaboration)

17			Obtain the land use permit	15 days	3/11/19	3/29/19
18			**Security Tasks**	**90 days**	**4/1/19**	**8/2/19**
19			**Formalities at the Fire Departm**	**55 days**	**4/1/19**	**6/14/19**
20			Inquire about requirements	1 day	4/1/19	4/1/19
21			Gather the requirements	8 days	4/2/19	4/11/19
22			Submit requirements	1 day	4/12/19	4/12/19
23			Wait for the inspection	30 days	4/15/19	5/24/19
24			Obtain the Technical Concept of Fire Brigade	15 days	5/27/19	6/14/19
25			**Formalities at the Health Secretariat**	**35 days**	**6/17/19**	**8/2/19**
26			Inquire about requirements	1 day	6/17/19	6/17/19
27			Gather the requirements	8 days	6/18/19	6/27/19
28			Submit requirements	1 day	6/28/19	6/28/19
29			Wait for the inspection	15 days	7/1/19	7/19/19
30			Obtain the Sanitary Concept	10 days	7/22/19	8/2/19
31			**Formalities in the National Poli**	**5 days**	**6/17/19**	**6/21/19**
32			Inquire about requirements	1 day	6/17/19	6/17/19
33			Gather the requirements	2 days	6/18/19	6/19/19
34			Submit requirements	1 day	6/20/19	6/20/19
35			Finish the Communication of the Opening of the Establishment	1 day	6/21/19	6/21/19
36			**Purchases Tasks**	**111 days**	**1/21/19**	**6/24/19**

Figure 10. Project Schedule - Activities 17 to 36 (Source: Own elaboration)

37			**Shelves and Showcases**	**110 days**	**1/21/19**	**6/21/19**
38			Search for businesses selling shelves and showcases	17 days	1/21/19	2/12/19
39			Search sales of used shelves and showcases	17 days	1/21/19	2/12/19
40			Check the furniture	5 days	2/13/19	2/19/19
41			Analyze prices and conditions	1 day	2/20/19	2/20/19
42			Decide where to buy	1 day	2/21/19	2/21/19
43			Buy the furniture	1 day	4/1/19	4/1/19
44			Moving the furniture to the premises	5 days	6/17/19	6/21/19
45			**Tables and chairs**	**111 days**	**1/21/19**	**6/24/19**
46			Search for businesses selling tables and chairs	17 days	1/21/19	2/12/19
47			Search used tables and chairs sales	17 days	1/21/19	2/12/19
48			Check the furniture	5 days	2/13/19	2/19/19
49			Analyze prices and conditions	5 days	2/20/19	2/26/19
50			Decide where to buy	1 day	2/27/19	2/27/19
51			Buy the furniture	1 day	4/1/19	4/1/19
52			Moving the furniture to the premises	6 days	6/17/19	6/24/19
53			**Items**	**75 days**	**1/21/19**	**5/3/19**

Figure 11. Project Schedule - Activities 37 to 53 (Source: Own elaboration)

54			Search for suppliers	17 days	1/21/19	2/12/19
55			Request quotes	15 days	2/13/19	3/5/19
56			Analyze quotes	8 days	3/6/19	3/15/19
57			Decide on products and suppliers	12 days	3/18/19	4/2/19
58			Place an order	11 days	4/3/19	4/17/19
59			Receive the order	12 days	4/18/19	5/3/19
60			**Trade Tasks**	**17 days**	**5/6/19**	**5/28/19**
61			**Pricing**	**5 days**	**5/6/19**	**5/10/19**
62			Define prices	2 days	5/6/19	5/7/19
63			Document prices	3 days	5/8/19	5/10/19
64			**Inventory**	**17 days**	**5/6/19**	**5/28/19**
65			Perform initial inventory	11 days	5/6/19	5/20/19
66			Document initial inventory	6 days	5/21/19	5/28/19
67			**Conditioning Tasks**	**23 days**	**6/25/19**	**7/25/19**
68			**Cleaning of the premises**	**5 days**	**6/25/19**	**7/1/19**
69			Buy the cleaning elements	1 day	6/25/19	6/25/19
70			Clean the premises	4 days	6/26/19	7/1/19
71			**Furnising**	**14 days**	**7/2/19**	**7/19/19**
72			Choose the placement of the furniture	4 days	7/2/19	7/5/19
73			Locate the furniture	10 days	7/8/19	7/19/19
74			**Goods**	**4 days**	**7/22/19**	**7/25/19**

Figure 12. Project Schedule - Activities 54 to 74 (Source: Own elaboration)

75		Arrange the goods	4 days	7/22/19	7/25/19
76		**Shop sign**	**20 days**	**6/25/19**	**7/22/19**
77		Make the shop sign	14 days	6/25/19	7/12/19
78		Place the sign	1 day	7/22/19	7/22/19
79		Opening Preparatory Meeting	1 day	8/5/19	8/5/19
80		Opening of the craft store	1 day	8/5/19	8/5/19

Figure 13. Project Schedule - Activities 75 to 80 (Source: Own elaboration)
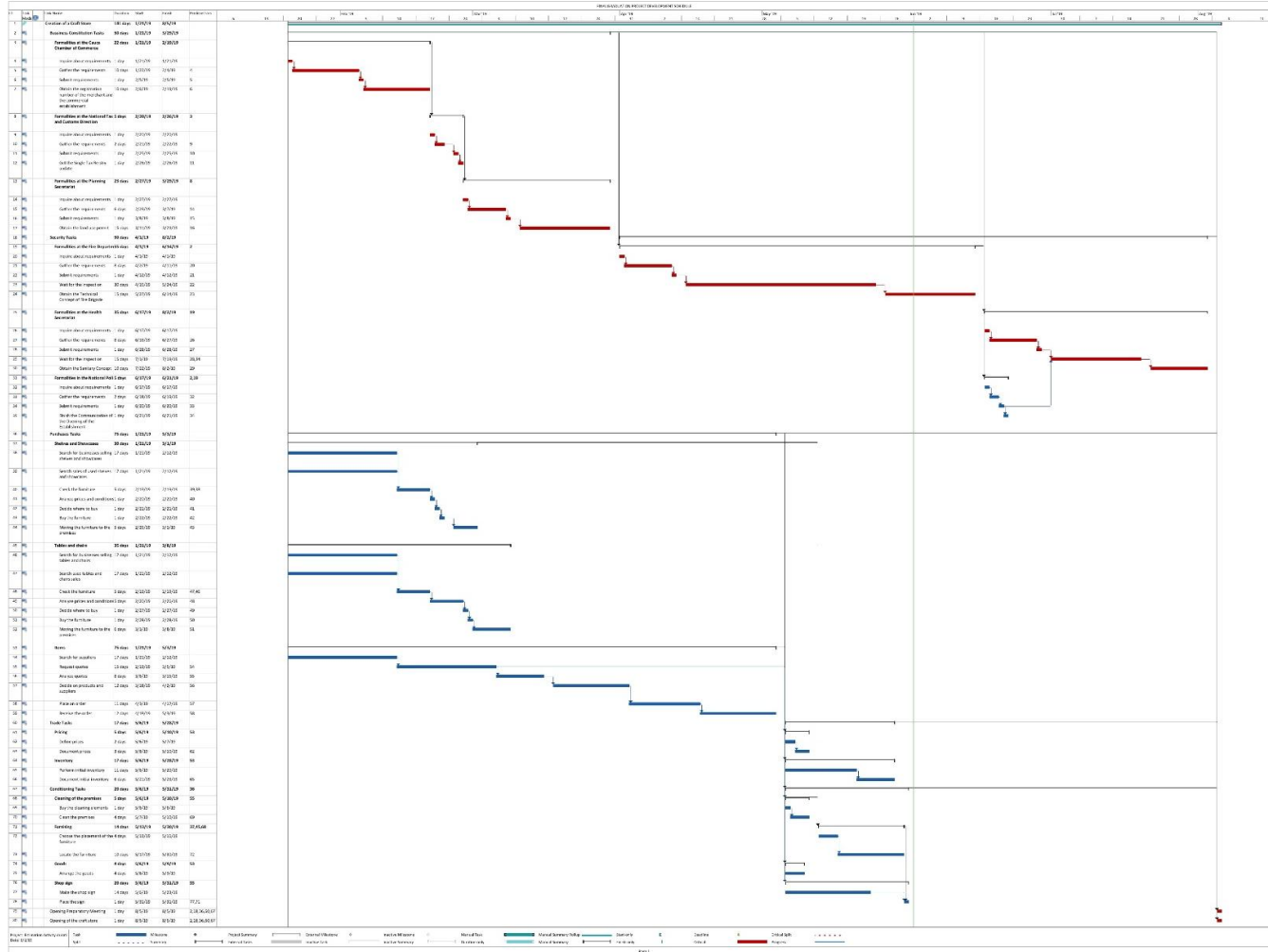
Figure 14. Project Schedule (Source: Own elaboration)

4.3.   Cost Management Plan

Cost is one of the three most influential variables in a project because money determines the extent to which everything needs to be done or wants to be done can be carried out, and failure to estimate or execute the budget can lead to the cancellation of a project.

In order to be able to estimate costs, it is necessary to be clear about the activities to be carried out, and therefore the scope of the project. The estimation of the project costs considered the expert judgment of the entrepreneurs; the commercial information on the items to be purchased and the current values of the procedures necessary to carry out the creation of the project. In addition, it was assumed that neither the entrepreneurs nor the project administration would receive any kind of monetary remuneration in the development of the activities related to this project plan and therefore both parties had the resources to perform their activities.

In the project for the creation of a handicraft store, in order to estimate costs, the costs of the procedures and the elements (including the values of the shipments) were investigated, and according to the available budget of the entrepreneurs, the limit value they would be willing to pay is established.

Chart 14 shows the estimated costs for each of the project activities:

Chart 14. Activities Costs (Source: Own elaboration)

Task Name	Cost
Permits of Constitution of the Business	**$360.000**
Registration number of the merchant and the commercial establishment	$300.000
Single Tax Registry update	$10.000
Land use permit	$50.000

Business Security Permits	**$210.000**
Technical concept of fire brigade	$150.000
Sanitary concept	$50.000
Communication of the opening of the establishment	$10.000
Purchase of Furniture	**$1.750.000**
Purchase of shelves	$750.000
Purchase of showcases	$400.000
Purchase of chairs	$350.000
Purchase of tables	$250.000
Purchase of Goods	**$4.545.000**
Paints	$1.750.000
Tools	$1.765.000
Supplies	$530.000
Premise Conditioning	**$130.000**
Cleaning	$50.000
Sign	$80.000

Determining the budget is the addition of the estimated costs for each activity that is part of a deliverable; the activities that are part of the schedule are the basis for determining the budget for a project. For the present project, only those activities in the schedule that have associated costs were analyzed, which can be visualized in Chart 15:

Comentario [CSV4]: It's important to include in the chapters of cost and scheduling the definition of how will you conduct estimates. If your objective is to have a plan you should stablish the way of working along the project in every specific Knowledge area

Chart 15. Project Budget Chart (Source: Own elaboration)

Task Description	Month	Deliverable cost	Accumulative cost
Registration number of the merchant and the commercial establishment	February	$300.000	$300.000
Single Tax Registry update	February	$10.000	$310.000
Land use permit	March	$50.000	$ 360.000
Technical concept of fire brigade	April	$150.000	$ 510.000
Purchased showcases and shelves	April	$1.150.000	$ 1.660.000
Purchased tables and chairs	April	$600.000	$ 2.260.000
Purchased items	April	$4545.000	$ 6.805.000
Sanitary concept	June	$50.000	$ 6.855.000
Communication of the opening of the establishment	June	$10.000	$ 6.865.000
Clean premises	June	$50.000	$ 6.915.000
Sign located	July	$80.000	$ 6.995.000

The accumulated costs represent the increase in the consumption of the estimated budget for each stage of the project; from these values the S curve can be generated that shows the behavior of the costs during the project. In figure 15 it is possible to visualize the behavior of the accumulated cost estimated for the project in addition to the costs per month:
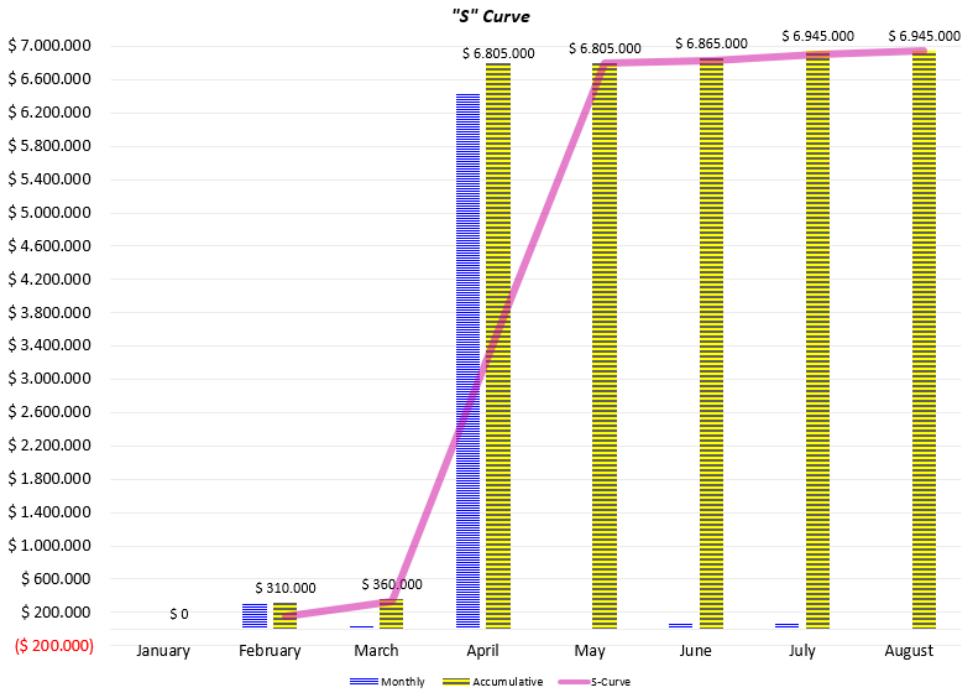
Figure 15. "S Curve" (Source: Own elaboration)

As can be seen in the figure, the month of greatest consumption of the budget is April for the purchases of furniture and goods.

4.4. Quality Management Plan

Quality in goods or service is a differentiating factor that promotes customer satisfaction, which is why quality management becomes an important activity in a project.

For the project it is expected that the requirements for the creation of a craft shop will be met with some specific characteristics since the incompleteness, inaccuracy, or non-existence of these processes can compromise the creation and

opening of the craft business. For the project it is sought that the requirements for the creation of a shop of crafts are fulfilled with specific characteristics. Since the incompleteness, inaccuracy or non-existence of processes can compromise the creation and opening of the store; therefore, criteria of acceptance have been defined for each one of the deliverables, which are represented in Chart 16:

Chart 16. Acceptance Criteria (Source: Own elaboration)

Deliverable	Acceptance Criteria
Registration number of the merchant and the commercial establishment	The registration documents must appear under the name of the entrepreneur and with the name chosen for the craft shop and be properly legalized in the Cauca Chamber of Commerce.
STR update	The SRT must contain the ISIC codes related to the business activities to be performed in the craft shop. he Single Tax Registry format.
Land use permit	Entrepreneurs must have a document stating that it is permissible to conduct commercial activities at their house.
Technical concept of fire brigade	Entrepreneurs must have a document that states that the store comply with fire prevention requirements.
Sanitary concept	Entrepreneurs must have a document that states that the store comply with the sanitary requirements.
Communication of the opening of the establishment	The craft shop must be registered at the national police database as a new establishment.
Purchased showcases and shelves	The shelves and showcases must have the characteristics specified at the time of purchase.
Purchased tables and chairs	The tables and chairs must have the characteristics specified at the time of purchase.
Purchased items	The elements must have the characteristics specified at the time of purchase.
Prices established for each element	There must be a document describing the sales price for each item.

Document with total of elements distributed by type and quantity	There must be a document describing the total stock of the craft shop.
Clean premises	Walls, windows. and floors of the commercial premises must be free of dirt and with a good smell.
Furniture located	Furniture must be located in the premises according to the requirements of the entrepreneurs.
Goods located	Elements must be located in the showcases and shelves according to the requirements of the entrepreneurs.
Sign located	The sign must be located at the top of the entrance door to the craft store.

Chart 17 shows the key quality factors defined for the project in question, for each of them, a quality objective is incorporated that specifies what is desired in each factor:

Chart 17. Key Factors Related to Quality (Source: Own elaboration)

Factor	Factor Definition	Quality Objective
Customer satisfaction	Level of customer approval of the project results.	Guarantee customer satisfaction through compliance with their requirements.
Communication	Ease of team members and stakeholders to make their opinions known.	Maintain good communication within the team and with stakeholders.
Time	Period required to perform specific project tasks.	Maintain control of the project time.
Budget	Amount of money needed to perform specific tasks of the project.	Maintain control of the project budget.

Having clarity about the quality factors and what they refer to, it is possible to establish the expected result for each of them and the related metric- these data are presented in Chart 18:

Chart 18. Metrics and Quality Baseline (Source: Own elaboration)

Factor	Metrics	Metric Definition	Expected Outcome	Measurement Frequency	Responsible
Customer Satisfaction	Percentage of fulfilled requirements	(# of fulfilled requirements/# of requirements) x 100	100%	As needed- at least once in each project phase.	Entrepreneurs
Communication	Number of communication mediums	# of communication mediums (CM)	CM ≥ 2	As needed- at least twice in each project phase.	Project Manager
Time	Percentage of time that corresponds to the plan	(# of days spent per task / # of days planned per task) x100	≤ 100%	As needed- at least once in each project task.	Project Manager
Budget	Percentage of budget that corresponds to the plan	(amount of money spent per task / amount of money planned per task) x100	≤ 100%	As needed- at least once in each project task.	Project Manager

4.5. Resource Management Plan

For the sake of carrying out a successful project, it is important to know if the necessary resources are available at the right time and place; resources can be physical resources or human resources, also called work team or personnel. This process can be performed once the activities to be executed in the project are clear.

For the development of the resource management plan, it was taken into consideration that the commercial space is totally available as part of the house of the entrepreneurs and the personnel that takes part of the project team are the entrepreneurs and the project director; any other role such as teacher is not

contemplated at the beginning of the project and will be linked as needed when the craft shop has already opened its doors to the public.

Chart 19 reflects the roles and responsibilities defined for each resource:

Chart 19. Roles and Responsibilities Matrix (Source: Own elaboration)

Role	Name	Responsibility	Competences	Work Area
Entrepreneur/ Team Member	Lisandro Amaya	Providing the money needed to make purchases and payment of formalities for the opening of the store. Request, compile and submit all necessary documentation to obtain the Merchant's Registration, the Trade Establishment, the update of the RUT and the land use permit. Purchasing furniture and merchandise. Assign prices to the items to be sold.	Organizational and time management skills.	Business Constitution Tasks Purchase Tasks Trade Tasks
Entrepreneur/ Team Member	Maura Gaitán	Request, compile and submit all documentation necessary to obtain permission from the Fire and Public Health Department and to inform the police of the opening of the store. Coordinate and monitor the activities related to the conditioning of the	Organizational, time management and decision-making skills.	Security Tasks Conditioning Tasks Trade Tasks

		premises -cleaning of the premises, location of furniture and merchandise. Conduct the inventory of the merchandise.		
Project Manager / Team Member	Paola Manquillo	Coordinate the project, develop the project management plan.	Knowledge of project management. Communication and decision-making skills.	Project Management Tasks

The assignment of roles and responsibilities was made with the participation of all team members. It took into account their strengths and the work that each person would perform in the craft store but always bearing in mind that there was a person responsible for each work package, which is reflected in Chart 20:

Chart 20. RACI Chart (Source: Own elaboration)

Activity	Person		
	Lisandro	Maura	Paola
Business Constitution activities	A	C	R
Security Activities	R	A	I
Purchases Activities	A	C	I
Conditioning activities	C	A	I
Trade Activities	R	R	I
Project Management Activities	C/I	C/I	R

R: responsible,	A: accountable,	C: consulted,	I: informed

It is important to clarify that although each work package has been assigned to a person in charge, this does not mean that they cannot participate in other activities and provide support in order to achieve its completion. Yet, the person in charge of an activity must be leading it and monitoring it until its conclusion.

4.6. Communications Management Plan

In addition to providing confidence to the parties through permanent knowledge of the processes being carried out, their difficulties, progress and results, efficient communication between project team and stakeholders allows projects to be managed in an appropriate manner. Therefore, communication is a vital part of any project, regardless of its size.

In order to carry out an effective communication throughout this project, the methods, approaches and artifacts represented in the following chart have been used:

Chart 21. Artifacts, Approaches and Methods Used (Source: Own elaboration)

Artifact	Approach	Method
Meeting	Small group communication	Interactive communication
Presentation	Public	Interactive communication
Phone Call	Interpersonal	Interactive communication
Email	Mass	Push communication
Leaflet	Mass communication	Push communication
Web portal	Networks and social computing communication	Pull communication

It is also possible to define the occasions when the communication will be established, the channels to be used, and the frequency- information represented in Chart 22:

Chart 22. Communication Matrix (Source: Own elaboration)

Theme	Receiver	Sender	Frequency	Artifacts
Project start	Entrepreneurs	Project Manager	Once	Meeting, presentation
Requirements for registering a business	Entrepreneurs, Project Manager	Cauca Chamber of Commerce	Once	Meeting, web portal, leaflet
	Cauca Chamber of Commerce	Entrepreneurs	Once/As needed	Meeting
Requirements to generate the STR update	Entrepreneurs, Project Manager	National Tax and Customs Direction	Once	Meeting, web portal
	National Tax and Customs Direction	Entrepreneurs	Once/As needed	Meeting, web portal
Requirements for land use permit	Entrepreneurs, Project Manager	Planning Secretariat	Once	Meeting
	Planning Secretariat	Entrepreneurs	Once/As needed	Meeting
Requirements for technical concept of fire brigade	Entrepreneurs, Project Manager	Fire Department	Once	Meeting
	Fire Department	Entrepreneurs	Once/As needed	Meeting
Requirements for sanitary concept	Entrepreneurs, Project Manager	Health Secretariat	Once	Meeting, web portal
	Health Secretariat	Entrepreneurs	Once/As needed	Meeting, web portal
Requirements for communication of the opening of the	Entrepreneurs, Project Manager	National Police	Once	Meeting, web portal
	National Police	Entrepreneurs	Once/As	Meeting, web

establishment			needed	portal
Progress	Entrepreneurs	Project Manager	Bi-monthly	Meeting, email, phone call
Incidents	Entrepreneurs	Project Manager	As needed	Meeting
Change requests	Project Manager	Entrepreneurs	As needed	Meeting
Furniture quote	Entrepreneurs	Suppliers	As often as needed	Meeting, phone call, email, web portal
Request for prices and stocks of supplies	Entrepreneurs	Suppliers	As often as needed	Meeting, email, web portal
Project closure	Entrepreneurs	Project Manager	At the end of the project	Meeting, presentation

It is important to clarify that for this particular project; interactive communication is presented as a very appropriate option despite the existence of various ways of contact. This is especially valid for those processes that involve formalities; due to the importance and complexity of the subject, it is very valuable to have instant feedback to any doubt that may arise.

4.7.   Risk Management Plan

Risks are situations that can compromise the achievement of the objectives of a project in time and with the resources (workforce, money, etc.) stipulated. Therefore, an efficient management of the risks allows identifying possible situations whose occurrence can have a positive or negative impact on the project. It allows the project to be prepared for the occurrence of unforeseen events and to diminish or eliminate the adverse results of them. The definition of risks is not a process that should be performed only at the beginning of the project but it is a process that is carried out throughout the project, therefore, although it is true, that

from the beginning of the project there was a recognition of the risks inherent to it, this recognition has been refined during the course of the project.

For the sake of identifying the risks of this project, meetings and interviews with stakeholders were held during a brainstorming session which was conducted to obtain a list of possible risks associated with the project. On the other hand, a review was made of documents related to craftsmanship and project management, as well as news and events that could influence the project, and research was carried out with experts in the area of Project Management.

Figure 16 reflects the Risk Identification Matrix for the project of creating a craft store:

Project Risks

Technical	Management	Commercial	External

Lack of clarity in roles and responsibilities	Underestimation of costs	Underestimation of time	Delay in the acquisition of furniture and goods	Incomplete legal formalities	More legal requirements

Figure 16. Risk Breakdown Structure (Source: Own elaboration)

Chart 23 reflects the Risk Identification Matrix for the project of creating a craft store:

Chart 23. Risk Identification (Source: Own elaboration)

Id	Name	Cause
01	Underestimation of costs	Poor budget estimation
02	Underestimation of time	Poor time estimation
03	Incomplete legal formalities	The procedures for setting up the business are incomplete.
04	More legal requirements	Change in legislation resulting in more legal requirements
05	Lack of clarity in roles and responsibilities	Inconveniences in the definition and communication of responsibilities for each role
06	Delay in the acquisition of furniture and goods.	Delay in procurement process

Comentario [CSV5]: How do you measure the undestimation

Comentario [CSV6]: 1? 100? How much is worst? How do you represent those numbers in your table?

Comentario [CSV7]:

Comentario [CSV8]: How much delay, how many days

Each risk impacts a project differently, some are very unlikely, but their occurrence could be catastrophic, others may have high probability of occurrence but their effects are not so pronounced. It is important to define the probability of a risk occurring and its impact on the project, hence, this way the risks identified can be prioritized and decisions made that allows the project to continue.

In order to define the priority of risks, the probability of occurrence of the risk and its impact are multiplied, resulting in the value of the risk. For the project of the creation of a craft shop, it has been defined that the risks will be classified according to the following ranges:

PxI < 0,15: Low
0,15 ≤ PxI < 0,45: Medium
PxI ≥ 0,45: High

Chart 24 visually represents the probability and impact matrix in which the probability of occurrence of the risk, its impact and its resulting value:

Chart 24. Probability and Impact Matrix (Source: Own elaboration)

Probability	VERY LOW (0,1)	LOW (0,30)	MODE RATE (0,50)	HIGH (0,70)	VERY HIGH (0,90)	VERY HIGH (0,90)	HIGH (0,70)	MODE RATE (0,50)	LOW (0,30)	VERY LOW (0,1)
FREQUENT (0,90)	0,09	0,27	0,45	0,63	0,81	0,81	0,63	0,45	0,27	0,09
LIKELY (0,70)	0,07	0,21	0,35	0,49	0,63	0,63	0,49	0,35	0,21	0,07
POSSIBLE (0,50)	0,05	0,15	0,25	0,35	0,45	0,45	0,35	0,25	0,15	0,05
UNLIKELY (0,30)	0,03	0,09	0,15	0,21	0,27	0,27	0,21	0,15	0,09	0,03
RARE (0,10)	0,01	0,03	0,05	0,07	0,09	0,09	0,07	0,05	0,03	0,01

Negative Impact | **Positive Impact**

Chart 25 presents the risk register matrix with the project information which includes information such as the consequence of the occurrence of the risk, a possible strategy to reduce the value of the risk, and the party responsible for the risk.

Chart 25. Risk Register Matrix (Source: Own elaboration)

Id	Risk	Cause	Consequence	Probability	Impact	PxI	Strategy	Responsible
01	Underestimation of costs	Poor budget estimation	If the project budget is not well calculated, there may be a delay in the implementation of the project.	0,5	0,7	0,35	Make a detailed list of items to be purchased and the costs associated with legal proceedings	Project Manager
02	Underestimation of time	Poor time estimation	If the project schedule is not properly estimated, there may be a delay in the implementation of the project.	0,5	0,7	0,35	Make a detailed list of the tasks to be performed and their interdependence.	Project Manager
03	Incomplete legal formalities	The procedures for setting up the business are incomplete.	If the formalities for setting up the business are not complete, the opening of the craft shop may be affected.	0,3	0,9	0,29	Leave some time for the formalities related to obtaining permits. To comply with the dates established for the processes.	Lisandro Amaya
04	More legal requirements	Change in legislation resulting in new legal requirements	If the legal requirements increments, the opening of the craft shop may be affected	0,1	0,9	0,09	Modify the scope, schedule and budget of the project according to need.	Lisandro Amaya/Project Manager

05	Lack of clarity in roles and responsibilities	Inconveniences in the definition and communication of responsibilities for each role	If the roles and responsibilities of the project are not clear, the project may be affected.	0,3	0,7	0,21	Define, agree and socialize the roles and responsibilities of each of the stakeholders.	Project Manager
06	Delay in the acquisition of furniture and goods.	Delay in procurement process	If purchases of furniture and articles are not made on time, the opening of the store may be delayed.	0,5	0,7	0,35	Begin shopping procedures in advance of the opening of the craft store.	Lisandro Amaya

It is important to emphasize that the risks do not remain static but may change during the course of the project, so it is necessary to maintain constant monitoring to identify possible problems or opportunities and thus be able to take action.

4.8.   Procurement Management Plan

During the execution of a project, it is necessary to consider which needs in the project can be met within the organization and which cannot, considering what is needed, how much, when, and how. For those products, goods, or services that cannot be provided at the time of execution of the project, it is necessary to purchase them externally.

In the particular case of the project to create a handicraft business, what is needed is to acquire the basic furniture for the premises and the main inputs, both to make the handicrafts and to sell them retail; the initial work will be with quotations, although later the entrepreneurs may choose to make a contract with the suppliers. At this point it is important to clarify that, although a list of basic articles is defined to start up the business, this list may vary considering the experience acquired in the business and the tastes and needs of customers.

Considering the nature of the procurement process, it has a huge impact on the project timeline so purchases and acquisitions must be defined and reflected in project time and activities.

In the interest of carry out an acquisition process that benefits the business, it was defined that it was necessary to have at least three suppliers whose quotations could be compared in order to evaluate the prices and stocks of the products and, depending on the valuation obtained, to carry out the purchase process. This valuation is based on the ability to supply the established articles, the price of the

same and must also consider the size of the business and its financial capacity to reach an agreement, in the event that a contract is contemplated.

It should be clarified that due to the characteristics of the business, there is the possibility of acquiring used furniture in good condition that comes from stores that are in the process of liquidation; this option would allow obtaining a product of lower value but with similar characteristics to a new one.

Chart 26 lists the potential suppliers for the craft store:

Chart 26. List of Potential Suppliers (Source: Own elaboration)

Type of items	Potential Suppliers
Furniture	Equimuebles del Cauca
	Ferromuebles
	Exhialambres
	Distribuidora Comercial Vitrinas Y Estanterías
	Montajes Comerciales
	Vitri-alunimios Arenas
Craft paints	FrancoArte
	OroColor
	Roseta
	Tucán
	Fusión Color
	Produart
Tools and Supplies	Adornos Mile
	Variedades Gema

	Ágata Accesorios
	La Caleñita
	La Colmena
Imported Arts & Crafts Goods	http://www.aliexpress.com
	http://www.alibaba.com
	http://www.wish.com
	http://www.dhgate.com
	http://www.amazon.com
	http://www.chinabrands.com
	http://www.newfrog.com
	http://www.zapals.com
	http://www.dx.com

There is the possibility of buying special items for handicrafts through websites such as Aliexpress, Wish, Amazon, and others but it is important to consider that the variation of the dollar has a great effect on the prices of imported items, also entrepreneurs cannot review beforehand the quality of the products. Generally, there is no possibility of choosing certain models without incurring higher costs; in cases where they buy several products of the same nature and the time needed for their arrival is greatly expanded, particularly for those purchases made on pages of Chinese origin. For the reasons explained above, the possibility is left open and the pages are described in the list of suppliers, but the decision will be taken by the entrepreneurs according to need, economic outlook and their own criteria.

◢ **Purchases Tasks**	**111 days**	**1/21/19**	**6/24/19**
◢ **Shelves and Showcases**	**110 days**	**1/21/19**	**6/21/19**
Search for businesses selling shelves and showcases	17 days	1/21/19	2/12/19
Search sales of used shelves and showcases	17 days	1/21/19	2/12/19
Check the furniture	5 days	2/13/19	2/19/19
Analyze prices and conditions	1 day	2/20/19	2/20/19
Decide where to buy	1 day	2/21/19	2/21/19
Buy the furniture	1 day	4/1/19	4/1/19
Moving the furniture to the premises	5 days	6/17/19	6/21/19
◢ **Tables and chairs**	**111 days**	**1/21/19**	**6/24/19**
Search for businesses selling tables and chairs	17 days	1/21/19	2/12/19
Search used tables and chairs sales	17 days	1/21/19	2/12/19
Check the furniture	5 days	2/13/19	2/19/19
Analyze prices and conditions	5 days	2/20/19	2/26/19
Decide where to buy	1 day	2/27/19	2/27/19
Buy the furniture	1 day	4/1/19	4/1/19
Moving the furniture to the premises	6 days	6/17/19	6/24/19
◢ **Items**	**75 days**	**1/21/19**	**5/3/19**
Search for suppliers	17 days	1/21/19	2/12/19
Request quotes	15 days	2/13/19	3/5/19
Analyze quotes	8 days	3/6/19	3/15/19
Decide on products and suppliers	12 days	3/18/19	4/2/19
Place an order	11 days	4/3/19	4/17/19
Receive the order	12 days	4/18/19	5/3/19

Figure 17. Purchase tracing (Source: Own elaboration)

Figure 17 shows the follow-up of project purchases, which will be the responsibility of the entrepreneur Lisandro Amaya, as shown in Chart 19; the estimates were made considering the origin of the articles.

4.9. Stakeholder Management Plan

It is difficult to successfully finish a project if it is not known who are impacted by or can impact the project in a positive or negative way because there may arise inconveniences in the execution of the project that made it impossible to complete it. These people, groups or organizations are called stakeholders and their requirements become an essential input for the project.

In order to identify stakeholders, stakeholders are asked about other possible stakeholders and their interests in the project, which is described in Chart 27:

Chart 27. Stakeholders' Identification (Source: Own elaboration)

ID	Role	Interest
1	Entrepreneurs	Successfully set up the craft shop
2	Cauca Chamber of Commerce	Legalizing Cauca's Businesses
3	National Tax and Customs Direction	Ensuring that businesses pay taxes
4	Planning Secretariat	Be assured that properties are being used correctly
5	Project Manager	Successfully carry out the project
6	Fire Departament	Ensuring that facilities meet fire prevention requirements
7	Health Secretariat	Ensuring that facilities meet sanitary requirements
8	Police Department	Have knowledge of the stores that start operations
9	Suppliers	Sell their items
10	Clients	Obtain goods and services related to handicrafts.

Figure 18 shows the power versus interest matrix, which places stakeholders in an area depending on their level of influence and interest in the project.
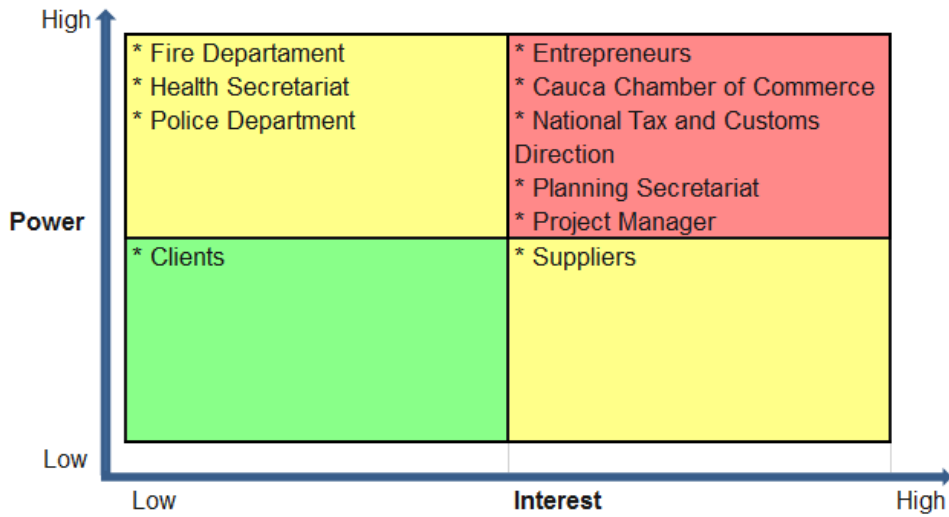
Figure 18. Stakeholder Power/Interest Matrix (Source: Own elaboration)

Taking into account the importance of stakeholders for the project, Chart 28 shows the current level of engagement of the stakeholders versus the desired level of engagement.

Chart 28. Stakeholders' Engagement Assessment Matrix (Source: Own elaboration)

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Entrepreneurs				C	D
Cauca Chamber of Commerce			C	D	
National Tax and Customs Direction			C	D	
Planning Secretariat			C	D	
Project Manager					C/D
Fire Department			C	D	
Health Secretariat			C	D	

Police Department			C	D	
Suppliers	C		D		
Clients	C		D		
C: current level of engagement,			D: desired level of engagement		

Maintaining effective communication with stakeholders is essential, so it is important to point out that the characteristics of the project make personal communication with both entrepreneurs and regulatory bodies a priority. On the other hand, communication through virtual mediums such as e-mails and websites is used to a greater extent with suppliers, particularly with those manufacturers or wholesalers who are located outside the city.

5. CONCLUSIONS

1. A correct delimitation of the scope of the project is indispensable to bring it to a successful conclusion therefore it is important to recognize which steps are necessary and which are avoidable for the consecution of the project objective.

2. It is complicated to create and legalize a business in Popayán; the paperwork is abundant, the response times are extensive, and in many cases it is necessary to do all the formalities in person in specific offices, whose time of attention to the user is limited, so all these processes must be contemplated and properly estimated in the project schedule.

3. In order to keep the budget under control, entrepreneurs opted to perform various tasks on their own family rather than hiring personnel for it. This decision provides a budget looseness that can be used by entrepreneurs for other tasks, such as: hiring teachers to teach techniques they do not know, buying inputs for new craft techniques, and other options that emerge as the craft store consolidates.

4. The metrics selected to evaluate quality and the factors to be measured are particular to each project and depend entirely on its specific characteristics; it is not possible to generalize but rather to take into account the objectives and stakeholders of the project.

5. The allocation of resources based on the availability of time, knowledge and strengths facilitates the work of the team, enhances the individual skills of each person, and promotes the proper completion of designated tasks.

6. Communication in a project of this type is indispensable, especially when the procedures can be changing and there is no repository with punctual and updated information; asking personally in the entities allows to know more the

procedures and also facilitates the complete and correct attainment of the documents requested to issue the permits.

7. Risks are a critical part of a project and their occurrence cause its cancellation or can ruin estimates of time, costs and scope or; it is why their identification and management become an important part of any project, regardless of its size.

8. The time it takes suppliers to deliver orders varies depending on characteristics such as whether there are sufficient stocks, whether the item is local or imported, whether it is custom-made or generic, among others.

9. An efficient management of those involved is fundamental for the success of a project, since if a correct identification is not performed, those involved who have great power can be left out and this can affect the development of the project.

10. Regardless of the size of the project, using good practices for project management simplifies its development as it allows to keep track of its different areas.

6. RECOMMENDATIONS

1. Project managers must be very attentive to the social and governmental conditions of the place where they are going to carry out a project and constantly review news on the matter since activities, such as, stoppages and protests can affect the development of the project or even cause its cancellation.

2. Colombian government should establish a roadmap that allows entrepreneurs to know the activities they must perform to legalize their venture, the order in which they must perform them, the places where they must submit documents, and the prices and duration of each procedure.

3. The national government should generate a bulletin updating the requirements for legalizing a business and socializing it through mass media, such as websites, each time new requirements are incorporated or there are changes in the existing ones.

4. The entities in charge of the legalization of companies should generate other means of contact besides the face-to-face in order to facilitate the obtaining of permits and to allow the carrying out of procedures to people who do not have time availability.

5. Entrepreneurs in Colombia should be very clear about the type of business they wish to create and legalize, since legal requirements, security, taxes, and the consequent payments change enormously. For this it is advisable to seek advice from the Chambers of Commerce in each department, in the City Hall of each municipality or on specialized websites.

6. Entrepreneurs must have a total commitment to the project and maintain their availability of time to be able to meet the project schedule and keep the budget under control, as they are responsible for most of the tasks.

Comentario [CSV9]: The recommendations should be especific and actionable in a short term way.

7. Stakeholders who have a change in requirements, availability, or conditions must communicate it to the rest of the project team in order to generate actions to reduce the impact of those changes on the project, update the scope, budget, and timeline, or rethink the convenience of continuing the development of the project.

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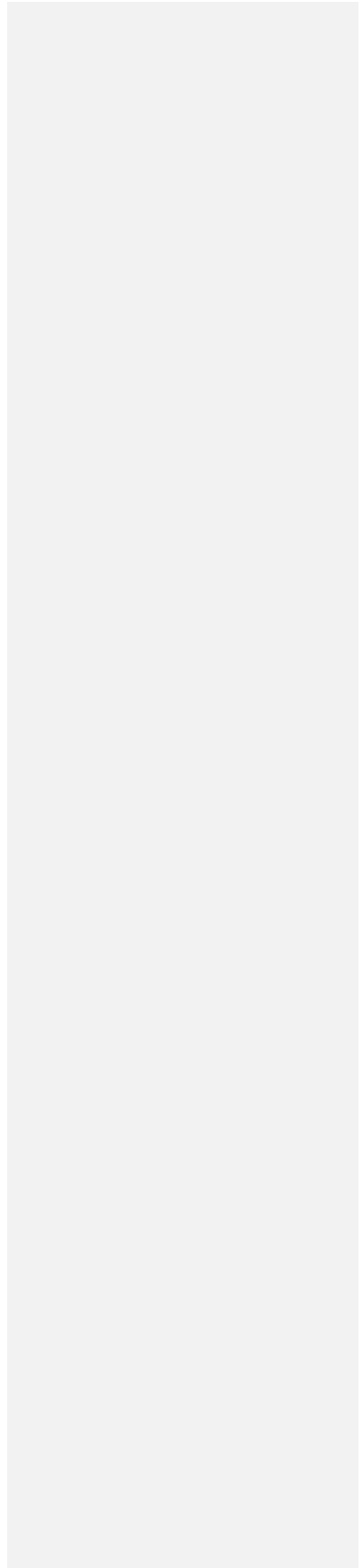Turner, J. (2016). Gower handbook of project management (4th ed., p. 97). Abingdon, Oxon: Routledge.

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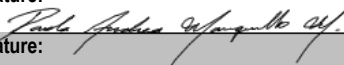
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8. APPENDICES

Appendix 1. FGP Charter

PROJECT CHARTER	
Date	**Project Name:**
November 5th, 2018	Project Management Plan for the creation of a craft store in Popayán, Colombia
Knowledge Areas / Processes	**Application Area (Sector / Activity)**
Knowledge areas: Integration, Scope, Schedule, Cost, Quality, Resources, Communications, Risks, Procurement, Stakeholders. **Process groups:** Initiate, Plan.	Business
Start date	**Finish date**
November 5th, 2018	May 24th, 2019
Project Objectives (general and specific)	
General objective: To create a Project Management Plan to manage the creation of a handicraft business project in Popayán, Colombia. That groups together the procedures to be carried out for the creation of a handicraft business project in Popayán, Colombia. Specific objectives: 1. Create a scope management plan that includes the work required to complete the project. 2. Develop a schedule management plan that helps managing the timely completion of the project. 3. Generate a cost management plan that supports the completion of the project with the approved budget. 4. Produce a quality management plan that allows the incorporation of quality policies to the project and products in order to meet the expectations of the stakeholders. 5. Create a resource management plan to know the resources required to carry out the project. 6. Generate a communications management plan that helps the communication flows between parts. 7. Produce a risk management plan that improves the chances of project success. 8. Develop a procurement management plan that supports the acquisition of goods and/or services required for the project completion. 9. Make a stakeholder management plan that promotes the identification and engagement of stakeholders.	
Project Purpose or Justification- merit and expected results	
After retiring from work due to family inconvenience, Mr. Amaya and his wife have had to look for sources of income to pay off their debts and support their growing family. Based on their skills, previous positive experiences and the characteristics of the city of Popayán, the family has chosen to create a business where they can exploit their talents and spend time at home, so they decided to embark on the creation of a craft shop as a means of subsistence. Even if Mr. Amaya and his wife are planning to create a craft shop in Popayán, they have no prior knowledge of this type of business, so it is necessary to create a management plan for the project, as it will coordinate the available resources to achieve the proposed objectives and justify the decisions made in the development of the project. This project management plan is supposed to allow them to have a plan to get their business up and running on time and within the specified budget being used to determine the critical aspects of the project.	
Description of Product or Service to be generated by the Project – Project final deliverables	
A Project Management Plan for the creation of a handicraft business project. This plan will have the following subsidiary documents: 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 project can be completed in the time frame and can be done by one project manager. The process of creating the project management plan will not influence the project budget.		
Constraints		
The completion time of the project is limited. There will be just one project manager available.		
Preliminary Risks		
If the requirements are incorrectly identified they can negatively impact: The scope, because if the requirements are incomplete or incorrect the actual scope will be greater than expected. The schedule, because if the requirements are incomplete or incorrect you will have to redefine the time to carry out the project activities and probably the schedule will be extended. The cost, because if the requirements are incomplete or incorrect and more activities have to be added the cost will surely increase. The resources, because if the requirements are incomplete or incorrect it is possible that the resources initially proposed are different from those actually needed and that the times of use and availability also differ. The procurement since if the requirements are incomplete or incorrect it is possible that the goods or services initially raised are less than those required or some are not even needed. The quality of the project because if the requirements are incomplete or incorrect and you try to finish the project with the characteristics specified at the beginning of it, it would generate a result that would not meet the expectations of the client or, flat, something that would not be what the client wants or needs.		
Budget		
The budget to take into account will be the financial resources needed to print, bind and send the work to the university headquarters in Costa Rica. Even if Work Breakdown specific project deliveries are not yet available, using the examples provided by the Graduation Seminar Professor, a rough estimation of the financial resources needed to print, bind and send the work to the university headquarters in Costa Rica would be: Printing around 200 pages: COP $65.000 Binding one copy of the the FPG: COP $45.000 Send one copy of the FPG to Costa Rica: COP $240.000 ROM estimated budget: COP $350.000		
Milestones and dates		
Milestone	Start date	End date
FGP Seminar	November 5th, 2018	December 14th, 2018
Tutoring	December 17th, 2018	May 5th, 2019
Reading by Reviewers	June 12th, 2019	July 2nd, 2019
Adjustment	July 3rd, 2019	July 30th, 2019
Presentation to the Board of Examiners	Jult 31th, 2019	August 3rd, 2019
Relevant historical information		
Not applicable		

Stakeholders	
Direct stakeholders: Lisandro Amaya Cecilia Gaitán Paola Andrea Manquillo (Project Manager) FPG Tutor FPG Reviewers **Indirect stakeholders:** Popayán inhabitants Family members	
Project Manager: Paola Andrea Manquillo Manquillo	**Signature:**
Authorized by:	**Signature:**

Appendix 2. FGP WBS
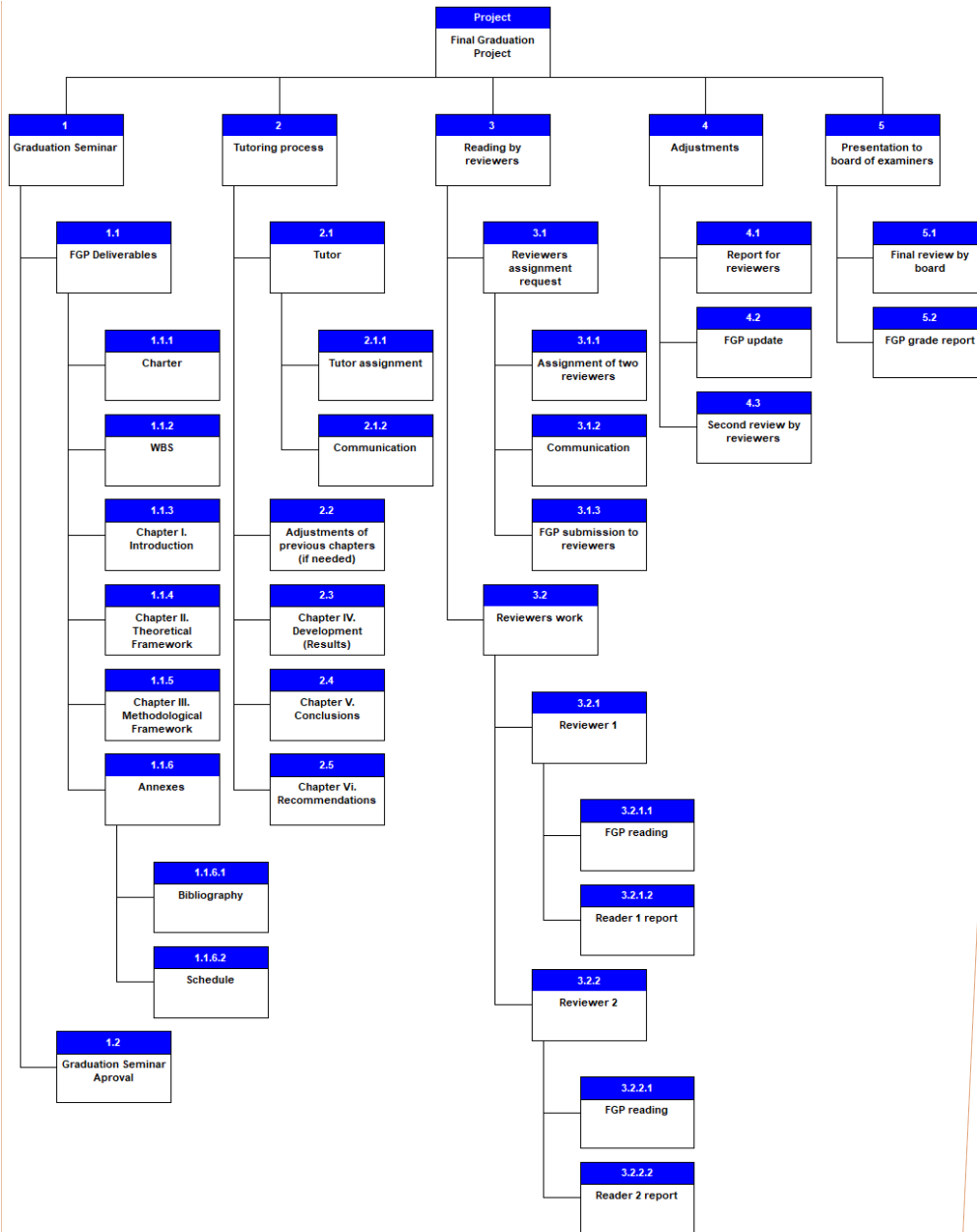
Appendix 3. FGP Schedule
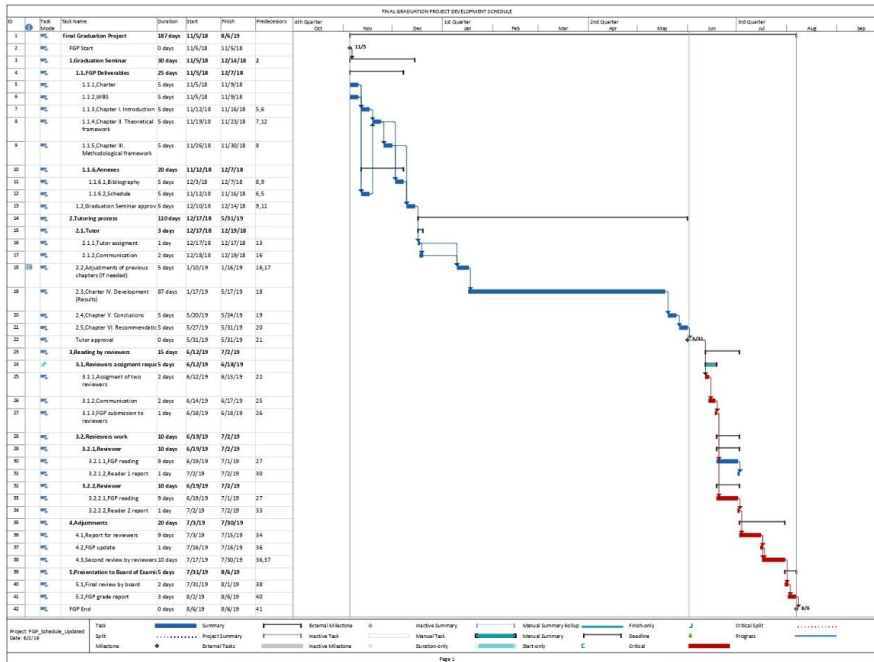
Task Name	Duration	Begin	End
Final Graduation Project	**135 days**	**mon 05/11/18**	**fri 24/05/19**
FGP Start	0 days	mon 05/11/18	mon 05/11/18
1,Graduation Seminar	**30 days**	**mon 05/11/18**	**fri 14/12/18**
1.1,FGP Deliverables	**25 days**	**mon 05/11/18**	**fri 07/12/18**
1.1.1,Charter	5 days	mon 05/11/18	fri 09/11/18
1.1.2,WBS	5 days	mon 05/11/18	fri 09/11/18
1.1.3,Chapter I. Introduction	5 days	mon 12/11/18	fri 16/11/18
1.1.4,Chapter II. Theoretical framework	5 days	mon 19/11/18	fri 23/11/18
1.1.5,Chapter III. Methodological framework	5 days	mon 26/11/18	fri 30/11/18
1.1.6,Annexes	**20 days**	**mon 12/11/18**	**fri 07/12/18**
1.1.6.1,Bibliography	5 days	mon 03/12/18	fri 07/12/18
1.1.6.2,Schedule	5 days	mon 12/11/18	fri 16/11/18
1.2,Graduation Seminar approval,	5 days	mon 10/12/18	fri 14/12/18

2,Tutoring Process	110 days	mon 17/12/18	fri 31/05/19
2.1,Tutor	**3 days**	**mon 17/12/18**	**wed 19/12/18**
2.1.1,Tutor assigment	1 day	mon 17/12/18	mon 17/12/18
2.1.2,Communication	2 days	tue 18/12/18	wed 19/12/18
2.2,Adjustments of previous chapters (If needed)	5 days	thu 10/01/19	wed 16/01/19
2.3,Charter IV. Development (Results)	87 days	thu 17/01/19	fri 17/05/19
2.4,Chapter V. Conclusions	5 days	mon 20/05/19	fri 24/05/19
2.5,Chapter VI. Recommendations	5 days	mon 27/03/19	fri 31/05/19
Tutor approval	0 days	fri 31/05/19	fri 31/05/19
3,Reading by Reviewers	**15 days**	**wed 12/06/19**	**tue 02/07/19**
3.1,Reviewers Assigment Request	**5 days**	**wed 12/06/19**	**tue 18/06/19**
3.1.1,Assigment of two reviewers	2 days	wed 12/06/19	thu 13/06/19
3.1.2,Communication	2 days	fri 14/06/19	mon 17/06/19
3.1.3,FGP submission to reviewers	1 day	tue 18/06/19	tue 18/06/19
3.2,Reviewers Work	**10 days**	**wed 19/06/19**	**thu 02/07/19**
3.2.1,Reviewer	**10 days**	**wed 19/06/19**	**thu 02/07/19**
3.2.1.1,FGP reading	9 days	wed 19/06/19	mon 01/07/19
3.2.1.2,Reader 1 report	1 day	tue 02/07/19	tue 02/07/19
3.2.2,Reviewer	**10 days**	**wed 19/06/19**	**thu 02/07/19**
3.2.2.1,FGP reading	9 days	wed 19/06/19	mon 01/07/19
3.2.2.2,Reader 2 report	1 day	tue 02/07/19	tue 02/07/19
4,Adjustments	**20 days**	**wed 03/07/19**	**tue 30/07/19**
4.1,Report for reviewers	9 days	wed 03/07/19	mon 15/07/19
4.2,FGP update	1 day	tue 16/07/19	tue 16/07/19
4.3,Second review by reviewers	10 days	wed 17/07/19	tue 30/07/19
5,Presentation to Board of Examiners	**5 days**	**wed 31/07/19**	**tue 06/08/19**
5.1,Final review by board	2 days	wed 31/07/19	thu 01/08/19
5.2,FGP grade report	3 days	fru 02/08/19	tue 06/08/19
FGP End	0 days	tue 06/08/19	tue 06/08/19

Appendix 4: Other relevant information

To whom this may concern,

I MA Djali Vesela along, with the team of my project Linguistic Expert Services
having been assisted by Communication and Agile Technologies specialist
Maria Repa, **have proofred the final work of graduation project**

**PROJECT MANAGEMENT PLAN FOR THE CREATION OF A
CRAFT STORE IN POPAYÁN, COLOMBIA**

Written for Universidad Para Cooperacion Internacional

by: Paola Andrea Manquillo Manquillo

21st of June 2019