



PROJECT MANAGEMENT PLAN

JOLLIBEE Construction Project

By

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Submitted to:

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ABSTRACT

This report is to determine the ability to demonstrate in creating a project plan in partial completion of the requirement to the subject, Project Management. The use of principles, concepts and methodology in project management is significant to the structure of the research and to the application of forming a detailed project plan from initiation, planning, execution, monitor and control, until to the closure phase or end of the project.

Construction project was the chosen subject of the report where it was conceptually used to the knowledge areas of the project planning such as Scope, Cost, Time, Quality, Communication, Risk, Stakeholders, Human Resources, Change Management, and Integration Management.

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1. INTRODUCTION

Every project needs structured plan to critically think of what activities to be done by knowing the requirements and costs needed, how to do it and how long it takes to be done, and people involve in the activities, ensuring that the goal is being achieved.

According to Wysocki (2014), a project is set of unique, complex, and a cycle of activities to be done in a specific period, according to its budget and specification to complete a certain goal and purpose. Therefore, Project Management is the process of meeting the project requirements through the application of knowledge, skills, tools, and techniques to project activities. It is achieved by using the project management processes including the 5 Phases such as initiating, planning, executing, monitoring and controlling, and closing (PMBOK Guide, PMI cited in Heagney, 2016).

Applying all the aspects mentioned is helpful in creating a project plan in building an establishment such as a restaurant. As a project manager, all activities and requirements will be identified and delivered, together with the determining of risks and how to manage it, and how much time and costs to be needed, and other important aspects until the said plan will be finished.

Creating a project plan for building a Jollibee is important as it serves as a document for stakeholders to facilitate planning and decisions. This is the detailed and summarized statement to the approved scope, cost and schedules of the said project.

1.1. BACKGROUND OF THE STUDY

Jollibee is the Philippines' largest fast food chain that operates 1000 stores nationally and nearly 200 internationally (Dumlao-Abadilla, 2017). The company is determined to make more expansions aside from other businessmen that made franchise of the famous restaurant nationwide. The strategy of opening stores outside the Philippines is its way to connect and serve Filipinos that live in other countries. Opening this kind of fast food is a success because its products are considered all-time favourite by Filipinos and other foreigners enjoy it too.

Constructing an admired eatery required high quality standard of materials as it carries the name of the company which is excellence. It is not only the food it serves to see its value but also how impressive the structure of the establishment as well.

1.2. PROBLEM

In this report is to apply all the different aspects in Project Management in creating a project plan in constructing a Jollibee restaurant in the Philippines whether the said plan is feasible to carry out the project.

Below are the specific questions to be answered:

- How to provide quality materials needed in construction?
- How to meet the requirements by the government and management in implementing the project?
- How long is the project to make?
- What are the scheduled plan of activities in executing the tasks?
- Who are the workers?
- How to allocate the budget?
- How to implement safety in the workplace?

1.3. GOAL

To build a state-of-the-art Jollibee restaurant in the Philippines to provide an advance technology service to each family and other group while enjoying their stay inside the eatery.

1.4. OBJECTIVE

The aim and purpose of the project are the following:

- To provide high quality materials needed in construction.
- To meet the requirements by the government and management in implementing the project.
- To finish the project within 6 months with allocation of budget.
- To plan and schedule the activities by breaking down each department into their given tasks.
- To provide a highly skilled labourer.
- To use the resources efficiently while maximizing the outputs.
- To provide secure workplace for workers and employees.

1.5. SCOPE

The project will be completed within 6 months, starting 4th December 2017 to 20th May 2018, with the budget of Php40million (£620,000). The construction will be a 2-storey building (25m x 25m). There would be a customised installation of advance gadgets and equipment inside the store that makes it the first store in the Philippines to have an innovative, advance technology in providing a service to customers.

Specific areas: Entrance and exit, waiting area, dine-in area and function room, kitchen, stock room, point-of-sale (POS), toilets, staff room, management office, playing area for children, emergency exit, parking lot and drive-thru area.

Structure specification: made up of steel, cements, hollow blocks, glass, wood, aluminium and carbon fibre.

Specification of installed equipment: customised gadgets

Limitation:

- Layout of its interior and exterior designs will be adopted from the original design of the store to preserve the features of its brand.
- Food products are not included in the project.

2. METHODOLOGY

Project Methodology is a document that states the process of initiating the project with the use of techniques that is necessary in planning and controlling as different stages are performed in systematically to achieve the desired goal.

PRINCE2 (PROjects IN Controlled Environments) is an actual standard processed-based method used by the UK Government for effective project management, widely recognised and applied in the private sector worldwide (ILX Group, 2017).

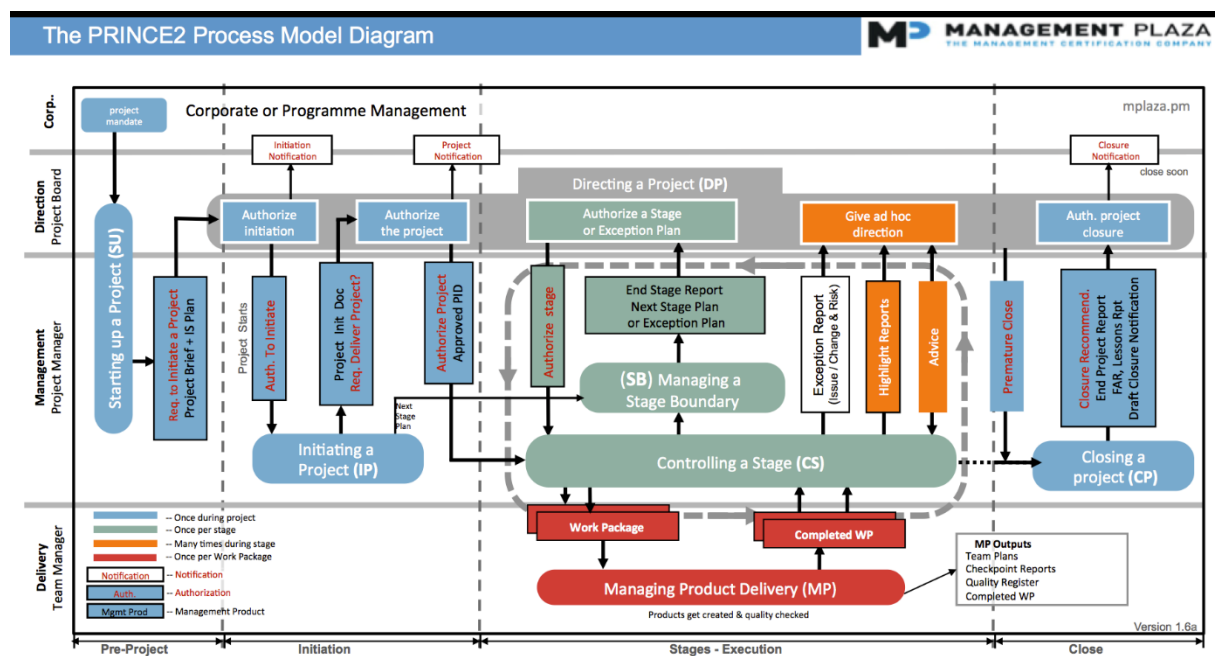


Figure 1: Prince2 Process Model Diagram
(source: Management Plaza, 2017)

The 7 Phase Process

1. Starting-up a Project

The first phase of the process is submitting a request for a project which is the building and opening of another branch of Jollibee restaurant. The Upper level of the company will access the documents and decide whether to take the project. Upon approval, it will require to submit a detailed project brief which is needed in initiating the project.

2. Directing a Project

The Project Board will review and access the required documents for authorisation or refusal of the project. If permitted to execute the project, they will arrange all the needed requirements, what to be done, and how to implement it after delivering it to the project manager.

3. Initiating a Project

This phase is the start of creating a scope document for the project that states the scope, time/schedule, cost, quality, and risk. Completed documents will be sent again to the board for evaluation and giving again the consent of beginning the work.

4. Controlling a Stage

Works are divided and classified according to the field of specialisation. Each department has assigned team officer to administer their team, and to coordinate with the project manager of the on-going activities, reporting to the detailed daily tasks, making sure that the plan is performed.

5. Managing Product Delivery

This is the execution phase of the project where progress is being checked from the project brief, ensuring the deliverables were fulfilled by meeting the quality. Work packages are inspected, assessed and evaluated for approval or revision by the project board.

6. Managing Stage Boundaries

It is the stage of reviewing the project phases together with the project board, to access that there is progress and development in the execution of activities according to the plan, and checking if requirements are met. It is the decision of the project board whether to carry on the project or end it.

Also, the project manager and team officers make a record of reflection from the past situations or events that will be used and helpful for learning and improvements for the next stage or project.

7. Closing the Project

The end of the project where documents, reports and results are completed.

3. REQUIREMENTS

3.1. CONSTRUCTIONAL RESOURCES

3.1.1. Documents

- Design & Drawing
- Quantity Estimates
- Legal & Contract Documents
- Site Condition
- Project Environment

3.1.2. RESOURCES

- Manpower
- Equipment
- Direct & Indirect Materials
- Human Resources

3.2. DELIVERABLES

Ultimate Deliverable	Ancillary Deliverables
Finished Jollibee Restaurant	Skilful Initiation
	Careful Planning
	Systematic Design & Engineering
	Quality Construction
	Extensive Monitoring & Control
	Fulfilled Phase

4. DOCUMENTATION

4.1. WORK BREAKDOWN STRUCTURE(OUTLINE)

Project<Jollibee Restaurant>	
1.	Project initiation
1.1.	Project brief
2.	Planning
2.1.	Scope
2.2.	Schedule

		2.3. Risk Plan
		2.4. Requirements
		2.4.1. Documents
		2.4.1.1. Design & Drawing
		2.4.1.2. Quantity Estimates
		2.4.1.3. Legal & Contract Documents
		2.4.1.4. Site Condition
		2.4.1.5. Project Environment
		2.4.2. Resources
		2.4.2.1. Manpower
		2.4.2.2. Equipment
		2.4.2.3. Direct & Indirect Materials
		2.4.2.4. Human resources
		3. Design & Engineering
		3.1. Architectural
		Conceptual Design
		Preliminary Design
		3Final Design
		3.2 Engineering
		3.2.1 Civil Engineering
		3.2.2 Mechanical Engineering
		3.2.3 Electrical Engineering
		3.2.4 Systems Engineering
		3.2.5 Construction
		3.2.6 Safety
		4. Construction
		4.1. Foundation
		4.2. Structure
		4.3. Interior & Exterior Design
		4.4. Equipment Installation
		5. Monitoring & Control
		5.1. Inspection/Evaluation
		5.2. Safety
		5.3. Revision/Change Requirements
		5.4. Documentation
		6. Closing Phase
		6.1. Final Inspection
		6.2. Safety
		6.3. Documentation

4.2. COST

The total budget of the project is Php40million (£620,000.00) including the contingency budget of Php5million (£77,000.00). It is allocated by each department with the help of the production and purchasing managers. The sample document (see APPENDIX A), is to be used in monitoring the budget.

4.3. TIME AND SCHEDULE (GANTT CHART)

(Refer to Appendix B)

4.4. RISK

Risk management process (Figure 2) is defining how identified risk can be handled through analysing and recognising its impacts, planning the measurable strategies to know how to control the risk and managing it either of the following response: avoidance, transfer, mitigation, and assumption. Reports regarding the risk found can become a lesson learned which is useful for dealing with the same issue to be encountered.

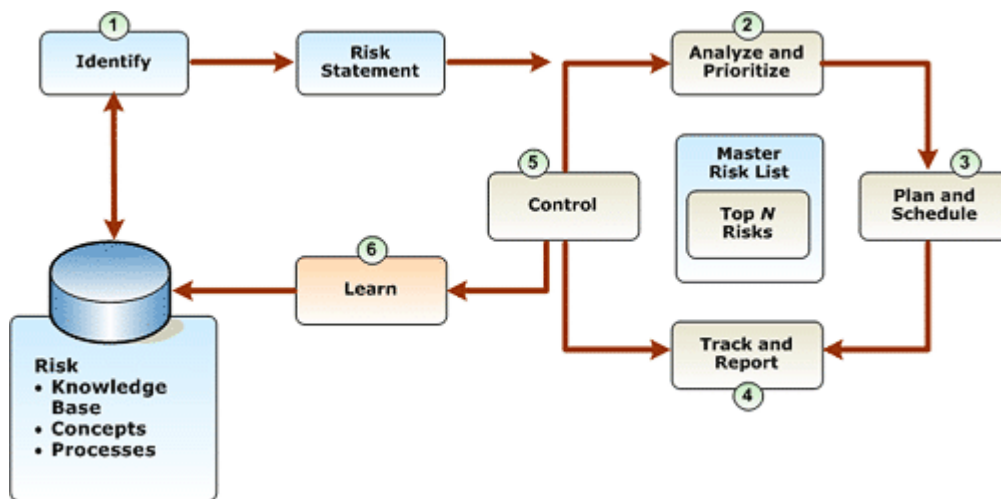


Figure 2: Risk Management Process Steps
(source: Microsoft, 2017)

The Risk Assessment document (see APPENDIX B) is list of some risks identified. Through communication and consultation with Stakeholders, risks will be assessed, and following response will take into action to control the seriousness of the risks.

4.5. QUALITY

Quality management is the field of assuring that all the requirements by the stakeholders are fulfilled in the project.

Components:

4.5.1. QUALITY PLANNING

Planning involves the identification of the stakeholders' requirements through delivering the project scope, cost and schedule. Project management team will apply quality policy to monitor and control the said requirements.

4.5.2. QUALITY ASSURANCE

Persons and group that engage in the project uses tools and techniques to review and analyse the performance quality and cost quality of the project.

4.5.3. QUALITY CONTROL

It is the stage of execution of inspecting and testing plan by the Quality Manager. Reports will be given to the Project Manager and Finance Manager for feedback.

4.5.4. CONTINUAL IMPROVEMENT

To continue the progress in the quality of the project, meetings with the team must be carried out with the reports to be issued as tool to be used in analysing the overall performance of the project.

4.6. HUMAN RESOURCES

This involves persons, groups/teams and organisation that work together, as one of the requirement in the project. They have roles and responsibilities in each activity to be done and their participation and interaction are needed in reports.

PROJECT TEAM		
ROLE	RESPONSIBILITY	COMMAND
Project Manager	To check and monitor all the activities done in stated time, ensuring all requirements are followed according to plan and budget. Do reports and documents to higher authority.	Has the power to do adjustments in the management plan of the project. Conducts meetings.
Unit Leader	Report all activities done to Project Manager. Has duty to control team members.	Has the power to lead the team members by giving commands and conducting meetings.
Accounting Manager	In-charge in financial reports: budgeting, purchases and costs.	Has the right to check the expenses of each department.
Human Resource	Manage recruitment and selection of employees and workers. Make reports to the higher authority.	Administer the work labour. Implement regulations for the safety and protection of the workers and employees.
Quality Manager	Reports to team leader to any changes happen.	Has the authority to check the quality of the

		materials and constructed area of the project any time.
Risk Manager	Reports to team leader for any risks identified.	To control the risk.

4.7. COMMUNICATION

Communication is the exchange of information and instruction. Unsuccessful communication can cause misunderstanding to the requirements, uncertain goals, division of stakeholders, plan failures, and other circumstances that will lead to abortion of the project (APM, 2017).

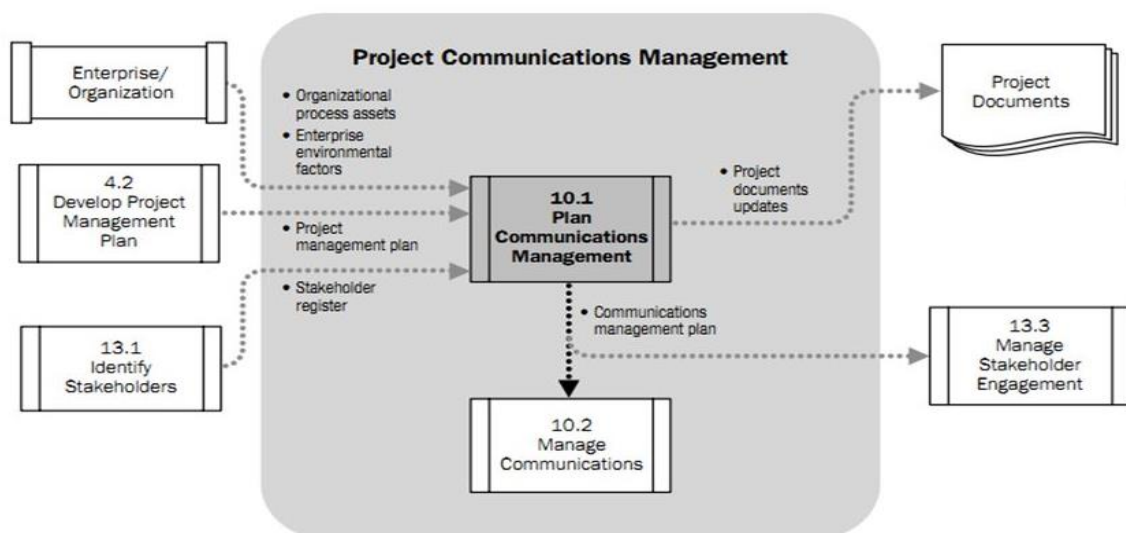


Figure 3: Plan Communications Management Data Flow Diagram
(source: Project Management Institute, 2013)

In figure 3 illustrates the flow of communication management.

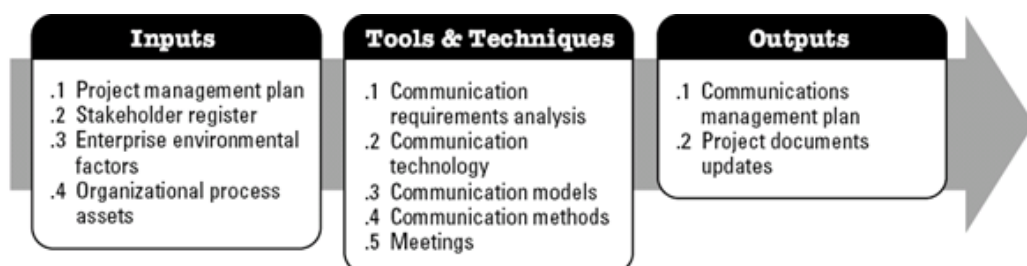


Figure 4: Plan Communications Management: Inputs, Tools & Techniques, and Outputs
(source: Project Management Institute, 2013)

Figure 4 is the process of communication plan done in weekly or monthly period that identifies the information needed by the stakeholder such as the project performance and progress, and all the risk identified by different means of communication to act and control, or to make some changes in the project.

PROJECT COMMUNICATION PLAN		
STAKEHOLDER	COMMUNICATION SCHEDULE	MEDIUM
Client	Weekly, Monthly	Face-to-face, e-mail
Financial Firm	Monthly	Face-to-face, e-mail
ABC Construction	Weekly, Monthly	Face-to-face
Suppliers	Monthly	Face-to-face, Telephone
Project Manager	Daily, Weekly	Face-to-face, Telephone, e-mail, presentation
PROJECT TEAM	COMMUNICATION SCHEDULE	MEDIUM
Team Leader	Daily, Weekly	Face-to-face, e-mail, telephone, presentation

4.8. STAKEHOLDERS

In the book PMBOK Guide (2013), project stakeholder is defined as a person, groups, or organisations that could influence the decision making and implementation of a plan, or be affected by their expectations on activities and results of a project.

On the table below are the identified primary stakeholders that has a high impact and involvement in the overall result of the project.

STAKEHOLDER	ROLE	REQUIREMENT
Client	Owner	Project must be done by the given requirements on time.
Financial Firm	Funding	Provide a financial source needed in the project.
ABC Construction	Contractors	Meet the requirements by fulfilling it with excellent result.
Suppliers	Provider	Deliver and supply the needed materials on time.

Project Manager	Managing	Project must be completed on time with full control and monitoring of the operation and the resources.
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4.9. CHANGE MANAGEMENT

Changes in the project are formed when there are some changes to be made from the stakeholders' request which can affect the scope and can cause certain risks in the current project.

Below is the process of change management wherein stakeholders send a request for a change to the project team. It will then deliver to the Project Manager to review the details together with the analysis of the Change Board. The request of change will either be rejected or approved. Upon approval, it will be passed to the PM to implement it with the Project team, and finally presented to the stakeholders.

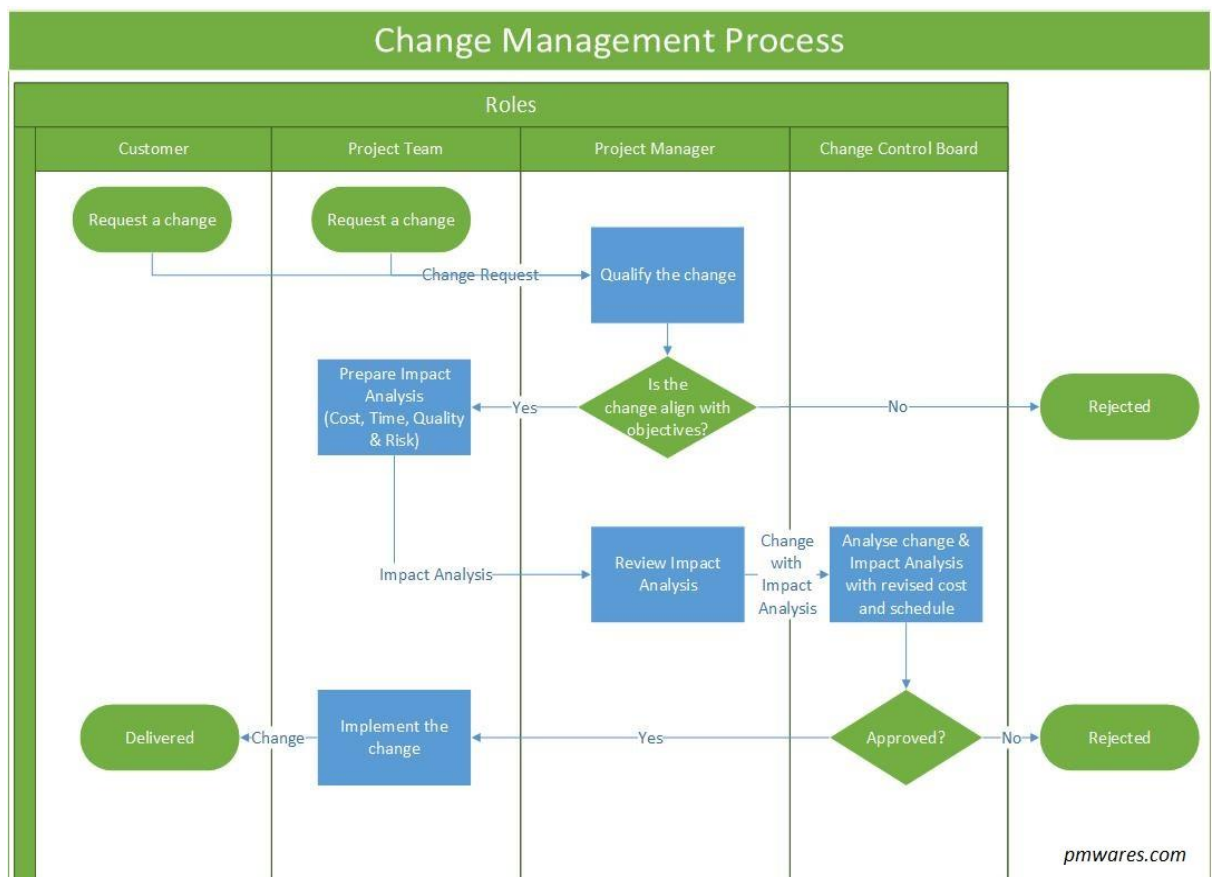


Figure 5: The Integrated Change Control Process
(source: Prakash, 2016)

4.10. INTEGRATION MANAGEMENT

This knowledge area is the management of the processes of identified activities and coordination of processes within the project management. Its purpose is to control and oversee the different phases of the project and knowledge areas such as Change Management, ensuring it meets the requirements from the scope to satisfy the expectation of the stakeholders.



Figure 6: Integration of Project and Change Management
(source: Wanner, 2013)

To attain the preferred goal required by the integration of the body and specific change process by the integration of project and change management is the objective of Integrated Change Management (Wanner, 2013).

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APPENDIX A
BUDGET MONITORING DOCUMENT

JOLLIBEE PROJECT BUDGET

DEPARTMENT: Engineering

Name: _____

Start Date: _____

ABC Construction

ESTIMATE BUDGET: Php18million

CONTINGENCY BUDGET: Php5million

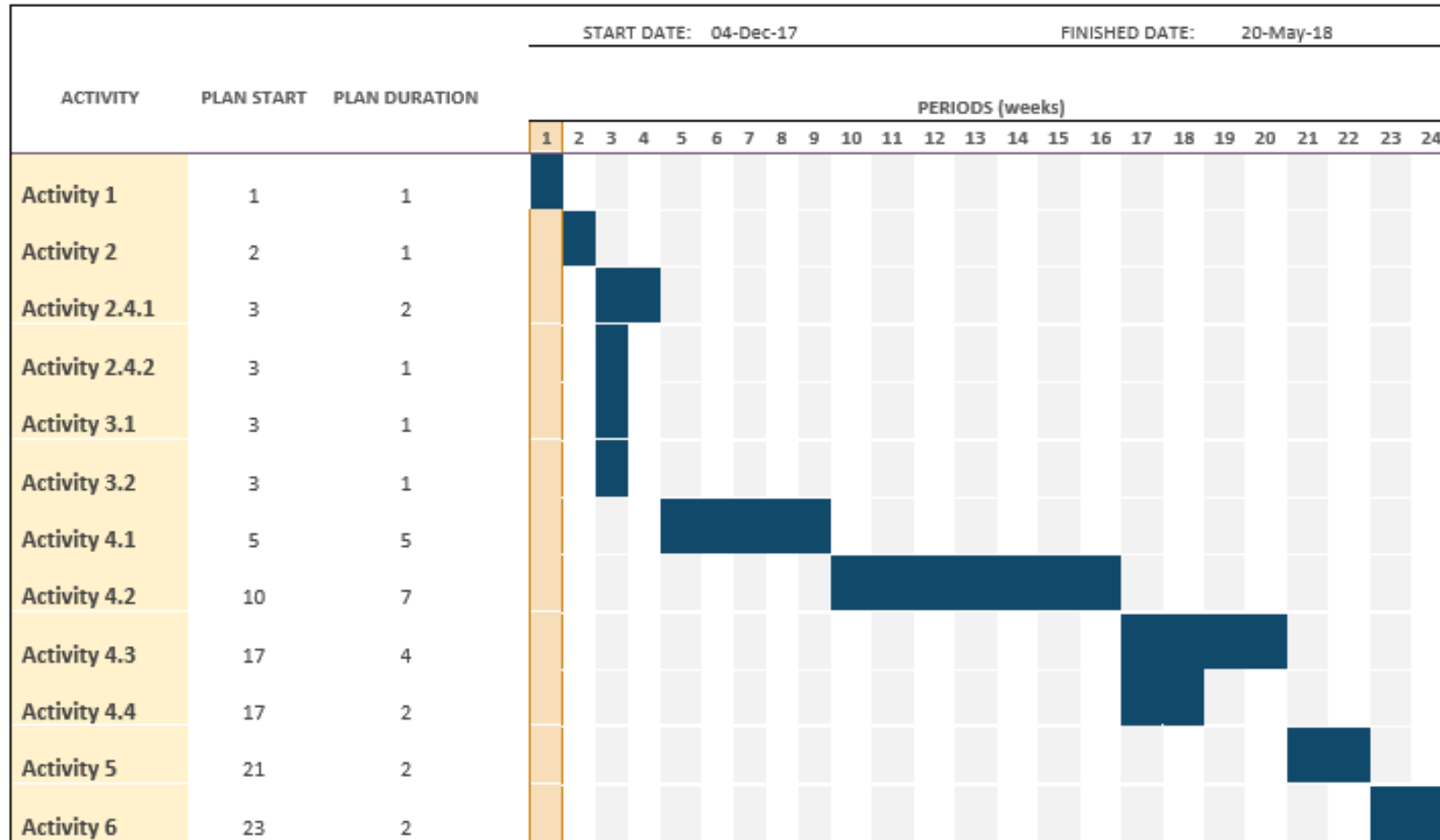
ACTUAL:

UNDER/OVER:

No.	Task	Labour		Materials		Total	Budget	Actual	Under/Over
		hours	rate	units	costs				

APPENDIX B:
GANTT CHART

JOLLIBEE Project Planner



APPENDIX C
RISK ASSESSMENT DOCUMENT

JOLLIBEE PROJECT

RISK MANAGER: _____
PRESENTED TO: _____

PROJECT MANAGER: _____
DATE: _____

IDENTIFIED RISK	PROBABILITY	IMPACT	PRIORITY	RESPONSE
Quality of materials does not meet the quality requirements				
Cost of materials changes.				
Materials does not deliver on time				
Faulty materials				
Injuries and accidents to workers/staff				
Natural disaster				
Poor delivery of documents				
Change of requirements				

Risk Assessment Matrix				
Impact of Risk (Consequence)	Major	Medium	High	Extreme
	Moderate	Medium	Medium	High
	Minor	Low	Medium	Medium
Seriousness of Risk = Probability x Impact		Unlikely (0-33%)	Moderately Likely (33%-66%)	Highly Likely (66%-100%)
		Probability of Risk (Likelihood)		