Acme Home Improvement de Mexico, SA de CV Project Plan

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I. Executive Summary

Acme Home Improvements has determined it essential that expansion into international markets take place immediately. Acme Home Improvements has initiated a joint venture with local partners in Mexico City to form Acme Home Improvements SA de CV. The intent of this partnership is to open Acme's first 'Do It Yourself' – (DIY) home improvement store outside of the United States, to meet the competition head on and establish a foothold in international markets. This document spells out our plan for the project's success.

The project's sponsor is the Acme CEO, Alex R. Fitzgerald. This project is the first step in his strategic initiative to expand Acme into international markets. Based on assessments, it is critical that Acme SA de CV complete the opening of this store in 12 months or less with a budget of up to $7.5 million. A key risk is Acme's lack of experience in international markets. As a result, we will rely heavily on our partners to help us mitigate 'soft' cultural issues and navigate local nuances of business. Because of the soft issues, remaining on schedule is a key driver of project success. To mitigate risks to the project's critical path, we have built feeding buffers into the schedule, and added a project buffer to the project end.

Our plan outlines staff responsibilities and a staffing plan for project execution. This staff has strong support from corporate headquarters, a defined scope, budget, timeline, and processes by which to execute the plan. Included in these processes is a structured change control process that ensures changes are relevant, followed through, and controlled.

In addition, this document, and the accompanying project plan clearly identify dependencies that can impact project execution. We have separated these dependencies into mandatory, external, and discretionary dependencies (Schwalbe, 2004). Doing this has enabled us to maximize scheduling efficiency. Acme SA de CV has an established technology infrastructure to draw upon. Our plan will leverage this technology through wireless local area networks, corporate servers, and use of project management software. Finally, we will utilize a feedback process to capture lessons learned for our future expansion into international markets.

II. Introduction

Acme Home Improvements de Mexico, SA de CV intends to build a 100,000 sq ft retail facility in Mexico Distrito Federal (DF). This effort is part of Acme's strategy to expand into the international home improvement markets. Our Mexico City store will be the initial push into Mexico to meet our competitors head-on outside the United States. This project is critical to Acme's long-term strategy to expand beyond the US borders. Headquarters has allocated $7.5 million to complete this task. Strategic alignment with Acme's long-term goals, experience with similar projects, and an assessment of the competition dictates that we complete this project within 12 months.

Our project is a joint venture with local interests. The project will be challenging for Acme, with inherent risk laying in our inexperience in international joint ventures. 'Soft' issues, cultural human resource issues will be as much of a driver of cost and schedule as the 'hard' issues like planning and execution. It is critical to the success of this project, and perhaps the organization's international growth strategy, that this project be completed on time, and on budget.

The organization anticipates possible schedule delays and cost overruns due to cultural assumptions and misunderstandings. Knowing that schedule delays will affect costs and international expansion strategy, we pay particular attention to the project's critical path (see Appendix A, and the accompanying MS Project file's network diagram view). To deal with these risks, the team has built several feeding time-buffers into the work breakdown schedule, at constraints along the critical path (Goldratt, 1998). A large project buffer has also been added to protect the end of the project. Attention to the safety buffers along the critical path will contribute to the team's successful execution of the project.

This plan presents an overview of the project organization, including the team's organization chart, project responsibilities, and staffing plans. Next, the plan addresses the organization's management process related to this project. Management's objectives, priorities,

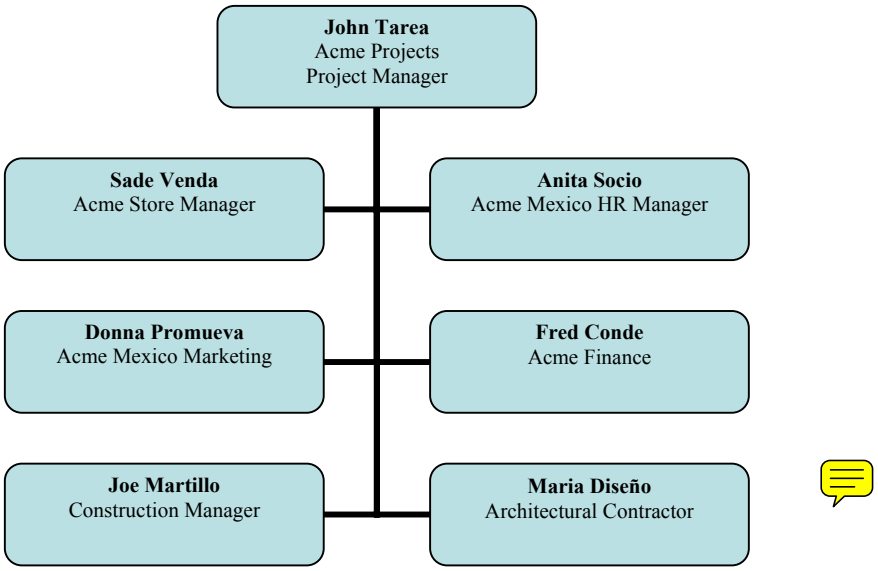
and monitoring and control mechanisms are covered in this section. The project's technical process plan is covered next, reviewing such things as the IT support and guidelines for the project, processes for modification, and acceptance of the plan, and the process for documenting lessons learned on the project. Lastly, this plan discusses the work packages, dependencies, schedules and project budget. We begin with a look at the project organization plan.

III. Project Organization

Organizational Chart:

Acme Home Improvements de Mexico Site Construction & Opening Project Organization Chart

Prepared by: John Tarea, Project Manager



This organizational chart shows the authority and communications organization for the project. Every one of the team members reports to the Project Manager. Team members are from different knowledge areas and each will contribute with their knowledge and skills to the project.

Project Responsibilities:

Project Sponsor, Alex R. Fitzgerald, CEO Acme Home Improvements. Mr. Fitzgerald has been CEO of Acme Home Improvements for 10 years. He started with the company 25 years ago, working in one of the first Acme Stores. He started as a traditional department manager and worked his way up through Acme's chain. He attended business school at the University of Maryland University College. Mr. Fitzgerald has unsurpassed expertise in the DIY Home Improvement business and has lead Acme through an unprecedented period of growth. Mr. Fitzgerald has a strategic vision that mandates Acme's expansion into international markets. His high level of interest in this project cannot be overemphasized. His role as project sponsor is to take ultimate responsibility for the project. He must sign off on the project charter, confirm successful completion of project milestones, and provide leadership and support to the project manager.

At a recent executive retreat, Mr. Fitzgerald commented, "With the growth of technology, and productivity, the world has never experienced the level of wealth and opportunity for home-ownership that it is experiencing now. Our ability to remain competitive and grow is completely dependent on our ability to expand into international markets."

John Tarea, Project Manager: John is in charge of managing the whole project, and the members that are in charge of the project activities. Also, he is in charge of working with the sponsor and any general people involved with the project. His role is important since he should be able to manage the problem in an effective manner for the project to meet its goal.

Joe Martillo, Construction Manager: Joe is in charge of managing the construction activities of the project. As a heavily tasked team member, project planners will watch for constraints associated with this project resource. To enable Joe meet the construction project schedule, he has been allocated the necessary budget to contract various local trades-people and construction specialty firms.

Maria Diseño, Architectural Contractor: Maria is the architect that researched competitive stores in Mexico, became familiar with Acme store designs in the U.S., and designed the store to be constructed in this project.

Fred Conde, Acme Finance: Fred is in charge of financial oversight of the project. He will assist team members in analyzing bids, projecting costs, and controlling expenditures.

Sade Venda, Acme Store Manager: Sade will be in charge of managing the store when it is operational. She will also collaborate with H.R. manager, Anita Socio, and Anita's staff in the recruitment, interviewing, and training of new employees.

Anita Socio, Acme Mexico HR Manager: Anita will be in charge of the recruitment effort and training of the personnel hired to work in the store. She will work closely with the Store Manager.

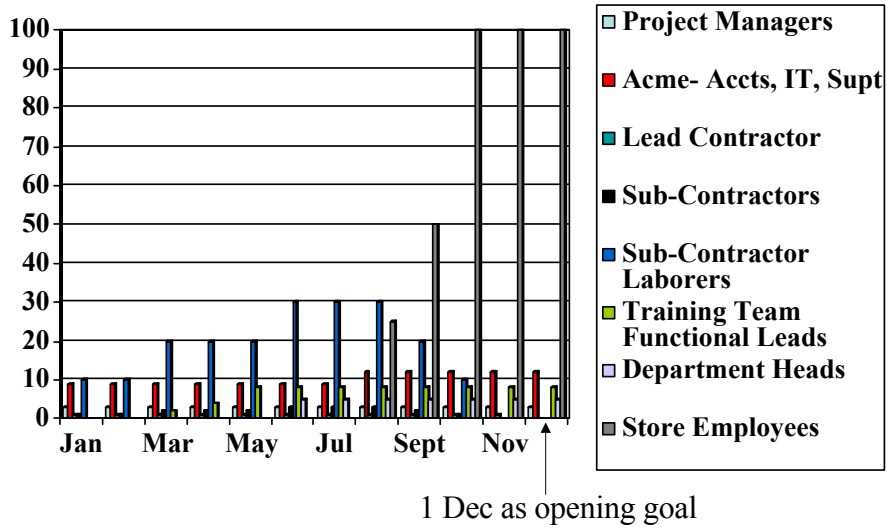
Donna Promueva, Acme Mexico Marketing: Donna will collaborate with Maria Diseño and Sade Venda on the design and layout of the store interior, displays, and inventory. She is to ensure the store reflects the marketing strategy for the Mexico City market. She is in charge of performing local market analyses, selecting products, and designing merchandising, advertising and promotional efforts for the store.

An assignment matrix can be seen in appendix B.

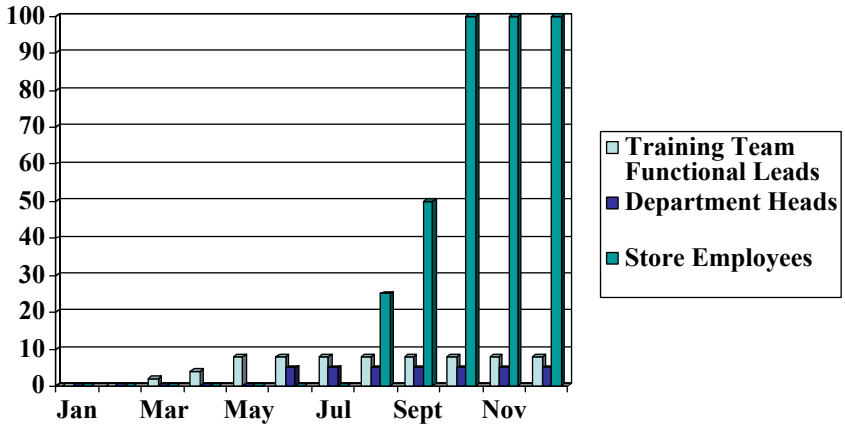
Staffing Plan

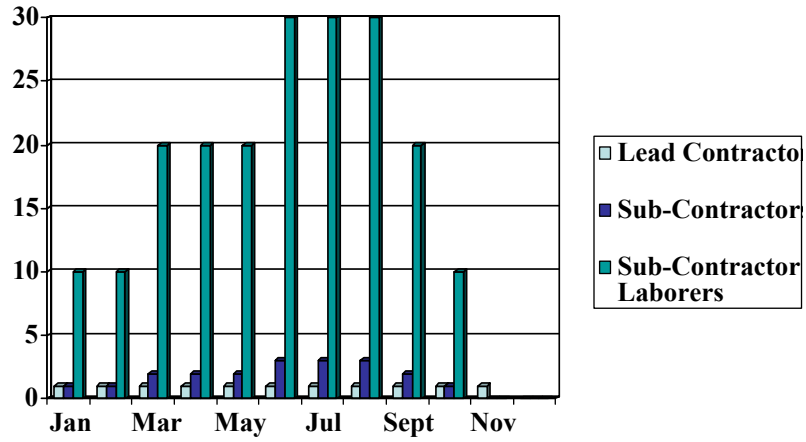
The following charts illustrate the project's staffing and training plans from three perspectives. The first graph presents baseline staffing plans, not taking into consideration feeding buffers that will likely push the actual dates closer to the store-opening deadline of March 1, 2006. The second chart depicts preliminary training targets, and the third illustrates contractor staffing needs.

Acme Staffing Plan



Acme SA de CV Training





Now that we have discussed the project staffing and responsibilities, we turn to the project management processes, including the objectives, priorities, and monitoring and controlling mechanisms of the project.

IV. Managerial Processes

This section of the project plan provides an overview of Acme's perspective of this project from the point of view of the top managers. Included in this section will be a discussion of top management's objectives, priorities,

Management Objectives

The Acme de Mexico project has three primary objectives:

1) Complete the six site component preparation activities on time and at/below cost.
2) Execute the Acme Mexico FD site opening with a staff fully trained and integrated into the company.
3) Leverage success in Mexico FD to expand and compete across the greater Mexico.

Priorities

The first priority is completing the construction site on schedule. Operations must quickly assess the impact of unknown and unexpected events as they occur. Delays to the schedule drive up our costs. The second priority, which becomes the first priority as the site nears completion, is the hiring and training of a store staff. The staff must be fully knowledgeable and fluent in Acme's processes and procedures.

Monitoring/ Controlling Mechanisms

Acme is new to Mexico and thus requires some very specific tools and techniques to ensure that we remain in control of the project. Given the amount of variables that we may come up against in this project we will have a very strong change control process. This change control process will meet three main goals (Schwalbe, 2004):

1. Influence the factors that create change; ensure that the change is beneficial and impact to time, scope, and budget is understood.
2. Determine that the desired change has occurred.

3. Manage the changes as they occur; trying to minimize the number of changes the project is subjected to. (p.122).

There are specific criteria that will drive changes. Specifically, we have a management reserve pot set aside. The reserve will be called upon if our SPI falls below 90%. The additional capital spent will be tightly focused upon the current problem and prevention of reoccurrence.

Should both our SPI and CPI fall below 90% senior management will become involved to assess status and affect needed changes.

V. Technical Process Plan

Having now seen the project's organization plans and managerial process plans, we turn now to a few technical aspects of the project. This section describes the technical approaches to control and support this project. In it, we describe the technical processes and approaches relating to this project's computing system, computer usage policies, plan modification processes, construction guidelines, acceptance process, and documentation process of lessons learned. We begin with an overview of the computing system used to support the project.

Computing System 

This project will utilize Acme's wide area network, via wireless access at the construction site, temporary office locations, and residences. Utilizing portable personal computers, the project manager and team will access the various project tools using MS Project, synchronizing local copies with the master file on the company server.

Acme will utilize MS Project Server and MS Project Web Access features to allow project team members to view, collaborate, and update project information from various remote locations and connections. All project plan outputs will be date and time stamped. Modifications to the plan will be tracked electronically, logging a record of who changed what, and when the changes were made.

Project Plan Modification Process

Only the Project Manager will be able to modify the schedule, budget, and the work breakdown structure (WBS) portions of the work plan. Changes resulting in delays greater than five workdays or adding more than $5,000 to the budget estimate must be approved first by the project sponsor. All other changes may be made at the discretion of the project manager. Individual team members will be able to update task completion progress in the work plan. All changes must be requested on the following Change Request Form:

Change Request Form

Project Name:
Date Request Submitted:
Title of Change Request:
Change Order Number:
Submitted by: (name & contact information)
Change Category: Scope Schedule Cost Technology Other

Description of change requested:

Events that made this change necessary or desirable.

Justification for the change/why it is needed/desired to continue/complete the project:

Impact of the proposed change on:
Scope:
Schedule:
Cost:
Staffing:
Risk:
Other:

Suggested implementation if the change request is approved:

Required approvals:

Name/Title	Date	Approve/Reject

(Schwalbe, 2004, p. 630)

Computer Usage

Computer use will comply with Acme Home Improvement, Inc.'s corporate computing policies, available online to employees on the company intranet. Employees can access the corporate intranet through the company server WAN, or over the Internet.

Construction Guideline Support

Standards for implementing the site construction will comply with Acme Home Improvement, Inc.'s Construction Guidelines. Since the guidelines were developed for use in U.S. construction projects, however, the project team will consult Mexico City based law firm, Goodrich, Riquelme y Asociados (anonymous, n.d.). The team will coordinate activities related to zoning, environmental practices, and compliance with other local and federal regulations with the law firm.

Project Acceptance Process

The project manager is responsible for obtaining sign-off from the project sponsor and project manager at each milestone, and at project completion. The following form will be used to document acceptance of the project:

Client Acceptance/Project Completion Form

Project Name:
Project Manager:

I (We), the undersigned, acknowledge and accept delivery of the work completed for this project on behalf of our organization. My (Our) signature(s) attest to my (our) agreement that this project has been completed. No further work should be done on this project.

Name	Title	Signature	Date

1. Was this project completed to your satisfaction? Yes No
2. Please provide the main reason for your satisfaction or dissatisfaction with this project.
3. Please provide suggestion on how our organization could improve its project delivery capability in the future.

(Schwalbe, 2004, p. 633)

Lessons Learned Documentation:

The project manager is responsible for completing a summary of lessons learned throughout the project. The lessons will be documented on the form below, added to Acme Home Improvement's repository of project lessons learned, accessible through the company intranet. 

Lessons Learned Report

Prepared by:
Project Name:
Project Sponsor:
Project Manager:
Project Dates:
Final Budget:

1. Did the project meet scope, time, and cost goals?
2. What was the success criteria listed in the project scope statement?
3. Reflect on whether or not you met the project success criteria.
4. In terms of managing the project, what were the main lessons your team learned?
5. Describe one example of what went right on this project.
6. Describe one example of what went wrong on this project.
7. What will you do differently on the next project, based on your experience working on this project?

(Schwalbe, 2004, p. 624)

VI. Work Packages, Dependencies, Schedules and Budgets

Work Packages

The seven major activities of which Acme's construction project consists, involve various work packages. By definition, work packages are tasks at the lowest level of the work breakdown structure or WBS (Schwalbe, 2004).

The preparation of the site and laying of the foundation is the first course in the construction process. The foundation is the most important part of construction and requires a substantial amount within the apportioned budget for building materials, as well as time. This stage involves the preparation of the site, which may involve some weeding, smoothing and sectioning, before the laying of the sewer pipes, concrete slabs and the sectioning of drainage

gutters. These different tasks are altogether estimated to take a total of about 50 days, a little over 5 weeks or over a month. Factored into the time is the acquisition of the necessary materials and labor.

The next step is the building of the walls, floor and roof of the structure. Once the foundation is underway, the next step is to start building the actual store structure. This involves several work packages including the framing of the floor and walls, and the construction of the roof of the building. The carving out of the different sections of the store, such as the offices, break rooms, greenhouse and bathrooms also occur here. The estimated time here is about 45 days. The dependency here is of the 'Finish to Start' type (Schwalbe, 2004), which necessitates that the construction of the walls, floors etc, will not take off before the completion of the foundation. Since these construction work packages are on the critical path, and the construction resources could become a constraint, we inserted a fifteen-day feeder buffer to ensure any delays in the critical path construction activities do not delay the rest of the project.

Next is the installation of the electrical and plumbing fixtures. Pipes are run through the building at this point for water outlets at designated spots, including the break rooms and bathrooms. Plumbing fixtures such as water closets, toilets, sinks and drinking fountains are installed. Electrical work is being done at this point, with the installation of wiring, cabling, outlets, the installation of electrical generators, and subsequently the connection to service for both electricity and water. Work here is slated for a total of 45 days.

Building construction wraps up with the finishing of the interior, and the stocking of inventory. Here, the necessary dry walling, painting and finishing is applied to the interior of the building, thereafter, the interior decorators take up the job of smoothing and designing to the specifications provided. Other work packages at this point are floor planning for product location and shelf arrangement. The last part of the interior is the stocking of the shelves with products; after all interior fixtures have been tested for safety and durability.

The building of the garage is not directly dependent on most of the preceding processes up to this point, but does necessarily occur after the preparation for the site has taken place. So, this portion of the project starts after the foundation for the site has taken place and the adjacent wall has been erected. The construction of this, like the main building, will involve installation of the garage foundation and the framing of its walls, which are then painted, and ending with the marking of parking spaces. The schedule for finishing the store and the garage allows for 155 days, which includes another feeding buffer of twenty days.

Acme's construction plan includes an outer garden, and landscaping for this is for 10,000 square feet. This activity will involve the landscaping of the already sectioned area, which entails the layering with soil, rock and concrete slab placing as designed; paving installation and finally, the planting of selected plants and flowers. This is scheduled for a total of 40 days. This time takes into consideration the various needs of the selected plants and the time needed to ready the soil for planting.

Throughout these ~~activates~~, the marketing and promotion planning proceeds. Scheduled to conclude as the store becomes ready for opening, the marketing work package begins with an analysis of the market, including a competitive analysis, a consumer analysis, and an analysis of Acme's strengths and opportunities in the market. Next, the project calls for the development of a product, pricing, and promotion plan. Last comes preparation of the merchandising, advertising, and grand opening promotion plan. These marketing activities are scheduled to take 180 days, but they do not fall on the critical path, nor do they require resources that appear at risk of being a project constraint.

The last order of the project is to hire and train the employees for each of the departments. This process will involve the advertisement of vacancies. It will also involve a selection process of interviewing, checking of references and candidate consideration. The training may likely be done in groups and will entail customer service dynamics and necessary need-to-know information on products being sold. This takes time and has been scheduled to

take 65 days, twenty of which are a feeding buffer at this potential constraint along the critical path for a timely store opening.

Dependencies

Work on the site is dependent upon several things and based on several assumptions. There is an assumption that we have a specific piece of commercially zoned real estate selected and purchased. There is also the assumption that we have, in hand, the required permits to begin construction and open for business. Acme could not begin the joint venture with its local partners without these items in hand. We would rely heavily on our partners' knowledge of local and regional governmental processes and procedures. Our 12-month timeline could not start until this initial hurdle was cleared.

With permits in hand, construction could begin. The mandatory dependencies are such that a natural progression of events must occur for the completion of the structure. Each event is a unique task, however, many are highly dependant on other activities. Certain tasks, like laying the foundation, have finish-to-start relationships with their predecessors. The foundation cannot be poured, obviously, until the site is cleared, leveled, and otherwise prepared. Other activities, like establishing a mobile construction site office, can start simultaneously with another activity, such as beginning to prepare the site, but no sooner. This would be an example of a start-to-start relationship. Of course, other dependencies are also possible. Some tasks must finish along with other activities, while others must finish before another can start. Following is a look at dependencies in the project.

As already mentioned, the site must be prepared before the foundation can be laid. Similarly, construction of the walls and floors is dependant upon the foundation being established first.

Another finish to start dependency involves building the roof. The walls must be finished before a roof can be constructed. Any delay in completing the wall will push back the start of constructing the roof. A feeding buffer is inserted at this point on the critical path to guard

against slippage on the project schedule by the construction resource, which is used heavily at this point of the project.

Likewise, the walls must also be constructed before wires and plumbing can be run throughout the building. Wiring is designated as having a start to start dependency with installing the generator and electrical circuit boxes. Installing the electrical fixtures, however, is dependant on three predecessors being completed first. Wires must be run, walls must be dry-walled, and electrical service must be established with the utility provider.

Much like the electrical fixtures, plumbing fixtures cannot begin to be installed until the pipes have been run, drywall installed, and water service established with the utility provider.

Finishing the interior presents another series of finish to start dependencies. Walls and roof must be up before they can be dry-walled. The dry wall must also be installed before they can be painted. Painting is a necessary precedent to installing the shelves and display units. Since these activities fall on the critical path where resources are close to being overloaded, an additional feeding buffer is added here. If any of the string of finish to start dependant activities falls behind schedule, the feeding buffer will help maintain the project schedule.

Stocking the inventory cannot begin until the interior is finished. We, therefore, have another finish to start dependency.

The construction of the garage is a task that would drive how much inventory we can handle, assuming it is used partly to store inventory. With the interior complete we could stock a certain amount of inventory but the garage would have to be complete before we could finish taking receipt of our entire inventory. This would really be a both an external dependency and discretionary dependency.

It is a discretionary dependency in that we could stagger our inventory ordering to take receipt based on how the store is completed. If ~~for, example~~ the lights take the longest to receive, from an inventory perspective, we could stagger the completion of the

interior portion of the structure. We could order our lighting inventory while completing a different area's interior first and stock it, then come along and finish the interior of our lighting department in time to take receipt of the inventory.

It is also an external dependency because we do not control the timetable that our suppliers deliver on. There is inherent risk in setting up a 'just-in-time' approach to taking receipt of inventory. If, for example, our supply of wiring for electrical instillation is unstable or unpredictable, we may not be able to wire-up our lighting department in time to take receipt of our staggered inventory order. The extent of discretionary dependency that we establish is contingent on our tolerance for risk.

Completion of paving and landscaping is purely discretionary. We could build the parking lot and landscaping almost entirely independent of the rest of the project but it would not make much sense. This task must simple be finished prior to opening the business. Most of our vendors would need the paving completed for access to the property. It would be a start-start for our inventory. It seems sensible to pave the parking lot simultaneously with paving the garage, making this a start-to-start dependency with pouring the garage concrete.

Hiring and training employees is both a discretionary and external dependency. At a macro-level it is externally dependent upon the retail and construction job market in Mexico City, it we hire, rather than contract for, construction workers. If the construction market is soft in Mexico City in the window where we are to hire employees, it is likely we will have many applicants with construction expertise applying for work, in an effort to supplement their incomes. If the construction market is brisk when we are to hire, we may have a harder time finding experienced construction labor.

As a discretionary dependency, we can begin hiring and training when we deem best. While it is optimal to train most of the floor employees in a fully stocked facility that is nearly operational, we could train the core of the store's management/ department heads at one of our American stores. It would be desirable for these new managers to see how a fully functional store runs and meet with US counterparts to gain lessons learned. Acme SA de CV will groom promising managers at its Mexico City site to open new stores across Mexico, so it is to our advantage to train new managers as early as possible.

Having discussed the work packages, and task dependencies in the project, we turn now to a breakdown of the $7.5 million project budget.

Project Budget

Acme Home Improvements de Mexico, SA de CV
12 Month Construction Budget

	DIRECT COST DESCRIPTION	SUBTOTALED AMOUNT [1]
1.	**Construction Materials**	
	Temporary Utilities/Rentals	
	Excavation / Blasting	
	Footings / Drainage	
	Foundation/Waterproofing	
	Retaining Walls	
	Underground Utilities	
	Trenching, Backfill, Rough Grading	
	Concrete Slab	
	City Water / Well & Pump	
	City Sewer / Septic System	
	Sewer/Septic/Underground Connections	
	City Water/Underground Connections	
	Gutters and Downspouts	
	Interior Masonry	
	Rough Framing Materials	
	Structural Steel	
	Trusses	
	Lumber &Other wood types	
	Plumbing fixtures	
	Fire System	
	HVAC	
	Electrical – Lighting, Cabling, etc.	
	Electrical Generators	

	Exterior Stairs	
	Rough Framing Labor	
	Roofing materials	
	Windows & Exterior Doors	
	Garage Framing	
	Garage Doors	
	Exterior Stucco	
	Exterior Siding/Masonry	
	Exterior Painting	
	Insulation	
	Sheetrock/Taping	
	Vanities	
	Cabinets	
	Interior Trim	
	Interior Doors	
	Hardware – Bolts, screws, cords, etc.	
	Carpentry	
	Landscaping Soil	
	Granite / Rocks	
	Plants	
	Walkway Slabs	
	Interior Shelving units	
	Equipment rental	
	Safety Equipment	
	Other	
	Total Materials Cost	**40% or USD 3.0 million**
2.	**Overheads and Other Costs**	
	Personnel salaries – Direct Project Workers	
	Consultants / Professionals	
	Administrative personnel	
	Construction Laborers	
	Accommodation	
	Travel	
	Utilities (Phone, electricity, water)	
	Supplies (Stationery, postage, printing, etc.)	
	Insurance (Workers Compensation)	
	Teachers / Trainers	
	Other	
	Total Overheads and Other Costs	**20% or USD 1.5 million [2]**
3.	**Inventory & Labor Costs**	
	Shipping	
	Products	
	Truck rentals	
	Loading & Off loading	
	Other Labor	
	Duties (Customs & Excise)	
	Total Inventory Costs	**40% or USD 3.0 million [3]**

Considerations:

[1] The percentages and USD estimates are based on a USD 7.5 million budget.

[2] Wages and Salaries may vary significantly, especially with the current exchange rate of 1USD = 11.1345 MXN and the difference in the cost of living between both countries. This is cheaper in Mexico and since most labor used will be local, the cost of it may be lower than estimated.

[3] It is possible that the cost of inventory may vary from the above stated due to considerations such as; delays and pressures of delivery, but with more of a leaning towards an increase.

Assumptions:

The assumption of the total cost for construction materials is derived from the size of the facility to be built and all that will be required to build it, with a sizeable amount of the cost gong towards the materials for the foundation and walls.

Mainly personnel wages and salaries rule the total budget amount for the overheads, with a majority of this going to the professionals or experts in charge of various sections of the project. The total number of people working on this project, aside from its management committee, is estimated to be in the neighborhood of 78. The division is as follows:

- Approximately 60 for all construction activity and interior work. Among these, professionals are estimated to be five, with a distribution of 1 garage expert, 2 interior designers and 2 building experts.
- Approximately eight for landscaping duties, with one professional among them.
- Approximately 10 company professionals for the initial hiring and training of employees.

The products to be for inventory will likely cost about as many dollars as the construction effort, if not more, due to shipping, handling and the payment of duties on them.

VII. Summary

Acme Home improvement's international expansion strategy begins with this project. The company's joint venture in Mexico City, will lead to the company's first store outside the United States. Within twelve months, and $7.5 million, the project team is expected to plan, locate, construct, and open the company's first international home improvement store.

This plan provided an overview of the project organization, management processes, technical processes, work packages, dependencies, schedules and project budget. Accompanying this document is a MS Project work plan, and Project Charter.

We believe the information contained in these documents lay out a realistic plan to enable Acme Home Improvements to successfully open its first store outside the U.S. By executing the plan above, we believe Acme can complete this strategically critical project on time and on budget. 

Appendix A:

Tasks on the Critical Path

Task	Duration	Start	Finish	Dependncy	Resource
Prepare site	40d	Mon 2/28/05	Fri 4/22/05		Construction
Lay foundation	10d	Mon 4/25/05	Fri 5/6/05	2	Concrete & Paving
Site & Foundation Ready	0d	Fri 5/6/05	Fri 5/6/05	3	Joe Martillo
Build walls	15d	Mon 5/9/05	Fri 5/27/05	4	Construction
Construct roof	5d	Mon 5/30/05	Fri 6/3/05	6	Construction
Feeding Buffer	15d	Mon 6/6/05	Fri 6/24/05	7	John Tarea
Install floors	10d	Mon 6/27/05	Fri 7/8/05	8	Concrete & Paving
Dry Wall	10d	Mon 7/11/05	Fri 7/22/05	9	Drywall
Paint	10d	Mon 7/25/05	Fri 8/5/05	22	Painters
Feeding Buffer	20d	Mon 8/8/05	Fri 9/2/05	23	John Tarea
Stock Inventory	10d	Mon 9/5/05	Fri 9/16/05	25	Stock Workers
Interior Finished & Inventory Stocked	0d	Fri 9/16/05	Fri 9/16/05	26	Joe Martillo
"Recruit, interview & hire employees"	30d	Mon 8/8/05	Fri 9/16/05	27FF	Human Resources
Feeding Buffer	20d	Mon 9/19/05	Fri 10/14/05	37	John Tarea
Train employees	15d	Mon 10/17/05	Fri 11/4/05	38	Human Resources
Employees Hired & Trained	0d	Fri 11/4/05	Fri 11/4/05	39	Anita Socio
Project Buffer	82d	Mon 11/7/05	Tue 2/28/06	40	John Tarea

Note: Feeding buffers have been inserted along the critical path where resource constraints exist, and a project buffer has been added to protect the end of the project.

Appendix B:

Responsibility Assignment Matrix:

Responsibility Assignment Matrix for Acme Home Improvements de Mexico Site Construction and Opening Project

Prepared by: John Tarea, Project Manager Date: 2/5/05

	1.1	1.2	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	4.1	4.2	4.3	5.1	6.1	6.2	6.3	7.1	7.2	8.1	8.2
Joe Martillo	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R		R	R	R	R			
Donna Promueva																	R					R		
Anita Socio																							R	R
Construction	P		P	P												P		P			P			
Concrete & Paving		P			P														P					
Electricians						P	P	P	P	P														
Plumbers											P	P	P											
Drywall														P										
Painters															P					P				
Stock Workers																	P							
Landscapers																						P		
Human Resources																							P	P

R = Responsible for task

P = Performing task

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