

# Exercise 1 - Mission Statement

You and your guests are thirsty, they want a hot beverage. Write a mission statement. 5 min



# Exercise 1 - Mission Statement

6 responses

To deliver an 80C water in 1 minute.

7 votes

Delivery of specialized hot drinks to our guests in under 5 minutes

6 votes

We shall provide hot beverages, which could be either coffee or tea, to our guests within the next 15 minutes

7 votes

no thirsty guests left behind

5 votes

To prepare and serve hot beverage of their choice for me and my guests

7 votes

Make a hot beverages for thirsty guests

2 votes



# Mission statements

- Chosen: To prepare and serve hot beverage of their choice for me and my guests
- Best: We shall provide hot beverages, which could be either coffee or tea, to our guests within the next 15 minutes

Each guest shall be provided with the hot beverage of their choice within 5 minutes of being asked.

– *Our attempt (the best mission statement from before is better!)*

# Exercise 2.1 - Costs

Based on the mission statement, identify 1 cost. 5 min





# Exercise 2.1 - Costs

7 responses

Environmental costs (co2 emissions)Reputational costs (not full spectrum of beverages).Resource costs (financial and material).Opportunity costs (other activities, networking).

6 votes

Supply (coffee, tea, sugar, etc.)PersonnelPremisesEquipmentEnergy

Equipment (coffee machine etc)Staff salariesInfrastructure for serving (renting, electricity etc.)Consumables (tea, coffee, milk, sugar, cups,)Training

Facility costsEquipment costsPersonal costsIngredient costsEquipment depreciation and maintenance

3 votes

WaterEnergy to heat waterCoffee/teaCupsWaitstaffTime to brew

1. Barman / waiter 2. Supplies (koffe, sugar, milkt etc)3. Cleaning cost4. Equipment (machines + plates) rental5. 20% overhead (organizing, transport, bookkeeping ett)

1 vote

Materials (food and drinks)

## Exercise 2.1 - Chosen cost examples

- Environmental costs
- Reputational costs
- Resource costs
- Opportunity costs
- Facility costs

# Exercise 2.1 - Our cost examples

- Investment in raw materials
- Investment in equipment
- Time away from your guests



# Exercise 2.2 - Benefits

Based on the mission statement, identify 1 benefit. 5 min



## Exercise 2.2 - Benefits

16 responses

Customer satisfaction

5 votes

Improved reputation

3 votes

Improved networking opportunities

3 votes

Rise level of people energy and concentration

3 votes

Networking opportunities

3 votes

Brainstorming during coffe break

3 votes

Chance to meet prospective contacts

2 votes

Excessive amounts of ingredients can be used later

2 votes

Guests willing to pay more for our other services in the future

2 votes

# Exercise 2.2 - Benefits

16 responses

Experience/competence gained (crisis management).Reputation gains (dependability).Body function requirements (hydration) satisfied.Potentially returning guests secured.

2 votes

1. satisfied guest2. Improved track record of fulfilled mission3. exposure4. profit + overhead5. Improved performance of guests 6. Netwoking feature7. improved performance / training / expierenc

1 vote

Satisfaction from the meeting

Happy guests

1 vote

Reputation improvement

1 vote

Further networking opportunities

1 vote

Coffee making experience

1 vote



## Exercise 2.2 - Chosen benefit examples

- Profit/overhead
- Customer satisfaction
- Reputation
- Networking
- Experience/competence gained

# Exercise 2.2 - Our benefit examples

- Income
- Profit made
- Happy guests

# Exercise 3 - Risks

Based on the mission statement, identify 3 key risks for your project. 5 min





## Exercise 3 - Risks

23 responses

Technical (coffee machine failing)

5 votes

Lack of ingredients

4 votes

Spoiled (bad quality) supplies

3 votes

We may not be able to satisfy all requests

2 votes

Poor service quality

2 votes

Drinks delivered too late. Reputation. Not satisfactory drink options unavailable or ingredients too expensive.

2 votes

Asteroid hitting the planet

2 votes

1. unsatisfied client (risk of burns) 2. reputation loss; 3. losing money

2 votes

Safety (hot water)

1 vote

# Exercise 3 - Risks

23 responses

Drinks are hot, burn risk

1 vote

Power outage

1 vote

Running out of supplies

1 vote

Equipment malfunction

1 vote

participants Health

1 vote

Overestimated qualification

1 vote

Next-door competitors can steal guests

1 vote

Risk of injury. Heat, electricity, movements

1 vote

Pandemic

## Exercise 3 - Risks

23 responses

Illness (e.g. COVID)

No-show guests

Legislation risks

Delivery cahin

unexpected tech failure



## Exercise 3 - Chosen risk examples

- Spoiled (bad quality) supplies
- Drinks delivered too late
- Getting burned
- Wrong order
- Power outage

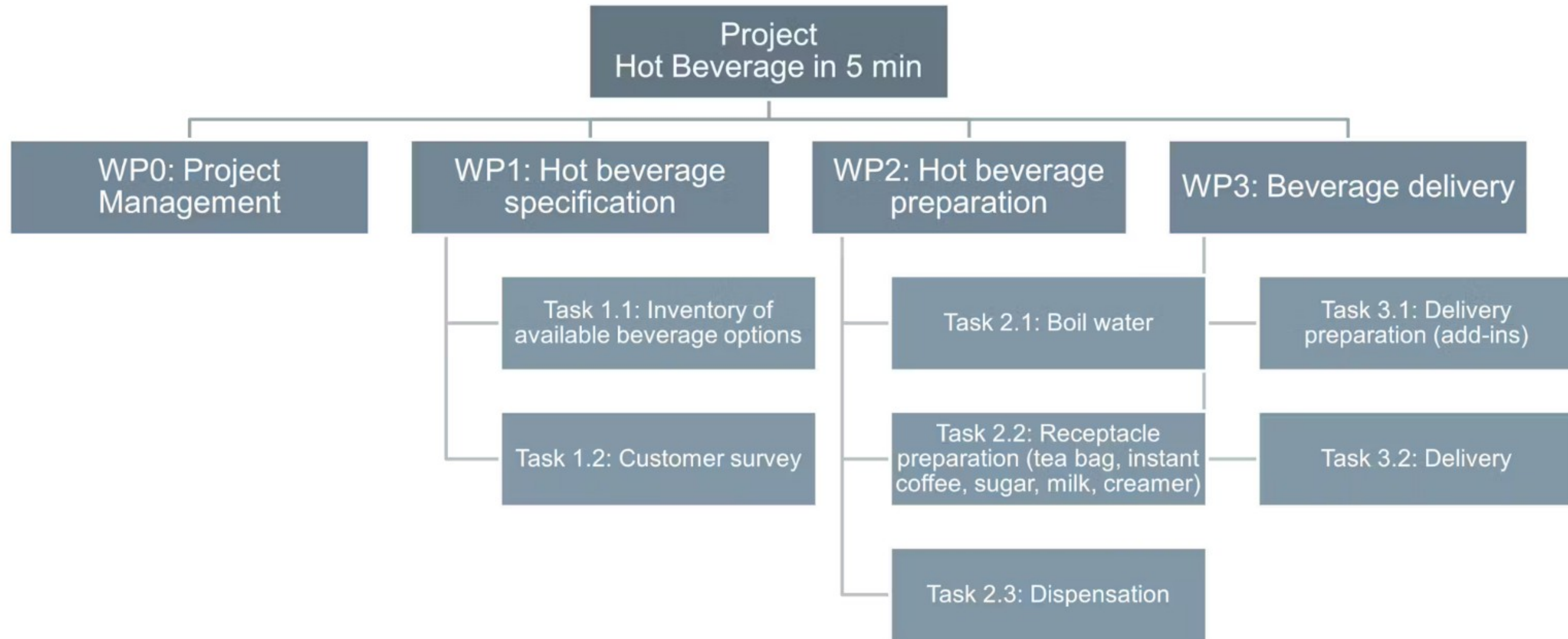
# Exercise 3 - Our risk examples

- Risk of people getting burnt
- Risk of not having what people want – disappointing them
- Order is taking too long
- Malfunctioning of equipment

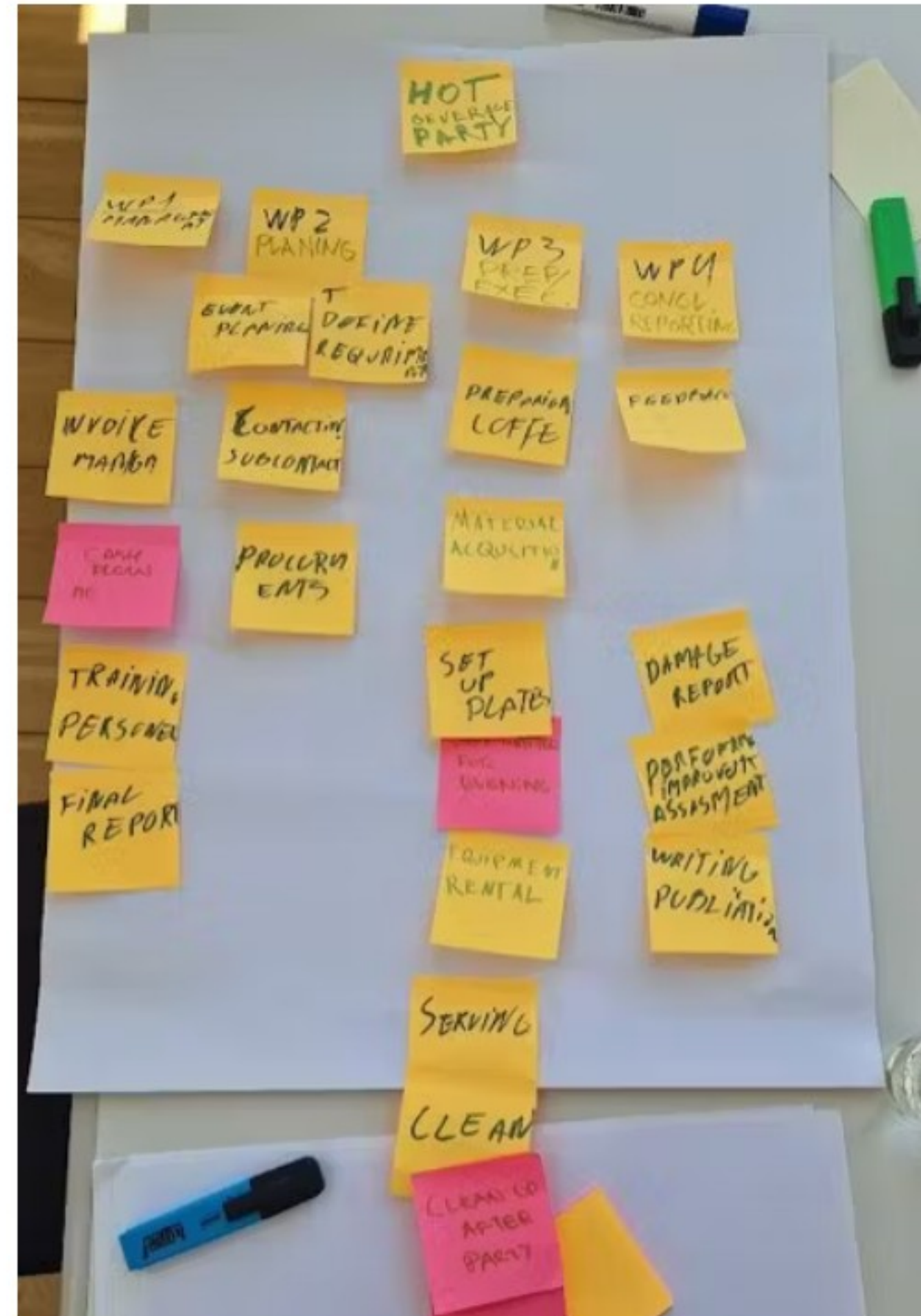
# Exercise 4 - Work Breakdown Structure (WBS)

Draw WBS for the chosen mission statement. Take it all the way down to individual task level. 15 min



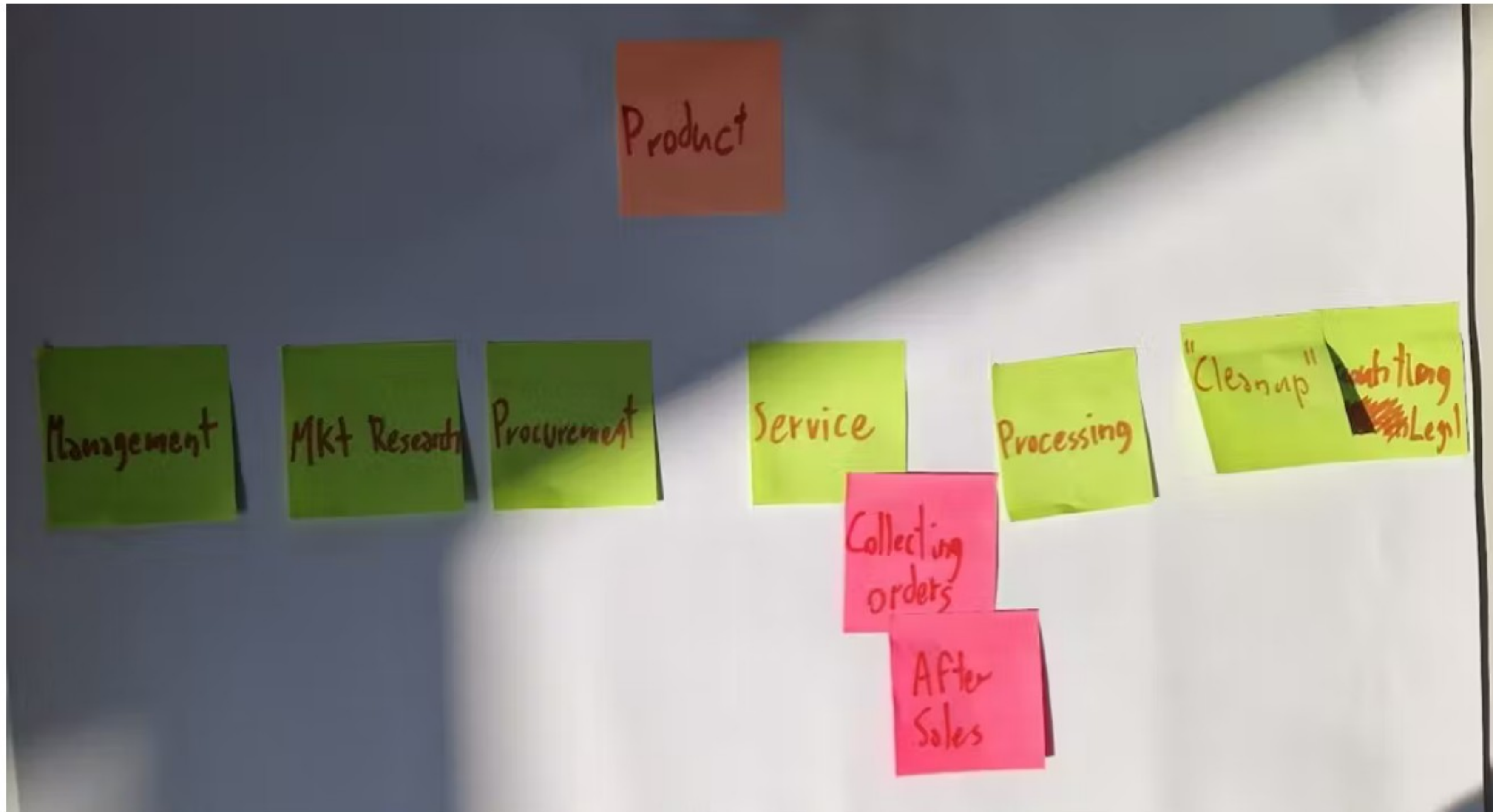


## Exercise 4 - Work Breakdown Structure (WBS)



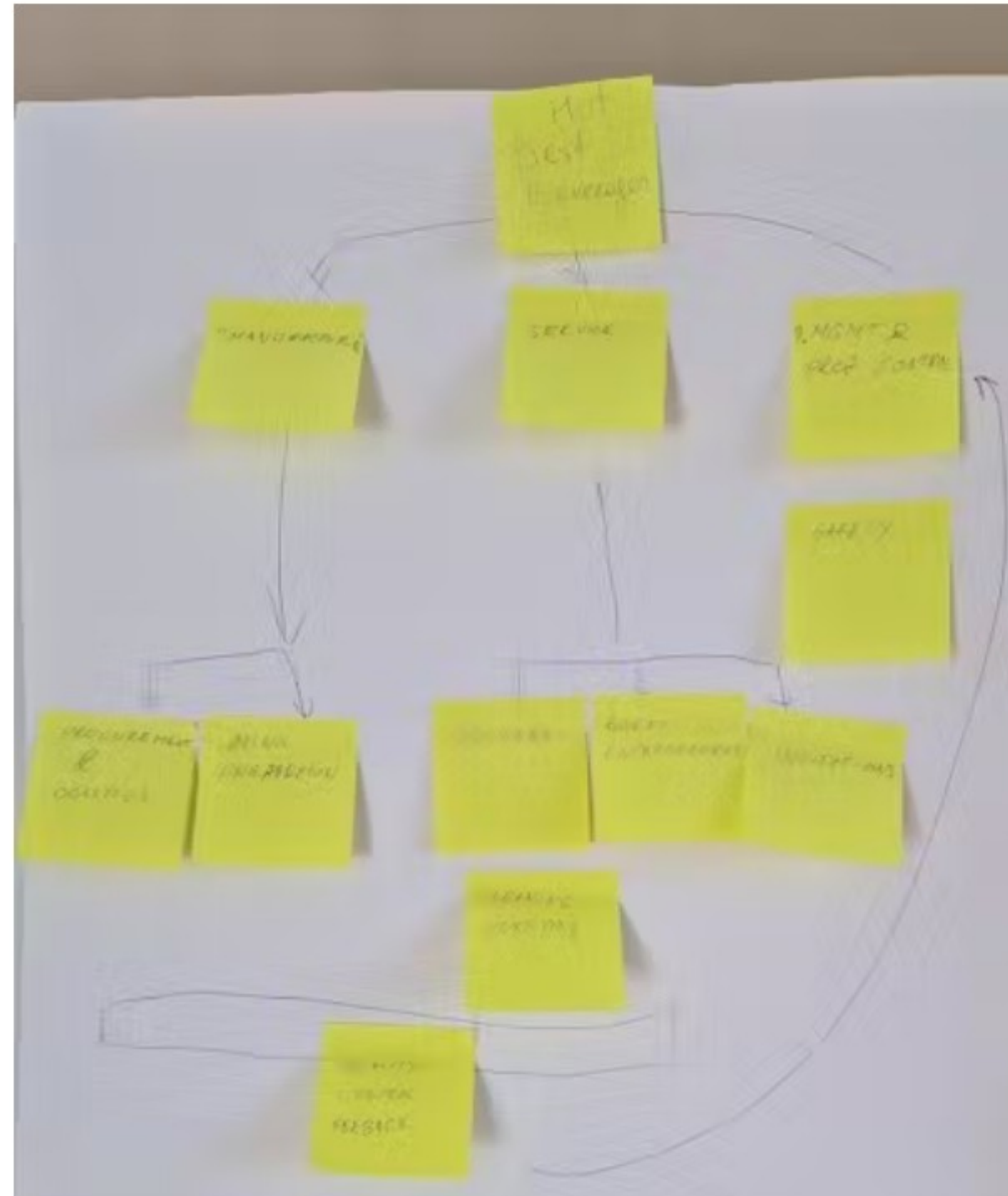
Exercise 4 - WBS group 1



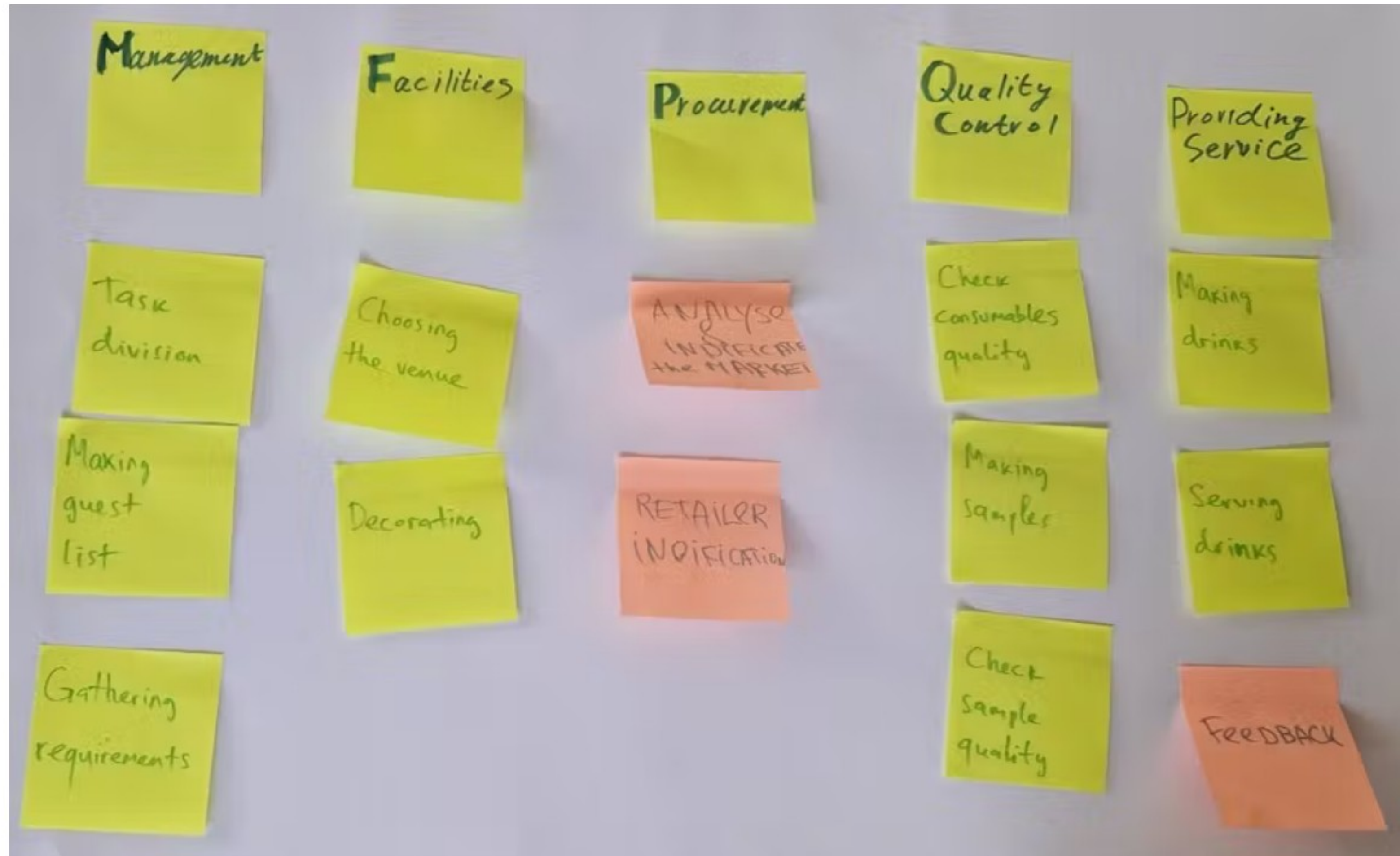


Exercise 4 - WBS group 2



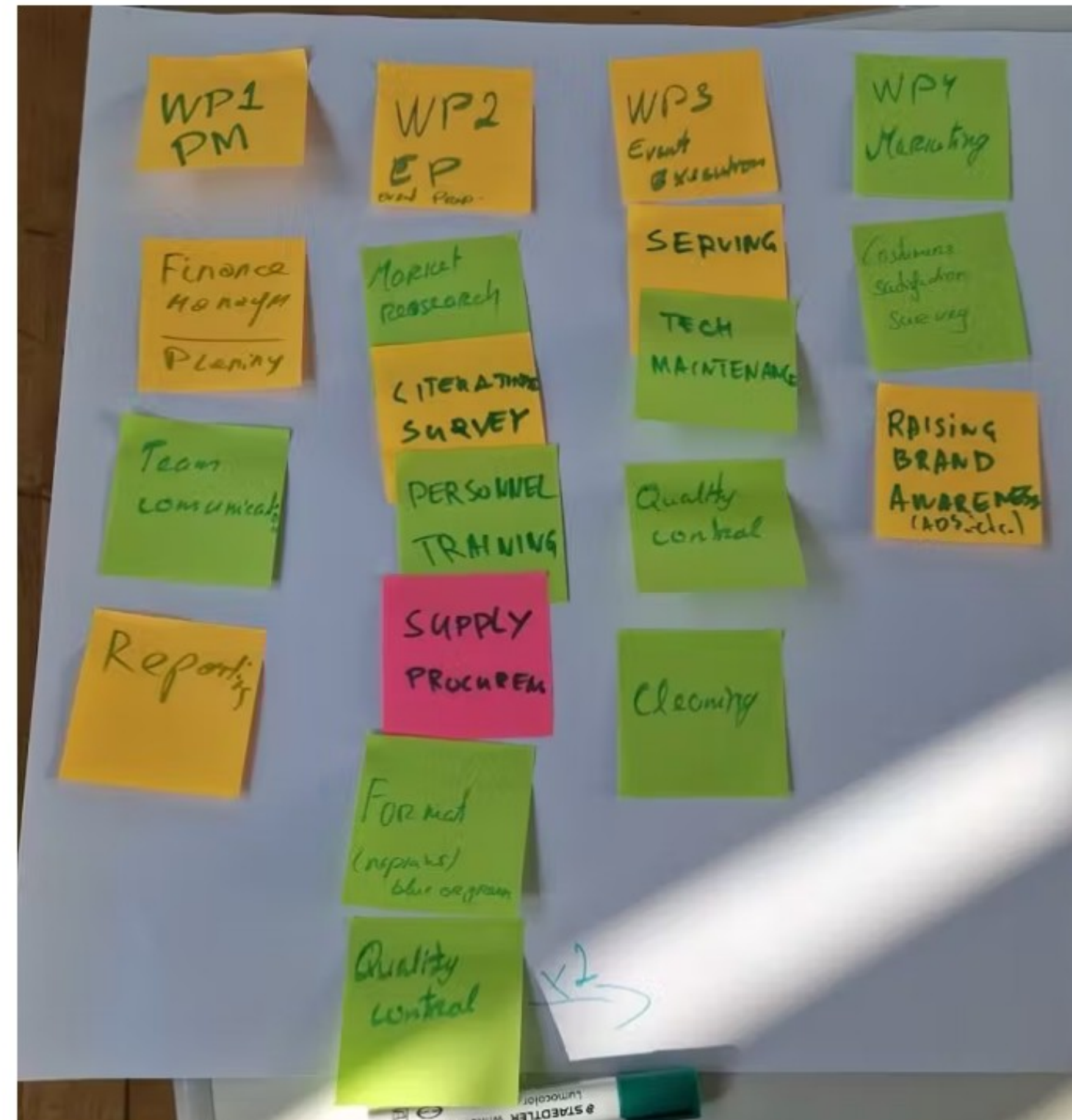


(CHOSEN) Exercise 4 - WBS group 3



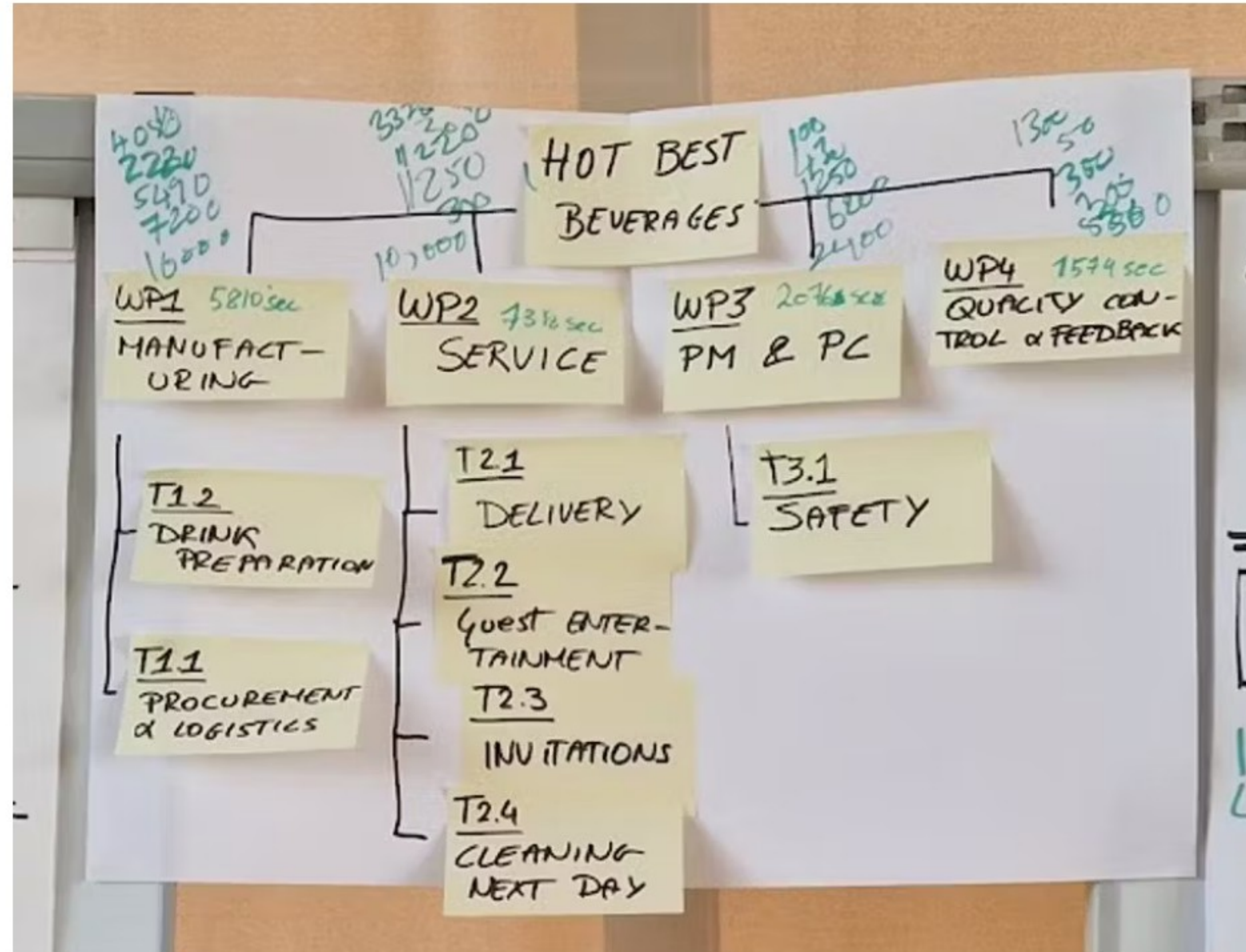
Exercise 4 - WBS group 4





Exercise 4 - WBS group 5





Exercise 4 - CHOSEN converted WBS

# Exercise 5 - Effort and Cost Estimation

Use the provided excel and estimate the effort (nr of hours) and costs for the Hot Beverage project.



## Exercise 5 - Effort and Cost Estimation

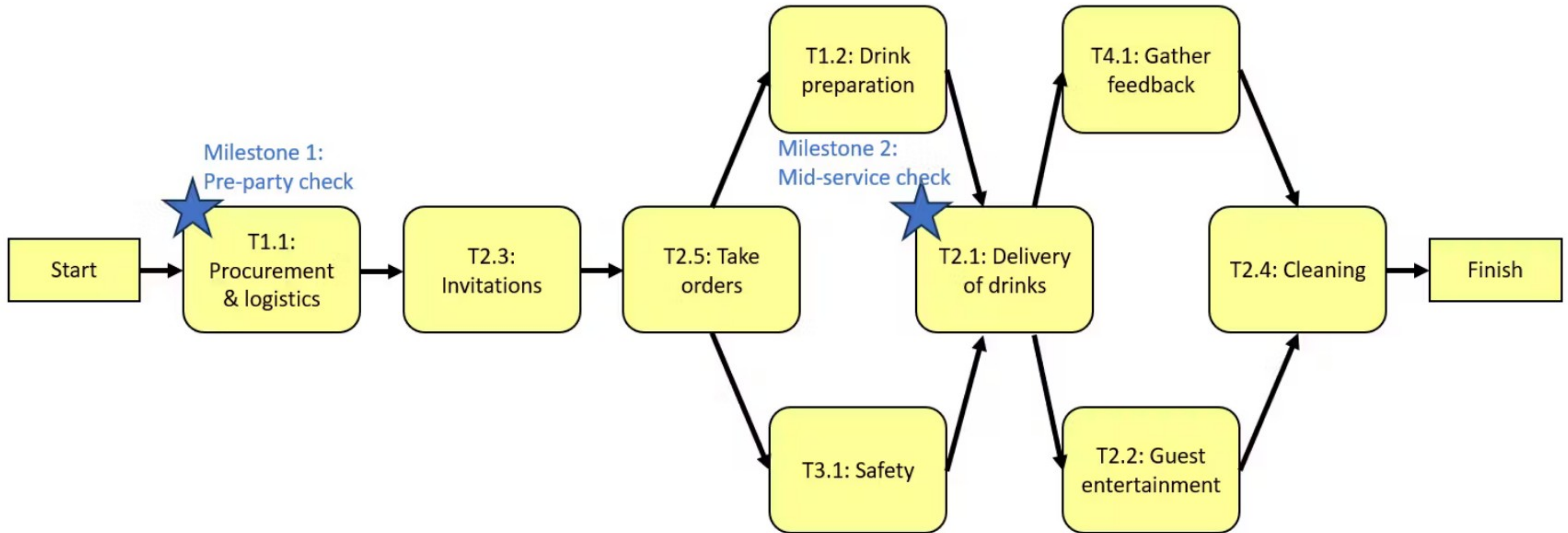
- Use the provided excel sheet and the 3-point method to estimate the number of seconds for each task in each Work Package of the Hot Beverage project.
- Estimate the overall number of seconds for each work package and for the entire project.
- Apply technique 1, decide on your contingency method and apply it.
- Using an hourly rate of 30 EUR – calculate the expected, maximum and minimum cost.
- We will grab a coffee and take 20 minutes for this exercise



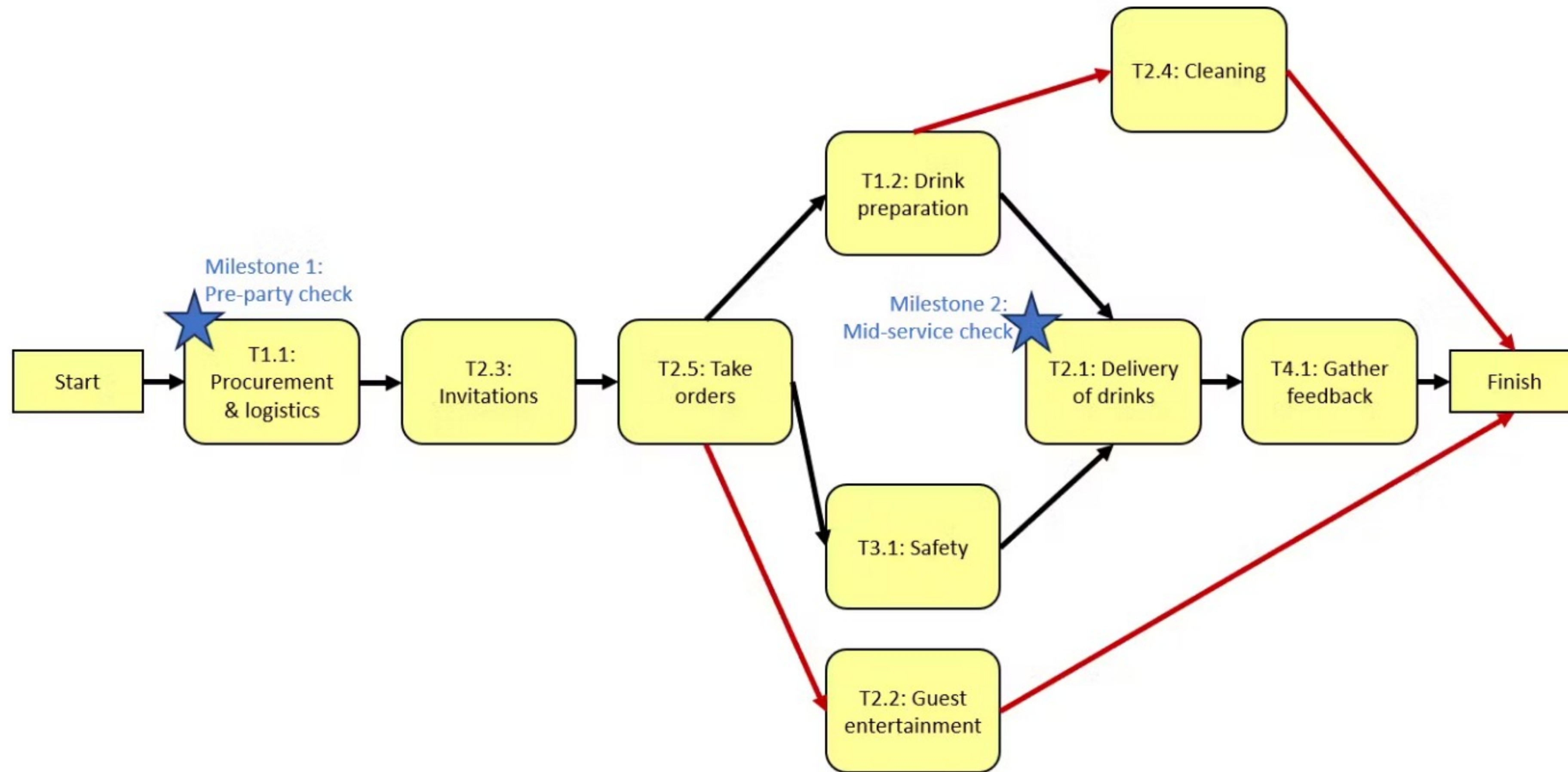
# Exercise 6 - PERT and Critical Path

Use the chosen WBS and allocated time per task to create the PERT diagram and determine the Critical Path. 10 min



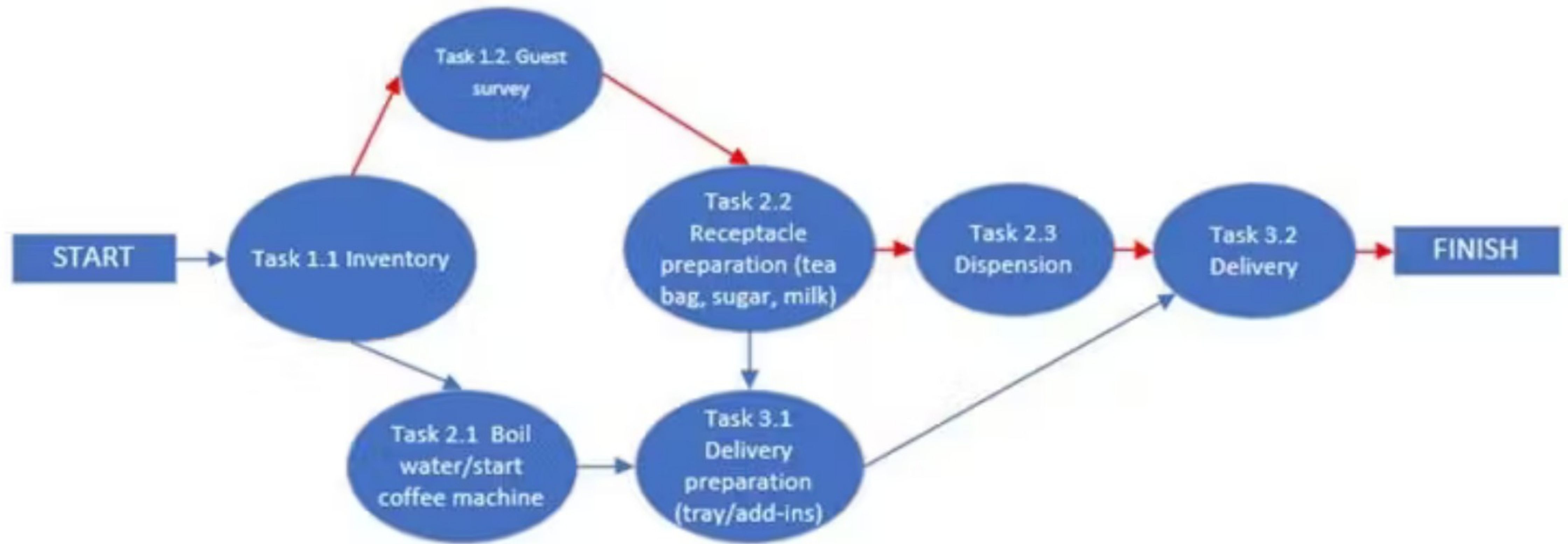


Exercise 6 - Used PERT diagram



Exercise 6 - Used PERT diagram with correction (red is corrected)





## Exercise 6 - Our PERT and Critical Path

# (Exercise 7 - Gantt chart)

[THIS EXERCISE WAS NOT CARRIED OUT]

Use the WPs including their allocated times, together with the PERT diagram to construct the Gantt chart.

Pay attention to the dependencies and when each subsequent WP or task may only initiate after completion of the dependent previous WP/task. 10 min

# Exercise 8 - Risk categorization and Action propositions

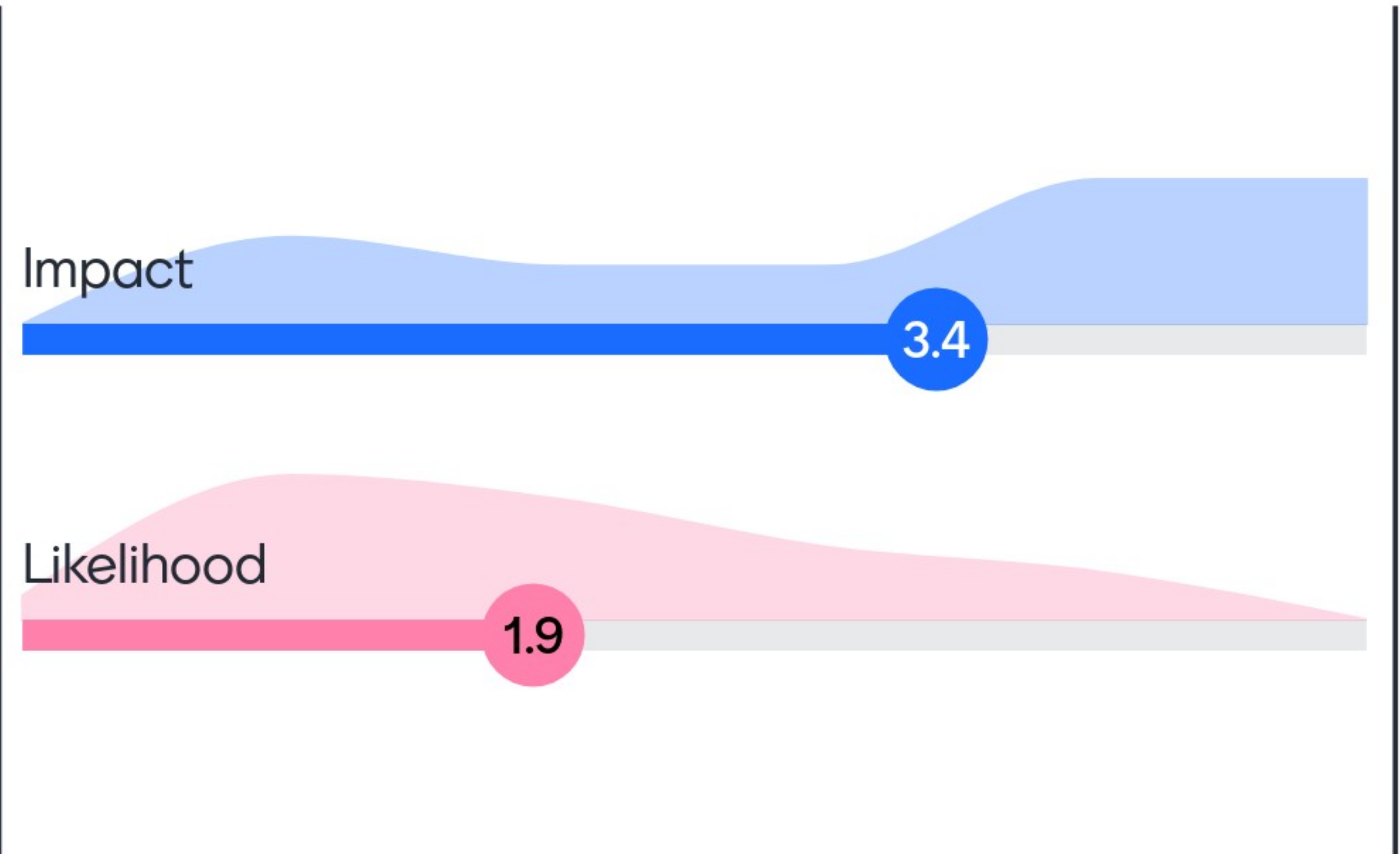


# Risk 1: Spoiled (bad quality) supplies

## Exercise 8 - Risk categorization and Action propositions

|                | L/I | 1 | 2 | 3 | 4 | 5 |
|----------------|-----|---|---|---|---|---|
| Never          | 1   |   |   |   |   |   |
| Unlikely       | 2   |   |   |   |   |   |
| Possible       | 3   |   |   |   |   |   |
| Likely         | 4   |   |   |   |   |   |
| Almost certain | 5   |   |   |   |   |   |

No impact  
 Minor cost/schedule impact  
 Cost/schedule/scope impact  
 Significant cost/schedule/scope impact  
 Catastrophic



## Exercise 8 - Risk categorization and Action propositions

14 responses

Check ingredients before making the beverage, have backup.

1 vote

Test equipment and supplies beforehand.

Trusted suppliers choose

Quality control

Storing conditions

Check expiration dates on products

Test before

Check quality of supplies two days before the event.

Supply quality control



## Exercise 8 - Risk categorization and Action propositions

14 responses

Check the supplies before the event, taste / make samples if in doubt.

contract with supplier with consequences

Analyse the market in advance (compare)

Purchase supplies with longer validity terms

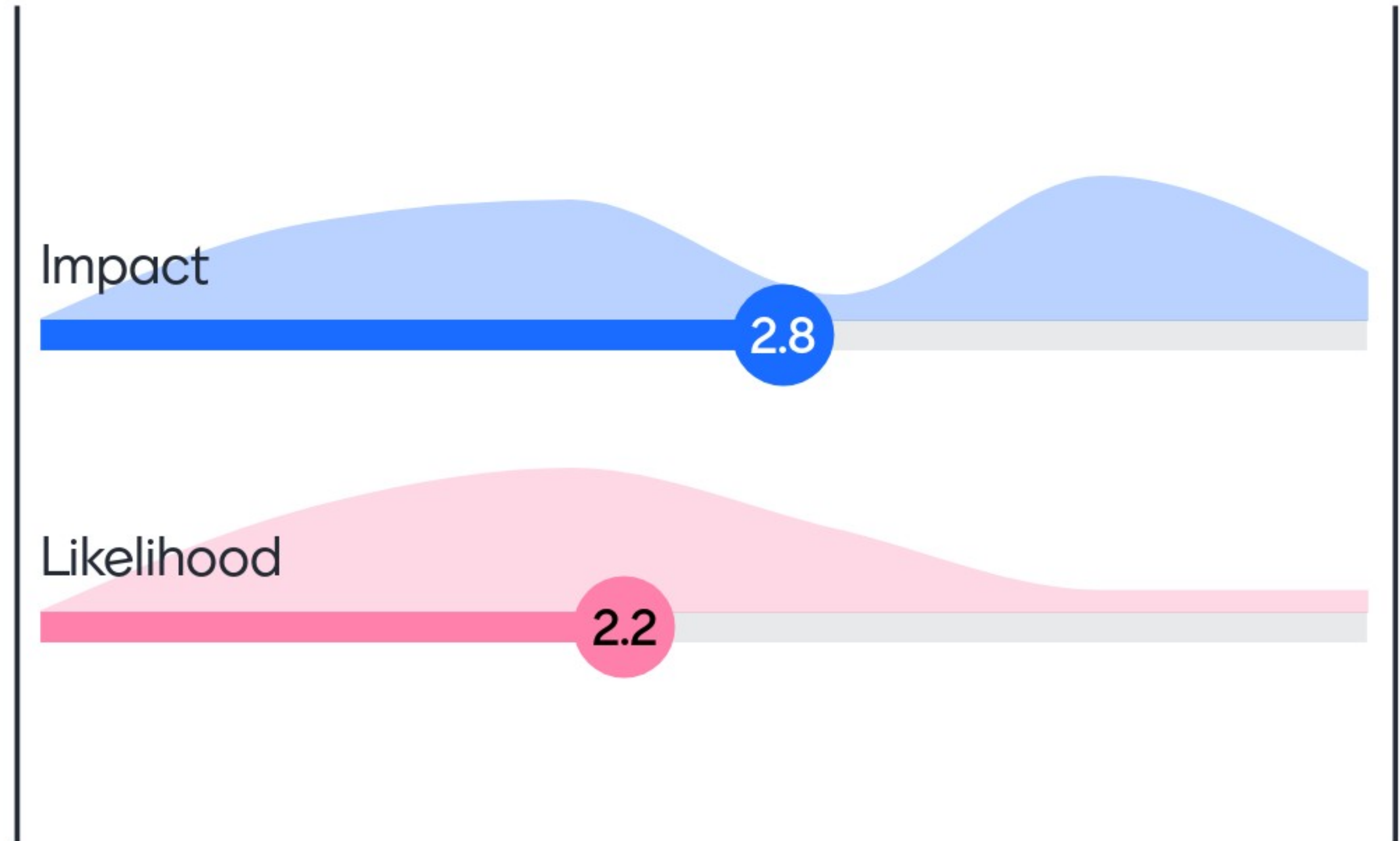
Check the expiry date and product package condition before the event. Test brew a drink before the event

## Risk 2: Drinks delivered too late

## Exercise 8 - Risk categorization and Action propositions

|                | L/I | 1 | 2 | 3 | 4 | 5 |
|----------------|-----|---|---|---|---|---|
| Never          | 1   |   |   |   |   |   |
| Unlikely       | 2   |   |   |   |   |   |
| Possible       | 3   |   |   |   |   |   |
| Likely         | 4   |   |   |   |   |   |
| Almost certain | 5   |   |   |   |   |   |

No impact  
 Minor cost/schedule impact  
 Cost/schedule/scope impact  
 Significant cost/schedule/scope impact  
 Catastrophic





## Exercise 8 - Risk categorization and Action propositions

14 responses

Reseves

Fines for waiters if not delivered

Training

Train to run faster

Cookies while wait

Increase the required delivery time 😊

Timely star

Remind and control the delivery

Boil water a little before the break

## Exercise 8 - Risk categorization and Action propositions

14 responses

We say "i'm sorry" and cower in eternal shame

Have multiple servers

Follow order que

Ensure adequate number of servants

Have a special self-serving equipment. Have forms to fill

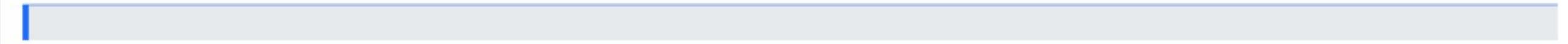
**Risk 3: Customer/employee getting burned.**



## Exercise 8 - Risk categorization and Action propositions

|                |     | No impact | Minor cost/<br>schedule impact | Cost/schedule/<br>scope impact | Significant cost/<br>schedule/scope impact | Catastrophic |
|----------------|-----|-----------|--------------------------------|--------------------------------|--|--------------|
|                | L/I | 1         | 2                              | 3                              | 4  | 5            |
| Never          | 1   |           |                                |                                |  |              |
| Unlikely       | 2   |           |                                |                                |  |              |
| Possible       | 3   |           |                                |                                |  |              |
| Likely         | 4   |           |                                |                                |  |              |
| Almost certain | 5   |           |                                |                                |  |              |

Impact



Likelihood



# Exercise 8 - Risk categorization and Action propositions

Risk 3: Customer/employee getting burned. Propose an appropriate action. 1 minute



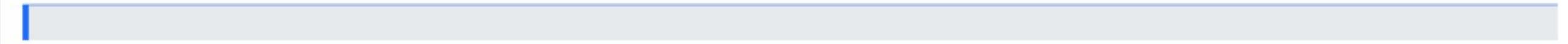
# Risk 4: Customer receives wrong order



## Exercise 8 - Risk categorization and Action propositions

|                | L/I | 1         | 2                          | 3                          | 4                                      | 5            |
|----------------|-----|-----------|----------------------------|----------------------------|--|--------------|
| Never          | 1   | No impact | Minor cost/schedule impact | Cost/schedule/scope impact | Significant cost/schedule/scope impact | Catastrophic |
| Unlikely       | 2   |           |                            |                            |  |              |
| Possible       | 3   |           |                            |                            |  |              |
| Likely         | 4   |           |                            |                            |  |              |
| Almost certain | 5   |           |                            |                            |  |              |

Impact



Likelihood



# Exercise 8 - Risk categorization and Action propositions

Risk 4: Customer receives wrong order. Propose an appropriate action. 1 minute



# Risk 5: Power outage



## Exercise 8 - Risk categorization and Action propositions

|                |     | No impact | Minor cost/<br>schedule impact | Cost/schedule/<br>scope impact | Significant cost/<br>schedule/scope impact | Catastrophic |
|----------------|-----|-----------|--------------------------------|--------------------------------|--|--------------|
|                | L/I | 1         | 2                              | 3                              | 4  | 5            |
| Never          | 1   |           |                                |                                |  |              |
| Unlikely       | 2   |           |                                |                                |  |              |
| Possible       | 3   |           |                                |                                |  |              |
| Likely         | 4   |           |                                |                                |  |              |
| Almost certain | 5   |           |                                |                                |  |              |

Risk

Likelihood

# Exercise 8 - Risk categorization and Action propositions

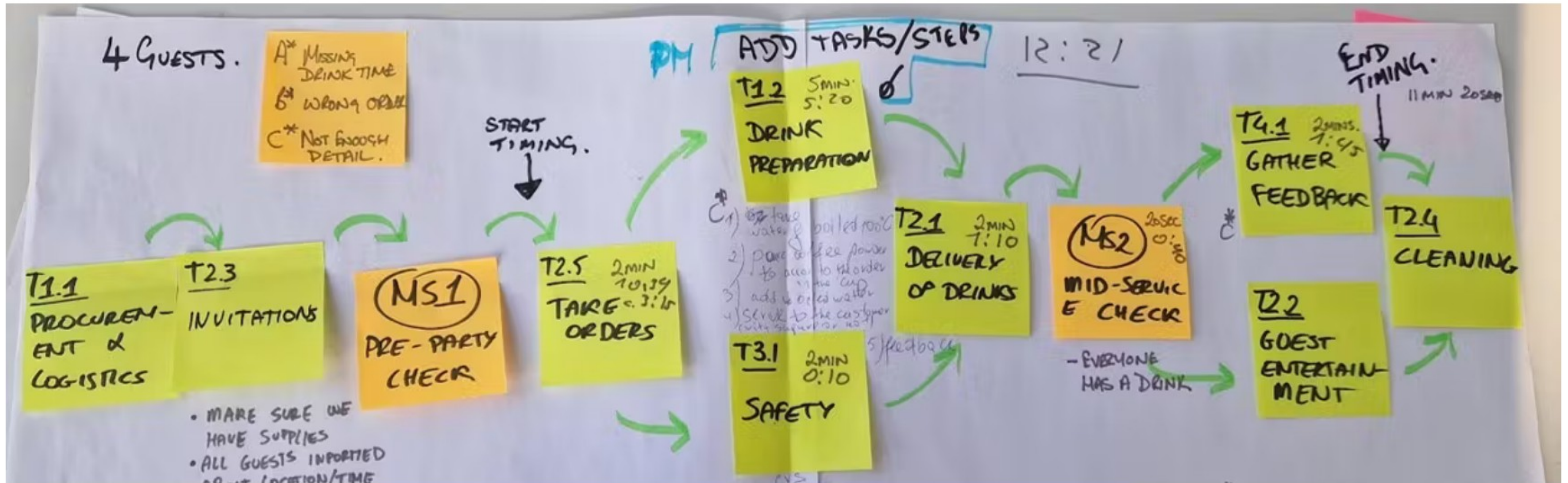
Risk 5: Power outage. Propose an appropriate action. 1 minute



## Exercise 9 - Final exercise

- Put the plan into action...
- Appoint a PM
- Appoint 2 PCs
- Appoint a worker
- Appoint some guests
- Execute, monitor and assess your planned project





Exercise 9 - Final exercise PERT diagram