DOI: https://doi.org/10.59294/HIUJS.VOL.4.2023.381

Project management for start-up businesses in F&B industry: A case study for milk tea shop in Vietnam

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ABSTRACT

Milk tea or Bubble tea is currently growing and becoming entirely developed. Through our investigation into how milk tea shops are constructed nowadays, we discovered that there are no precise plans for handling and building projects; instead, milk tea shops are merely created and controlled using manual solutions. Therefore, we utilize Work Breakdown Structure (WBS) to separate and organize work objects throughout the project scope to address this issue. WBS also aids in minimizing project risks and job-related variations with the person in charge of that activity. Moreover, we used Microsoft Project software to effectively plan, organize, and finish the construction of a milk tea establishment in compliance with the initial budget and schedule. By doing this, we can better understand how to design and manage a project and ensure its success.

Keywords: *Project Management, Work Breakdown Structure, Microsoft Project, Milk tea shop*

1. INTRODUCTION

A project is a process that takes place over a certain period. This process includes many activities, with the participation of many subjects aimed at the implementation of a specific goal. Because projects are limited in terms of time, cost, and resources, it is necessary to implement effective project management to accomplish the set goals with the best results. Accordingly, Project Management (PM) is defined as follows: "Project management is the application of knowledge, skills, tools, and techniques to carry out activities within a project to meet project requirements within time constraints, cost, and resources.". Project management should be based on project specificities to manage effort, complexity, and profitability effectively. Carsten et al. highlight the high relevance of project management for complex projects and the advantages of project management efforts in terms of project profitability, hence highlighting the significance of contingency theory [1]. Then, competence in PM is crucial for construction organizations and the practical completion of projects. Alfredo Serpell et al. proposes a framework that explains the organizational readiness of construction firms and identifies the organizational and cultural elements that hinder or undermine the adoption and/or growth of PM in such firms [2].

The Project Management Institute (PMI) defines Work Breakdown Structure (WBS) as "a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables." The WBS organizes and specifies the project's overall scope while reflecting the activities listed in the currently permitted project scope statement [3]. In other words, the main goal of WBS is to provide a complete and accurate picture of the entire project work. Besides that, Project management by Microsoft Project is one of the valuable methods widely applied in businesses today. Microsoft Project (Ms Project) helps managers plan, arrange work according to progress, and evaluate work efficiency relatively effectively. The application of Ms Project has been studied and applied in management together with Primavera P6 [4].

Thus, PM is an essential process in all fields. In this paper, we study PM in the field of F&B, specifically

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the application of PM in building a milk tea shop in Vietnam. According to the report, the revenue of Vietnam's milk tea industry has reached the top 3 in the region with 362 million USD, just behind the two leading markets, Indonesia with 1.6 billion USD and Thailand with 749 million USD in 2021. Whereas the Vietnam milk tea market, as determined by market research firm Euromonitor, has had a size increase of about 30% since 2017, with an average annual growth rate of approximately 20%. In Vietnam, milk tea is preferred by 23% of the population, and the majority are women (53%) and young people between the ages of 15 and 22 (35%). Because of the potential of this market, we have researched the application of WBS and Ms Project to effectively manage the project to build a milk tea shop in Vietnam.

2. LITERATURE REVIEW

Project management should be studied academically and applied practically in all spheres of life. Managing an academic degree is impacted by time, money, and scope constraints. This is similar to how you would manage a traditional project. After contrasting the planning features of a traditional business project with the planning of an undergraduate degree program, it is stated that by implementing project management principles, tools, and techniques, undergraduate degree program advising and planning can be enhanced. Aftab Hameed Memon and Ismail Abdul Rahman (2014) suggested that time is the most significant element every contractor must handle while practising construction activities. Over the years, numerous methods and technologies have been developed to support project management. The author outlined the most popular time management methods and tools and their effectiveness for managing massive building projects [5].

PM processes are delivered and supported within the firm using PM tools and methodologies. Microsoft Project and the Work Breakdown Structure are two instances of them. The effective use of PM tools and processes should make it easier to put its guiding principles into practice [6]. A work breakdown structure may be essential to a project's successful planning. Few studies about developing the right WBS for a project have been published, and those that have only focused on particular types of construction, such as manufacturing boilers and apartment buildings. There are research studies on various aspects and applications of WBS in construction management, such as proposed methods for automated WBS development [7], WBS-based project documentation [8], combining offsite & on-site WBSs [9], WBS-based integration of project cost and time [10].

Microsoft Project offers the key benefit of providing a comprehensive overview of planned and actual activities throughout various project phases, making it the most significant advantage [11]. A comparative case study involving Microsoft Project discovered that within under an hour, users could obtain detailed and general information about the project's current state by generating charts, tables, and reports covering various crucial areas for effective project management. In general, the study indicates that Microsoft Project streamlines numerous tasks that are cumbersome to perform manually but indispensable for achieving project success. Furthermore, it aided the participants in meeting their deadlines and adhering to their cost estimates [12].

3. BUILDING WBS AND MS PROJECTS FOR THE PROJECT

Based on the regulations stated in Article 98 of the Labor Code 2019, an employee's overtime salary can be calculated using either the salary unit price or the actual salary paid based on the job performed. The specific formulas to calculate overtime pay are outlined in Article 55 and Article 57 of Decree 145/2020/ND-CP, which guides labour conditions and relations following the Labor Code.

According to Article 98 of the Labor Code 2019, the following rates apply for overtime compensation:

- On weekdays: The overtime salary should be at least 150% of the regular salary.
- On weekly rest days: The overtime salary should be at least 200% of the regular salary.
- On holidays, including New Year's Day: The overtime salary should be at least 300% of the regular salary. However, this excludes the salary for holidays, New Year's Day, and paid leave for employees who receive a daily wage.

Furthermore, according to Article 104 of Law No. 10/2012/QH13 - Labor Code, the standard working time for human resources is 8 hours per day, from

Monday to Friday. Information about human resources, usually on duty, wages during office hours, and overtime are shown in Table 1, unit VND/hour.

Table 1. Resources Information

Resource Name	Max. Unit	Std. Rate	Ovt. Rate	Accrue
Planning	200%	52,000 ₫/hr	78,000 ₫/hr	Prorated
Finance	100%	24,000 ₫/hr	36,000 ₫/hr	Prorated
Design	100%	46,000 ₫/hr	69,000 ₫/hr	Prorated
Human Resource	100%	22,000 ₫/hr	33,000 ₫/hr	Prorated
Marketing	100%	46,000 ₫/hr	69,000 ₫/hr	Prorated
Purchase	100%	23,000 ₫/hr	34,500 ₫/hr	Prorated

Assumes each activity duration has a range that statistically follows a beta distribution. We use three-time estimates for each activity: optimistic, pessimistic, and a weighted average to represent activity durations. The formula calculates the weighted average activity time shown below, and the results of all tasks are shown in Table 2.

$$\text{Average time} = \frac{a + 4m + b}{6}$$

Where a: Optimistic activity time (earlier under standard conditions)
b: Pessimistic activity time (later under standard conditions)
m: Most likely activity time

Table 2. Detailed tasks and activity time

No.	WBS	Tasks	Predecessor	Duration			Average Duration
				a	m	b	
0	**0**	**PROJECT**		-	-	-	**87 days**
1	**1**	**Ideas for the project**					**14 days**
2	1.1	Analyze project capabilities	-	5	7	9	7 days
3	1.2	Select location	2	1	2	3	2 days
4	1.3	Apply for a construction permit	3	4	5	6	5 days
5	**2**	**Planning**					**20 days**
6	2.1	Overall planning	4	4	6	8	6 days
7	2.2	Make a detailed plan	6	8	11	14	11 days
8	2.3	Evaluation of plan and implementation	7	2	3	4	3 days
9	**3**	**Finance Planning & Investment**					**17 days**
10	3.1	Acquire Financing	8	4	5	6	5 days
11	3.2	Budget analysis	10	5	7	9	7 days
12	3.3	Banking	11	4.5	4.75	6.5	5 days
13	**4**	**Design**					**7 days**
14	4.1	Design of the overall premises	12	2	3	4	3 days
15	4.2	Design of infrastructure system	12	2	3	4	3 days
16	4.3	Prepare drawings	15	1.5	2	2.5	2 days
17	4.4	Interior Design	14,15,16	1	2	3	2 days
18	**5**	**Permit**					**12 days**
19	5.1	Apply for permits from relevant departments	17	4.5	4.75	6.5	5 days

No.	WBS	Tasks	Predecessor	Duration			Average Duration
				a	m	b	
20	5.2	Adjust the basic Design according to the direction of the departments	19	6	6.75	9	7 days
21	**6**	**Installation of equipment**					**5 days**
22	6.1	Equipment selection	20	2	3	4	3 days
23	6.2	Equipment installation	22	1.5	2	2.5	2 days
24	**7**	**Human Resources**					**9 days**
25	7.1	Determine the number of staff needed	23	0.5	2	3.5	2 days
26	7.2	Post job vacancies	25	0.5	1	1.5	1 day
27	7.3	Interview	26	0.5	2	3.5	2 days
28	7.4	Contract signing	27	0.5	1	1.5	1 day
29	7.5	Training	28	2	3	4	3 days
30	**8**	**Marketing**					**8 days**
31	8.1	Market research	31	2	3	4	3 days
32	8.2	Research advertising cost	32	0.5	1	1.5	1 day
33	8.3	Establish social media	32	0.5	1	1.5	1 day
34	8.4	Establish print media	32	0.5	1	1.5	1 day
35	8.5	Design logo	33,34	1	3	5	3 day
36	**9**	**Operation**					**3 days**
37	9.1	Trail run of store operations	29,35	2	3	4	3 days
38	9.2	Store opening	37	0	0	0	0 day

After that, import all the data into MS Project (Figure 1) and set the project's baseline. As a result, the baseline of the project's duration will be from March 1, 2023, to June 29, 2023. The total time for the entire project was 1,104 working hours (or 87 days to complete). The salary payable for human resources is 43,072,000 VND.

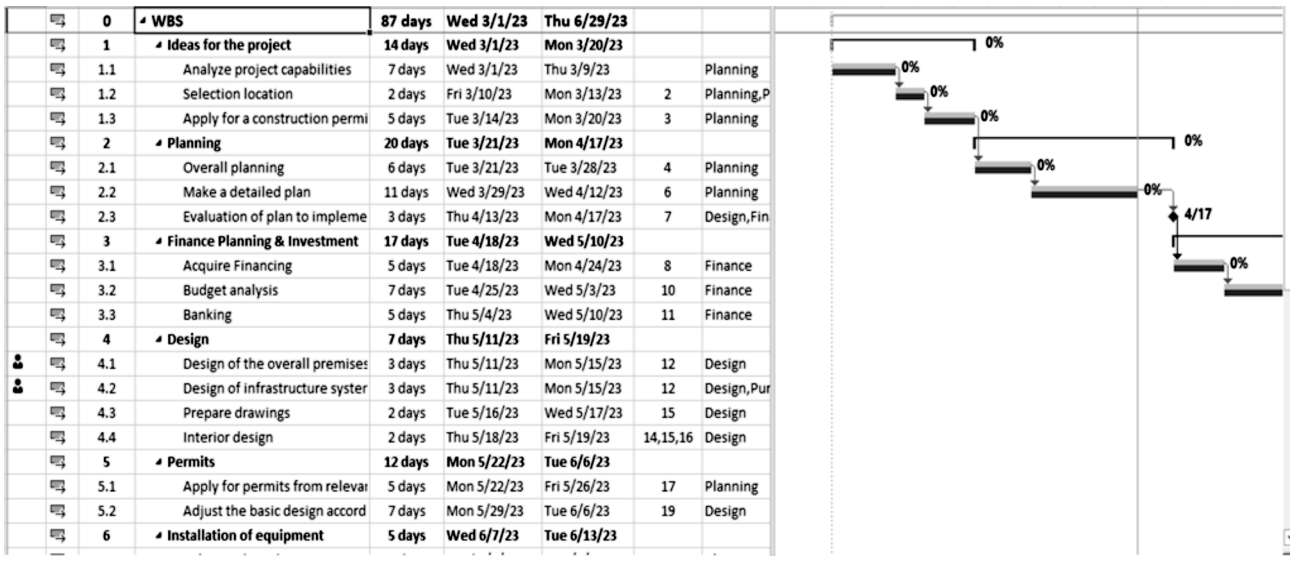

Figure 1. Organizational structure

WBS	Task name	Duration	Work	Total slack	Start	Finish	Predecessors	Resource Name
0	**WBS**	**87 days**	**1,104 hrs**	**0 days**	**Wed 3/1/23**	**Thu 6/29/23**		
1	**Ideas for the project**	**14 days**	**128 hrs**	**0 days**	**Wed 3/1/23**	**Mon 3/20/23**		
1.1	Analyze project capabilities	7 days	56 hrs	0 days	Wed 3/1/23	Thu 3/9/23		Planning
1.2	Selection location	2 days	32 hrs	0 days	Fri 3/10/23	Mon 3/13/23	2	Planning,Purchase
1.3	Apply for a construction permit	5 days	40 hrs	0 days	Tue 3/14/23	Mon 3/20/23	3	Planning
2	**Planning**	**20 days**	**280 hrs**	**0 days**	**Tue 3/21/23**	**Mon 4/17/23**		
2.1	Overall planning	6 days	48 hrs	0 days	Tue 3/21/23	Tue 3/28/23	4	Planning
2.2	Make a detailed plan	11 days	88 hrs	0 days	Wed 3/29/23	Wed 4/12/23	6	Planning
2.3	Evaluation of plan to implementation	3 days	144 hrs	0 days	Thu 4/13/23	Mon 4/17/23	7	Design,Finance,Human Resource,Marketing,Planning,Purchase
3	**Finance Planning & Investment**	**17 days**	**136 hrs**	**0 days**	**Tue 4/18/23**	**Wed 5/10/23**		
3.1	Acquire Financing	5 days	40 hrs	0 days	Tue 4/18/23	Mon 4/24/23	8	Finance
3.2	Budget analysis	7 days	56 hrs	0 days	Tue 4/25/23	Wed 5/3/23	10	Finance
3.3	Banking	5 days	40 hrs	0 days	Thu 5/4/23	Wed 5/10/23	11	Finance
4	**Design**	**7 days**	**104 hrs**	**0 days**	**Thu 5/11/23**	**Fri 5/19/23**		
4.1	Design of the overall premises	3 days	24 hrs	2 days	Thu 5/11/23	Mon 5/15/23	12	Design
4.2	Design of infrastructure system	3 days	48 hrs	0 days	Thu 5/11/23	Mon 5/15/23	12	Design,Purchase
4.3	Prepare drawings	2 days	16 hrs	0 days	Tue 5/16/23	Wed 5/17/23	15	Design
4.4	Interior design	2 days	16 hrs	0 days	Thu 5/18/23	Fri 5/19/23	14,15,16	Design
5	**Permits**	**12 days**	**96 hrs**	**0 days**	**Mon 5/22/23**	**Tue 6/6/23**		
5.1	Apply for permits from relevant departments	5 days	40 hrs	0 days	Mon 5/22/23	Fri 5/26/23	17	Planning
5.2	Adjust the basic design according to the direction of the departments	7 days	56 hrs	0 days	Mon 5/29/23	Tue 6/6/23	19	Design
6	**Installation of equipment**	**5 days**	**64 hrs**	**0 days**	**Wed 6/7/23**	**Tue 6/13/23**		
6.1	Select and purchase equipments	3 days	48 hrs	0 days	Wed 6/7/23	Fri 6/9/23	20	Planning,Purchase
6.2	Equipments installation	2 days	16 hrs	0 days	Mon 6/12/23	Tue 6/13/23	22	Purchase
7	**Human Resource**	**9 days**	**72 hrs**	**0 days**	**Wed 6/14/23**	**Mon 6/26/23**		
7.1	Determine the number of staff needed	2 days	16 hrs	0 days	Wed 6/14/23	Thu 6/15/23	23	Human Resource
7.2	Post job vacancies	1 day	8 hrs	0 days	Fri 6/16/23	Fri 6/16/23	25	Human Resource
7.3	Interview	2 days	16 hrs	0 days	Mon 6/19/23	Tue 6/20/23	26	Human Resource
7.4	Contract signing	1 day	8 hrs	0 days	Wed 6/21/23	Wed 6/21/23	27	Human Resource
7.5	Training	3 days	24 hrs	0 days	Thu 6/22/23	Mon 6/26/23	28	Human Resource
8	**Marketing**	**8 days**	**80 hrs**	**75 days**	**Thu 3/2/23**	**Mon 3/13/23**		
8.1	Market research	3 days	24 hrs	75 days	Thu 3/2/23	Mon 3/6/23		Marketing
8.2	Research advertising cost	1 day	8 hrs	75 days	Tue 3/7/23	Tue 3/7/23	31	Marketing
8.4	Establish social media	1 day	8 hrs	75 days	Wed 3/8/23	Wed 3/8/23	32	Marketing
8.5	Establish print media	1 day	16 hrs	75 days	Wed 3/8/23	Wed 3/8/23	32	Design,Marketing
8.6	Design logo	3 days	24 hrs	75 days	Thu 3/9/23	Mon 3/13/23	33,34	Design
9	**Operation**	**3 days**	**144 hrs**	**0 days**	**Tue 6/27/23**	**Thu 6/29/23**		
9.1	Trial run of store operations	3 days	144 hrs	0 days	Tue 6/27/23	Thu 6/29/23	35,29	Design,Finance,Human Resource,Marketing,Planning,Purchase
9.2	Store opening	0 days	0 hrs	0 days	Thu 6/29/23	Thu 6/29/23	37	Design,Finance,Human Resource,Marketing,Planning,Purchase

Figure 2. The results of using the "Earliest start time" algorithm for scheduling

4. PROJECT SCHEDULING

4.1. Using the "Earliest Start Time" algorithm for scheduling

Figure 2 lists the scheduling outcomes using the "Earliest start time" algorithm. As a result, the project's duration will be from March 1, 2023, to June 29, 2023. The total time for the entire project was 1,104 working hours (or 87 days to complete). Figure 2 shows the scheduling results using the "Earliest start time" algorithm. After using the "Earliest Start time" algorithm for scheduling, the maximum working time of workers is 8 hours a day during office hours. Figure 3 demonstrates that two human resources, including Design and marketing, are overworked. Such an overload of personnel will make the project impossible to finish before the deadline. As a result, we can conclude that using the "Earliest Start time" algorithm is inappropriate for project scheduling and that a replacement is required.

	Planning	Work		P		200%	52,000 ₫/hr	78,000 ₫/hr	0 ₫	Prorated	Standard
	Finance	Work		F		100%	24,000 ₫/hr	36,000 ₫/hr	0 ₫	Prorated	Standard
	Design	Work		D		100%	46,000 ₫/hr	69,000 ₫/hr	0 ₫	Prorated	Standard
	Human Resource	Work		H		100%	22,000 ₫/hr	33,000 ₫/hr	0 ₫	Prorated	Standard
	Marketing	Work		M		100%	46,000 ₫/hr	69,000 ₫/hr	0 ₫	Prorated	Standard
	Purchase	Work		P		100%	23,000 ₫/hr	34,500 ₫/hr	0 ₫	Prorated	Standard

Figure 3. Overloaded resource names are alarmed (red) on MS Project software

Table 3 demonstrates the number of workers needed for each resource to prevent resource overload. (Resources highlighted in red are overloaded resources). The amount of additional workers needed due to overloaded resources is also shown in this table.

Table 3. Current status and availability of resources

Resource Name	Number of people available	Number of people needed
Planning	2	2
Finance	1	1
Design	1	2
Human Resource	1	1
Marketing	1	2
Purchase	1	1

4.2. Scheduling alternatives

We can see from the resource graph in the Ms Project software that Design allocated 8 hours in 3 days while Marketing allocated 8 hours in 1 day. So, following Article 107 of the 2019 Labor Code and Article 4 of Decree 45/2013/ND-CP, we will schedule by allowing Design and Marketing resources to work overtime (Figures 4 and 3). The overtime working hours must not exceed 4 hours/day, and these two resources may also work on Saturday and Sunday. Total amount to be paid when using "overtime for unfinished tasks" alternatives: 552,000 + 2,024,000 = 2,576,000 VND.

Alternative 1: Overtime for unfinished tasks

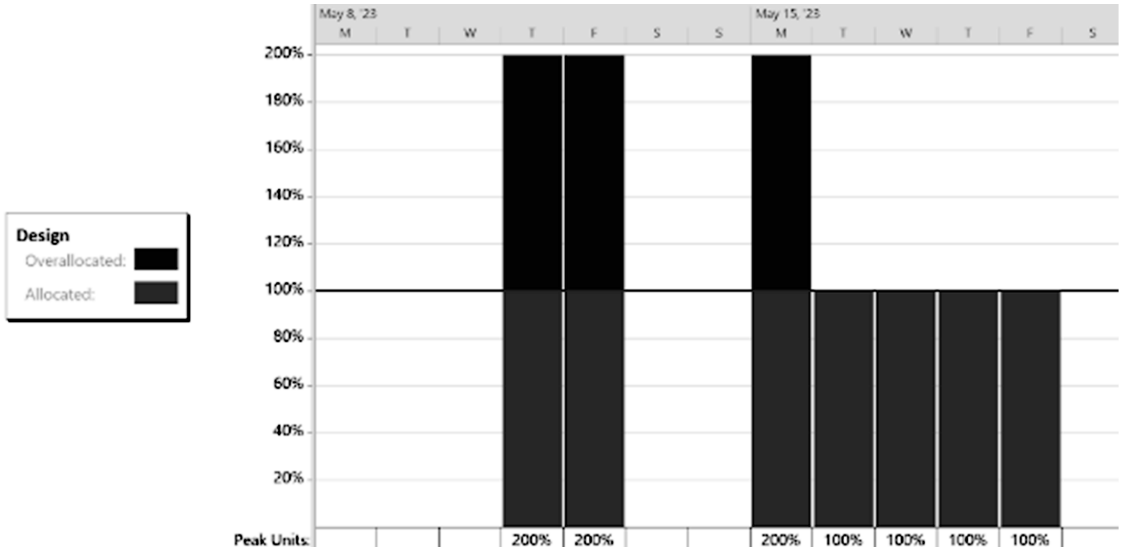

Figure 4. Overallocated Graph of Design

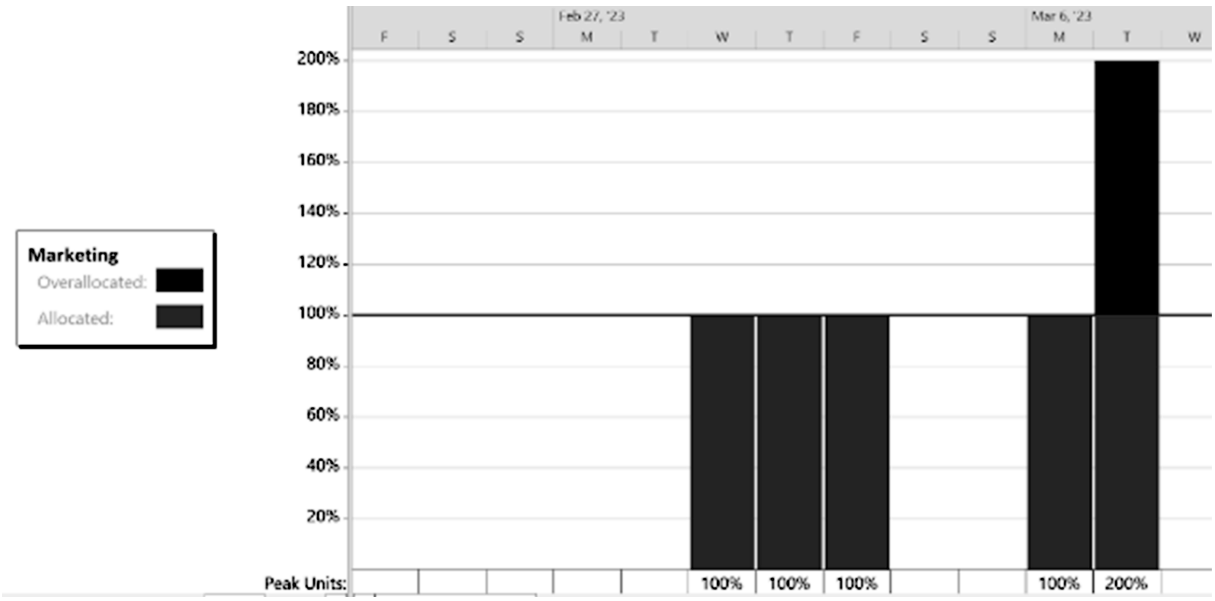

Figure 5. Overallocated Graph of Marketing

Alternative 2: Splitting the task

If we want to maintain the current level of resources without overloading, we must first identify the tasks done simultaneously by one resource and then split them into smaller tasks. Tasks are divided into sets and organized so that tasks are performed infrequently (the project end date will be extended). As shown in Figure 6, the Design resource has two tasks running in parallel. We need to split these two tasks to address the overload issue, not allowing them to work in parallel and delaying the project completion time, as shown in Figure 7.

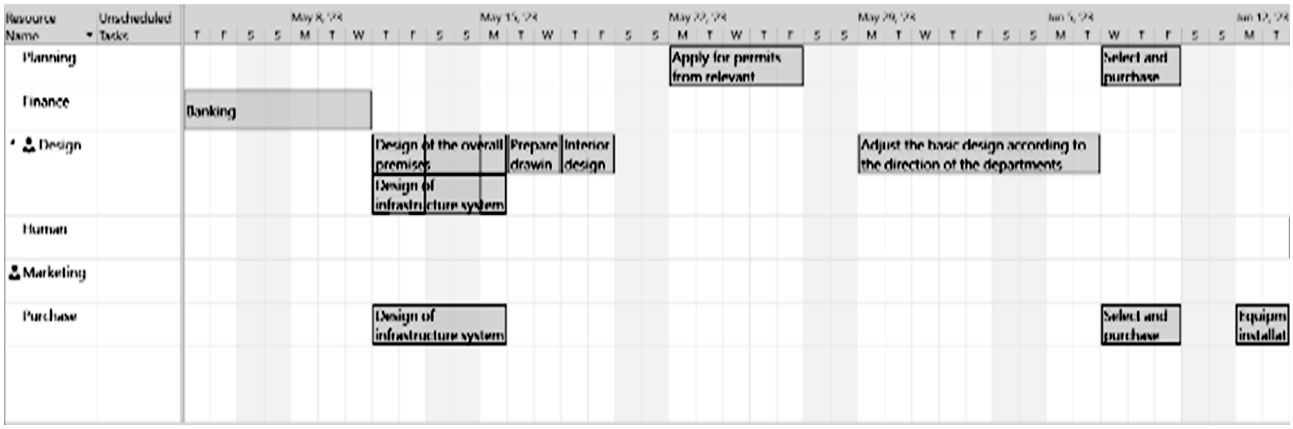

Figure 6. Before splitting the tasks for the Design resource

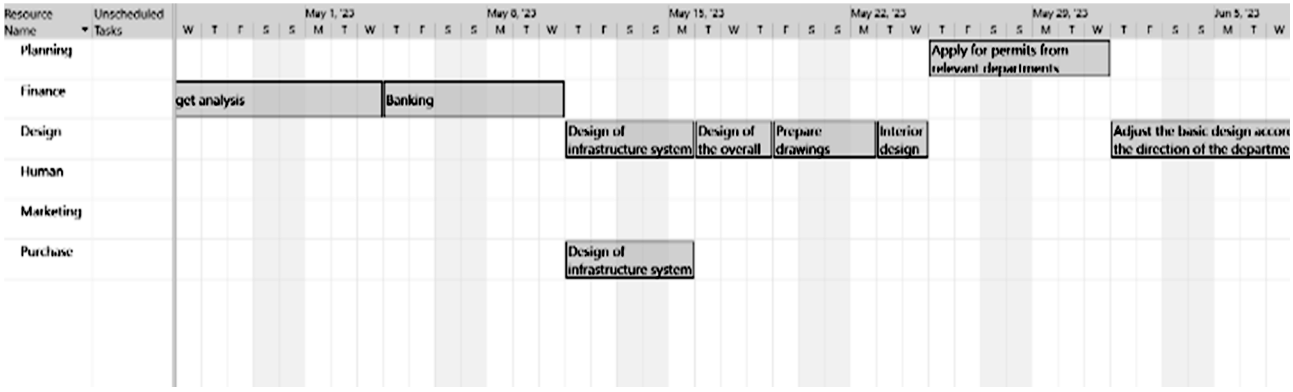

Figure 7. After splitting the tasks for the Design resource

Similarly, we have the following result for Marketing resources in Figures 8 and 9.

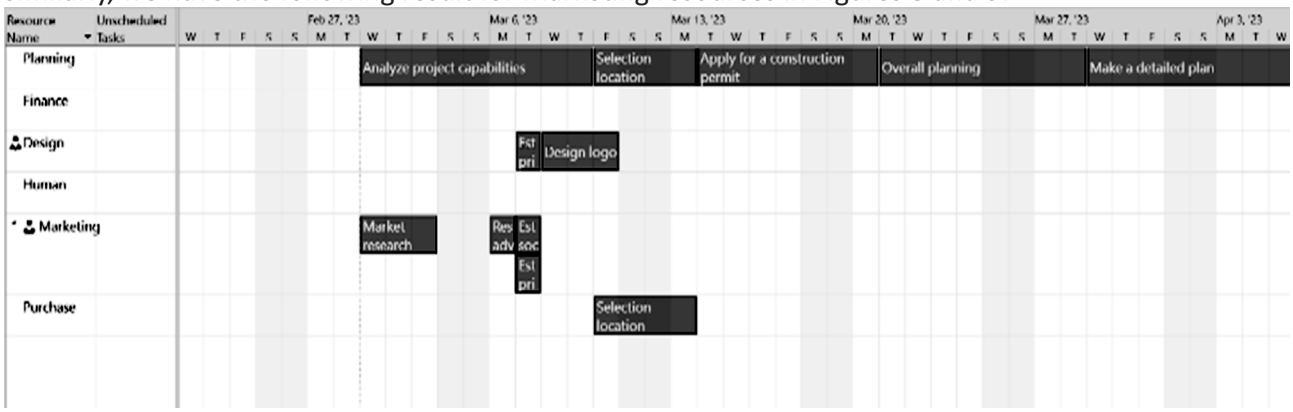

Figure 8. Before splitting the tasks for Marketing resource

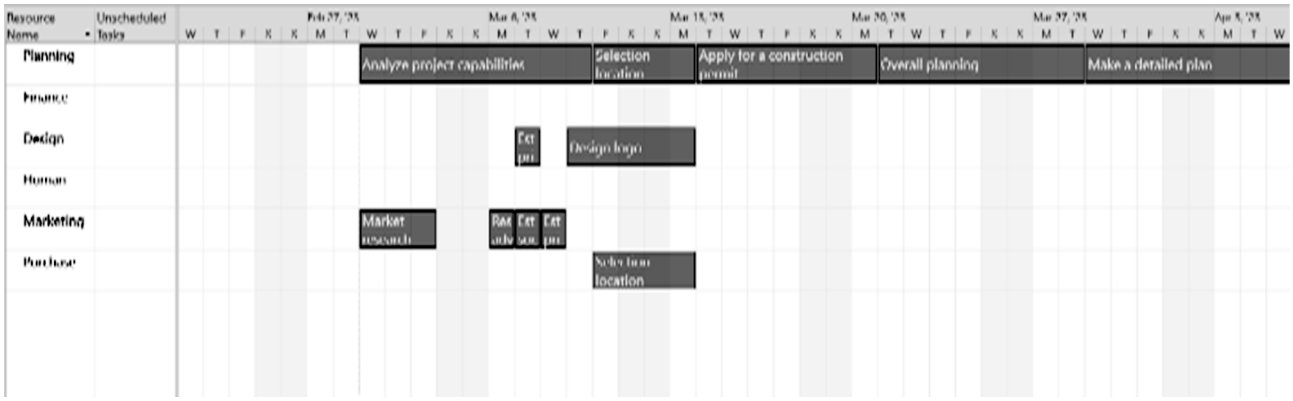

Figure 9. After splitting the tasks for Marketing resource

However, splitting the work can lead to an extension of the project's completion time (specifically, the project is 3 days longer than planned). With two more feasible options, "Splitting the task" and "Overtime for unfinished tasks". After discussing with investors and considering the project's cost level, the investors have asked that the project be funded as efficiently as possible and last for more than a week past the scheduled duration. The option "Split the work" was selected through the above comments.

5. DISCUSSION

Utilizing the Microsoft Project helps the organization have a detailed plan with more control in the planning, coordinating, and completing the construction of a milk tea store by the initial budget and timetable. This study proved the efficiency of MS Project in managing phases in F&B organizations since it is possible to get detailed information about the present project state in less than an hour by producing different visualized graphs concerning many areas important for efficient project management. Therefore, indicating the risks associated with each phase is readily possible, offering significant advantages to organizations operating within a challenging industry such as the milk-tea market. This study produced results which corroborate the findings of a great deal of the previous work in this field. It is recommended that further research be undertaken in cost-related aspects since the tools used in the study are not very sensitive to highly fluctuating costs.

ACKNOWLEDGEMENT

We acknowledge Ho Chi Minh City University of Technology (HCMUT), VNU-HCM for supporting this study.

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TÓM TẮT

Những năm gần đây, thị trường trà sữa đang trên đà phát triển mạnh, dần đạt đến thời kì hoàng kim và minh chứng của điều đó chính là sự có mặt của các thương hiệu trà sữa trên khắp đất nước. Thông qua quá trình quan sát tìm hiểu về việc xây dựng các cửa hàng kinh doanh trà sữa trên khắp địa bàn cả nước, nhóm tác giả nhận thấy rằng đa số các chủ cửa hàng chưa có bản kế hoạch cụ thể trong việc quản lý cũng như xây dựng một cửa hàng. Thay vào đó, họ xây dựng và quản lý dựa trên những phương pháp thủ công là chính. Nhận thấy được vấn đề đó, chúng tôi đã sử dụng Work Breakdown Structure -WBS (Cấu trúc phân chia công việc) để chia nhỏ phạm vi dự án và trực quan hóa tất cả các công việc cần thiết để hoàn thành dự án. Bên cạnh đó, WBS cũng giúp tối thiểu hóa các rủi ro cho dự án khi có sự thay đổi về nhân sự của một công

việc. Chúng tôi đã sử dụng phần mềm Microsoft Project để lên kế hoạch, tổ chức và hoàn thành xây dựng một cách hiệu quả để đáp ứng đúng ngân sách và tiến độ đã đề ra trước đó. Bằng cách này, chúng ta sẽ hiểu rõ hơn về cách xây dựng và quản lý một dự án, đồng thời đảm bảo cho nó được xây dựng một cách thành công nhất.

Từ khóa: *Quản lý dự án, cấu trúc phân chia công việc, Microsoft Project, cửa hàng trà sữa*

Received: 16/05/2023
Revised: 09/06/2023
Accepted for publication: 10/06/2023