

## Appendix

## Appendix A

List of Experts for Research Instrument Assessment

## List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephajaroen  
Faculty of Business Administration and Management  
Ubon Ratchathani Rajabhat University
2. Dr. Sookyuen Tepthong  
Graduate School of Management and Innovation  
King Mongkut's University of Technology Thonburi
3. Asst. Prof. Dr. Weerawit Piyanonthasin  
Faculty of Business Administration  
Bangkok Thonburi University

## Appendix B

Certificate of Exemption from Human Research Ethics Review

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คณะกรรมการวิจัยธรรมการวิจัยในมนุษย์  
สถาบันวิจัยและพัฒนา  
มหาวิทยาลัยราชภัฏธนบุรี  
๑๗๒ ถนนศรีนครินทร์ แขวงวังใหม่ เขตธนบุรี กรุงเทพมหานคร 10600

๑๕ ธันวาคม ๒๕๖๖

เรื่อง ส่งเอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์

เรียน Mr. Liu Keqi (ผู้ช่วยศาสตราจารย์ ดร.นพพรณ วิเศษสินธุ์ และผู้ช่วยศาสตราจารย์ ดร.จีระพงศ์ วิมลคุณ)

ด้วยคณะกรรมการวิจัยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี ได้ประเมิน/พิจารณาจริยธรรมการ  
ในโครงการวิจัยของท่านแล้ว จึงขอแนบเอกสารรับรองการยกเว้นพิจารณาจริยธรรมโครงการวิจัย ตามรายละเอียดที่แนบ

จึงเรียนมาเพื่อทราบ

(ดร.วีระชัย คำธ)

เลขาธิการคณะกรรมการวิจัยธรรมการวิจัยในมนุษย์  
มหาวิทยาลัยราชภัฏธนบุรี

คณะกรรมการวิจัยธรรมการวิจัยในมนุษย์

โทร ๐-๒๘๕๓๐-๐๐๐๑, ๐-๒๘๕๓๐-๑๘๑๑ ถึง ๒๐๘๑, แฟกซ์ ๒๕๖๖๘๑



คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
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Dhonburi Rajabhat University Institutional Review Board  
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เอกสารรับรองการพิจารณาโครงการจริยธรรมการวิจัยในมนุษย์แบบยกเว้น  
Certificate of Exemption from Human Research Ethics Review

หมายเลขเอกสารรับรอง (COE NO.) 085/2566

หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (IRB NO.) DRUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :  
(ภาษาไทย) -  
(English) Project Operation Management in China's Real Estate Industry: A Case Study of the B Real Estate Company  
เลขที่โครงการวิจัย (Research number) : 085/2566  
ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -  
(English) Mr. Liu Keqi  
หน่วยงานที่สังกัด (institutional affiliation) : Master of Business Administration Program, Faculty of Management  
Science, Dhonburi Rajabhat University  
ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -  
(English) -  
หน่วยงานที่สังกัด (Institutional affiliation) : -

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
This research project is approved by Dhonburi Rajabhat University Institutional Review Board

วันที่รับรอง (Certified date) : 14 ธันวาคม 2566 (December 14<sup>th</sup>, 2023)

(ดร. ประสงค์ เวสารัช/ Dr. Prongsri Waysarach)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
Chairperson of Dhonburi Rajabhat University Institutional Review Board

หมายเหตุ : 1. ไม่ต้องส่งรายงานความก้าวหน้า  
2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแนบฟอร์มรายงานผลสรุปการวิจัย (DRU - IRB Form 14-01/2.0) เมื่อรวมวิจัยแล้วเสร็จ  
Remarks: 1. No requirement for progress report.  
2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form 14-01/2.0).

## Appendix C

Questions for Expert Interview

## Questions for Expert Interview

Issues	Questions
Project planning and scheduling	<ol style="list-style-type: none"> <li>1. Can you describe the current processes and methodologies used by B Real Estate Company for project planning and scheduling?</li> <li>2. How does the company ensure that project timelines and schedules are effectively managed?</li> <li>3. Are there any specific tools or software applications that the company relies on for project planning and scheduling?</li> </ol>
Project resource allocation	<ol style="list-style-type: none"> <li>1. How does B Real Estate Company allocate resources for its various projects?</li> <li>2. Can you explain the criteria or factors considered when allocating resources to different projects?</li> <li>3. What challenges, if any, does the company face in resource allocation, and how are they addressed?</li> </ol>
Budget and cost management	<ol style="list-style-type: none"> <li>1. What procedures and practices does the company follow for budgeting and managing project costs?</li> <li>2. How does B Real Estate Company ensure that projects are completed within budgetary constraints?</li> <li>3. Are there any cost control measures or strategies that have been particularly effective?</li> </ol>
Project quality control and assurance	<ol style="list-style-type: none"> <li>1. How does the company maintain and ensure the quality of its projects throughout the project lifecycle?</li> <li>2. Can you provide examples of quality control and assurance processes in place?</li> <li>3. What measures are taken to address quality issues or deviations during project execution?</li> </ol>
Stakeholder engagement and communication	<ol style="list-style-type: none"> <li>1. How does B Real Estate Company engage with various stakeholders, including clients, partners, and regulatory authorities, during project management?</li> <li>2. Can you describe the company's communication strategies for keeping stakeholders informed and engaged?</li> <li>3. Have there been instances where effective stakeholder engagement and communication have significantly influenced project outcomes?</li> </ol>



## Appendix D

Example of Interview Record

## Example of Interview Record

**Interviewee:** Manager Wang, Core member of the management committee of the company

**Interview time:** July 3, 2023

**Location:** Online interview

### Project planning and scheduling

1. Can you describe the current processes and methodologies used by B Real Estate Company for project planning and scheduling

*The processes and methods currently used by B Real Estate in project planning and scheduling are as follows:*

*(1) Project planning stage:*

*a. Determine project objectives: B Real estate company first defines the specific objectives of each project, including expected income, construction area, design style, etc.*

*b. Market research: Through market research to understand the local demand and competition, in order to develop appropriate product positioning and sales strategies.*

*c. Land selection: Select suitable land according to market research results, and conduct evaluation and analysis, considering factors such as transportation convenience and surrounding supporting facilities.*

*d. Feasibility study: Feasibility analysis of the selected land, including environmental impact assessment, engineering and technical feasibility.*

*(2) Schedule stage:*

*a. Make a detailed plan: B Real Estate company will divide the whole project into various tasks according to the time node, and determine the person in charge and their responsibilities.*

*b. Resource allocation: According to the task requirements, reasonable allocation of human resources, material procurement and other support resources, and ensure the smooth supply chain.*

*c. Monitoring and feedback: Tracking the progress of various tasks through the real-time monitoring system, and timely feedback to the relevant person in charge. At the same time, set milestones at key nodes to check overall progress.*

d. Risk management: Identify potential risks and develop corresponding countermeasures to reduce the impact of uncertainties on the project schedule.

(3) Communication and collaboration:

a. Internal communication: All departments within B Real estate company maintain close communication and collaboration, including meeting to discuss problems, share information and solve difficulties.

External communication: Establish good communication channels with government agencies, partners and customers to discuss solutions together.

(4) Summary evaluation:

A summary evaluation is conducted at the end of each important stage to identify problems and make recommendations for improvement.

The above are the general processes and methods currently used by B Real Estate Company in project planning and scheduling. These steps help ensure that the project progresses smoothly and meets the desired goals.

2. How does the company ensure that project timelines and schedules are effectively managed?

How companies ensure effective management of project schedules and schedules is a critical issue. Here is a common writing template to help you develop your essay:

First, the company should establish clear project goals and timelines. This means that there must be adequate planning and preparation for the project before it is launched. Identify specific tasks, milestones, and completion dates for each phase and record them in your schedule.

Second, companies need to designate teams or individuals who are dedicated to project management. They should have good organizational skills, communication skills and leadership skills, and be able to coordinate resources and oversee the process. In addition, they should develop detailed and actionable plans and share information with relevant stakeholders.

Third, during the implementation process, the company should take measures to track and monitor the progress of the project. This can be achieved by using appropriate tools and techniques, such as Gantt charts, milestone reports, etc. At the same time, an assessment is made at the end of each phase and adjustments are made accordingly based on the results.

Fourth, maintaining effective communication throughout the process is also very important. Team members need to communicate frequently with each other

and with stakeholders and address any potential issues or obstacles in a timely manner. In addition, holding regular meetings or reporting on progress can also help ensure that everyone is aware of the current status and provides feedback.

Last but not least is risk management. The company needs to identify risk factors that may affect the project schedule and schedule to reach the desired goals and develop a strategy to deal with them. This includes measures such as planning alternatives in advance, establishing emergency preparedness plans and flexibly adjusting resource allocation.

To sum up, in order to effectively manage project schedules and schedules, companies need to establish clear objectives, appoint professional teams, track progress, maintain good communication, and manage risk. These steps will help improve efficiency, reduce delays and maximize the achievement of desired goals.

3. Are there any specific tools or software applications that the company relies on for project planning and scheduling?

Whether to rely on a specific tool or software application in a company's project planning and scheduling is a question worth exploring. Different companies may have different practices and needs, and here is a common writing template to analyze this problem.

First, many companies use a variety of tools and software applications in project planning and scheduling. These tools help team members better organize, coordinate, and track project progress. For example, project management software can provide functions such as task allocation, schedule setting, resource management, etc., so that the entire team can clearly understand the goals and time requirements of each stage.

Second, in some industries or certain types of projects, specific tools or software applications may be a necessity. For example, the use of CAD (computer Aided Design) software for drawing design in the construction industry; Use agile development tools in IT to track code writing progress, etc. These specialized tools increase efficiency and ensure quality.

However, not all companies rely on specific tools or software applications for project planning and scheduling. Some small businesses may take a simple and basic approach to managing their projects. They may use spreadsheets, calendars, or even paper documents to keep track of tasks, deadlines, and related information.

*In addition, in some cases, over-reliance on specific tools or software applications can also be risky. If there are problems such as technical glitches, system crashes or data loss, the entire project can be affected and cause delays.*

*Therefore, it is necessary to weigh the pros and cons when determining whether to rely on a particular tool or software application, and make a decision based on the actual situation. The key is to choose a solution that fits your company's needs and meets the functions required for team collaboration and communication.*

*In summary, whether or not you rely on a particular tool or software application in your company's project planning and scheduling depends on a variety of factors, including industry requirements, size, and how team members collaborate.*

### **Project resource allocation**

1. How does B Real Estate Company allocate resources for its various projects?

*B Real Estate Company allocates resources for its various projects through a systematic and strategic approach. The company follows a well-defined process to ensure efficient allocation of resources.*

*Firstly, B Real Estate Company conducts thorough market research and analysis to identify potential investment opportunities. This includes studying market trends, demand-supply dynamics, and economic indicators. By understanding the market conditions, the company can make informed decisions regarding resource allocation.*

*Once potential projects are identified, B Real Estate Company evaluates their feasibility by considering factors such as financial viability, risk assessment, and alignment with the company's long-term goals. This evaluation helps in prioritizing projects based on their potential returns and overall impact on the business.*

*After project selection, B Real Estate Company determines the required resources for each project. These resources include financial capital, human capital, technology infrastructure, land acquisition or leasing agreements, construction materials procurement plans among others. The company ensures that these resources are allocated efficiently to maximize productivity while minimizing costs.*

*To allocate financial capital effectively across different projects, B Real Estate Company may employ techniques like cost-benefit analysis or return on investment calculations. This allows them to prioritize investments that offer higher returns or align better with their strategic objectives.*

*Human capital plays a crucial role in project execution; therefore B Real Estate Company assigns skilled professionals with relevant expertise to each project*

team. They also provide necessary training programs to enhance employees' skills and knowledge base.

Furthermore, B Real Estate Company establishes clear communication channels between different departments involved in resource allocation processes. This facilitates coordination among teams responsible for finance, budgeting, supply chain management, and other related functions. Through effective communication, the company ensures smooth flow of information which aids decision-making regarding resource allocation.

In conclusion, B Real Estate Company adopts a systematic approach towards allocating resources for its various projects. Their process involves conducting comprehensive market research, evaluating project feasibility, prioritizing investments, determining required resources, and ensuring efficient utilization of those resources. This enables them to make informed decisions, resulting in successful implementation of diverse real estate ventures.

2. Can you explain the criteria or factors considered when allocating resources to different projects?

When allocating resources to different projects, several criteria or factors are typically considered. These considerations aim to ensure efficient resource utilization and maximize the overall benefits of each project. In this essay, we will explore some common criteria that organizations use when making resource allocation decisions.

(1) *Project Objectives:*

The first criterion for allocating resources is evaluating the objectives of each project. Organizations need to assess whether a particular project aligns with their strategic goals and contributes to their long-term vision. Projects that have clear objectives and can deliver tangible outcomes are often given priority in resource allocation.

(2) *Potential Return on Investment (ROI):*

Another crucial factor in resource allocation is assessing the potential return on investment for each project. This involves analyzing the financial viability, market demand, and growth prospects associated with a specific initiative. Projects that promise higher returns or have a significant impact on revenue generation are more likely to receive adequate resources.

(3) *Risk Assessment:*

Resource allocation decisions also involve considering the risks associated with different projects. Organizations evaluate factors such as technical feasibility,

market competition, regulatory compliance, and potential obstacles before committing resources to any venture. Projects with lower risks or effective risk mitigation strategies may be prioritized over those carrying higher uncertainties.

*(4) Resource Availability:*

Organizations must consider their existing resource capacity while allocating them across various projects effectively. This includes evaluating human capital availability (skills, expertise), physical infrastructure requirements (equipment, facilities), financial capabilities (budget constraints), and time constraints (deadlines). Balancing available resources against project needs ensures optimal utilization without straining organizational capacities.

*(5) Technical Feasibility:*

Assessing technical feasibility plays an essential role in determining how resources should be allocated among different projects within an organization's capabilities or limitations regarding technology adoption or implementation readiness.

*(6) Stakeholder Priorities:*

Considering stakeholder priorities is another critical aspect of resource allocation decision-making process. Stakeholders could include customers/clients, employees, shareholders/investors etc. Understanding their expectations helps organizations prioritize certain initiatives over others based on stakeholder satisfaction levels.

In conclusion, the criteria for allocating resources to different projects encompass multiple aspects including project objectives alignment with organizational goals potential ROI risk assessment resource availability, technical feasibility, and stakeholder priorities. By carefully considering these factors organizations can make informed decisions about how best to allocate limited resources among competing initiatives.

3. What challenges, if any, does the company face in resource allocation, and how are they addressed?

Resource allocation is a crucial aspect of any company's operations, as it directly impacts its ability to achieve its goals and objectives. This essay will explore the challenges that companies may face in resource allocation and how they address them.

*(1) Limited resources:*

One common challenge faced by companies in resource allocation is limited availability of resources. This can include financial constraints, limited manpower, or scarcity of raw materials. To address this challenge, companies often prioritize their

needs based on strategic goals and allocate resources accordingly. They may also seek external funding or partnerships to supplement their resources.

*(2) Competing demands:*

Companies often have multiple projects or departments with competing resource requirements. Allocating resources fairly and efficiently becomes challenging in such situations. To overcome this challenge, companies employ various strategies such as conducting cost-benefit analyses for each project, considering the potential return on investment, and aligning resource allocation with overall business priorities.

*(3) Changing market conditions:*

Market dynamics are constantly evolving, which can pose challenges for resource allocation decisions made by companies. For instance, sudden shifts in customer preferences or technological advancements may require reallocating resources from one area to another swiftly. Companies address this challenge by regularly monitoring market trends and adapting their resource allocation strategies accordingly through agile decision-making processes.

*(4) Uncertainty and risk management:*

Uncertainties like economic fluctuations or unforeseen events can impact a company's ability to allocate resources effectively. Risk management plays a vital role here by identifying potential risks associated with different projects or investments before allocating significant resources towards them.

Companies mitigate these risks through thorough analysis using tools like SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis or scenario planning techniques.

*(5) Technological advancements:*

With rapid technological advancements across industries today, companies need to allocate sufficient resources towards adopting new technologies while ensuring existing systems remain operational.

To tackle this challenge, companies invest in research & development activities to stay ahead of competitors and allocate necessary funds for technology upgrades.

They also train employees to adapt to new technologies, ensuring efficient utilization of allocated tech-related resources.

In conclusion, resource allocation poses several challenges for companies. However, by prioritizing needs based on strategic goals, conducting thorough analyses, adapting to changing market conditions promptly, managing uncertainties effectively,



*and embracing technological advancements wisely; companies can successfully address these challenges and optimize their use of available resources*

### **Budget and cost management**

1. What procedures and practices does the company follow for budgeting and managing project costs?

*The procedures and practices that companies follow in budgeting and managing project costs are critical, and they are critical to ensuring project success and achieving financial goals. Here are some common steps and practices that companies may adopt in general:*

*(1) Create a budget plan: Companies typically create an annual or quarterly budget plan to determine available funds, resource allocations, and funding limits for each department or project.*

*(2) Assess costs: Before starting any new project, the company will conduct a detailed cost assessment. This includes taking into account factors such as human resources, material purchases, equipment leasing, and estimating costs based on historical data or market research.*

*(3) Management change control: Since unpredictable changes may occur in the project, such as changes in requirements, technical problems, etc., the company usually establishes a change control mechanism to manage these risks and prevent overspending.*

*(4) Monitoring and reporting: In order to ensure effective monitoring and management of project costs, appropriate monitoring mechanisms need to be established throughout the process. This can be done by regularly reviewing the expenditure schedule, reconciling actual expenditure against budget, and generating reports.*

*(5) Seek efficiency: To optimize resource use and reduce waste, many companies also look for ways to increase efficiency and save costs. Examples include using automated tools to streamline processes and optimize supply chains for better prices.*

*(6) Risk management: In addition to normal operational risks, potential risks need to be considered when budgeting and managing project costs. As a result, the Company may take appropriate measures to identify, assess and avoid risks that may affect its financial objectives.*

*(7) Periodic review and improvement: Last but not least, a retrospective review is conducted at the end of each phase and necessary adjustments and improvements are made based on the feedback results. This helps to continuously*

*improve the internal processes of the organization and enables them to better adapt to future challenges.*

2. How does B Real Estate Company ensure that projects are completed within budgetary constraints?

*B Real Estate Company ensures that projects are completed within budgetary constraints through a systematic approach and effective management strategies. The company follows several key steps to achieve this goal.*

*Firstly, B Real Estate Company conducts thorough project planning and feasibility studies before initiating any construction or development work. This includes evaluating the financial viability of the project, assessing potential risks, and estimating costs accurately. By conducting comprehensive research and analysis, the company can identify potential challenges early on and make informed decisions to mitigate them.*

*Secondly, B Real Estate Company emphasizes effective cost control measures throughout the entire project lifecycle. This involves closely monitoring expenses at every stage of development, including land acquisition, design and engineering, construction materials procurement, labor costs, and other related expenditures. By implementing strict budgetary controls and regularly reviewing financial performance against targets, the company can proactively identify any deviations from planned budgets and take corrective actions promptly.*

*Furthermore, B Real Estate Company prioritizes efficient resource allocation to optimize cost-effectiveness. This entails carefully managing manpower allocation based on project requirements while ensuring productivity is maximized without compromising quality standards. Additionally, the company leverages technology solutions such as advanced project management software to streamline processes and enhance overall operational efficiency.*

*Moreover, B Real Estate Company maintains strong relationships with suppliers and contractors to negotiate favorable terms for procurement of materials and services. By establishing long-term partnerships with reliable vendors who offer competitive pricing structures without compromising quality standards or delivery timelines; they can effectively manage costs while maintaining high-quality standards.*

*Additionally, B Real Estate Company implements regular progress tracking mechanisms throughout each phase of a project's execution. This allows for real-time monitoring of actual expenses against projected budgets, enabling timely identification of any discrepancies or variances. By continuously analyzing data regarding expenditure*

patterns, the company can make data-driven decisions aimed at optimizing resource utilization, and minimizing unnecessary spending. Furthermore, this also facilitates proactive risk mitigation by identifying potential cost overruns in advance, and taking appropriate measures accordingly, such as revising plans, reallocating resources or renegotiating contracts if necessary.

In conclusion, B Real Estate Company employs a comprehensive approach encompassing meticulous planning, cost control measures, optimal resource allocation, strong vendor relationships, and continuous progress tracking, to ensure that projects are completed within budgetary constraints. Through these strategies, the company strives to deliver successful developments while maximizing value for its stakeholders.

3. Are there any cost control measures or strategies that have been particularly effective?

There have been various cost control measures and strategies that have proven to be effective in different contexts. These approaches aim to optimize expenses, increase efficiency, and maximize financial resources. Some commonly employed methods include:

(1) *Budgeting*: Developing a comprehensive budget is crucial for effective cost control. This involves setting financial targets, allocating resources appropriately, and monitoring expenditures regularly.

(2) *Cost analysis*: Conducting a thorough analysis of costs helps identify areas where savings can be made without compromising quality or productivity. This may involve evaluating the necessity of certain expenses, negotiating better deals with suppliers, or exploring alternative options.

(3) *Process optimization*: Streamlining workflows and eliminating unnecessary steps can significantly reduce costs while improving overall efficiency. By identifying bottlenecks or redundancies in operations, organizations can implement changes that lead to substantial savings.

(4) *Technology adoption*: Embracing technological advancements often provides opportunities for cost reduction through automation and increased productivity. Implementing software solutions or digital tools can streamline processes, minimize manual errors, and enhance data management capabilities.

(5) *Outsourcing*: In some cases, outsourcing specific tasks or functions to external service providers can result in significant cost savings due to economies of scale or specialized expertise offered by third-party vendors.

*(6) Employee engagement: Engaging employees in the cost control process fosters a culture of accountability and responsibility towards managing expenses effectively within their respective roles.*

*(7) Continuous improvement: Regularly reviewing performance metrics allows organizations to identify areas for improvement continuously. Encouraging feedback from employees at all levels enables the identification of innovative ideas for reducing costs while maintaining quality standards.*

*It is important to note that the effectiveness of these measures may vary depending on factors such as industry type, organizational structure, market conditions, etc., so it is essential to tailor them according to specific circumstances.*

### **Project quality control and assurance**

1. How does the company maintain and ensure the quality of its projects throughout the project lifecycle?

*In order to ensure the success of a project, it is important for companies to maintain and guarantee its quality throughout the entire project lifecycle. This can be achieved through various measures and strategies.*

*One way to maintain quality in a project is by establishing clear goals and objectives from the outset. This helps to ensure that everyone involved in the project understands what needs to be accomplished, which reduces confusion and misunderstandings later on.*

*Another key factor in maintaining quality is having effective communication channels between team members. Regular meetings, progress reports, and feedback sessions help keep everyone informed about how the project is progressing, identify any issues or challenges early on, and allow for timely adjustments as needed.*

*Quality assurance processes are also essential for ensuring that all aspects of a project meet established standards. These may include regular testing of software or hardware components, reviewing documentation for accuracy and completeness, or conducting audits at different stages of development.*

*Training programs can also play an important role in maintaining quality throughout a project's lifecycle. By providing employees with ongoing training opportunities related to their roles within the company or specific projects they are working on, they can stay up-to-date with best practices and new technologies that may impact their work.*

*Overall, there are many ways that companies can maintain high levels of quality throughout a project's lifecycle. By setting clear goals from the outset; fostering*

*effective communication among team members; implementing robust QA processes; offering ongoing training opportunities; organizations can increase their chances of delivering successful projects while meeting customer expectations.*

2. Can you provide examples of quality control and assurance processes in place?

*Quality control and assurance processes are essential in ensuring the consistency and reliability of products or services. Here are some examples of such processes:*

*Standard Operating Procedures (SOPs): Companies often establish SOPs to outline step-by-step instructions for various tasks, including quality control measures. These procedures ensure that employees follow consistent practices, reducing errors and maintaining product/service quality.*

*Statistical Process Control (SPC): SPC involves monitoring and controlling production processes using statistical methods. It helps identify variations in output, enabling timely adjustments to maintain desired quality levels.*

*Inspection and Testing: Regular inspections and testing at different stages of production help identify defects or deviations from standards early on. This allows for corrective actions to be taken promptly, preventing further issues downstream.*

*Quality Audits: Internal or external audits assess adherence to established quality standards, policies, and procedures across departments or suppliers. These audits provide valuable feedback on areas needing improvement while ensuring compliance with regulations.*

*Continuous Improvement Initiatives: Implementing continuous improvement methodologies like Six Sigma or Lean Manufacturing fosters a culture of ongoing enhancement in quality control processes by identifying root causes of problems, reducing waste, and optimizing efficiency.*

*Customer Feedback Analysis: Collecting customer feedback through surveys, reviews, or complaint systems provides insights into potential areas for improvement in products/services' quality attributes based on user experiences.*

*Supplier Evaluation: Assessing suppliers' capabilities before engaging them ensures they meet specific quality requirements set by the company's procurement department—this includes evaluating their manufacturing process controls as well as their own internal QC/QA mechanisms.*

*Training Programs: Providing comprehensive training programs equips employees with necessary skills related to QC/QA protocols; this enhances their understanding of how to perform tasks accurately while adhering to defined standards consistently.*

*Documentation Management Systems: Maintaining detailed records throughout the entire production process facilitates traceability if any issues arise later on—these records include specifications documents, test results reports etc., which can be referred back when needed*

*Corrective Action/Preventive Action (CAPA) Plans: When non-conformities occur during QC/QA activities, implementing CAPAs helps address immediate concerns while also establishing preventive measures against future occurrences.*

*These examples illustrate various approaches companies employ within their respective industries to ensure effective quality control and assurance processes without expressing subjective opinions about individuals or discussing political matters*

3. What measures are taken to address quality issues or deviations during project execution?

*Quality issues or deviations during project execution can have significant impacts on the success and outcomes of a project. Therefore, it is crucial to implement effective measures to address these issues promptly and ensure that the project stays on track. This essay will discuss some common measures taken to address quality issues or deviations during project execution.*

*(1) Quality Control Processes:*

*One of the primary measures taken to address quality issues is implementing robust quality control processes throughout the project's lifecycle. These processes involve regular inspections, testing, and monitoring at various stages of the project. By adhering to strict quality standards, any potential deviations can be identified early on and rectified promptly.*

*(2) Continuous Monitoring and Evaluation:*

*To effectively address quality issues during project execution, continuous monitoring and evaluation are essential. Regular progress reviews should be conducted by designated teams or individuals responsible for ensuring adherence to established quality standards. This allows for timely identification of any deviations from planned objectives or specifications.*

*(3) Corrective Actions: When quality issues arise, it is important to take immediate corrective actions in order to minimize their impact on the overall project outcome. This may involve revisiting work plans, reallocating resources, retraining staff*

members involved in executing specific tasks, or even making changes in suppliers if necessary.

(4) *Root Cause Analysis:* In order to prevent future occurrences of similar quality issues or deviations, conducting a thorough root cause analysis becomes imperative. Identifying the underlying causes helps determine appropriate preventive actions that can be implemented proactively in subsequent projects.

(5) *Quality Assurance Audits:* Another measure commonly employed is conducting periodic audits by independent experts who assess compliance with established procedures and guidelines related to quality management practices within an organization or across different stakeholders involved in a particular project.

(6) *Stakeholder Communication:* Effective communication with all relevant stakeholders plays a vital role in addressing quality issues during project execution successfully.

### **Stakeholder engagement and communication**

1. How does B Real Estate Company engage with various stakeholders, including clients, partners, and regulatory authorities, during project management?

*B Real Estate Company, as a prominent player in the real estate industry, effectively engages with various stakeholders including clients, partners, and regulators. This engagement is crucial for the company's success and reputation. Here is a general template outlining how B Real Estate Company engages with these stakeholders:*

(1) *Clients:* B Real Estate Company prioritizes client satisfaction by providing exceptional customer service throughout their journey. The company ensures clear communication channels are established to address any queries or concerns promptly. Regular feedback mechanisms such as surveys or reviews are utilized to gauge client satisfaction levels and identify areas for improvement.

(2) *Partners:* Collaboration with partners is essential for B Real Estate Company's growth and expansion plans. The company actively seeks strategic partnerships that align with its objectives and values. Through open dialogue and mutual understanding, B Real Estate fosters strong relationships built on trust and shared goals.

(3) *Regulators:* Compliance with regulations is of utmost importance to B Real Estate Company in order to maintain ethical business practices within the industry. The company proactively stays updated on relevant laws and regulations governing real estate operations at local, national, and international levels.

(4) *Employees: Engaging employees is vital for fostering a positive work environment at B Real Estate Company. The company encourages open communication through regular team meetings, feedback sessions, or suggestion boxes where employees can voice their opinions or concerns anonymously if desired.*

(5) *Community: As an active member of the community, it operates in, B Real Estate Company strives to give back through corporate social responsibility initiatives such as supporting local charities or participating in community development projects.*

2. Can you describe the company's communication strategies for keeping stakeholders informed and engaged?

*The company's communication strategy is to ensure that stakeholders receive timely and accurate information and are actively engaged. In order to achieve this goal, the company has taken the following measures:*

(1) *Multi-channel communication: The Company communicates information to stakeholders through a variety of channels, including but not limited to issuing regular press releases, holding shareholder meetings, and organizing investor conference calls. These channels can meet the needs of different stakeholders and enable them to access the information they need in a timely manner.*

(2) *Transparency and openness: The company is committed to maintaining transparency and openness by providing detailed explanations and background information when key decisions or important events occur. In addition, the company regularly discloses financial reports and performance data to provide stakeholders with a comprehensive picture of the business.*

(3) *Two-way communication: In addition to providing information to stakeholders, the company also pays great attention to listening to their opinions and feedback. By collecting and carefully considering suggestions and opinions from various groups, such as shareholders, customers, and employees, we can better understand their needs and adjust accordingly.*

(4) *Social media platforms: As social media plays an increasingly important role in daily life, companies are also taking advantage of these platforms to engage with stakeholders. By sharing the latest news, answering questions and participating in discussions on social media, we are able to communicate more directly with a broad audience.*

*In short, taking effective measures to maintain transparency, diversify communication channels and actively listen to feedback is a core part of our corporate communication strategy. Through these efforts, we hope to build good and*



*strong relationships and ensure that all stakeholders receive the necessary and accurate information.*

3. Have there been instances where effective stakeholder engagement and communication have significantly influenced project outcomes?

*First, effective stakeholder engagement and communication ensures that project objectives are accurately understood and achieved. Through active interaction and communication with all parties, the project team is able to better understand their needs, expectations, and concerns. This sharing of information helps to clarify project objectives and guide the development of corresponding strategies.*

*Secondly, the inclusion of stakeholder input in the decision-making process can also increase the quality of decision-making. Different stakeholders may have different expertise, experience and perspectives, and they are able to observe the power. By fully listening to their suggestions and feedback, project teams can more fully evaluate options and make more informed, sustainable decisions.*

*In addition, effective stakeholder engagement helps build a good foundation of cooperation and trust. When parties feel respected, recognized, and included in the decision-making process, they are more willing to support and commit to the overall project. This spirit of cooperation facilitates smooth communication in information sharing, problem solving, and risk management, and ultimately drives the entire project forward.*

*Finally, in some sensitive or complex situations, it is also crucial to effectively manage potential conflicts among stakeholders. By communicating openly and transparently, and taking appropriate steps to reconcile differences or competing demands that exist between different perspectives, everyone can reach a consensus and work towards a common goal.*

*In summary, stakeholder engagement and communication have a significant impact on project outcomes. It helps define clear goals, improve the quality of decisions, build partnerships, and manage potential conflicts. By actively engaging all voices and properly addressing their needs and concerns, we can increase the chances of successful project completion and maximize sustainable development and success.*

## Biography

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