

Lockdown And Its Impact on Business Plan of Construction Projects, Sample of Construction Projects in Souk Ahras

اثر الإغلاق الصحي على مخطط الأعمال للمشاريع الإنشائية في ولاية سوق أهراس

BORDJI Nesrine^{1*}, REHALIA Bilel², DJABER Mehdi³

¹ Mohamed Cherif Messaadia University- Souk Aharas,
nesrine.bordji@univ-soukahras.dz

² Mohamed Cherif Messaadia University- Souk Aharas, bilel.rehahlia@univ-
soukahras.dz

³ Mohamed Cherif Messaadia University- Souk Aharas, mehdi.djaber@univ-
soukahras.dz

Date of receipt: 2022-03-17 Date of revision: 2022-03-25 Date of acceptance: 2022-05-26

Abstract

ملخص

The study sought to know the impact of the lockdown on the business plan of construction projects in Souk Ahras city, This research is based on survey method, as the questionnaire was administered to a sample, was relied on as the main tool for data collection and processing by the SPSS program.

The findings of the study revealed that there is a significant impact of the economic closure on the business plan, and the main results were concluded that facilities should be provided in terms of owners of projects, exemption from delay fines, and additional financial packages to deal with the increase in performance costs, raw materials and production requirements, the need for the government to provide urgent aid to avoid the danger Bankruptcy, and the need to adopt the government's approach to encourage vaccination against the COVIDE-19 virus, to get out as soon as possible from the health emergency.

Keywords: lockdown, construction projects, business plan, health pandemic.

سعت الدراسة لمعرفة اثر الإغلاق الصحي على مخطط الأعمال للمشاريع الإنشائية في ولاية سوق أهراس، حيث تم الاعتماد على الاستبيان كأداة رئيسية لجمع البيانات ومعالجتها بواسطة برنامج SPSS.

أظهرت نتائج التحليل الإحصائي، وجود علاقة ارتباط قوية و اثر معنوي بين الإغلاق الاقتصادي ومخطط الأعمال لدى العينة المدروسة، خلصت الدراسة إلى ضرورة تقديم تسهيلات من حيث إجراءات التسليم والاعفاء من غرامات التأخر، وتقديم أغلفة مالية إضافية لمعالجة الزيادة في تكاليف الأداء والمواد الأولية ومستلزمات الإنتاج، ضرورة تقديم الدولة لمساعدات عاجلة لتفادي خطر الإفلاس، تبني توجه الدولة في تشجيع التلقيح ضد فيروس COVID19، للخروج بأسرع وقت من الطوارئ الصحية.

الكلمات المفتاحية: اغلاق، مشاريع انشائية، مخطط الأعمال، جائحة .

* Corresponding Author: Bordji Nesrine, Email: nesrine.bordji@univ-soukahras.dz

1. INTRODUCTION

Projects in general, and construction projects in particular, faced many difficulties in light of the health closure, especially in light of the total closures adopted by various countries of the world, including Algeria, to limit the spread of the Covid 19 virus, many of which were forced to stop business and activities, whether a complete or partial halt, which directly affected the business plan, both in terms of field application to adapt to the requirements of the quarantine, and whether with the beneficiaries of the works to deliver the projects at the agreed time, so the following problem was raised:

Problematic Study: For that, this paper seeks to treat this problem which is addressed in the following fundamental question:

"What are the most important effects of the lockdown, which Algeria has pursued on the business plan, for the construction projects of the state of Souk Ahras, from March 2020 to December 2020, in the state of Souk Ahras"

This fundamental problem is related to the following sub-questions:

1. What are the most important effects of health closures on the completion processes?
2. What are the most important changes that occurred in the business plan in light of the health closure?
3. How did the construction projects cope with the frequent health closures?
4. How does encouraging vaccination contribute to restoring projects to their natural state?
5. How do entrepreneurs encourage workers to get vaccines against COVID-19.

Study Hypotheses: To address the problematic issue, we cite the following hypotheses as tentative answers to be tested later:

H0 : There is a significant correlation between lockdown and business plan in construction projects in Souk Ahras city/Algeria.

H1 : There is a statistically significant effect of lockdown on the business plan in construction projects in Souk Ahras city/Algeria.

H2: The lockdown may help create operational alternatives to implement the business plan.

H3: Gant, Pert helped in the commitment of construction projects to their contracts with project owners.

Objectives of the study: The purpose of this research is to achieve the following results :

- Provide a concept of lockdown, business plan.
- Recognizing the economic consequences of repeated lockdown on the business plan of construction projects.
- Inventory of the most important results of the lockdown on the business plan of construction projects.
- Providing practical solutions for mechanisms to adapt construction projects to frequent closures.
- Providing practical alternatives to increase the adaptation of construction projects to cases of closure.

Research Methodology: To carry out our study, three research approaches have been used:

- Documentary research: has allowed us to familiarize ourselves with the research topic, via a literature review, by collecting secondary data.
- Descriptive research: has been chosen for the current case study. Hence, it describes precisely and in general the different aspects of the theme.
- Exploratory research: by conducting primary quantitative research based on the questionnaire to measure the influence of lockdown with its variables on the business plans of structure projects, and try to evaluate the real influence on its goals.

2. Theoretical framework of the study

2.1 Lockdown definitions: There are many concepts of the lockdown, including:

First definition: A lockdown is defined in the Cambridge dictionary, as the situation in which people are not allowed to leave and enter their homes freely, due to a health emergency (coronavirus, spt 20/09-20-11, 2021).

Second definition: Emergency conditions that allow the authorities

to prevent individuals from freely entering and leaving their homes or public places, and allow to use force to respect it, to keep individuals inside their homes, until the end of the pandemic (Dictionary, spt 20/09--20/11, 2021).

2.2 The objective of lockdown: Many countries, by applying precautionary measures, aimed at the following:

- Breaking the chains of contamination by preventing people from leaving only emergency conditions (Laura Di Domenico1, 2020).
- Reducing the number of injuries, to prevent the saturation of hospitals, and the failure of the health system.
- Maintaining stability in the number of injuries (• Buelens, juin,2020).

2.3 the lockdown Mechanisms: The Lockdown is carried out through many measures, including (Edward Kon, 2020):

- ✓ Preventing individuals from leaving and entering only for necessities.
- ✓ Restricted all kinds of civil aviation. (Hien Lau1, 2020, p. 2)
- ✓ Closure of universities, schools, and all common places.
- ✓ Preventing all kinds of transportation (Claverie, 2020).
- ✓ Closure of factories, industrial companies, hotels and reduce the economic activities. (Suresh Jain, 2020)
- ✓ preventing all cultural, political, and sports activities.
- ✓ Disruption of public sectors.

2.4 Economic lockdown: is one of the most important tools of quarantine, and it is known as follows: all precautionary measures related to the economic aspect (Faber & al, 2020) t, from stopping all economic activities, whether production/service, restricting travel, closing civil airspace, closing factories, schools, universities, and government departments to reduce human contacts to the lowest level.

2.6 Impact of lockdowns on the economy: The continuous lockdown due to the pandemic had direct and indirect effects on the economic process, as they had devastating effects on economic sectors (job market, transportation, tourism, services, restaurants, supply chains, hotels, factories...etc) (Vyas, 2020), in other side had positive effects, especially the pharmaceutical industry, health services, telecommunications, Internet services, delivery services, office and information services.

2.7 Business plan

Business plan definitions: A set of methods, tools, and scientific processes that depend on the right knowledge of the possibilities of success or failure of projects, and testing the project's ability to achieve specific goals centered on achieving and getting benefit for the investor during its life cycle. (Teece2, 23 Juin 2016).

Business plant definition: is a written document that describes all internal and external factors that are appropriate with strategies for dealing with all kinds of risks.

Also, clarifies all actions related to marketing, finance, production, and human resources and seeks to answer the following questions (Edward & Berkeley, 2018):

- 1- Where are we now?
- 2- Where will we go in the future?
- 3- How can we achieve it?

The business plan is necessary for the entrepreneur, who is looking for external sources of financing, as he is concerned with the following :

1-The business plan is a formal document prepared and developed to describe the business for which it is prepared and used to examine aspects of the feasibility study.

A business plan is a written document that has two objectives :

- Leading the company's activity, and managing it.
- Convincing the shareholders of the feasibility of the project and the expected profits.

importance of the business plan:The importance of the business plan is to provide the necessary information related to the project, for the benefit of lenders, investors, and suppliers, as it shows the credibility and feasibility of the project. Several important reasons make it necessary and even inevitable, and they are:

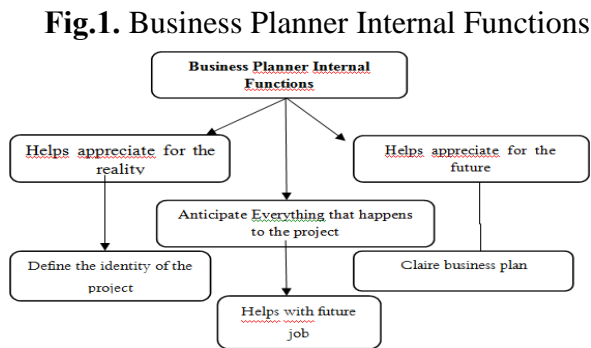
1. The planning process supports the preparation process, as the major axes of planning lead to asking many questions and problems, which can be overcome when the project is achieved, and thus the planning process helps to believe more in the project and the possibility of its success (Klaus Fichter a, 2020).

2. A business plan is a communication tool that helps the bank to be convinced of the sustainability of the project and the possibility of its expansion.
3. A business plan helps identify some of the opportunities you can take advantage of.

Persuading potential investors: the prepared and the investors who use the business plan to assess the importance of the potential risk in investing in the project, as they want to know about the ability of the facility to develop its company, and its willingness as a manager and owner of a company, and to know its ideas, the market in which it will be located, and its competitors. (Lewis, 1995)

Measuring performance (success): assessing opportunities for success and development.

Business Planner Jobs: The internal functions of the business plan (strategic means): During the extended work of preparing the business plan, the contractor focuses on his project and the conditions for completion, which are illustrated in the following figure:



Source : (Coste, 2009, p. 137)

The benefits provided to the entrepreneur through the preparation of the business plan are of different are represented in the following:

a. Aiding in thinking and decision-making: It develops an analytical approach and thus helps it to rise overall coherence (FME, 2014).

B. Help to predict the future: help it to control expectations, to develop his project, and to determine the necessary procedures.

c. Helps to work in the future: the application of a business plan allows, to anticipate the risks that could be faced by the projects, and help one to prepare the best plans.

2- The external functions of the business plan: the most serious function of the business plan, is represented in its ability to indicate the risks in the environment and the time of their occurrence, to stimulate energies, and bring resources to deal with them.

3 the methodological framework of the study

The methodology of the research is clarified in the following points:

Purpose of the research

The purpose of this research is to achieve scientific results by identifying and measuring the influence of lockdown with its variables on the business plan in random samples of construction projects in Souk Ahras city, in the period (march 2020- march 2021).

Research approach

This study adopted the quantitative approach in collecting the data, specifically, through the use of the questionnaire in which hypotheses take the form of expectations about likely causal links between the constituent variables stated in the hypotheses, thus leading to the rejection or acceptance of the theoretical proposition.

Identification of study variables

The research is a causal study, studying the impact of lockdown on the business plan of some construction projects.

The independent variable in this study is the lockdown: which is divided into six sub-variables:

Stop all transportation: in this case, it could be divided into two parts, stopping the movement of individuals, as the government gradually applied it, from stopping public transportation, stopping movement between cities, stopping the movement of goods between cities with high injuries such as Blida.

Cancellation of all sports/political events: All sports activities were canceled (preventing the public from attending stadiums), commercial gatherings (closing markets, cars, livestock...etc.), while political activities were canceled.

Preventing personnel moving: Whether the voluntary stop to avoid injuries, when the first months of quarantine the cities were almost empty, or the stop imposed by the government from restriction the time of setting and leaving.

Limited personal movements: it means the time limit for the time limit between 06.00 am to 5.00 pm, which is the period during which individuals are allowed to leave their homes.

Stop working in the public sector: It means the cessation of work in the public sector, as it stopped for 06 months from the beginning of the pandemic (March 2020), and the feminist workers stopped in some economic sectors.

Close all kinds all direct selling: It means closing all direct selling spaces, especially non-essential goods.

Either the dependent variable is the business plan: is divided into six sub-variables:

Lack of costs control: It means the difficulty of controlling the costs of materials and performance as a result of scarcity and the high wages of workers as a result of high transportation costs.

Implementations difficulties: It means the difficulties encountered by the construction projects to implement their obligations towards the government, such as respecting the specified delivery program, the disruption of project stages, the large number of absences.

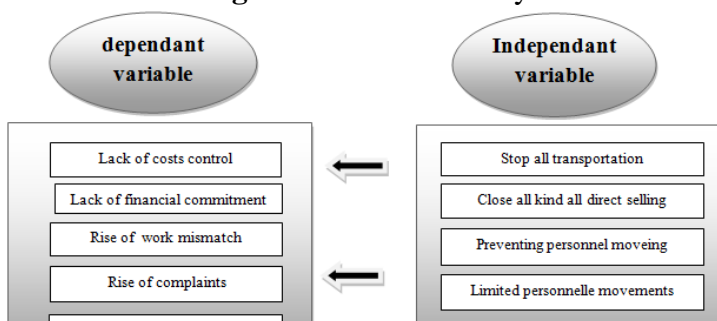
Lack of financial commitment: The inability of projects to pay their financial obligations towards suppliers or workers as a result of lack of liquidity and the continuous rise of inflation.

Rise of work mismatch: High-performance deviations and a mismatch between what is planned and implemented on the field.

Rise of complaints: The high rate of complaints, frustration, and job dissatisfaction on the part of workers.

Vulnerability performance: It means poor performance, low level of profitability, increased delivery time.

Figure.2. Model of study



Source: Prepared by the authors

Population

The unit of analysis (the major entity under investigation) in this study is construction projects, who can be found in areas of construction activities in souk ahras city.

Sampling Process

As for the sampling method, random convenience sampling was chosen, because it is efficient and, the best way to gain data effectively and quickly. For this research study, (70) participants were requested to complete the questionnaire.

Data Collection

The use of a questionnaire survey instrument was deemed the most appropriate method of data collection for this study. Requesting uniform data from respondents, this methodology facilitates comparative statistical analysis.

Development of the questionnaire instrument

The study tool is a two-part questionnaire designed, the first part consists of five 6 items containing descriptive information of respondent’s profile, and the second part consists of twenty (20) items, which were used description independent variable (Lockdown) and, twenty-two (22), for depend on variable (business plan), for the analysis of hypotheses.

Table 1. Likert Range

Weighted Average	1-1.8	1.81-2.6	2.61-3.4	3.41-4.2	4.21-5
Tendency	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Source: Prepared by the authors based on SPSS outputs

The type of question is centralized of multichotomous questions with multiple choices. To get entrepreneur's feedback, on how much they agree or disagree with the impact of lockdown on business plans in construction projects, the questionnaire has used the five-point for both Likert and Importance scale, one (01) point for "Strongly disagree" and "Not important", two (02) points for "Disagree", three (03) points for "Neutral", four (04) points for "Agree", and five (5) points for "Strongly agree" and "Very important".

Piloting and Testing the Questionnaire Instrument:

After the development of the questionnaire, a Pilot test was conducted to assess the questionnaire's comprehension and eliminate potential problems. The preliminary questionnaire was administered to a group of 70 entrepreneurs in the construction area. As a result of the pilot test, several questions were reworded.

Data reliability

Once the responses were collected, the data reliability was tested with Cronbach's alpha coefficient using the SPSS software (Statistical Package for Social Sciences. In this study, the Cronbach's α is equal to 0.803 (80.300%) indicating high reliability which allows confirming the reliability of the measurement scales and thus the validity of the questionnaire.

Table 2. Cronbach value

Cronbach	N
0.803	24

Source: Prepared by the authors based on SPSS outputs

Data analysis and discussion:

This statistical tool has the benefit of wide availability and usage and increasingly good coverage of statistical techniques.

Data analysis

To derive the results of the research different statistical tests, tables, descriptive and deductive statistics methods (Univariate, bivariate, and multivariate analysis) were conducted to answer the research questions.

Characteristics of the study sample

Lockdown And Its Impact Nesrine Bordji, Bilel Rehalia, Mehdi Djaber

Several questions were asked to know the characteristics of the study sample. The results are described in table 4. It is seen from Table 4, the highest percentage (97.10%) of respondents are men. The percentage of women is estimated at (2.90%). This characteristic does not affect the results of the survey. According to the results obtained, the population's sample (37.10%) belong to the average age group of 36-50, and the population's sample (34.30%) belong to the average age group +50, this category dominates in construction projects, followed by the category 26-35 years composite at (21.40%), whereas less than 18 years represent only (07.10%) of the respondents.

Based on the results obtained, from the survey respondents (20.0%) have a Below Bachelor's, while Bachelor degree represents (25.70%) of our sample, (21.40%) have a University Degree, finally, the domain of age group is Graduate studies, represent (32.90%).

The results showed that owner projects represent half of our sample (48.60%), followed by Managers of the project (21.40%), executives (18.60%), and employees represent only a minority of the studied sample (11.40%).

Table 3. Socio-demographic characteristics

Personal Variables	Description	Frequency (N)	Percentage (%)
Gender	Men	68	97.1%
	Women	02	2.9%
Age (years)	18-25	5	7.10%
	26-35	15	21.40%
	36-50	26	37.10%
	50+	24	34.30%
	Academic Level	Below Bachelor	14
	Bachelor	18	25.70%
	University Degree	15	21.40%
	Graduate studies	23	32.90%
Occupancy Level	Project owner	34	48.60%
	Manager of the project	15	21.40%
	Executive	13	18.60%

Employee	08	11.40%
TOTAL	70	100%

Source: Prepared by the authors based on SPSS outputs

Lockdown and its axes

When analyzing the results obtained for this question, we extracted the weighted mean and standard deviation for each criterion using statistical methods, based on the likert scale, and using SPSS18.0 (see Table 5).

Table 5. Summary table of the question: about lockdown that was applied during march 2020 until December 2020, we divided it into six axes (Stop all transportation, Close all kind all direct selling, Preventing personnel moving,..exct) will enable it to:

Table 4.lockdown variables

Criteria	N	Mean	Std. Deviation
Stop all transportation	70	22864.	0.40545
Close all kinds all direct selling	70	22864.	0.36797
Preventing personnel moving	70	35004.	0.42006
Limited personal movements	70	35004.	0.42006
Stop working in public sectors	70	35004.	0.42006
Cancellation of all sports/political events	70	3.6848	0.33114
Total	70	4.128	0.228207

Source: Prepared by the authors based on SPSS outputs

According to the Likert scale, each mean represents a signification and corresponds to an interval level.

Lockdown And Its Impact Nesrine Bordji,Bilel Rehalia, Mehdi Djaber

According to table 06, the basic variables of the independent variable (**lockdown**), According to the results obtained, the mean response from entrepreneurs' construction projects, is 4.1282, which is considered to be high. This mean also falls in the "strongly agree" category. The dispersion is 0.228207, which represents a small dispersion of the responses.

What highlights the strength of agreement of sample responses of the strength of the lockdown that applies by Algerian government between (March 2020 and December 2020),

where the trend of the sample respond the **stoppage of transport** was strongly, and this indicates that Algerian government considered that public transport is one of the most important reasons, that helps the spread of the covid19 virus,

the mean response **Close all kind all direct selling** is 4.2286, which is considered to be high, that means the Algerian government success to close them, strictly as the most important places of human contact, the mean response **Preventing personnel moving** is 4.3500, This means also falls in the "strongly agree" category; which means Algerian government to force peoples to obey these instructions to break the link of contamination.

in general, we find the variable (**Limited personnel movements**) has a top mean of 4.3500, we find the survey total agree with it, which mean the limitation touch all kind of movements, all business sectors, and as a result Algerian government could apply a massive sanitary lockdown.

Business plan and its axes:

When analyzing the results obtained for this question, we extracted the weighted mean and standard deviation for each criterion using statistical methods, based on the Likert scale, and using SPSS (Table 6). Table 6. Summary table of the question: about the business plan, we divided it into six axes (Lack of costs control, Lack of financial commitment, Rise of work mismatch,..exct) will enable it to:

Table 5. business plan variables

Criteria	N	Mean	Std. Deviation
Lack of costs control	70	4.2319	0.41639
Lack of financial commitment	70	3.0143	0.51055

Lockdown And Its Impact Nesrine Bordji,Bilel Rehalia, Mehdi Djaber

Rise of work mismatch	70	4.3500	0.42006
Rise of complaints	70	4.2357	0.41460
Vulnerability performance	70	4.3500	0.42006
Implementations difficulties	70	4.2357	0.41460
Total	70	4.070	0.22957

Source: Prepared by the authors based on SPSS outputs

According to the results obtained, the mean response from “construction projects entrepreneur” is 4.0700 which is considered to be strongly high. This mean also falls in the " agree" category. The dispersion is 0.22957, which represents a small dispersion of the responses.

which highlights the agreement of the respondents, which indicates the significant impact of the lockdown on the operational process of the projects, as most production costs rose, as a result of the severe insufficiency The supply of raw materials and production requirements, which led to an increase in their prices, and most of the construction projects breached their commitments to deadlines as a result of preventing the movement of workers and stopping the transportation, which subjected the projects to penalties.

In general, through the variables of the business plan, we find that the lockdown is in complete agreement through the study sample on the destructive effect of the lockdown on the business process of construction projects.

Testing the hypotheses of the study

The first main hypothesis:

Table 6. Correlations

		X	Y
X	Pearson Correlation	1	,752**
	Sig. (2-tailed)		,000
	N	70	70
Y	Pearson Correlation	,752**	1
	Sig. (2-tailed)	,000	
	N	70	70

Source: Prepared by the author based on SPSS outcomes

According to table n°07, we notice that the correlation between **lockdown** and **business plan** estimated at **0.752**, which is close to one, with a moral level greater than: 0.01, and therefore it can be said that the relationship between them is a direct correlation, meaning that the more impact the **lockdown** on **business plan** of construction projects, for that, and the value of sig=0.000, less 0.05, in this case, we accept the **hypotheses H1**

The second main hypothesis :

Table 7. Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2,056	1	2,056	88,433	,000 ^a
Residual	1,581	68	,023		
Total	3,636	69			

Source: Prepared by the author based on SPSS outcomes

According to table 8, above we note the face value F =88.433, is greater than the table value (t=3.98), and that the coefficient of interpretation (R square) is high, where lockdown explains 56.50 % of the business plan of construction projects, and the rest for other variables. While the probability value (Sig= 0.000), which is below the level of moral indication $\alpha =0.05$, indicates a statistically significant effect of lockdown on the business plan of construction projects, the slope equation can be inferred as follows:

$$y = 0.612x + 1.544$$

Results and discussion

After presenting the main results of our study, the analyses and discussion of the results can be formulated through the following points:

- From the study, The results of the study showed that it was in quite an agreement with the massive application of the lockdown, in the period between (March 2020 to December 2020), with an estimated average of: 4.1282and an estimated variance of: 0.228207.
- Through the regression function, there is a significant effect of

Lockdown And Its Impact Nesrine Bordji, Bilel Rehalia, Mehdi Djaber

lockdown (combined), as well as a significant effect on the business plan of construction projects.

- The analysis revealed that: Through the results of the study, it was shown that the operational costs rose to top levels, especially with the increase in the prices of raw materials, transportation halt, high labor wages costs, and shortage of materials.
- on account of the delay in receiving their dues from the government and the increased operating costs, resulted in The difficulty of the projects' commitment to their financial obligations both for provider and workers.
- Because of the psychological pressures created by the Corona pandemic on society and the state of panic that accompanied it, this was reflected in the workers' performance through many mistakes at work, being late for work, and the lack of profitability at work.
- The results of the study analysis showed a rise in complaints and grumbling among workers, due to the high costs of transportation, limiting working hours from 06 in the morning to 17.00 in the evening, which created pressure on the workers to achieve the planned goals. And the difficulties in execution
- Weakness in performance through lack of efficiency due to increased working hours to achieve the same goals.
- There is a strong agreement of Changement on the mechanisms for preparing and implementing the business plan in construction projects under the pandemic.
- The research revealed that the pandemic has inflated construction and operating costs.
- The lockdown postponed all construction project works, which resulted in delays in all delivery dates.
- The results revealed an increase in the rate of workers' absenteeism and complaints, which disrupted the work process and increased the costs of product mismatch
- The economic lockdown generated a weakness in performance and efficiency in achievement due to the psychological and social pressure that the pandemic generated.

At the end of this study, the five initial hypotheses can be all verified as follows:

- The first hypothesis that there is a significant correlation between

lockdown and business plan in construction projects in Souk Ahras city, has been confirmed. There is a real correlation that lockdown let in the business plan of construction projects.

- There is a direct impact of the lockdown on the business plan of construction projects through activities interruption, increase in work costs and raw materials, increase in absences, increase with workers' complaints, mismatch of completed works.

Recommendations :

The outcome of this study is very valuable for the construction projects, we reached the gross damage that the pandemic left on the construction projects in Souk Ahras city, and many of them were exposed to the risk of bankruptcy and complete cessation, which exposed the public interests of the city, through the breakdown of many educational, university and social projects, at the result, it exposes public benefit to stop, and through the study.

Based on the analysis of questionnaire results, we made the following recommendations that may help mitigate the economic, social, and psychological damages of the pandemic:

- Providing strong support from the state to emerging projects, to address the economic effects of the pandemic.
- Tax exemption until the end of the pandemic.
- Providing facilities for paying bank debts for construction projects.
- Exemption from late fines
- Providing training courses for entrepreneurs in managing health risks and how to mitigate their damages
- Working on the financial reassessment of projects by preparing supplementary financial envelopes to cover the cost inflation resulting from the pandemic.
- Preparing legislative texts that protect projects from the risk of bankruptcy.
- Extending the deadlines for receiving projects
- Raising the capacity of construction projects to deal with health emergencies

- Training project workers in the field of health emergencies.
- Work to raise awareness of the importance of vaccination to get out of the pandemic as soon as possible.
- Involve the owners of affected projects in formulating a national strategy to protect projects from the risk of bankruptcy, as a result of repeated closures.

Bibliography List:

- Buelens, C. (juin,2020). Lockdown Policy Choices, Outcomes and the Value of Preparation Time: A stylized model. DISCUSSION PAPER. Publications Office of the European Union, Luxembourg:.
- Claverie, J.-M. (2020). A scenario to safely ease the covid-19 lockdown while allowing economic recovery. *Virologie*, E24.
- coronavirus, h. (spt 20/09-20-11, 2021). Coronavirus Pandemic. sur COVID-19 Coronavirus Pandemic. worldometers.
- Coste, M. (2009). *Entrepreneuriat*. Paris, France: Pearson Education.
- Dictionary, C. (spt 20/09--20/11, 2021). dictionary. [cambridge.org/dictionary/english/lockdown](https://www.cambridge.org/dictionary/english/lockdown). Cambridge University Press.
- Edward Kon, D. P. (2020). The impact of shutdown policies on unemployment during a pandemic. CEPR, Columbia University, 24.
- Edward, F., & Berkeley, S. (2018). *The Palgrave Encyclopedia of Strategic Management*. USA: Living Edition p79.
- Faber, M., & al, e. (2020). A lockdown index to assess the economic impact of the coronavirus. *Swiss Journal of Economics and Statistics*, 3-23.
- FME, T. (2014). *project scope management/project skills*. (USA, Éd.) free-management-ebook.
- HEAGNEY, J. (2011). *fundamentals of project management (éd. 4)*. (J. HEAGNEY, Éd.) new york American Management Association.
- Hien Lau1, V. K. (2020). The positive impact of lockdown in Wuhan on containing the COVID-19 outbreak in China. *Journal of Travel Medicine*, 1-7.
- Klaus Fichter a, b. *. (2020). Impacts of promoting sustainable entrepreneurship in generic. *Journal of Cleaner Production business plan competitions*, 267.

- Laura Di Domenico¹, G. P.-Y. (2020). Impact of lockdown on COVID-19 epidemic in Île-de-France and possible exit strategies. *BMC Medicine*, 3.
- Lewis, J. P. (1995). *Fundamentals of Project Management*. USA: AMACOM Books.
- Suresh Jain, T. S. (2020). Social and Travel Lockdown Impact Considering Coronavirus Disease (COVID-19) on Air Quality in Megacities of India: Present Benefits, Future Challenges, and Way Forward. *Taiwan Association for Aerosol Research*, 1225.
- Teece², J. S. (23 Juin 2016). *The Palgrave Encyclopedia of Strategic Management*, 2.
- Vyas, M. (2020). Impact of Lockdown on Labour in India. *The Indian Journal of Labour Economics*, 76-77.