



IMPLEMENTATION OF PMO AT BANU MUKHTAR PVT LTD.

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Dec 26,2025

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Declaration

We hereby declare that this project report is the result of our original work, except for quotations and citations that have been duly acknowledged. We further declare that this report has not been submitted previously or concurrently for any degree or award at Bahria University or any other institution.

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DEDICATION

Specially dedicated to my parents and teachers (JANEETA REHMAN)
My parents and teachers
(Umer Kamran)

Acknowledgements

We would like to extend our heartfelt thanks to everyone who contributed to the successful completion of this project report.

We are especially grateful to our course instructor, **Mr. Ahsan Maqbool**, for his valuable advice, continuous guidance, and immense patience throughout the development of this report.

We would also like to express our sincere appreciation to our loving parents and supportive friends for their encouragement, help, and unwavering support during this journey.

Janeeta Rehman

Umer Kamran

Abstract

This PMO report presents a comprehensive analysis of project management practices within the Banu Mukhtar Steel (Pvt) Ltd., a leading construction and infrastructure development company in Pakistan. The report aims to assess the establishment, structure, and strategic role of the Project Management Office (PMO) in aligning projects with organizational goals and ensuring project governance, efficiency, and value delivery.

Using both primary and secondary data sources, the report evaluates current PMO frameworks, project performance indicators, and risk management protocols implemented across key projects. The study further explores the integration of industry-standard methodologies such as PMBOK and agile principles, tailored to the company's operational environment.

Key findings highlight the importance of centralized project oversight, standardized procedures, and strategic resource allocation in enhancing project outcomes. Recommendations are provided to strengthen PMO capabilities through digital tools, continuous training, and stakeholder engagement.

This report serves as a foundation for ongoing academic research and professional practice in project management, emphasizing the critical role of PMOs in delivering consistent project success and organizational growth within the construction industry.

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Chapter 1: Introduction

1. Organization Introduction

Banu Mukhtar Group is a prominent construction conglomerate in Pakistan, established in 1964 as **Izhar (Pvt.) Ltd.** by **Sheikh Mukhtar Ahmad**, a civil engineer who migrated from India in 1947. The company was later renamed **Banu Mukhtar Contracting (Pvt.) Ltd.** in 2012, reflecting its expanded operations and diversified services. Over the decades, the group has grown into a multifaceted entity, encompassing various subsidiaries that specialize in construction, manufacturing, agriculture, and hospitality.

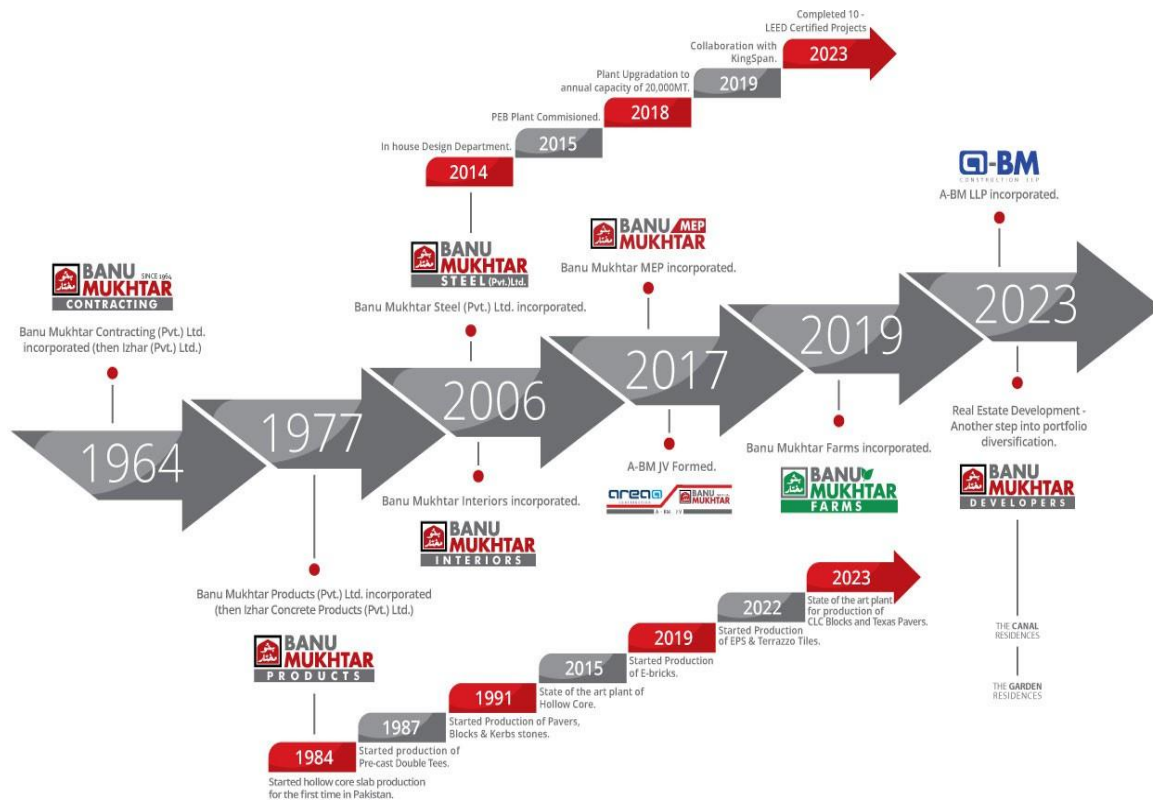


Figure # 1

1.1. Subsidiaries of Banu Mukhtar Group

- **Banu Mukhtar Contracting (Pvt.) Ltd.**
- **Banu Mukhtar Products (Pvt.) Ltd.**
- **Banu Mukhtar Steel (Pvt.) Ltd.**
- **Banu Mukhtar MEP**
- **Banu Mukhtar Hotels & Resorts**
- **Banu Mukhtar Farms**

1.2. Vision

"To become the market leader in services and products of the construction industry."

1.3. Mission

"Keeping the customers our first priority, our mission is to deliver the best quality of construction services and products through innovative engineering and efficient processes. We empower every individual of our complete supply chain team to improve the quality of our services and products every day."

1.4. Core Values

Banu Mukhtar Group remains committed to its founding values:

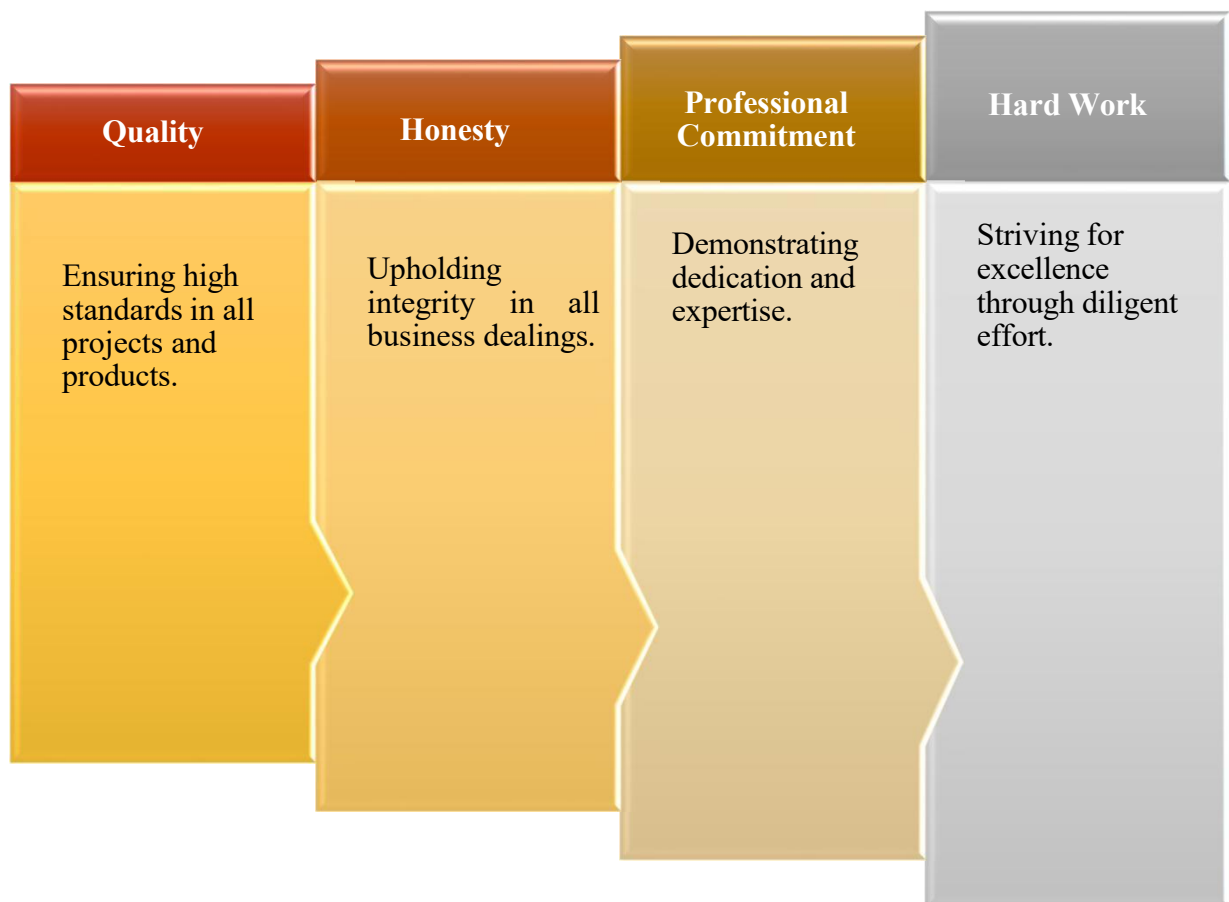


Figure # 2

1.5. Business Overview

Banu Mukhtar is a diversified construction and engineering company in Pakistan, providing end-to-end solutions across construction, engineering, and development sectors.

The company operates in:

- Construction & Engineering Management: Industrial, commercial, and institutional building projects.
- Civil & Infrastructure Works: Execution of large-scale civil works through strong engineering expertise.
- Pre-Engineered Buildings (PEB): Design and construction of customized pre-engineered structures.
- Mechanical, Electrical & Plumbing (MEP) Services: Integrated MEP solutions ensuring quality and efficiency in projects.
- Concrete Products Manufacturing: Production of advanced, high-quality concrete products.
- Real Estate, Hotels & Resorts Development: Development of luxury hotels, resorts, and real estate projects.

1.6. Core Capabilities

- Infrastructure Development (roads, bridges, industrial plants)
- Commercial and Industrial Construction
- Precast and Prefabricated Products
- Steel Structures and Fabrication
- EPC Turnkey Project Solutions
- MEP Installations
- Agriculture and Farming Innovations
- Hotel & Leisure Management

Strategic Focus Areas

- Customer satisfaction and loyalty
- Technological innovation and automation
- Quality assurance and process optimization
- Sustainable construction and green practices
- Workforce development and safety culture

Banu Mukhtar continues to be a trusted partner for public and private sector clients in Pakistan. Its organizational strength lies in its ability to deliver complex projects while maintaining professionalism, quality, and integrity.

1.7. Organization Structure



ORGANOGRAM BANU MUKHTAR GROUP

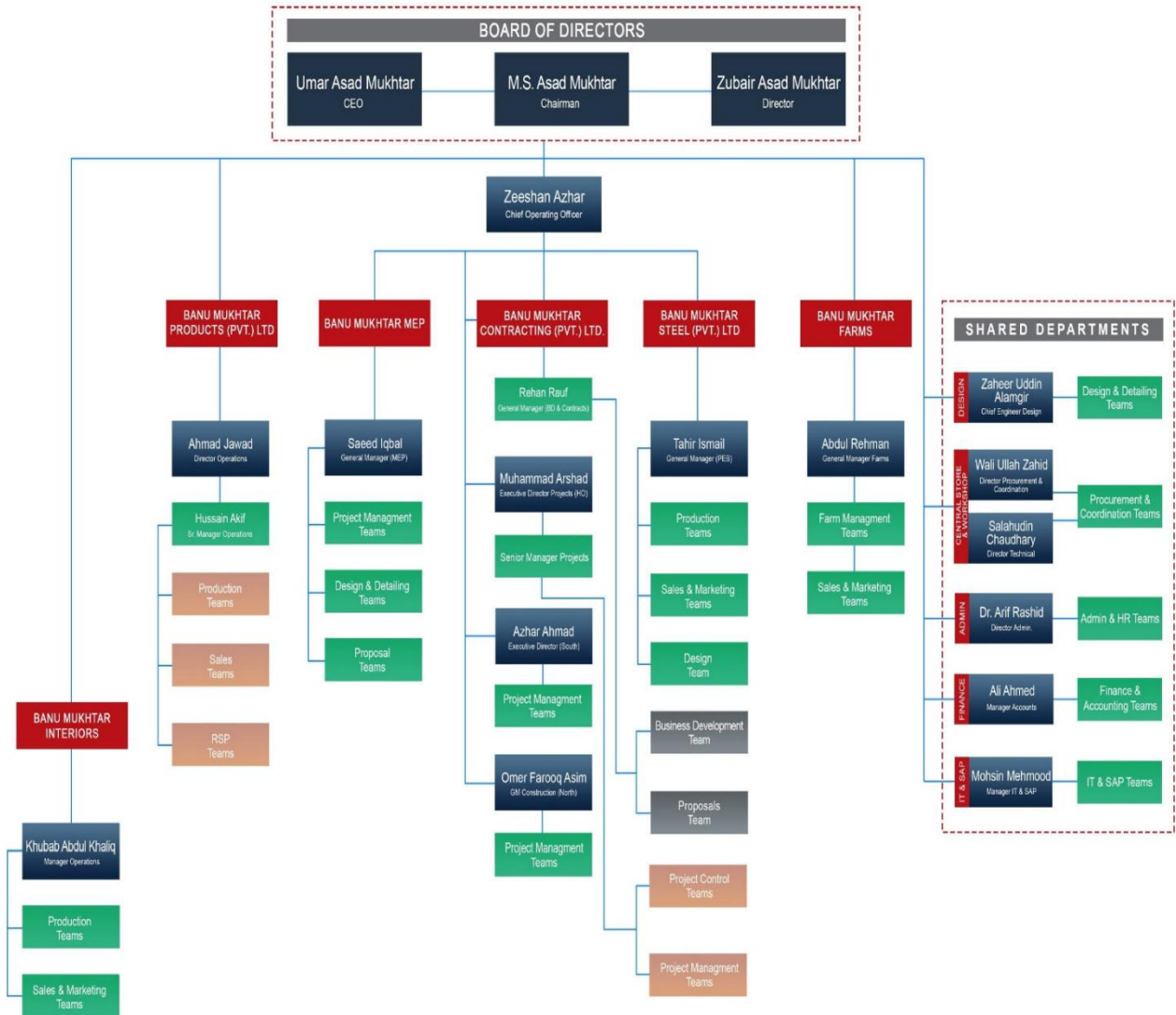


Figure # 3

1.8. ISO Certification

Banu Mukhtar Steel (Pvt) Ltd. holds specific ISO certifications such as:

- ISO 9001:2015



Figure # 1.7.1

ISO 14001:2015

CERTIFICATE

Management System as per ISO 14001:2015

In accordance with TÜV AUSTRIA Bureau of Inspection & Certification (Pvt.) Ltd. procedures II & is able certified per:

BANU MUKHTAR STEEL (PVT) LIMITED
HEAD OFFICE: 5-A, ALI BLOCK, NEW GARDEN TOWN, LAHORE, PAKISTAN.
SITE: 14-KM, GUJRANWALA ROAD, SHEIKHUPURA NEAR BAIGPUR STOP.

Applies an Environmental Management System in line with the above Standard for the Following Scope:

DESIGN, MANUFACTURING AND SUPPLY OF PRE-ENGINEERED BUILDINGS & STEEL STRUCTURES

Certificate Registration No. **TPAK-C-0128105-CMG** Valid until **2025-01-09**

[Signature] Issue Date: **2022-01-10**

Rashid Veli
 CEO
 Certification Body
 at TÜV AUSTRIA

TÜV AUSTRIA Bureau of Inspection & Certification (Pvt.) Ltd.
 4322, Main Gate, Lahore (54880), Punjab, Pakistan

The use of TÜV AUSTRIA Logo indicates a successful assessment of the activities covered by the standard in accordance with ISO 14001. The Certificate remains the property of TÜV AUSTRIA Bureau of Inspection & Certification (Pvt.) Ltd. It is subject to external audit by our auditors.

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ZERTIFIKAT | CERTIFICATE | CERTIFICADO | CERTIFIKAT | 証明書 | 證書 | 인증서

Figure # 1.7.2

- ISO 45001.2018

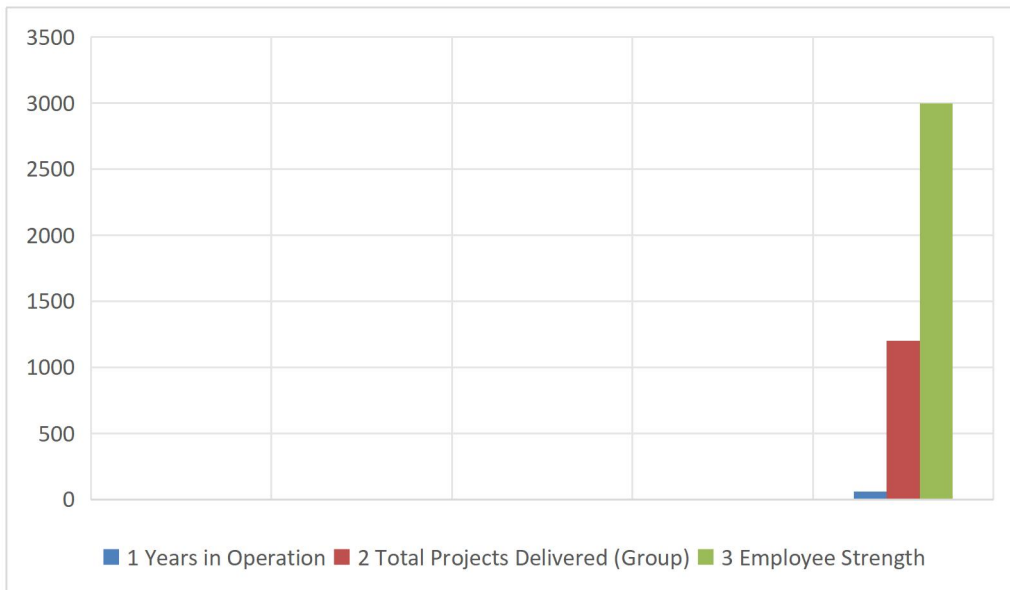


Figure # 1.7.3

1.9. Company Strength:

Financial Strength & Company Performance

- Years in Operation: Since 1964 (60+ years)
- Total Projects Delivered (Group): 1,200+
- Employee Strength: 3,000+ (across all companies)
- Assets: State-of-the-art manufacturing plants, ERP system, dedicated equipment fleet










1.10. Industry Coverage

- Manufacturing & Industrial Units
- Educational Institutes
- Commercial Complexes & Retail
- Healthcare & Hospitals
- Food & Beverage Plants
- Power & Energy Sector
- Agriculture & Cold Chain
- Corporate Office Interiors

1.11. Projects Portfolio

Table 1 Portfolio

<p>Interloop Limited</p>	<p>A leading textile manufacturer in Pakistan, Interloop has collaborated with Banu Mukhtar on multiple projects, including the construction of socks manufacturing units and apparel plants in Faisalabad, as well as a denim plant in Lahore.</p>	
<p>Coronet Foods (Pvt.) Ltd.</p>	<p>Banu Mukhtar constructed a 5-story RCC frame structure for Coronet Foods, spanning 400,000 sq ft, which included production halls, an admin block, and associated facilities.</p>	
<p>Kia Lucky Motors</p>	<p>Entrusted Banu Mukhtar with the construction of a 650,000 sq ft greenfield plant, encompassing civil works and steel roofing, completed within a tight deadline.</p>	
<p>PepsiCo International (Pvt.) Ltd</p>	<p>Banu Mukhtar delivered the construction of PepsiCo's Greenfield Snacks plant in Multan, covering approximately 22,000 sq m in its initial phase, and achieved LEED Silver certification.</p>	
<p>Engro Corporation</p>	<p>Collaborated on multiple projects, including compressor sheds, dairy sheds, and various buildings for Engro Fertilizer in Karachi.</p>	
<p>Nishat Group</p>	<p>Partnered with Banu Mukhtar for the construction of various facilities, such as dyeing units, fabric godowns, and workshops, with a cumulative area exceeding 250,000 sq ft.</p>	
<p>Roomi Fabrics Ltd.</p>	<p>Banu Mukhtar completed an expansion project for Roomi Fabrics, which included the construction of dyeing, stitching, and weaving units, along with a gas power plant and utility block.</p>	

1.12. Current projects:

Table 2 Current Projects

Sr No.	Project	Location	Client	Budget
1	Mukhtar A Sheikh Hospital	Multan	Welfare Trust	PKR 1,350 M
2	Hayat Kimya Plant	Faisalabad	Hayat Kimya	PKR 1,440 M

Chapter 2: PMO Justifications

2.1. AS-IS ANALYSIS:

An assessment of Banu Mukhtar's project management practices revealed several areas for improvement impacting efficiency and success. Outdated project management tools, Non-standardized processes, Involvement of non-essential personnel, Skill gaps among employees, Cost and schedule overruns, Lack of clear authorities, Inadequate human resources on site. These factors contribute to a disorganized environment, inconsistent best practices, and increased risk of project delays and rework.

The technique we employed for As-IS Analysis are given below

- **Observations**
- **Interviews**
- **Survey**
- **Meeting**

2.2 Observations:

When we visited in the organization, we observed several gaps and challenges that impact project performance and overall operational efficiency. These observations shed light on areas where improvements are needed to enhance organizational effectiveness. The gaps are given below:

- **Procurement Delays:** The lack of standardized procurement processes often results in delayed material acquisition, disrupting project schedules.

- **Communication Gaps:** The lack of standardized processes and clear roles can lead to miscommunication between project teams, departments, and stakeholders
- **Lack of Human Resources at Project Sites:** Project locations lack the necessary personnel to execute tasks effectively due to insufficient staffing, geographical dispersion, or limited expertise.
- **Lack of Project Manager Authority:** Project managers lack the decision-making power necessary to effectively allocate resources and manage budgets, hindering project execution.
- **Cost overruns:** Projects are experiencing cost overruns due to inefficient resource allocation and wasted rework.
- **Schedule Delays:** Projects are not completing on time due to poor project management practices.

2.3 Interview

Date:

Time:

Participants:

Interviewer:

Interviewee:

Purpose of Interview:. To understand the obstacles and areas for improvement in project delivery within the organization.

Interview Questions:

1. Can you provide examples of recent projects in our organization that experienced schedule delays? What do you believe were the main factors contributing to these delays?

Answer: Yes, in Projects, we encountered significant schedule delays due to shortage of skilled labor. Additionally, delays were caused by late delivery of critical materials from suppliers.

2. Have you any issue regarding cost overrun in the projects of the organization? if yes, what factors do you believe contributed to them?

Answer: Project costs have often exceeded initial estimates, primarily due to unforeseen expenses and inadequate price hikes.

3. From your experience, have you noticed any shortages of human resources at project sites? How have these shortages affected project progress and completion?

Answer: Yes, shortages of skilled workers have been a common challenge at project sites.

This has resulted in delays in task completion, increased workload for existing staff, and ultimately, hindered project progress and timely completion.

4. *Did you face any workforce-related issues during your projects?*

Answer: Yes, we found a gap related to non-technical employees. Many non-technical staff were not familiar with basic project processes, which caused delays in coordination and reporting.

Overall Findings from Interview:

Following thorough interviews, it was discovered that around 60-70% of employees pinpointed schedule delays, cost overruns. These issues are further complicated by a of human resources, which impedes project advancement. Moreover, communication breakdowns, unclear reporting lines, and limited authority granted to department heads were cited as additional obstacles, directly affecting decision-making processes. These findings highlight the complex nature of the challenges and stress the importance of implementing comprehensive solutions to enhance project performance and overall organizational effectiveness.

Gaps Identified:

- **Schedule delays**
- **Cost overruns**
- **Lack of Human Resources**
- **Non-technical Employees**



2.4. Questionnaire Survey:

Questionnaires Survey Form
Name:
Designation:
Date:
Contact Information:
What obstacles have hindered your progress in completing projects on time?
a) Team member unavailability
b) Procurement delays
c) Schedule delays
d) Unrealistic deadlines or expectations
Have you encountered any cost management issues in your project?
a) Cost escalation
b) Cost Overrun
c) Supplier issues
d) Cost Estimation
Are the resources assigned to the project enough to guarantee its success?
a) Limited budget or funding issues
b) Lack of human resources
c) Equipment Issues
d) Unavailability of Materials
Is procurement processes running smoothly?
a) Yes
b) Delays
What actions could enhance project performance in the organization?

a) Setting clear goals
b) Streamlined procurement processes
c) Increased staffing levels
d) All of the above
How often do your projects run behind schedule?
a) Frequently
b) Occasionally
c) Rarely
d) Never
Have you observed any instances where project costs exceeded the initial budget estimates?
a) Yes, often
b) Yes, occasionally
c) No, rarely
d) No, never
Are the current staffing levels sufficient to handle project workload?
a) Adequate
b) Insufficient, leading to resource constraints
c) Excessive, resulting in underutilization
d) Not sure
Which is main factor behind the delays of project?
a) External factors beyond control
b) Inefficient execution of tasks

Table 3 Banu Mukhtar Questionaries Survey Form

Survey Results Summary:

The survey form was filled out by 400 employees across various departments within the organization. The results revealed the following key findings:

- Over 70% of respondents reported experiencing **schedule delays** in their projects.
- Approximately 60% of respondents indicated facing challenges with managing project costs, citing **cost overruns** as a significant issue.
- **Procurement delays** were identified as a concern by nearly of respondents, impacting project timelines.
- A substantial portion of respondents, around 40%, highlighted the **lack of human resources** as a major obstacle hindering project progress.
- Other notable challenges identified include **inefficient procurement processes**, inconsistent adherence to project milestones, external factors beyond control affecting project outcomes, **communication gaps**, and a **lack of project manager authority**.

Highlighted Gaps :

- 1 **Schedule delays**
- 2 **Cost overruns**
- 3 **Procurement delays**
- 4 **Lack of Human Resources**
- 5 **Communication Gap**
- 6 **Lack of Project Manager Authority**



2.5. Meeting

Date	2-Nov- 2025	Time	10:00 AM
Subject	Meeting Regarding the Following agenda:		
	Discussion Regarding the problems occurring in the projects		
Venue	Meeting room Banu Mukhtar		
Participants	Sr No.	Name	Designation
	1	Ali niaz	Project Director
	2	Kamran Ahmed	GM Construction
	3	Kashif Rasool	Gm Finance
	4	Faizan Aslam	Gm Procurement
	5	Saqib Naqvi	Project Manager
	6	Afshan Riaz	HOD Survey section
	7	Tariq Masood	HOD QS section
	8	Bazdar Alam	Planning Engineer

Table 4 Minutes of Meeting

A meeting was convened on Nov 2, 2025, at 10:00 AM in the meeting room of Banu Mukhtar OFFICE

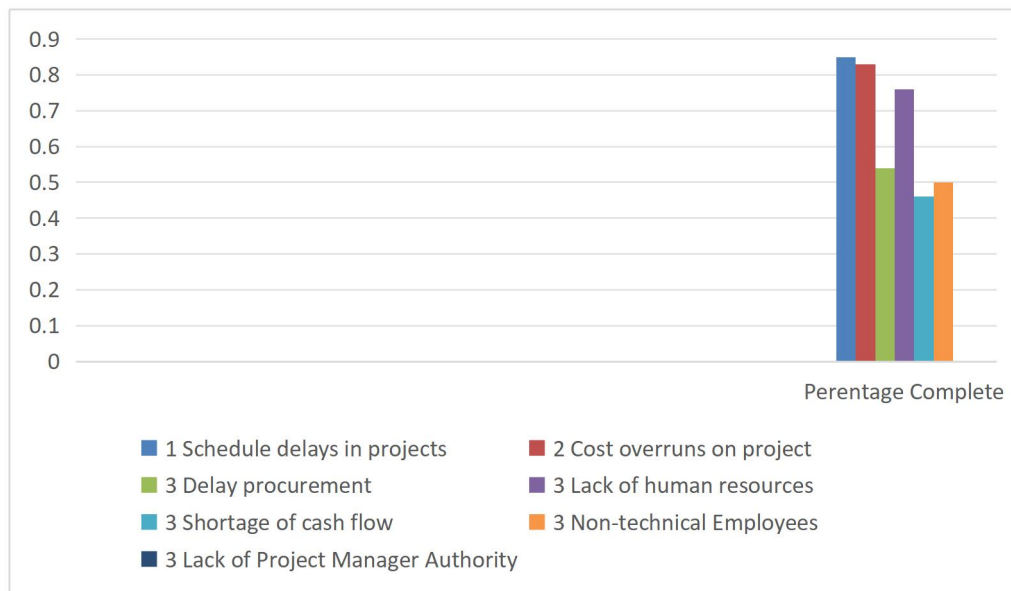
- Delays due to not having the right people or materials on time
- Poor planning for who and what resources are needed
- Not enough skilled workers at project sites
- Shortage of Cash Flow
- Cost Overrun

Strategies for improvement:

To boost project performance, the plan is to improve resource planning and allocate human resources more efficiently. This includes training or hiring people with the right technical skills. The goal is also to keep costs under control and stick to project timelines. To manage cash flow issues, payment schedules will be optimized and additional financing options explored.

Highlighted Gaps by Attendees:

1. Schedule delays in projects
2. Cost overruns on project
3. Delay procurement
4. Lack of human resources
5. Shortage of cash flow
6. Non-technical Employees



These gaps stand out as predominant challenges:

- 1 Cost Overrun on Projects
- 2 Schedule Delays
- 3 Lack of Human Resources on Project Sites

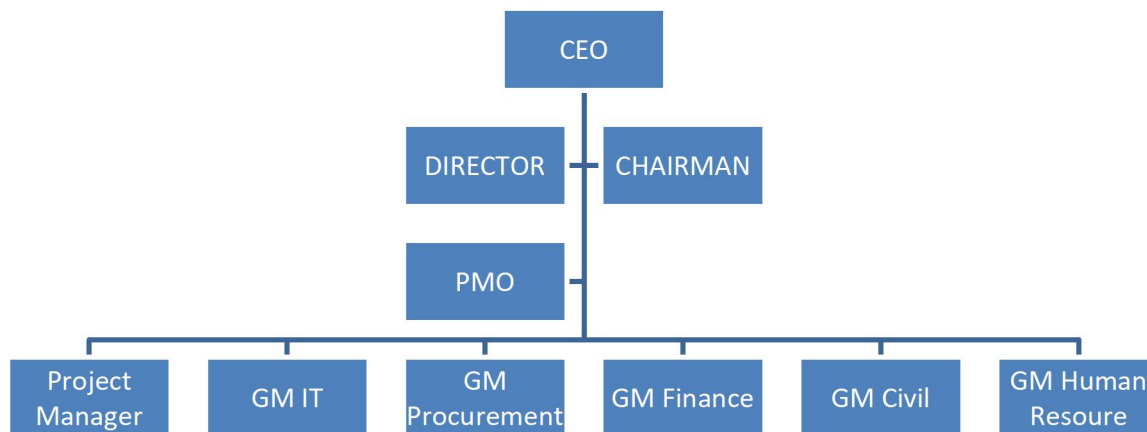
3. PMO Formation

3.1 Current PMO

Banu Mukhtar currently does not have a formally established Project Management Office (PMO). Project management activities are likely overseen by individual project managers or departments, potentially leading to inconsistencies in approach and execution. The absence of a centralized PMO structure may contribute to challenges such as:

- Difficulty in maintaining consistent project management methodologies across the organization.
- Limited visibility into project progress and resource utilization which leads to cost overrun and schedule delays
- Inefficient communication and collaboration between project teams, hindering timely problem solving and hindering project progress

3.2 Proposed PMO Structure



3.3 PMO Charter:

General Project Information		
Project Name:	Establishment of Project Management Office at Banu Mukhtar	
Executive Sponsors:	CEO Banu Mukhtar	
Project start date:	21-May-2025	
Project end date:	23-May-2026	
Impact of project:	Timely delivery of the projects within cost and time.	
Project Team		
Name	Designation/department	E-mail
ABC	PMO Director	
ABC	Scheduling Coordinator	
ABC	Cost Estimation Specialist	
ABC	Budget and Finance Analyst	
ABC	Resource Manager	
ABC	Procurement Specialist	
ABC	Training and Development Coordinator	
ABC	Communications Manager	
ABC	Performance and Metrics Analyst	
ABC	Documentation and Reporting Specialist	
Stakeholders		
CEO		
Directors		
Department Heads		

PMO Team Members	
Project Managers	
Project Team	
Project Scope	
The aim of the project to ensure delivery of tasks on time and within the budget. It achieve by thorough planning, execution, monitoring and control of all project activities .	
Objectives	
<p>Implement standardized methodologies to achieve a 50% reduction in schedule</p> <p>Implement standardized methodologies to achieve Cost overruns within 12 months</p> <p>To strengthen human resource management practices to enhance coordination and productivity.</p>	
Deliverable s and milestones:	
<p>Implementing standardized scheduling templates and cost management processes to improve project planning, execution, and control by the end of 12 months.</p> <p>Implementing standardized reporting templates for project progress.</p>	
Major Known Risks	
Risk	Impact
Unwilling to Change	High
Resource Constraint	High
Stakeholders Misalignment	Medium
Data integration challenges	Low
Technology Adoption challenges	Medium
Constraints	
A limited budget reduces the resources available for PMO implementation and makes it difficult	

to manage unexpected requirements.

A short timeline for establishing the PMO and conducting training creates pressure to deliver quick results while still ensuring long-term sustainability

Roles and responsibilities

Improve communication and collaboration across project teams to strengthen risk identification and enable timely mitigation, helping prevent delays and cost overruns.

Develop and apply standardized project management processes and templates to enhance planning and execution quality.

Provide training and support to project managers to help them manage resources and address procurement issues more effectively.

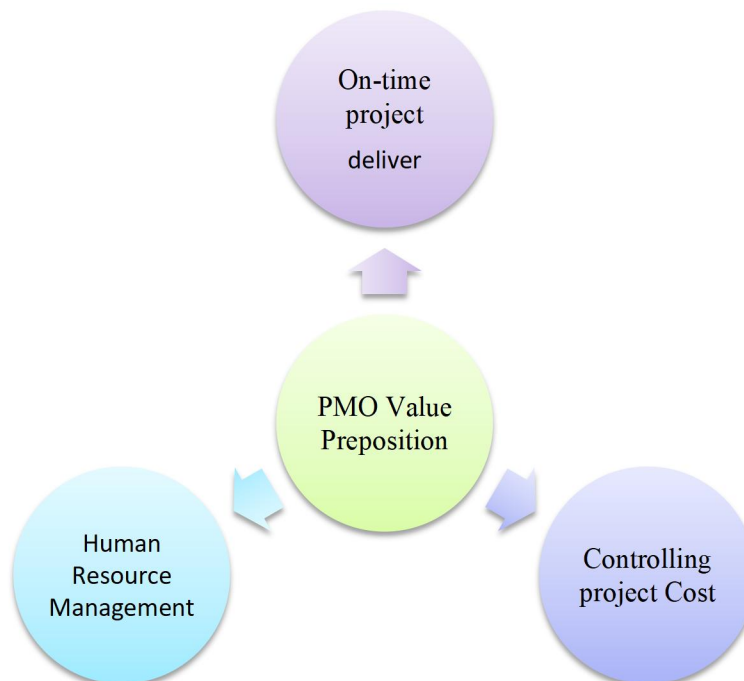
Maintain a centralized hub for project documents, best practices, and lessons learned to encourage knowledge sharing and improve resource utilization

Sign-off

	Name	Signature	Date
Executive Sponsor	Asad Mukhtar	Asad Mukhtar	
Department Sponsor	Umar Asad Mukhtar	Umar Asad Mukhtar	
Project Manager	Muhammad Ahmad	Muhammad Ahmad	

Table 5 PMO Charter

3.4 Value Proposition:



3.5 PMO Category

The supportive PMO is being set up to directly fix the main problems in our projects. It will help control schedules and costs so that delays, extra expenses, and a lack of staff at project sites are reduced. By improving project planning, monitoring, and follow-up, the PMO will help keep projects on time and within budget. It will also give project managers more decision-making power and offer technical support and training. This will reduce communication issues and procurement delays, and improve teamwork and overall project efficiency.

3.6 PMO Road Map (2025-2026)

PHASE 1

4 Months

- Define the PMO vision, mission, objectives, governance structure, templates.
- Identification of Gaps
- Implementation of project management practices and training programs

PHASE 2

4-8 Months

- Conduct training sessions
- Expand PMO support services and develop centralized reporting system

PHASE 3

8-12 Months

Integrate PMO practices into all projects and align PMO activities with organizational strategy.

- Continuously giving feedback
- Implement processes to continuously track financial reports of the projects
- Evaluation of PMO performance for future growth

3.7 Stake Holder List:

Stakeholder Group	Role
Internal Stakeholders	
Executive Leadership (CEO, Directors)	Executive Sponsors
Project Managers	Project Owners
Project Team Members	Project Contributors
PMO Team Members (PMO Director, Analysts, Support Specialists)	PMO Specialists
Functional Managers (Managers of Banu Mukhtar Departments)	Departmental Leads
Admin & HR Department	Resource Allocation Specialists

IT Department	Technical Support Specialists
Finance Department	Financial Integration Specialists
Construction Department	Construction Specialists
Contract Management Department	Contract Specialists
Bidding Department	Bidding Specialists
External Stakeholders	
Client Representatives	Project Beneficiaries
Vendors/Suppliers	Project partners

Table 6 PMO Stakeholder List

3.8 Stakeholders Requirements:

Stakeholder Category	Role Description	Expectations/Key Requirements from PMO
Executive Leadership	Top-level decision-makers responsible for setting strategic direction and providing support.	-Clear communication on PMO objectives and benefits. - Regular updates on PMO progress and impact.
Project Managers	Responsible for planning, executing, and delivering projects within budget and schedule constraints.	- Support in implementing standardized project management processes. - Access to PMO resources and tools.
Project Team Members	Individuals involved in executing project tasks and delivering project outcomes.	- Clear roles and responsibilities within project teams. - Training and support in project management.
PMO Team Members	Responsible for overseeing PMO activities and providing support to project managers and teams.	- Guidance and support in implementing PMO processes. - Access to training and resources for PMO functions.

Functional Managers	Managers of various departments impacted by projects, responsible for resource allocation.	- Coordination with PMO on resource needs and availability. - Support in implementing PMO initiatives.
Admin & HR Department	Responsible for administrative and human resources functions within the organization.	- Support in HR-related aspects of project management. - Collaboration on organizational change management.
IT Department	Manages IT infrastructure and systems critical for project execution and management.	- Technical support and guidance on IT tools and systems. - Collaboration on data management and security.
Finance Department	Oversees financial aspects of projects, including budgeting and expenditure tracking.	- Budgetary support and guidance on cost management. - Collaboration on financial reporting and analysis.
Construction Department	Manages construction activities and resources for projects related to infrastructure development.	- Coordination on resource allocation and scheduling. - Collaboration on project risk and safety management.
Contract Management Department	Responsible for managing contracts with vendors and suppliers for project-related services.	- Assistance in contract negotiation and management. - Collaboration on vendor performance evaluation.
Bidding Department	Handles bidding processes for project contracts and procurement activities.	- Support in procurement planning and bid evaluation. - Collaboration on vendor selection and contracting.
Client Representatives	Representatives of clients or end users who will use the products or services delivered by projects.	- Clear communication on project requirements and expectations. - Involvement in project progress updates.
Vendors/Suppliers	External entities providing goods or services for project execution.	- Clear communication on project scope and deliverables. - Timely payment and feedback on service delivery.

Table 7 PMO Stakeholders Requirement

3.9 PMO Frame Work



Figure#3 PMO Frame Work

Governance Structure

Defines the roles, responsibilities, and reporting lines within the PMO to ensure clear oversight and effective decision-making, addressing gaps in project management authority.

Schedule Management

Establishes processes for planning, monitoring, and controlling project schedules to prevent delays and ensure timely delivery of projects.

Cost Management

Implements standardized cost estimation and budgeting processes to control project expenses and avoid cost overruns.

Resources Management

Focuses on optimizing the allocation and management of resources to address shortages and ensure that projects have the required skilled personnel and required equipment.

Communication Management

Enhances communication channels and processes to minimize gaps, ensuring timely and clear information flow among all stakeholders

Continuous Improvement

Promotes ongoing evaluation and refinement of project management processes to improve efficiency and effectiveness over time.

3.10 Function Model AND NAMES



Figure#4 PMO Function Modle

3.11 PMO Scope Statement

Project: Banu Mukhtar Project Management Office (PMO) Implementation

This project aims to establish a central Project Management Office (PMO) function within the organization. The PMO will provide standardized processes, methodologies, and support to improve the efficiency and effectiveness of project delivery across the organization.

3.11.1 Introduction

As outlined in the previously developed PMO Charter, our current project management practices lack consistency and standardization. This leads to inefficiencies, schedule delays, and potential cost overruns. The Banu Mukhtar PMO will address this challenge by establishing:

Standardized PM Processes: A defined set of processes for project initiation, planning, execution, monitoring & control, and closure, aligned with PMBOK® Guide best practices.

Centralized Support: A dedicated PMO team offering guidance, tools, and training to project managers and teams.

Improved Communication & Collaboration: Clear communication protocols and stakeholder engagement strategies to ensure alignment and timely decision-making.

3.11.2 Project Description

- Establish a central Project Management Office (PMO) to reduce cost overrun improve project delivery efficiency and effectiveness in the projects..
- Address inconsistencies in current project management practices identified in the PMO Charter, leading to potential delays, cost overruns, and inefficiencies.
- The PMO will provide standardized processes, methodologies, and support to project managers and teams, enhancing project execution and control.

3.11.3 Deliverables

- Approved PMO Charter document.
- Implementing standardized scheduling templates, risk management processes, and cost management processes to improve project planning, execution, and control.
- Streamlining project approval processes to empower project managers and establish collaboration with procurement for better resource allocation and cost control.
- Implementing standardized reporting templates for project progress, risks, and issues.
- Documented PMO processes for project initiation, planning, execution, monitoring & control, and closure, aligned best practices and addressing specific needs.
- Selected and implemented PMO software tools scheduling configured to meet requirements.
- Established and operational PMO function with documented processes for monitoring performance, gathering feedback, and refining PMO processes for continuous improvement.

3.11.4 Acceptance Criteria

The project will be considered successful upon achieving the following:

- Approval of the PMO Charter document by key stakeholders.
- Documented and implemented PMO processes that meet the established criteria and address Banu Mukhtar's project management challenges.
- Successful selection, configuration, and implementation of PMO software tools that are user-friendly and meet company functionalities.
- Defined PMO framework with clear communication protocols in place to facilitate information sharing and stakeholder engagement.

3.11.5 Exclusions

The scope of the PMO excludes the following:

- The PMO will provide support, guidance, and resources to project managers. However, project managers will retain primary responsibility for the day-to-day execution of their assigned projects.
- The PMO will adapt its processes and tools to integrate with existing departmental workflows. This project will not lead to departmental restructuring efforts.

3.11.6 Assumptions

The success of this project hinges on the following assumptions:

- **Stakeholder Support:** We assume key stakeholders (e.g., executives, project managers, functional managers) will be supportive of the PMO initiative and actively participate in its development and implementation.
- **Resource Allocation:** We assume the necessary resources (budget, personnel, and IT support) will be allocated for the PMO implementation and ongoing operation as outlined in the PMO Charter.
- **Openness to Change:** We assume project managers and team members will be open to adopting new PMO processes and methodologies. Training and clear communication will be crucial in facilitating this change.

3.12 PMO Standard Operating Procedures (SOPs)

SOPS for each PMO function

3.12.1. Schedule Management SOP

Purpose

To plan and control project schedules to avoid delays.

Responsibility

Project Manager, PMO Planner, PMO Head

Procedure

Step	Activity	Responsible	Output
1.	Develop project schedule	PM	Project schedule
2.	Control Schedule	PM	Change approval document

3.	Perform Integrated change control	Team lead	Activity duration estimate
4.	Estimate Activity Durations	Team lead	Progress reports
5.	Manage Communication	Team lead	Issue report

3.12.2 Cost Management SOP

Purpose

To control project costs and prevent overruns.

Responsibility

Project Manager, PMO Cost Officer, Finance

Procedure

Steps	Activity	Responsible	Output
1	Estimate cost	PM	Cost Estimate
2	Determine Budget	PM	Cost Baseline
3	Control Cost	PM	Cost Performance Report

3.12.3 Resource Management SOP

Purpose

To ensure enough manpower is available on project sites.

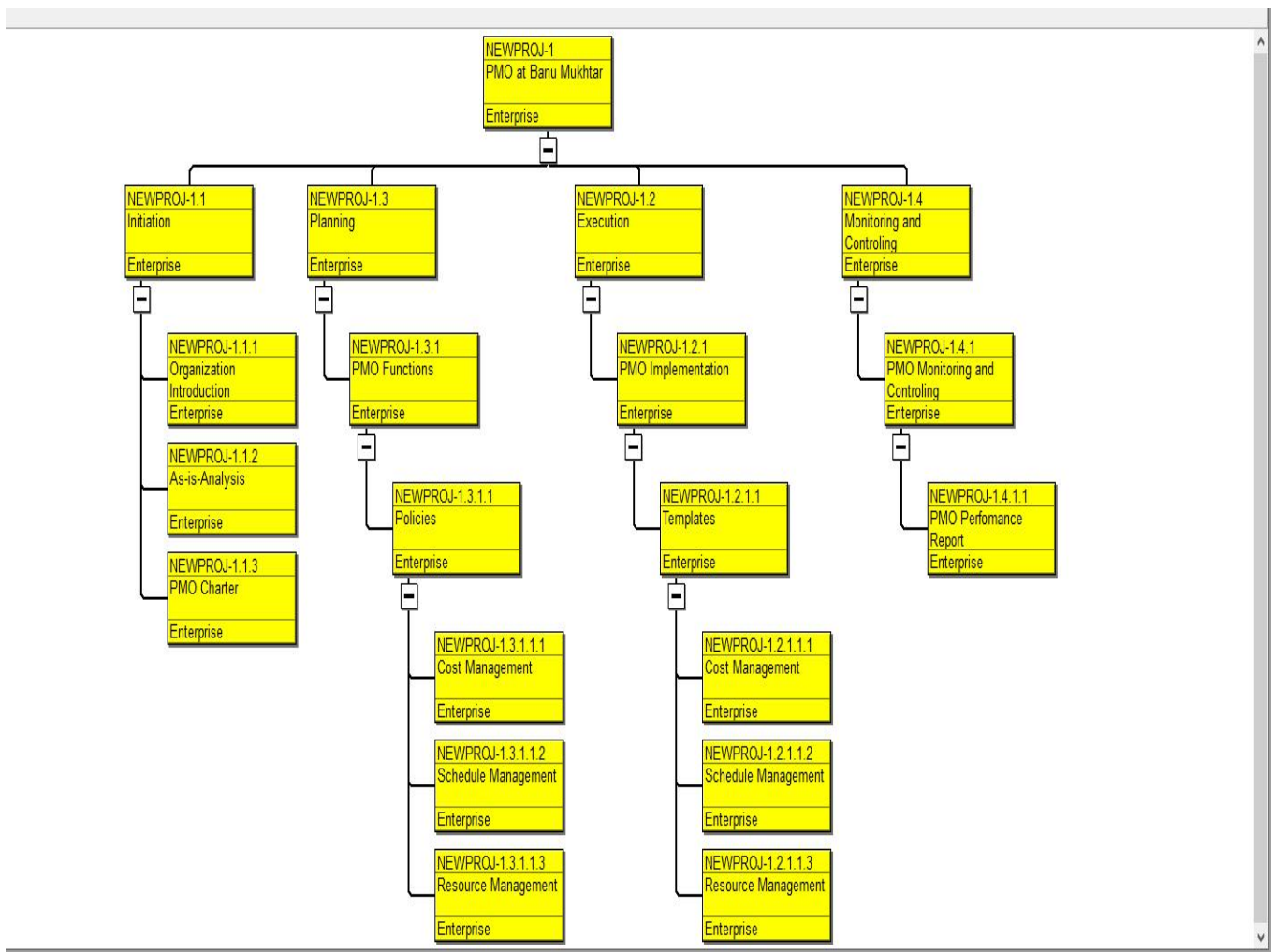
Responsibility

Project Manager, PMO Resource Officer, HR

Procedure

Steps	Activity	Responsible	Output
1	Plan Resource Management	PM	Resource Management Plan
2	Acquire Resources	PMO	Project Team Assignments
3	Control Resources	PMO	Resource Usage Reports
4	Manage Team	HR	Team Performance Assessments

3.13 WBS and Schedule



PMO at Banu Mukhtar

Activity ID	Activity Name	Planned Duration	Start	Finish	Remarks	2025					2026									
						Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
NEWPROJ-1 PMO at Banu Mukhtar						22-May-26														
NEWPROJ-1.1 Initiation						22-May-26														
A100	Prjct Start	0	23-May-25			Project Start, 23-May-25														
A1010	Prjct Finish	0		22-May-26		Project Finish														
NEWPROJ-1.1.1 Organization Introduction						27-Jun-25, NEWPROJ-1.1.1 Organization Introduction														
A1020	Intro of Organization	8	23-May-25	08-Jun-25		Intro of Organization														
A1030	Business Overview	8	04-Jun-25	13-Jun-25		Business Overview														
A1040	Organisation Structure	6	15-Jun-25	23-Jun-25		Organisation Structure														
A1050	Company Strength	4	24-Jun-25	27-Jun-25		Company Strength														
NEWPROJ-1.1.2 As-Is-Analysis						05-Aug-25, NEWPROJ-1.1.2 As-Is-Analysis														
A1060	Observations	6	30-Jun-25	07-Jul-25		Observations														
A1070	Interviews	9	08-Jul-25	18-Jul-25		Interviews														
A1080	Survey	9	21-Jul-25	31-Jul-25		Survey														
A1090	Meeting	4	01-Aug-25	06-Aug-25		Meeting														
NEWPROJ-1.1.3 PMO Charter						10-Oct-25, NEWPROJ-1.1.3 PMO Charter														
A1100	Define project Scope and Objective	10	07-Aug-25	20-Aug-25		Define project Scope and Objective														
A1110	Identify Key Stakeholders	12	21-Aug-25	05-Sep-25		Identify Key Stakeholders														
A1120	Assumption and Risks	12	08-Sep-25	23-Sep-25		Assumption and Risks														
A1130	Communication Plan	5	24-Sep-25	30-Sep-25		Communication Plan														
A1140	Approval for Charter	8	01-Oct-25	10-Oct-25		Approval for Charter														
NEWPROJ-1.3 Planning						02-Jan-26, NEWPROJ-1.3 Planning														
NEWPROJ-1.3.1 PMO Functions						02-Jan-26, NEWPROJ-1.3.1 PMO Functions														
NEWPROJ-1.3.1.1 Policies						02-Jan-26, NEWPROJ-1.3.1.1 Policies														
NEWPROJ-1.3.1.1.1 Cost Management						21-Nov-25, NEWPROJ-1.3.1.1.1 Cost Management														
A1150	Define New Policy	15	13-Oct-25	31-Oct-25		Define New Policy														
A1160	Get Approval to start Execution	15	08-Nov-25	21-Nov-25		Get Approval to start Execution														
NEWPROJ-1.3.1.1.2 Schedule Management						02-Jan-26, NEWPROJ-1.3.1.1.2 Schedule M...														
A1170	Define New Policy	15	24-Nov-25	12-Dec-25		Define New Policy														

Actual Level of Effort
 Remaining Work
 Actual Work
 Critical Remaining W...

Date	Revision	Checked	Approved

3.14. Function Details Procedures:

Table 8 Schedule Management Policy

Schedule Management
<p>Policy Statement:</p> <p>This policy sets a clear and simple schedule management system for all projects in the organization. Its purpose is to make sure that projects are completed on time by using proper schedules at every stage of the project. Project schedules will be prepared by following the steps listed below, and project managers will complete a checklist before sending the schedules for final approval to the relevant regional director.</p>
<p>i. Procedures/Steps for schedule:</p> <ul style="list-style-type: none"> • Create a project schedule with tasks and timelines. • Allocate resources • Establish Dependencies • Estimate how long each task will take. • Monitor and control the schedule, fixing any issues. • Keep stakeholders updated on progress. • Review and approve changes to the schedule. <p>ii. Schedule Review and Approval:</p> <ul style="list-style-type: none"> ➤ Project managers send schedules for review and approval. ➤ Check if the schedule is realistic and fits project goals. ➤ Approved schedules are used to track progress. <p>iii. Schedule Monitoring and Adjustments:</p> <ul style="list-style-type: none"> ➤ Project managers track progress and report issues. ➤ Regular reviews check schedule performance.
<p>Templates: Project Scheduling Check List attached below.</p>

Policy Statement:

Table 9 Cost Management policy

Cost Management Policy**Policy Statement:**

This policy sets rules for managing project costs in our organization. We want to ensure projects are completed within budget.

Procedures/steps:

- Estimate Costs: Calculate costs for project activities.
- Determine Budget: Set a cost baseline for the project.
- Control Costs: Monitor and manage project expenses.

Review and Approval:

- Project managers send cost estimates and budget for approval.
- Approved budget is used to track expenses.

Cost Control Measures:

- Track spending against budget.
- Report cost performance and address issues.

Checklist for Project Managers:

- Cost estimates done
- Budget approved
- Costs monitored and reported

Table 10 Resource management Policy

Resource Management Policy:
<p>Policy Statement:</p> <p>This policy guides resource management for projects in our organization. We aim to ensure resources are used effectively.</p>
<p>Procedures:</p> <ul style="list-style-type: none"> • Define project needs (skills, equipment, materials) for each task. • Plan Resource Management: Decide how to manage resources. • Acquire Resources: Get needed resources for the project. • Control Resources: Monitor resource usage and address issues. • Manage Team: Lead and manage the project team. <p>Review and Approvals:</p> <ul style="list-style-type: none"> • Resource plans and assignments need approval. • Resource usage is tracked and reported. <p>Resource Monitoring:</p> <ul style="list-style-type: none"> • Monitor resource usage and team performance. • Address resource conflicts or issues. • Report on resource utilization. <p>Resource Allocation and Approval:</p> <ul style="list-style-type: none"> • The Project manager(s) allocate resources based on project needs, skillset alignment, and current workload which will be approved by the relevant Director. • Resource allocation decisions will be communicated to project managers and team members. <p>Communication and Conflict Resolution:</p> <ul style="list-style-type: none"> • Clear communication channels will be established to manage project team expectations regarding resource availability.
<p>Templates:</p> <ul style="list-style-type: none"> • Project Resource Request Form attached below.

3.15. Project Charter Template

Project Name			
Project Manager			
Project Sponsor			
Start Date			
End Date			
Project Description			
Project Scope			
Business Need			
Success Criteria			
Stakeholder			
Stakeholder	Role	Responsibility	
Assumption & Risks			
Assumption		Mitigation Strategy	
Communication Plan			
Frequency	Channel	Responsible Party	Target Audience
Approval			
Name	Title	Signature	Date

Chapter: 4 PMO IMPLEMENTATION

4. Sample Project for Implementation:

In 2025, Banu Mukhtar has awarded by the DG (Works) for Construction of AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4 (MEP-Works) at Gandhara Dynamics Fateh Jang Rawalpindi. CA # NESCOM/AWC/Works-745/(9) /2025. hereinafter called the "Works" and the bid of the Contractor for the said works have been accepted by the competent authority.

Package Number	General Description	Cost
PICKUP-11-		
AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4 (MEP-Works) at Gandhara Dynamics Fateh Jang Rawalpindi.	Procurement, Design, Manufacturing, Supply & Installation of AIF Building B-1 & Utility Building B-4 with all aspects.	6,866,461,667

4.1 Funding

The total project amount is estimated at PKR 6,866 million, of which Gandhara Dynamics will finance Overall project will have major outcomes.

4.2 Sample Project Charter

Project Name	AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4 (MEP-Works) at Gandhara Dynamics Fateh Jang Rawalpindi.
Project Manager	Mr. Omer Asim
Project Sponsor	Gandhara Dynamics
Start Date	21-May-2025
End Date	23-May-2026
Project Description	
Procurement, Design, Manufacturing, Supply & Installation of AIF Building B-1 & Utility Building B-4 with all aspects at Fateh Jhangh	

Project Scope

The project involves complete turnkey execution of the following:

Procurement of all materials and equipment required for the project

Structural design of both buildings (AIF Building B-1 and Utility Building B-4)

Manufacturing and fabrication of structural components and relevant installations

Supply and transportation of materials, tools, and equipment to the Fateh Jhang site

Installation and commissioning of all structural, electrical, HVAC, and utility system.

Business Need

The Gandhara Dynamics facility at Fateh Jang currently lacks the specialized high-tech industrial space and MEP infrastructure required for advanced assembly operations. This infrastructure gap limits the ability to house sensitive equipment and maintain complex utility requirements.

The AIF Building (B-1) and Utility Building (B-4) project addresses this bottleneck through a turnkey Pre-Engineered Building (PEB) solution. This will provide the climate-controlled, resilient environment necessary to scale production, meet NESCOM standards, and ensure long-term operational reliability.

Success Criteria

Technical Readiness	100% functionality of MEP systems to support sensitive industrial equipment loads.
Structural Quality	PEB structures completed to NESCOM/AWC standards with zero defects.
Financial Integrity	Project delivery within the approved PKR 6,866 Million budget.
Safety & Schedule	Zero Lost Time Injuries (LTI) and handover within the contractual timeline.

Stakeholder

Stakeholder	Role	Responsibility
Gandhara Dynamics	Funding Partner	Provides PKR 6,866 million for the project.
Banu Mukhtar	Executing Agency	Manages project execution and establishes
NESCOM	Consultant	Oversees overall program

		execution.	
FND	Architecture	Responsible for Architectural design	
Assumption & Risks			
Assumption		Mitigation Strategy	
Favorable weather conditions		Develop a flexible construction schedule with contingency buffers for rain or extreme heat at the Fateh Jang site.	
Consistent site access and security		Maintain close coordination with NESCOM and Gandhara Dynamics to ensure smooth security clearances for all staff and equipment.	
Availability of skilled labor and materials		Secure specialized PEB and MEP teams early and establish a "Long-Lead" procurement plan to prevent material shortages.	
Communication Plan			
Frequency	Channel	Responsible Party	Target Audience
Monthly	Progress reports	Banu Mukhtar	DG, BM, NESCOM, FND
Approval			
Name	Title	Signature	Date
[Representative, Gandhara Dynamics]	Project Sponsor		
[Representative, NESCOM/ FND]	Consultant		

4.3 Resource Management

4.3.1 Resource Request & Allocation Form

Project Name: AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4
(MEP-Works) at Gandhara Dynamics Fateh Jang Rawalpindi

Resource Type	Skill/Spec Required	Quantity	Duration Needed	Approval Status
Technical Staff	PEB Structure Engineer, MEP Coordinator, HSE Officer, Site Supervisor	12	1 Year	Approved
Skilled Labor	Welder, Fabricator, Electrician, HVAC Tech	65	10 Months	Approved
Machinery	50T Mobile Crane, Excavator, Scissor Lift	08	08 Months	Approved
Materials	Structural Steel, HVAC Units, Electrical Gear	Bulk	1 Year	Approved

Requesting Manager: Mr. Omer Asim

Date of Request: 3 June 2025

4.4 Cost Management

Field	Description	Remarks
Project Name	Construction of AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4 (MEP Works) at Gandhara Dynamics, Fateh Jang, Rawalpindi	Awarded in 2025
Project Manager	Ahmad Rehman	
Project Start Date	23-May 2025	
Project End Date	23-dec 2027	
Cost Category	Direct Cost	
Cost Element	Steel	
Unit Cost	299.45 Kg	
Quantity	30000 Kg	
Estimated Total Cost	PKR 8,983,500	
Assumption	Prices are based on MRS Bi annual	
Risks	Price escalation material unavailability	

4.5 Schedule Management

Project Schedule Check List Template

Field	Description		
Project Name	Construction of AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4 (MEP Works) at Gandhara Dynamics, Fateh Jang, Rawalpindi		
Project Manager	Ahmad Rehman		
Start Date	23-May 2025		
Step	Description	Completed (Y/N)	Remarks
Define Scope & Deliverables	Clearly define project goals, deliverables, and constraints.	Yes	
Breakdown	Break down project scope into manageable tasks and milestones (WBS).	Yes	
Resource Allocation	Allocate necessary resources (people, equipment) to each task.	Yes	
Task Dependencies	Identify relationships between tasks (which tasks must be completed first).	Yes	
Set Deadlines	Estimate durations and set deadlines for each task and milestone.	Yes	

Annexure A-1 Resource Request Form

Project Name: AIF Building, B-1 (Civil, PEB & MEP Works) and Utility Building, B-4

(MEP-Works) at Gandhara Dynamics Fateh Jang Rawalpindi

Requesting Manager: Mr. Omer Asim

Date of Request: 3 June 2025

Resource Type	Skill/Spec Required	Quantity	Duration Needed	Approval Status
Technical Staff				
Skilled Labor				
Machinery				
Materials				

Annexure B-1 Cost Management Template

Field	Description	Remarks
Project Name		
Project Manager		
Project Start Date		
Project End Date		
Cost Category		
Cost Element		

Unit Cost		
Quantity		
Estimated Total Cost		
Assumption		
Risks		

Anexure C-1 Schedule Checklist

Field	Description		
Project Name			
Project Manager			
Start Date			
Step	Description	Completed (Y/N)	Remarks
Define Scope & Deliverables			
Breakdown			
Resource Allocation			
Task Dependencies			
Set Deadlines			