



Implementation of Project Management Office at Nextek Solutions

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APPROVAL FOR EXAMINATION

This project report titled “**Establishment of a Supportive Project Management Office (PMO) at Nextek Solutions**” has been prepared by **Rabia Mahboob Noon** and **Dur-e-Nayab** in partial fulfillment of the requirements for the degree of **Masters of Science in Project Management**.

This report is submitted for examination with the approval of the undersigned.

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DECLARATION

I hereby declare that this project report is my original work and has been prepared independently. The content of this report has not been submitted previously, in whole or in part, for the award of any other degree or qualification at this or any other institution. All sources of information used have been properly acknowledged.

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DEDICATION

I dedicate this report to myself for resilience and perseverance through academic and professional challenges, and to my family for their unwavering support. I especially dedicate it to my father for his lifelong commitment to our education and to my mother for her constant care, patience, and quiet sacrifices. – *Rabia Mahboob Noon*

This report is dedicated to my parents in recognition of their constant support, encouragement, and sacrifices throughout my academic journey. I sincerely dedicate this work to my father, whose guidance, discipline, and belief in education shaped my determination to pursue my goals. I also dedicate this report to my mother, whose patience, care, and unwavering prayers provided me with strength and emotional support at every stage.

Their trust, motivation, and continuous encouragement played a vital role in enabling me to complete this academic work successfully. – *Dur-e-Nayab*

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We would like to acknowledge the cooperation and support of the staff at Nextek Solutions for providing insights and information necessary for this study. *Special appreciation is extended to our peers and classmates for their constructive discussions, shared knowledge, and continuous support, which greatly contributed to the successful completion of this report.*

Rabia Maboob Noon

Dur-e-Nayab

ABSTRACT

This report evaluates the existing project management practices at Nextek Solutions and proposes the establishment of a Supportive Project Management Office (PMO). The study is based on interview-based inputs collected from staff members and focuses on identifying gaps related to standardization, coordination, reporting, and management visibility.

The analysis shows that project management activities are currently decentralized and largely dependent on individual practices, resulting in inconsistent processes and limited consolidated visibility for senior management. To address these gaps, a Supportive PMO model is proposed that emphasizes guidance, coordination, and reporting rather than direct control over project execution.

The proposed PMO focuses on three core functions: standards and methodology support, project support and coordination, and reporting. A RAG-based dashboard is also introduced to enhance management visibility by providing a high-level view of PMO implementation progress. The proposed framework aims to improve consistency, transparency, and decision support while maintaining flexibility within the organization.

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Chapter 01: INTRODUCTION

Nextek Solutions is a technology and IT consulting firm based in Pakistan, previously known as Rapidz Solutions. The company specializes in delivering customized software development, digital products, and IT consulting services to both local and international clients.

As a growing technology services provider, Nextek handles projects of varying complexity, ranging from custom application development to enterprise system integration and managed services. The company's performance and reputation depend heavily on its ability to deliver projects efficiently, within budget, and at a consistent level of quality.

City	Office Status	Notes
Lahore	Regional/Development Office	Focus on software development and technical talent acquisition.

1.1 Vision, Mission/Values:

Vision

To become the leading technology partner in Pakistan and globally, recognized for transforming client businesses through innovative, tailored software solutions.

Mission

To deliver high-quality, customized applications and IT services that provide competitive advantages, maximize stakeholder value, and adapt quickly to emerging technologies.

Values

Quality and reliability.
Professionalism.
Technical support.
Client satisfaction.

1.2 Company Strengths:

Full-Stack and Cross-Platform Expertise

- The company delivers native and hybrid mobile applications, web-based solutions, UI/UX design, and cloud and DevOps services.

Proven Delivery Experience

- Nextek has completed over 350 projects across more than 10 years, serving over 73 clients.

Quality Assurance Focus

- Dedicated QA services are offered, including testing, bug fixing, and stabilization of incomplete applications

Dedicated Team Model

- Clients can engage dedicated teams that work exclusively on their projects

High Customer Satisfaction

- Nextek reports a client satisfaction rating of 4.9 out of 5.

1.3 Organization Portfolio:

Custom Application Development

- Development of software solutions tailored to specific client requirements.

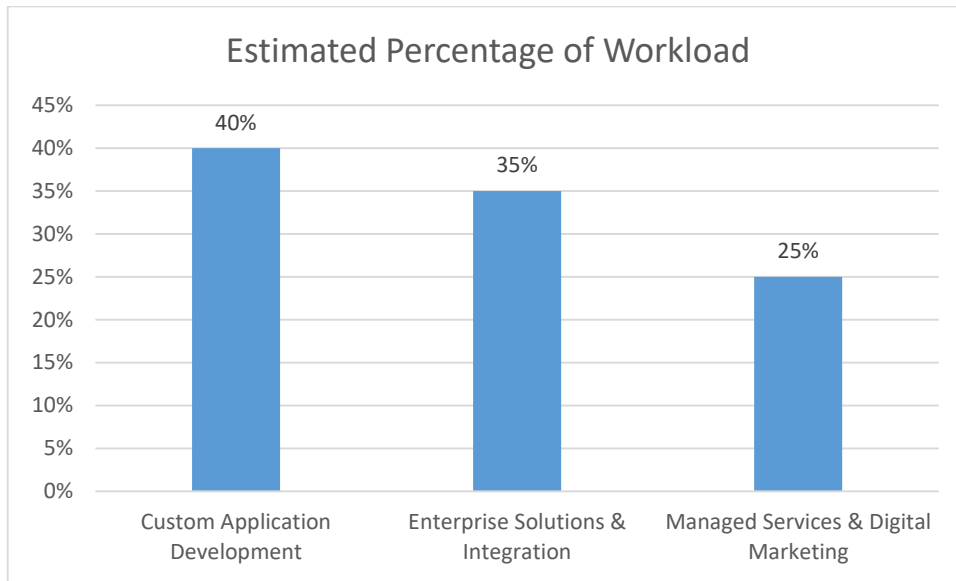
Enterprise Solutions

- Integration of large-scale business systems such as ERPs and cloud-based enterprise services.

Managed Services and Digital Marketing

- Ongoing system support, maintenance contracts, and management of client digital marketing and online presence.

The organization delivers projects and programs designed to solve client-specific business problems. Examples include the development of Commercial Laundry Management Software and cloud-based eProcurement systems. In addition, Nextek manages multiple mobile application projects and ongoing digital marketing campaigns for its clients.



1.4 Projects/Programs:

Programs

Web Development

Custom ERP Development

UI / UX Design

Cloud / DevOps

Quality Assurance (QA)

E-Commerce Development

Projects

Avocado (Grocery delivery app)

Hitch (Price comparison engine app)

Order Ate (Food delivery app with rider bidding)

Word On (Game for children with autism)

Screen Mirroring (App to mirror screens between devices)

RegTransfer (iPad app for customizing number plates)

CRM System

Delivery Management System

Warehouse Management System

Financials Module

Project Management Module

Payroll System

Inventory System

ERP Cloud Integration

Custom E-commerce Stores

1.4.1 Services and Solutions:

NexTek Solutions offers:

Web Development

- Technologies: Ruby on Rails, NodeJS, React, AngularJS, Microsoft .NET, PHP / Laravel.
- Frontend, Backend, Full-stack

Mobile Application Development

- Native iOS, Native Android
- Cross-platform using React Native, PhoneGap, Appcelerator, Flutter.

E-Commerce Development:

- Theme development, Module development, API Integration, Payment Gateway Integration
- Platforms / Tech: Laravel (PHP), Ruby on Rails, WooCommerce, ReactJS, AngularJS.

Cloud Services / DevOps

- Includes ERP product design: CRM, Delivery Management Systems, Warehouse Management Systems, Financials, Project Management, Payroll, Inventory, integration with e-commerce.

Quality Assurance (QA):

- They take on incomplete apps and finish them, focusing on quality, meeting deadlines.

UI/UX Design

- UI/UX research, design of interactive features, responsiveness

Dedicated Teams / Resource Augmentation

Clients can “create your dedicated experts” to work as an extension of their team.

Fixed-Price Delivery Model

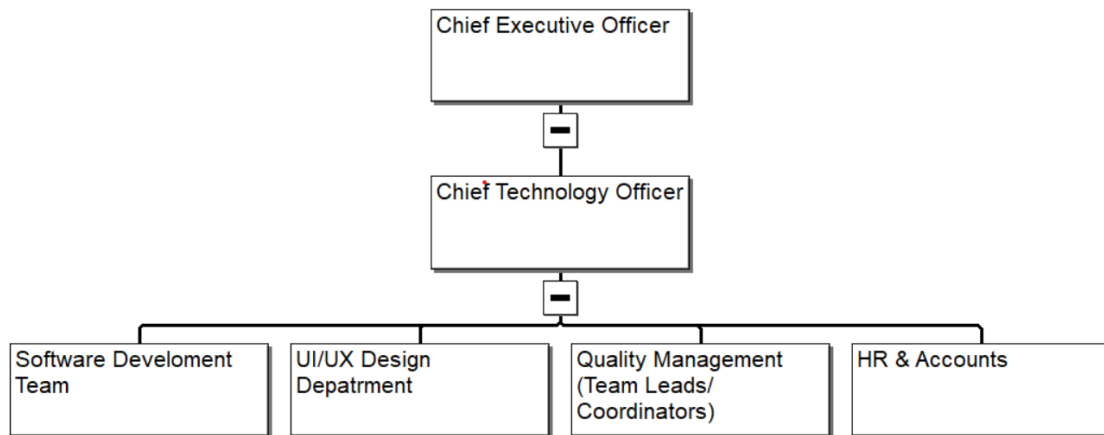
They emphasize transparent fixed-price solutions to help clients budget effectively.

1.5 Organizational Structure:

Nextek appears to operate with a functional structure consisting of:

- **CEO / Founder:** Strategic decision-making
- **CTO:** Technical oversight and technology leadership
- **Software Development Team:** Frontend, backend, full-stack developers
- **UI/UX Design Department:** Visual and interactive design
- **Quality Assurance (QA) Team:** Manual and automated testing
- **Project Management (Team Leads or Coordinators):** Handle projects individually
- **HR & Accounts:** Recruitment, payroll, finance, employee management

There is no centralized PMO, and project management is handled separately by individual project leads.

**CEO:**

- The highest authority in the organization.
- Provides overall leadership, vision, and strategic direction.
- Oversees company-wide goals, growth, and decision-making.

CTO:

- Reports to the CEO.
- Responsible for all technical operations.
- Manages teams related to software development, design, quality assurance, and project execution.

Department Structure:

- **Software Development:**
Responsible for writing and maintaining all application code (Frontend, Backend).
- **UI/UX Design:**
Responsible for the visual design and user experience of all software products.
- **Quality Assurance (QA):**
 - Tests applications to identify bugs, performance issues, and usability problems.
 - Ensures the final product is stable, functional, and high quality (bug-free and meets client's specifications).
- **Project Management:**
 - Led by a Project Manager.
 - Supported by a Project Coordinator.
 - Responsible for planning, tracking progress, assigning tasks, and communicating with clients.
 - Ensures projects are delivered on time and meet requirements.

- **HR (Human Resources):**
 - Handles hiring and recruitment.
 - Manages employee onboarding and documentation.
 - Oversees attendance, leave, and payroll data.
 - Manages employee performance and evaluations.
 - Ensures company policies, rules, and workplace discipline.
 - Resolves employee issues and supports a healthy work environment.

- **Accounts:**
 - Manages company finances and cash flow.
 - Prepares invoices and handles client payments.
 - Maintains financial records.
 - Handles salaries, reimbursements, and expense reports.
 - Manages budgeting and financial planning.
 - Ensures all payments, taxes, and accounts are accurate and up to date.

1.5 Sample Project for Implementation

This specific project is complex because it involves different functional units, which highlights the need for the PMO to coordinate them.

Project Detail	Description
Project Name	Spin Sports Management Tool App
Objective	Manage teams, players, matches, and communication in one app
Timeline & Budget	8 Months Duration; Estimated budget of PKR 1,200,000.
Cross-Functional Needs	Mobile dev, backend, UI/UX, QA, product
PMO Focus Area	Planning support, coordination, progress reporting

PMO Deliverables	Project charter and planning templates, coordination support through issue and action tracking, and project status reports and management dashboard
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CHAPTER 02: ANALYSIS, FINDINGS, AND JUSTIFICATION

2.1 AS-IS Analysis (Current State)

The current state of project management at Nextek Solutions is a Functional but Decentralized Model. This means project teams and managers report primarily to their technical department heads (e.g., Head of Software Development) instead of a central project office. The project management activities are currently carried out by Team Leads or Coordinators who handle projects individually without standardized company-wide rules.

The analysis is based on structured interviews conducted with 8 staff members, guided by a standardized questionnaire. The interviewees represented development, quality assurance, and project coordination roles.

2.1.1 Current Practices

- Projects are assigned to teams by management or team leads.
- Task tracking is often done using basic tools (Excel, email, messaging apps).
- Different teams use different methods, leading to inconsistency.
- Project documentation exists but is not standardized across teams.
- Communication with clients is managed directly by team leads.
- Quality checks are mostly conducted at the end of projects.
- Risk management and resource planning are informal and reactive.
- Reports are prepared individually and shared only when requested.

Current Project Execution Flow (As-IS)



2.1.2 Data Collection Method:

Primary data for the AS-IS analysis was collected through interviews conducted with eight (8) staff members at Nextek Solutions. The participants represented roles involved in project execution, including Software Development, Quality Assurance, and Project Coordination.

A standardized interview questionnaire was used to ensure consistency across responses. The questions focused on current practices related to scope, schedule, cost, quality, resource management, communication and standardization.

Responses were analyzed to identify common patterns and recurring issues across departments. The summarized findings were then mapped to key project management knowledge areas to support gap identification and PMO justification.

Detailed interview questions and summarized responses are provided in [Annex- A](#)

2.1.3 Limitations of the Study

The AS-IS analysis is subject to the following limitations:

- The number of interview participants was limited to eight, which may not fully represent all organizational perspectives.
- Responses were perception-based and relied on individual experiences rather than documented performance metrics.
- Some interviewees held multiple responsibilities, which may introduce response bias.
- Due to the absence of historical project performance data, findings primarily reflect qualitative insights.

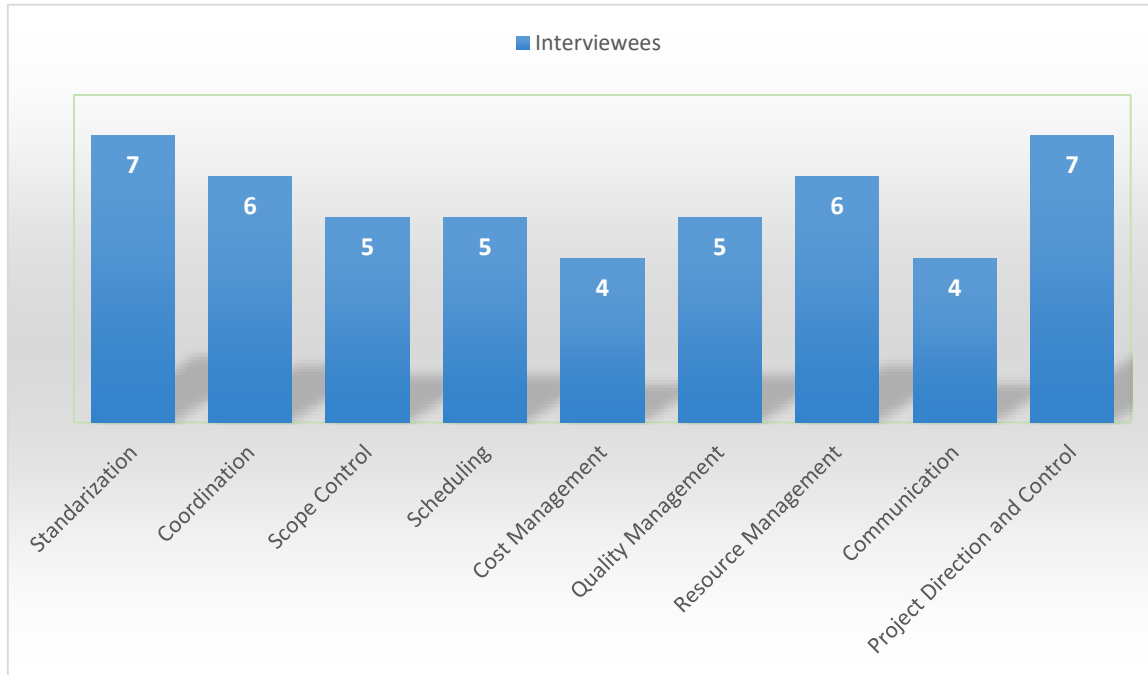
Despite these limitations, the consistency of responses across different roles indicates that the identified issues reliably reflect the organization's current project management challenges.

2.2 Findings Summary

The interview findings indicate several weaknesses across core project management areas. These issues are consistent across departments and highlight the absence of standardized practices.

Area	Interview-Based Finding	Impact on Projects
Standardization	Most interviewees stated no single project process is followed	Inconsistent delivery outcomes
Coordination	Cross-department coordination is mostly informal	Delays in multi-team projects
Scope Control	Scope changes occur after project start	Time and cost overruns
Scheduling	Timelines are not regularly monitored	Late project completion
Cost Management	Budget tracking is inconsistent	Poor cost visibility
Quality Management	QA practices differ by team	Risk of rework
Resource Management	Shared resources are difficult to plan	Staff overload
Communication	Reporting depends on individuals	Misunderstandings

Area	Interview-Based Finding	Impact on Projects
Project Direction and Control (not a PM area)	No common templates or approval steps are followed	Weak oversight



For visualization purposes, interview responses are quantified based on the number of participants who highlighted each issue during the discussions.

2.2.1. Key Challenges:

Key Challenges in the Existing set-up

<p>Lack of Standardization: Projects are managed using different methods and tools across teams, leading to inconsistency in planning, execution, and quality of deliverables</p>	<p>Informal Task Ownership and Responsibilities: Project activities are handled by team leads or coordinators without formally documented responsibilities, increasing reliance on individual judgment rather than defined practices</p>	<p>Informal Communication Practices: Project communication relies heavily on emails and messaging applications, resulting in inconsistent information sharing and dependence on individual follow-ups.</p>	<p>Inconsistent Project Documentation: Project requirements, progress updates, risks, and change information are documented in different formats or sometimes not documented at all, limiting visibility and traceability.</p>	<p>Human Resource Allocation Problems: Developers and QA staff are allocated to multiple projects without a central view of workload, leading to periods of overutilization or underutilization.</p>	<p>Limited Consolidated Project Visibility: Senior Project status information is not centrally compiled, making it difficult for senior management to obtain a complete view of ongoing projects.</p>	<p>Reactive Risk Management: Project risks and issues are typically identified after they occur rather than being anticipated early, contributing to delays and rework.</p>
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2.3 Gap Analysis (AS-IS vs. Future State)

The gap analysis identifies the difference between the current state of project management and the desired future state enabled through a Supporting PMO.

Project Area	AS-IS (Current State)	GAP	TO-BE
Standardization	Only 12.5% follow a standard project process consistently	Lack of common methods and templates	Ensure that all projects follow a common set of basic project templates and guidelines, so that project execution is consistent across all teams.
Coordination	Only 12.5% feel departments are well coordinated	No structured coordination mechanism	Improve coordination between departments by establishing clear communication and reporting paths, enabling teams to work together more effectively on shared projects.
Scope Control	62.5% report frequent scope changes after project start	Weak control over changes	Reduce uncontrolled scope changes by introducing a simple review and approval approach before changes are accepted.
Scheduling	62.5% report scheduling is not standardized	Unrealistic timelines and delays	Ensure that project timelines are realistic, documented, and regularly reviewed, leading to fewer delays and better delivery planning.
Cost Management	50% report projects sometimes exceed budget	Weak cost tracking and approvals	Improve cost visibility by ensuring project budgets are estimated, tracked, and reviewed in a consistent manner.
Quality Management	62.5% report QA practices are not consistent	Quality depends on individual teams	Ensure that quality expectations are clearly defined and checked throughout the project, rather than only at the end.
Resource Management	75% identify resource allocation and tracking as major issues	No visibility of shared resources	Achieve better use of staff by maintaining clear visibility of resource availability and workload across projects.

Project Area	AS-IS (Current State)	GAP	TO-BE
Communication	50% experience communication gaps and misunderstandings	No standard reporting structure	Ensure that project information is shared clearly and regularly among team members and stakeholders
Project Direction and Control	87.5% confirm no common templates or approval steps	Weak visibility and decision consistency	Establish clear project review points and documentation standards to improve visibility and decision consistency across projects.

*Percentages are derived from responses of eight interview participants.

The AS-IS analysis above shows that most project management activities at Nextek Solutions are performed in an informal and inconsistent manner. High percentages of interviewees highlighted issues related to standardization, scope control, scheduling, quality assurance, and resource management. These gaps indicate that while projects are being delivered, they rely heavily on individual effort rather than structured support. The TO-BE state introduces a Supporting PMO that focuses on guidance, templates, coordination, and visibility without taking control away from functional teams.

2.4 Rationale and Justification

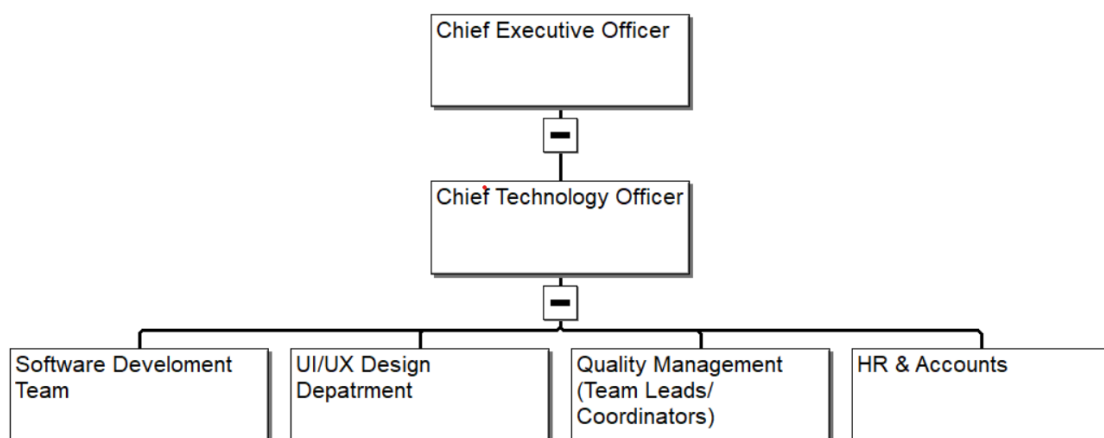
A Project Management Office is required to reduce reliance on individual effort and address inconsistencies in current project practices at Nextek Solutions. Interview findings show weaknesses in scheduling, resource allocation, quality checks, and documentation, largely due to the absence of standard processes. These gaps result in delays, rework, and limited project visibility, making a PMO necessary to support consistent and reliable project delivery.

Chapter 03: PMO Design, Structure, and Strategy

3.1 Current PMO Structure:

Nextek appears to operate with a functional structure consisting of:

- **CEO / Founder:** Strategic decision-making
- **CTO:** Technical oversight and technology leadership
- **Software Development Team:** Frontend, backend, full-stack developers
- **UI/UX Design Department:** Visual and interactive design
- **Quality Assurance (QA) Team:** Manual and automated testing
- **Project Management (Team Leads or Coordinators):** Handle projects individually
- **HR & Accounts:** Recruitment, payroll, finance, employee management



Currently, there is no existence of formal PMO, and project management is handled separately by individual project leads. Project management tasks are performed by Team Leads or Coordinators who are part of the technical departments (Development, QA). These individuals have no authority to enforce standards or settle conflicts outside of their own technical team. The structure is the root cause of the major issues identified in the survey: inconsistent processes (Q2), poor coordination (Q3), and uncontrolled scope changes (Q6).

To summarise:

- No PMO Manager.
- No unified project reporting system.

- No standardized processes for risk, quality, or scope management.
- The current structure is decentralized and informal.

3.2 Proposed PMO :

Based on the findings from the AS-IS analysis and gap assessment, Nextek Solutions requires a formal Project Management Office that improves consistency and coordination without disrupting the existing functional structure. Therefore, it is proposed that a **Supportive PMO** is the most suitable option for Nextek Solutions because the organization already has technically capable teams and project leads but lacks standardized practices, coordination, and visibility.

3.3 PMO Structure:

The PMO structure at Nextek is designed to address the gaps identified in the previous chapter, not to add unnecessary layers of control. Since project execution already exists within functional teams, the PMO is structured as a support unit, not a delivery unit.

The PMO structure focuses on three identified needs:

- Lack of standard methods
- Poor visibility and reporting
- Resource coordination issues

3.3.1. Positioning of the PMO

- The PMO will be positioned centrally, outside individual technical teams.
- It will report to the CTO, ensuring alignment with development and QA work.
- The PMO will not replace project leads or team leads.

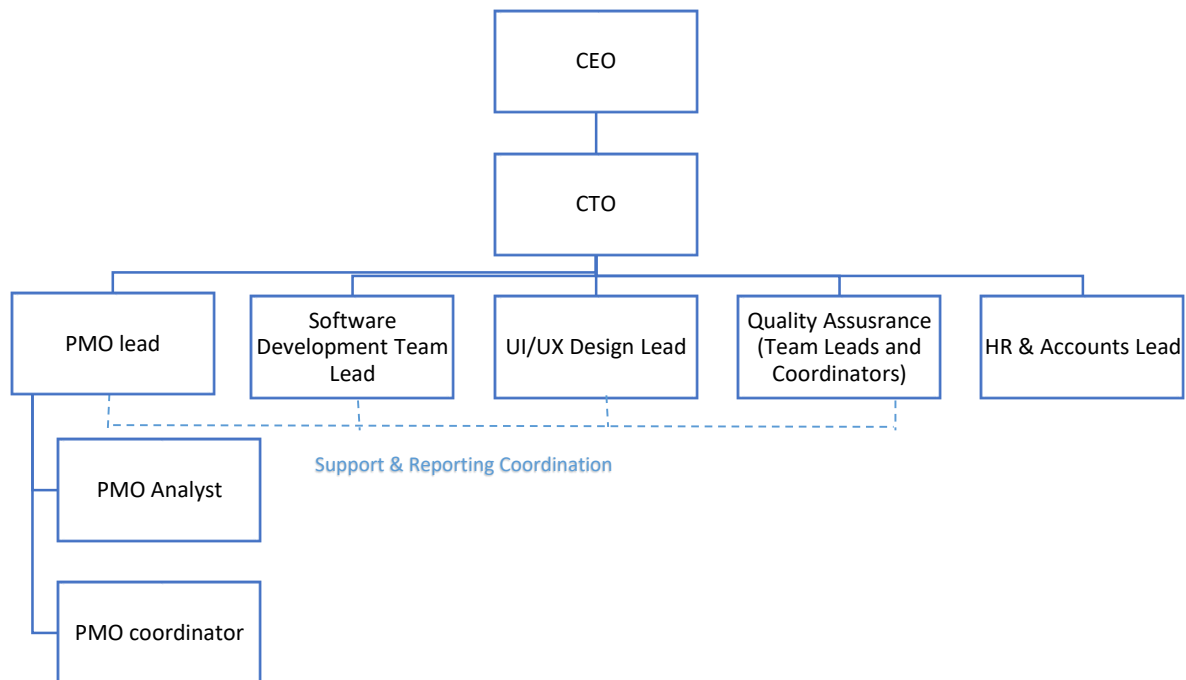


Fig. Functional teams continue to report to the CTO for operational matters, while the PMO Lead maintains a support and reporting coordination relationship with project leads.

3.3.2 Roles & Responsibilities:

Role / Position	Key Responsibilities	Reports To	Notes
PMO Lead	Provides overall direction to the PMO; supports standard project practices; consolidates project information; ensures alignment with organizational objectives	CTO	Acts as a support and coordination role, not a line manager
PMO Analyst	Collects project data; prepares consolidated reports and dashboards; tracks schedules and resource usage	PMO Lead	Focuses on visibility and reporting
PMO Coordinator	Maintains project documentation; follows up on project updates; supports scheduling and coordination activities	PMO Lead	Ensures consistency in documentation and communication
Project Leads / Team Leads	Manage day-to-day project execution; assign tasks; deliver technical outputs	CTO	Continue existing reporting lines

Role / Position	Key Responsibilities	Reports To	Notes
Functional Teams (Dev, UI/UX, QA)	Execute project work according to plans and requirements	CTO	Work with PMO through support and reporting coordination
HR & Accounts	Provide administrative and financial support when required	CTO	Not part of PMO authority or reporting

3.4 Project Management Office Charter – Nextek Solutions

PMO Charter	
Introduction	
<p>This Project Charter formally authorizes the establishment of a Project Management Office (PMO) at Nextek Solutions. The PMO is proposed as a structured support function to improve consistency, coordination, and visibility across cross-functional projects. The charter defines the purpose, scope, structure, governance, services, and success criteria of the PMO to ensure a clear and shared understanding among all stakeholders.</p>	
Vision	Mission
<p>To enable Nextek Solutions to deliver projects consistently, transparently, and efficiently through structured project management support.</p>	<p>To support project teams by providing standardized practices, clear reporting mechanisms, and coordination across functional units, while allowing teams to retain ownership of project execution.</p>
Background	
<p>Nextek Solutions operates in a project-driven environment where software development, UI/UX design, quality assurance, and technical support teams collaborate on multiple client projects simultaneously. Findings from interview-based analysis in previous chapter highlight that while technical capability is strong, project delivery practices vary across teams. Inconsistencies were observed in how teams handle documentation, scheduling, coordination, reporting, and use of resources, especially in projects involving multiple teams. As the number and complexity of projects increase, depending on individual ways of managing work creates risks such as delays, rework, and poor visibility for management. Setting up a PMO offers a clear and structured way to solve these issues while keeping the current functional teams unchanged.</p>	
Objectives	
<p>The objectives of the PMO implementation project are to:</p> <ul style="list-style-type: none"> • Improve consistency in project planning, documentation, and reporting • Enhance coordination across cross-functional project teams • Provide management with timely and consolidated project information • Support effective utilization of shared resources • Reduce reliance on informal and individual project management practices 	
Scope	
In-Scope	Out of Scope

- Establishment of a centralized PMO structure
- Development and approval of PMO Charter and operating guidelines
- Provision of PMO support for cross-functional and complex projects
- Development of standardized project templates and reporting formats
- Establishment of project reporting and review mechanisms
- Initial rollout of PMO services using simple, scalable tools

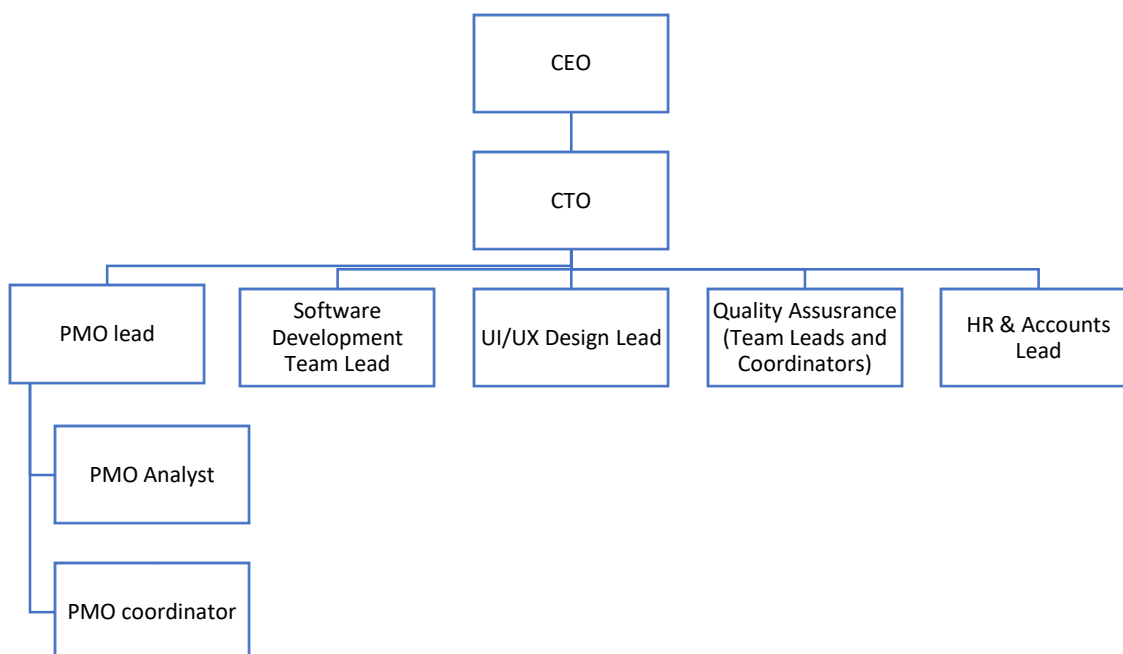
- Direct execution or ownership of projects by the PMO
- Changes to existing functional reporting lines
- Performance evaluation of individual employees
- Organization-wide deployment of advanced project management systems in the initial phase
- Financial control or budget approval authority

PMO Services

The PMO will provide the following support services:

- Standard project templates and guidelines
- Consolidated project scheduling and status reporting
- Support for coordination across development, QA, and design teams
- Maintenance of project documentation repositories
- Preparation of management-level project summaries and dashboards

The PMO will operate in a supportive role with review authority, ensuring consistency without direct control over project execution.



PMO Structure

The PMO structure will have the following hierarchy with direct reporting to the Chief Technology Officer (CTO). The PMO will function as a support unit for cross-functional and complex projects involving Software Development, UI/UX Design, Quality Assurance, and Technical Support teams.

Roles and Responsibilities

The Roles and Responsibilities of the PMO Officials are elaborated below:

Roles	Key Responsibilities	Decision Authority	Interaction / Coordination
Chief Executive Officer (CEO)	<ul style="list-style-type: none"> Provides strategic oversight for the PMO Approves PMO establishment and major changes Ensures alignment with organizational vision 	Strategic approval authority	Receives high-level PMO performance updates
Chief Technology Officer (CTO)	<ul style="list-style-type: none"> Acts as PMO sponsor Provides operational direction Resolves cross-functional escalations Approves PMO standards and reporting approach 	Approval authority for PMO operations	Works closely with PMO Lead and functional heads
PMO Lead	<ul style="list-style-type: none"> Establishes and manages PMO operations Defines PMO processes and templates Reviews project plans and reports Ensures coordination across teams Escalates critical issues to CTO 	Review and advisory authority	Coordinates with PMO staff, project leads, and CTO
PMO Analyst	<ul style="list-style-type: none"> Collects and consolidates project data Prepares dashboards and summary reports; Tracks timelines, milestones, and high-level resource usage Identifies trends and variances 	No decision authority	Works with project leads to gather accurate data
PMO Coordinator	<ul style="list-style-type: none"> Maintains project documentation Tracks action items and updates Follows up on reporting timelines 	No decision authority	Interfaces with project teams for updates

	<ul style="list-style-type: none"> Supports scheduling and coordination activities 		
Project / Team Leads	<ul style="list-style-type: none"> Manage day-to-day project execution Assign tasks Ensure technical delivery Provide project updates and documentation to PMO 	Execution authority within teams	Coordinate with PMO for reporting and reviews
Functional Teams (Dev, UI/UX, QA)	<ul style="list-style-type: none"> Execute assigned project work comply with agreed project plans Support quality and delivery objectives 	Task-level execution authority	Report progress through project leads

Key Performance Indicators

- Percentage of cross-functional projects completed within approved scope, schedule, and budget.
- Level of satisfaction of CEO, CTO, and functional team leads regarding clarity, usefulness, and timeliness of PMO reports.
- Percentage of project scope changes that are formally documented, reviewed, and communicated through PMO formats.
- Consistency and completeness of key project documents such as project plans, status reports, and change records.
- Reduction in project delays caused by shared resource conflicts across multiple projects.
- Timely submission and consolidation of project status updates for management review.

Success Criteria and Measurement Responsibility

KPI Area	Success Criteria	Measurement Responsibility
Project Delivery Performance	Majority of supported cross-functional projects meet approved scope, schedule, and budget baselines	PMO Analyst (reviewed by PMO Lead)
Stakeholder Satisfaction	Positive feedback from CEO, CTO, and functional team leads on PMO reporting and visibility along with positive feedback from end-users	PMO Lead
Change Documentation Compliance	Most project changes are formally documented and communicated using PMO formats	PMO Coordinator
Quality of Project Documentation	Core project documents are complete, consistent, and available for review	PMO Coordinator (validated by PMO Lead)
Resource Utilization Efficiency	Noticeable reduction in delays caused by shared resource over-allocation	PMO Analyst
Reporting Effectiveness	Project status reports are submitted and consolidated on agreed timelines	PMO Analyst

Budget and Finance

The PMO at Nextek Solutions will operate with an estimated annual budget of PKR 8–9 million. This budget supports a small, centralized PMO while keeping costs reasonable. Most of the budget will be used for salaries of the PMO Lead, PMO Analyst, and PMO Coordinator. It also covers basic operating costs for reporting, documentation, and simple project tracking. The PMO will use Nextek’s existing office space and basic, scalable tools, so no extra costs for office facilities or major systems are expected.

Approval

Title	Signature	Date
Chief Executive Officer (Sponsor)		
Chief Technology Officer (Stakeholder)		
PMO Director / Head of Programs		

3.5 Value Proposition

The proposed Project Management Office (PMO) at Nextek Solutions will act as a **central support function** that enhances project delivery without disrupting existing functional structures. The PMO will create value by addressing the gaps identified in Chapter 02 and by supporting cross-functional project execution through the following key contributions:

1. Improved Standardization and Consistency:

The PMO will introduce standardized project templates and basic guidelines for planning, reporting, and documentation. This will reduce variation in how projects are managed across teams and ensure a consistent approach to project execution, especially for cross-functional initiatives.

2. Better Project Delivery Performance:

By reviewing project plans, schedules, and progress reports, the PMO will support teams in identifying potential delays and issues early. This supportive review mechanism helps improve schedule adherence and reduces last-minute firefighting.

3. Enhanced Resource Coordination:

The PMO will provide visibility into ongoing cross-functional projects and shared resource usage. By highlighting potential resource conflicts early, the PMO supports better planning and coordination across development, QA, and design teams.

4. Improved Management Visibility and Decision Support:

Through consolidated reporting and simple dashboards, the PMO will provide management with a clear overview of project status, risks, and key trends. This enables informed and timely decision-making at the executive level.

5. Controlled Handling of Project Changes:

The PMO will support structured documentation and communication of project changes. This ensures that scope changes are visible, reviewed, and understood by relevant stakeholders without creating unnecessary bureaucracy.

6. Improved Communication and Stakeholder Confidence:

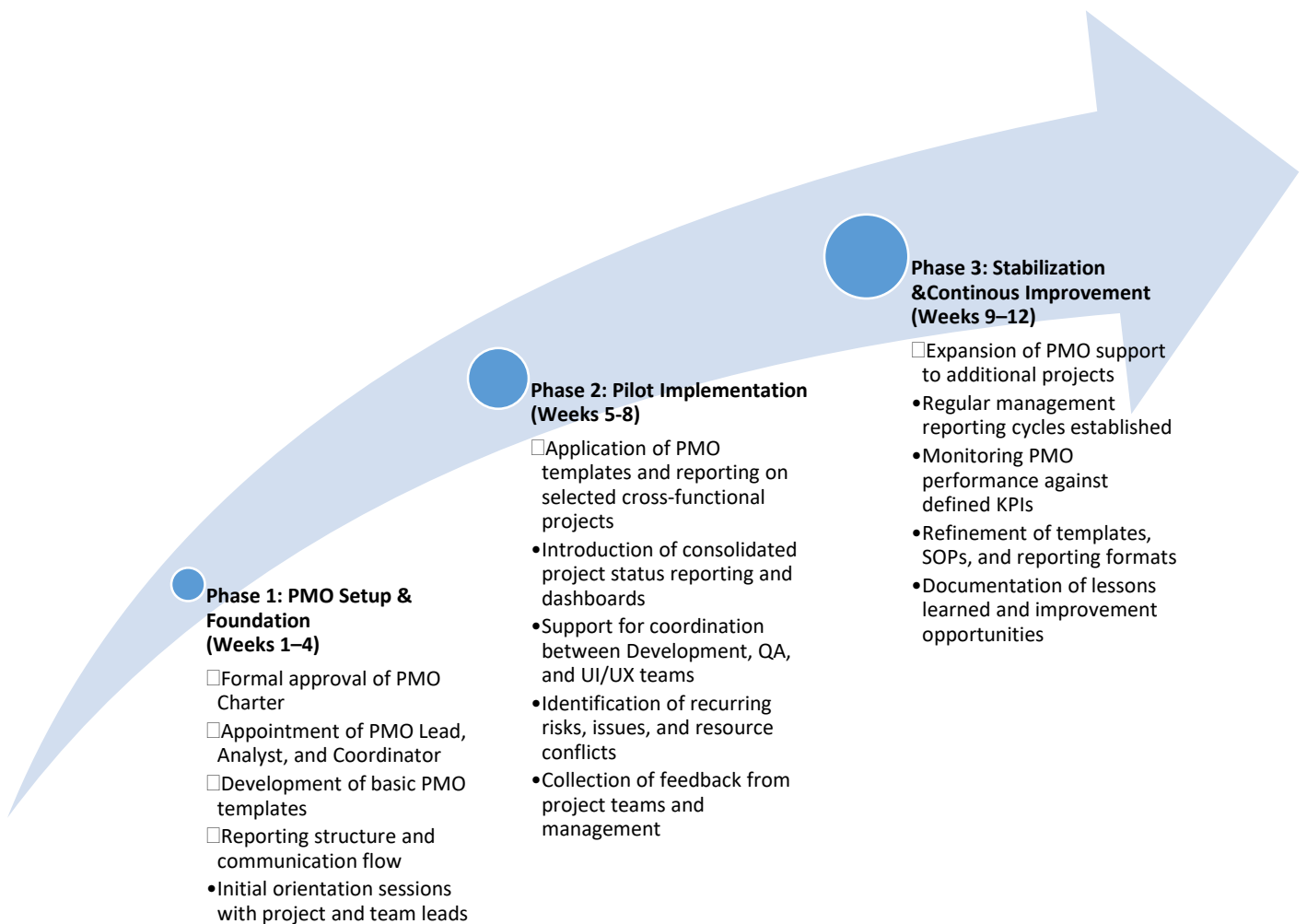
By standardizing reporting formats and communication timelines, the PMO will improve the clarity and consistency of project updates shared with management and internal stakeholders.

7. Foundation for Project Management Maturity:

The PMO will establish a foundation that can evolve over time. As project management practices mature, the PMO can gradually expand its role to include advanced tools, automated dashboards, and more structured portfolio-level insights.

3.6 PMO Implementation future roadmap:

The implementation of the PMO at Nextek Solutions is proposed to be carried out in three structured phases to ensure smooth adoption without disrupting existing operations.



CHAPTER 04: PMO FRAMEWORK AND STAKEHOLDERS

4.1 Stakeholders list:

stakeholders are anyone with a vested interest (a "stake") in a project's outcome, meaning they can influence or be influenced by it.

4.1.1 Internal Stakeholders:

• Internal Stakeholders

- Chief Executive Officer (CEO)
- Chief Technology Officer (CTO)
- PMO Lead
- PMO Analyst
- PMO Coordinator
- Project / Team Leads
- Software Development Team
- UI/UX Design Team
- Quality Assurance (QA) Team
- Technical Support Team (where applicable)
- Human Resources (HR) Department
- Accounts / Finance Department

4.1.2 External stakeholders:

External Stakeholders

- Clients
- End users of delivered software solutions
- Third-party vendors and contractors
- Technology and platform partners
- External consultants (if engaged)
- Regulatory or compliance bodies (where applicable)

4.2 Stakeholder Requirements Register:

This register will be a living document, updated as needed throughout the PMO's lifecycle.

Sr. #	Stakeholder	Key Requirements / Expectations	Priority	How Addressed by PMO	Metrics / Success Indicators
1	Chief Executive Officer (CEO)	High-level visibility of all ongoing projects and overall delivery status	High	Consolidated executive summaries and dashboards	Timely monthly reports; improved management visibility
2	Chief Technology Officer (CTO)	Better coordination across technical teams and clear project progress updates	High	Consolidated project reports and coordination support	Reduction in coordination-related delays
3	PMO Lead	Clear mandate, defined scope, and access to project information	High	PMO Charter and defined reporting structure	PMO operations established within planned timeline
4	Project / Team Leads	Simple processes, clear templates, and reporting guidance	High	Standardized templates and reporting schedules	Consistent use of PMO templates across projects
5	Software Development Team	Clear priorities, predictable timelines, reduced ad-hoc changes	Medium	Improved planning visibility and documentation support	Fewer schedule conflicts and rework cases
6	UI/UX Design Team	Timely involvement and clarity on project requirements	Medium	Cross-functional coordination support	Improved alignment during project handovers
7	Quality Assurance (QA) Team	Planned testing timelines and consistent documentation	Medium	Schedule visibility and documentation consistency	Fewer testing delays due to late involvement
8	Human Resources (HR)	Visibility of upcoming workload and staffing needs	Medium	Sharing high-level project timelines	Better workforce planning support
9	Accounts / Finance	Visibility of project timelines linked to cost tracking	Medium	Alignment of project schedules with financial reporting	Improved accuracy of project cost tracking
10	Clients	Predictable delivery timelines, quality outcomes, and clear updates	High	Consistent reporting and documentation practices	Improved client satisfaction and fewer escalations

Sr. #	Stakeholder	Key Requirements / Expectations	Priority	How Addressed by PMO	Metrics / Success Indicators
11	Technology / Platform Partners	Clear coordination points and integration timelines	Low	Dependency tracking and communication support	Reduced integration-related delays
12	External Consultants (if engaged)	Clear scope definition and reporting expectations	Low	Standard documentation and coordination support	Clear deliverables and timelines

4.2.1 Stakeholder Responsibility Matrix:

This RACI chart defines the level of involvement of key stakeholders in PMO-related activities. It ensures clarity of responsibility while maintaining the PMO's supportive role.

Activity / Role	CEO	CTO	PMO Lead	PMO Analyst	PMO Coordinator	Project / Team Leads	Dev / UI/UX / QA
PMO Charter Approval	A	R	C	I	I	I	I
PMO Process & Template Development	I	C	A	R	R	C	I
Project Status Reporting & Consolidation	I	C	A	R	R	R	I
Cross-Functional Coordination Support	I	C	A	C	R	R	R
Documentation Consistency & Maintenance	I	I	A	C	R	C	I
Management Reporting (CTO / CEO View)	A	R	C	R	I	I	I
PMO Effectiveness Review	A	R	C	R	I	I	I

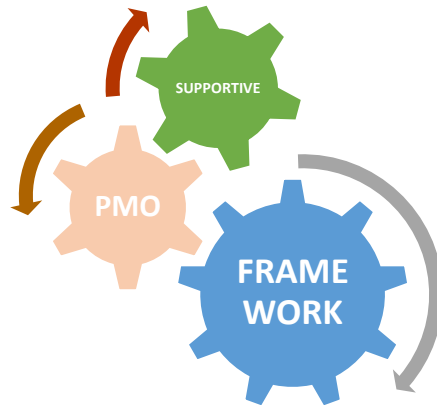
Legend: R = Responsible (does the work) | A = Accountable (final ownership) | C = Consulted (provides input) | I = Informed (kept updated)

4.2.2 Stakeholder Communication Plan:

The purpose of this communication plan is to ensure that relevant stakeholders receive timely, clear, and consistent information related to PMO-supported projects. The plan focuses on improving transparency, coordination, and management visibility without introducing additional reporting burden on project teams.

Stakeholder	Information to be Shared	Communication Method	Frequency	Responsibility
Chief Executive Officer (CEO)	High-level summary of project status, overall progress trends, and key issues	Executive summary / dashboard	Monthly	PMO Lead
Chief Technology Officer (CTO)	Detailed project progress, coordination issues, and consolidated status updates	Consolidated PMO report	Every Two Weeks	PMO Analyst
PMO Lead	Project updates, documentation status, and coordination inputs	Internal review meetings	Weekly	PMO Analyst / Coordinator
Project / Team Leads	Reporting requirements, templates, timelines, and feedback	Email / shared documents	Weekly	PMO Coordinator
Software Development, UI/UX & QA Teams	Task priorities, coordination updates, and schedule information	Team meetings / shared tools	As required	Project / Team Leads
Human Resources (HR)	High-level visibility of upcoming project workload and resource needs	Summary updates	Monthly	PMO Lead
Accounts / Finance	Project timelines linked to cost tracking and invoicing support	Summary report	Monthly	PMO Analyst
Clients	Project progress updates and milestone information (as per contract)	Formal project reports	As agreed	Project / Team Leads
External Partners / Vendors	Coordination points and integration timelines	Email / coordination meetings	As required	Project / Team Leads

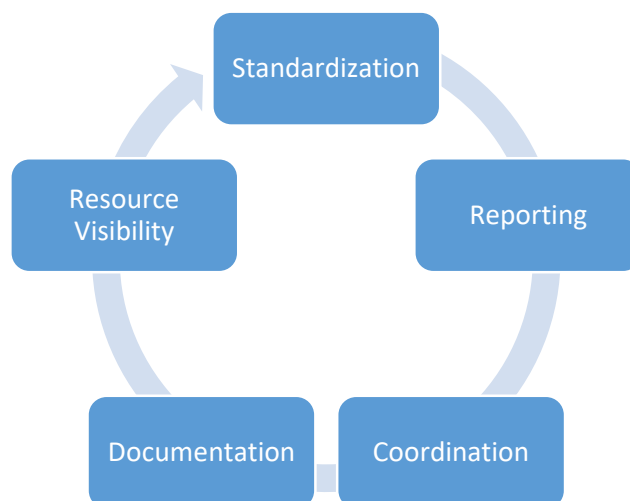
4.3 PMO framework:



This report proposes a **Supportive PMO Framework** for Nextek Solutions. This framework aims to:

- Introduce consistency in project practices
- Improve coordination across teams
- Enhance management visibility
- Support better documentation and planning

➤ Key Elements of the Supportive PMO Framework:



PMO Element	Description	Purpose
Standardized Project Practices	Common templates and basic guidelines for planning and reporting	Reduce inconsistency across projects
Project Reporting & Dashboards	Consolidated status reports and management dashboards	Improve visibility for CEO and CTO
Cross-Functional Coordination	Support alignment between development, UI/UX, and QA teams	Reduce delays in multi-team projects
Documentation Consistency	Uniform documentation formats	Improve clarity and traceability
Resource Visibility Support	High-level view of shared resource usage	Minimize resource conflicts

4.4 Function Model:

Based on the interview-based analysis and the identified gaps in current project management practices, the PMO function model for Nextek Solutions focuses on a supportive set of functions. These functions are designed to improve consistency, coordination, visibility, and documentation across projects, while project execution remains with the respective functional teams.

4.4.1 PMO Functions:

The PMO at Nextek Solutions will perform the following functions:

- **Standards and Methodology Support:**
Development and maintenance of standardized project templates, reporting formats, and basic methodological guidelines to ensure consistency across teams
- **Project Support and Coordination:**
Provision of coordination support, documentation assistance, and cross-functional alignment across project teams.
- **Reporting:**
Consolidation of project information into structured reports and management dashboards, to improve visibility of project status for senior management.
- **Change Documentation and Review:**
Documentation, review, and tracking of project scope changes through standardized change records and logs, including support for Change Control Board (CCB) documentation.

4.5 PMO Function Names:

The possible function names for the PMO functions are mentioned below:

- Project Management Office (PMO)
- Standards and Methodology Support
- Project Support and Coordination
- Reporting
- Change Documentation and Review

These function names reflect the PMO's role as a support and coordination unit.



Chapter 05: PMO SCOPE STATEMENT

5.1 PMO Scope Statement:

<p>Purpose of the PMO</p>
<p>The purpose of the Project Management Office (PMO) at Nextek Solutions is to provide support, guidance, and visibility to project teams by promoting consistent project management practices, improving coordination across departments, and enabling clear and timely reporting for management. The PMO will operate as a Supportive PMO, focusing on advisory and facilitative roles without exercising control over project execution or team decision-making.</p>
<p>In-Scope Activities</p>
<p>a. Standards and Methodology Support:</p> <p>The PMO will develop, maintain, and provide recommended project management standards and templates to support consistent ways of working across projects. These standards will serve as guidance tools and may be adapted by project teams based on project size and complexity.</p> <p>In-scope activities include:</p> <ul style="list-style-type: none"> • Development of basic project management templates (e.g., project charter, schedule, risk register) • Provision of simple project management guidelines and best practices • Support to project teams in understanding and using the provided standards • Periodic improvement of templates based on feedback from project team
<p>b. Project Support and Coordination:</p> <p>The PMO will provide day-to-day support and coordination assistance to project teams to help address communication gaps and cross-functional dependencies. The PMO will not manage projects directly but will facilitate smoother coordination among stakeholders.</p> <p>In-scope activities include:</p> <ul style="list-style-type: none"> • Supporting coordination between cross-functional teams and departments • Assisting project teams in tracking issues, actions, and dependencies • Supporting project meetings through documentation and follow-ups • Maintaining stakeholder and responsibility records to improve clarity
<p>c. Reporting:</p> <p>The PMO will consolidate and present project-level information to improve visibility for management and stakeholders. Reporting will focus on status updates, risks, and key issues, based on information provided by project teams.</p> <p>In-scope activities include:</p> <ul style="list-style-type: none"> • Collection of project status updates from project teams • Preparation of standardized project status reports

- Consolidation of risk and issue summaries for management visibility
- Development of basic dashboards and summaries for decision support

Out-of-Scope Activities

To maintain its supportive nature, the PMO will not:

- Direct or control project execution activities
- Assign tasks or manage project team members
- Enforce compliance with standards or templates
- Approve or reject project plans, budgets, or changes

PMO Authority Level

- The PMO will operate with a supportive and advisory authority only.
- The PMO will use existing company resources and tools, and will support project teams through guidance rather than control.

Assumptions:

The PMO scope is based on the following assumptions:

- Project teams will be willing to use PMO templates and guidance voluntarily
- Management supports the PMO's advisory role
- Existing tools and systems are sufficient for basic reporting needs
- The PMO will start small and evolve gradually based on organizational readiness

Constraints:

The PMO will operate under the following constraints:

- Limited annual operating budget
- Small PMO team size
- Reliance on existing organizational tools and systems
- No authority over functional departments or project teams

PMO Deliverables

a. Standards & Methodology Deliverables

- Project Charter Template
Shared as a standard document and used as guidance at project start
- Project Planning Templates (WBS, Schedule, Risk Register)
Provided as simple, reusable files for project teams
- PM Guidelines
Short written guidance explaining how to use the templates

b. Project Support & Coordination Deliverables

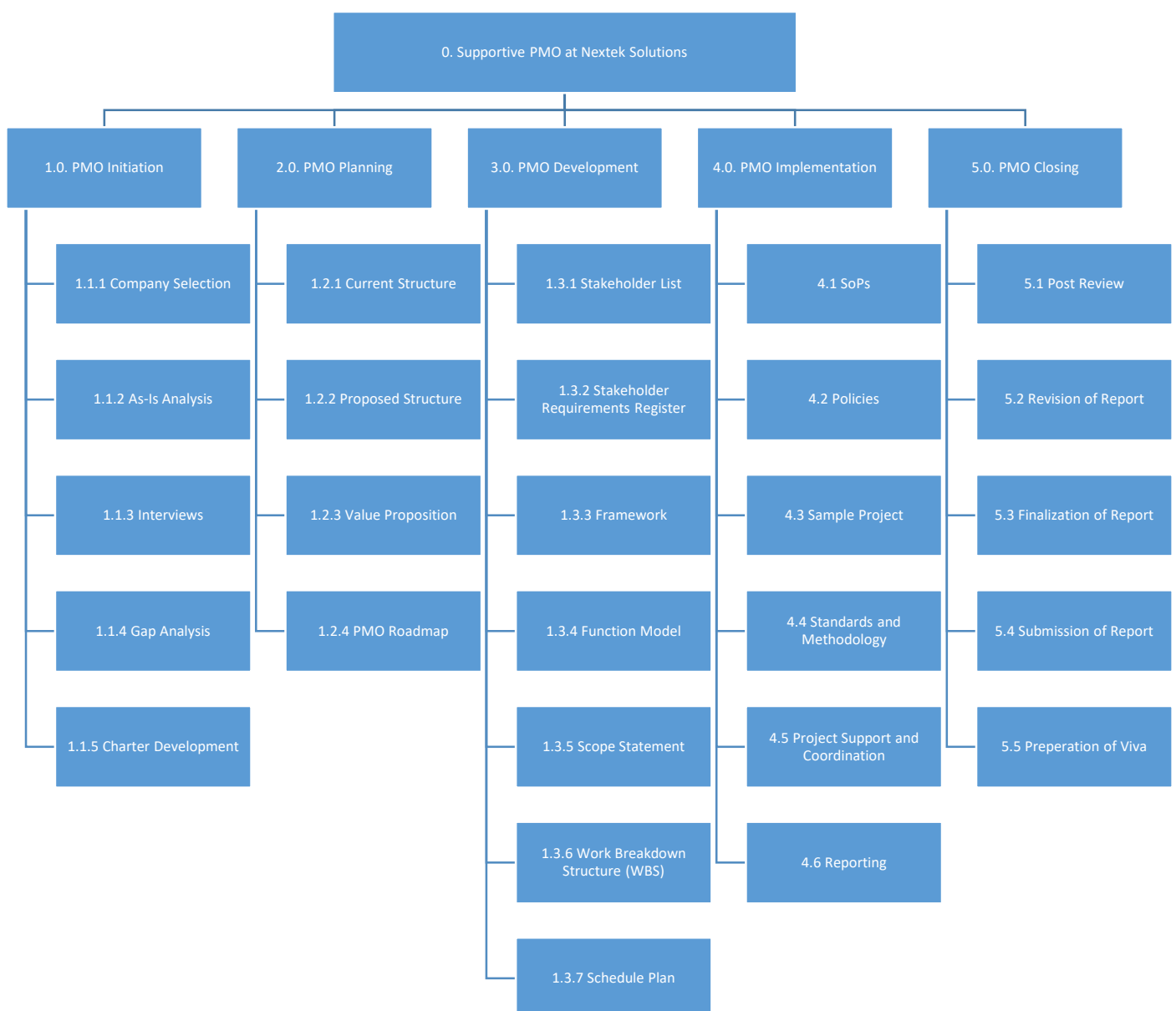
- Issue & Action Tracker
Maintained by PMO using inputs from project teams
- Stakeholder & RACI Register
Created and updated to clarify roles and responsibilities
- Meeting Minutes & Follow-up Logs
Prepared and circulated after coordination meetings

c. Reporting Deliverables

- Project Status Report (periodic)
Compiled by PMO from team updates and shared with management
- Risk & Issue Summary Report
Consolidated view highlighting key risks and blockers

- Basic Management Dashboard
Simple visual summary prepared using existing tools

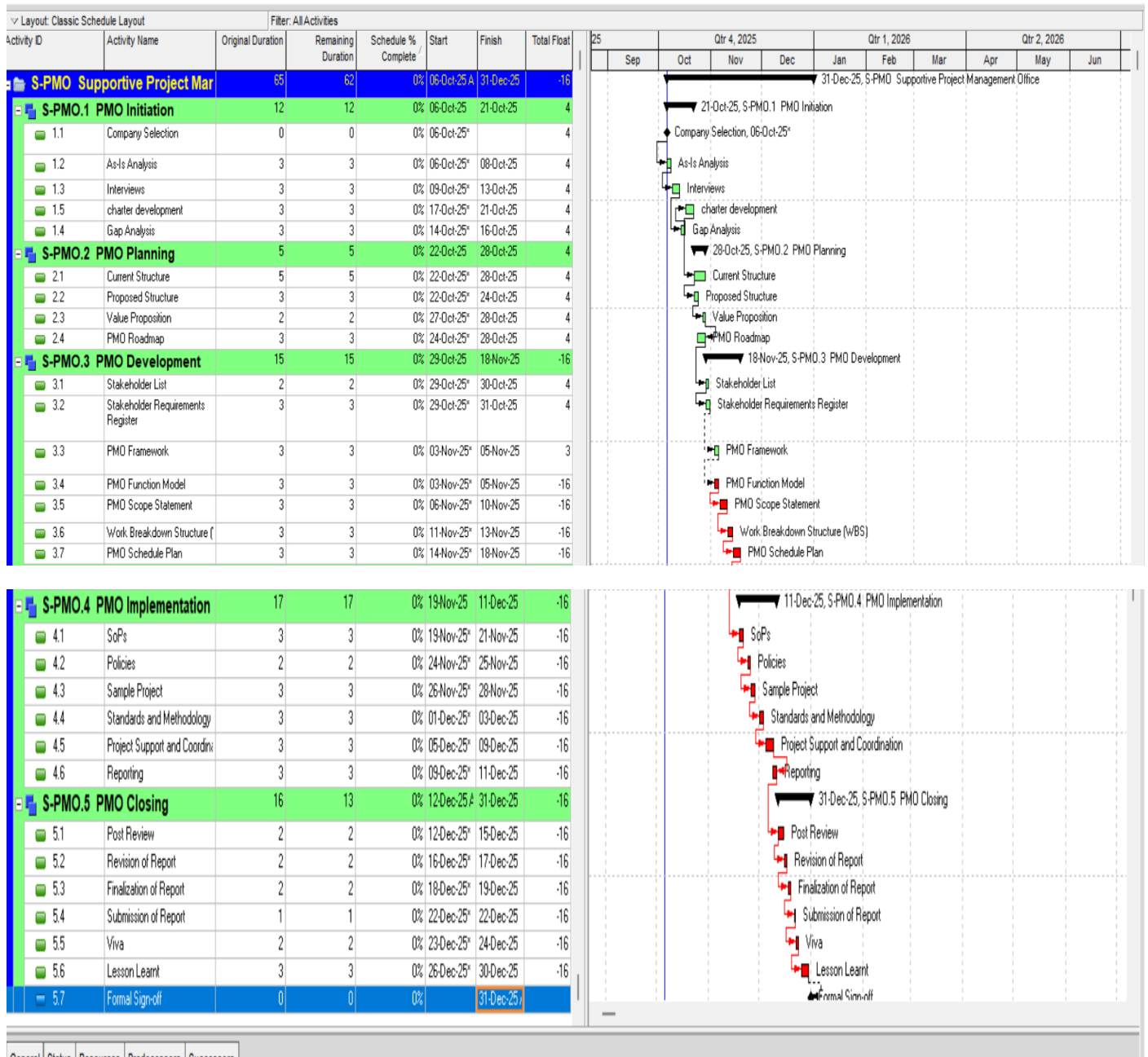
5.2 PMO WBS



Chapter 06: PMO Schedule and Plan

6.1 Schedule and Plan

The PMO schedule for Nextek Solutions is a reference plan based on common PMO implementation practices and the phases defined earlier. Since detailed information on Nextek’s resources, priorities, and internal processes is limited, the schedule should not be treated as fixed.



6.2 PMO SOPs:

6.3.1 SOP 1: Standards & Methodology Support:

Purpose	To provide a common and simple way of managing projects by offering guidance and templates.
Scope	Applies to all projects at Nextek Solutions on a voluntary and advisory basis.
Procedure	<ul style="list-style-type: none"> • PMO prepares basic project management templates (Charter, Schedule, Risk Register, etc.). • Templates are shared with project teams through a common repository. • PMO explains template usage when requested by project teams. • Feedback from teams is collected. • Templates are updated periodically based on feedback.
Responsibility	PMO: Develops, maintains, and supports usage of templates Project Teams: Use or adapt templates as needed
Output	<ul style="list-style-type: none"> • Standard PM templates • Simple PM guidelines document

6.3.2 SOP 2: Project Support & Coordination:

Purpose	To help project teams coordinate work and avoid delays caused by communication gaps.
Scope	Covers coordination support across all ongoing projects.
Procedure	<ul style="list-style-type: none"> • PMO maintains a list of active projects. • PMO assists teams in tracking issues, actions, and dependencies. • PMO supports cross-functional communication when required. • Meeting minutes and follow-ups are documented by PMO when involved. • Open issues are regularly reviewed with project teams.
Responsibility	PMO: Coordination support and documentation Project Teams: Provide updates and inputs
Output	<ul style="list-style-type: none"> • Issue & action trackers • Stakeholder and RACI records • Meeting minutes

6.3.3 SOP 3: Reporting:

Purpose	To provide clear and simple visibility of project status to management.
Scope	Applies to all projects supported by the PMO.
Procedure	<ul style="list-style-type: none"> • PMO requests periodic status updates from project teams. • Information is consolidated into a standard status report. • Key risks and issues are summarized. • Reports are shared with management on agreed frequency. • Feedback is incorporated to improve reporting clarity.
Responsibility	PMO: Consolidation and preparation of reports

	Project Teams: Provide accurate project updates
Output	<ul style="list-style-type: none"> • Project status reports • Risk & issue summary • Basic management dashboard

6.4 Policies:

6.4.1 SOP 1: Standards & Methodology Support:

Policy Statement:
The PMO will provide recommended project management standards, templates, and guidance to help project teams work consistently and efficiently. Usage of these standards is voluntary and intended to support, not control, project execution.
Steps:
<ul style="list-style-type: none"> • Templates and guidelines will be maintained in a common repository. • Project teams may adapt templates to suit project size and complexity. • PMO will review templates periodically and update based on feedback. • PMO will provide advisory support on using templates when requested.

6.4.2 SOP 2: Project Support & Coordination:

Policy Statement:
The PMO will facilitate coordination and communication across projects and departments to help teams manage dependencies, track progress, and address issues promptly. The PMO does not assume authority over project execution.
Steps:
<ul style="list-style-type: none"> • PMO will maintain issue/action logs and stakeholder records. • PMO will assist in tracking cross-functional dependencies as requested. • Project teams remain responsible for their work; PMO acts only as a support function. • PMO may document meeting minutes and follow-ups when supporting coordination.

6.4.3 SOP 3: Reporting:

Policy Statement:
The PMO will provide management with clear, timely, and consolidated visibility of project status, risks, and issues. Reporting is advisory and designed to support informed decision-making, not to enforce control over projects.
Steps:
<ul style="list-style-type: none"> • PMO will consolidate updates from project teams into standard reports. • Reports may include project status, milestones, key risks, and issues. • PMO dashboards will provide simple visual summaries for management. • Reporting frequency and format will be agreed with project teams and management.

Chapter 07: PMO Templates and Sample Project Implementation

7.1 PMO Standard Templates (Blank Formats)

7.1.1 Project Charter (blank):

Project Title:

Project Details

Business Need/Project Objectives:

Project Requirements:

Product Description/Deliverables:

Project Does Not Include:

Pre-assigned Resources:

Stakeholders List

Name	Title	Role/Responsibility

Summary Milestone Schedule

Project Considerations
High-Level Risks:
Acceptance Criteria:
Assumptions:
Constraints:

7.1.2 Scope Statement Template (Blank)

Project Title:
Date: Prepared by:
Project Justification:
Product Characteristics and Requirements: 1. 2. 3. 4.

7.1.7 RACI Matrix Template (Blank):

Activity / Role	Project Sponsor	Project Manager	PMO Support	Business/User	Project Team (Dev/UI/QA)	Vendor (if any)
Project Charter Approval						
Project Planning & Schedule						
Requirements Finalization						
Design & Development						
Testing & Quality Check						
Issue & Risk Management						
Status Reporting						
Stakeholder Communication						
Go-Live / Deployment						
Project Closure & Sign-off						

7.1.10 Meeting Minutes Template (Blank)

Purpose:			
Meeting Title:			
Date:			
Time:			
Location:			
Facilitator:			
Note Taker:			
Attendees:			
Discussion Points			
Topic	Discussion Summary		
Decisions Made			
Decision	Rationale		
Action Items			
Action Item	Owner	Due Date	Status

Reporting:

7.1.11 Project Status Report Template (Blank):

Project Information	
Project Name	
Reporting Period	
Report Date	
Project Manager	
Project Sponsor	
Project Status Summary	
Key Accomplishments	
Progress Report	
Completed Work	

7.1.13 Risk & Issue Summary Template (Blank):**Project Name:****Reporting Period:****Prepared by:****Date:****A. High-Level Risks**

ID	Risk Description	Impact (H/M/L)	Status	Owner	Mitigation / Next Step
R-01					
R-02					

B. Open Issues

ID	Issue Description	Impact	Current Status	Owner	Action Required
I-01			In Progress		
I-02			Escalated		

Management Attention Required:

Item	Reason

7.2 Sample Project for Implementation (using PMO Templates)

Standards & Methodology Support:

7.2.1 Applied Project Charter (Filled):

Project Title: SPIN Sports Management App
Project Details
<p>Business Need/Project Objectives:</p> <ul style="list-style-type: none"> • Provide an easy-to-use platform for sports enthusiasts to manage games, events, and teams. • Facilitate notifications, event scheduling, and live updates for players and followers. • Improve user engagement and streamline sports management operations.
<p>Project Requirements:</p> <ul style="list-style-type: none"> • Mobile app (iOS & Android) with user registration/login. • Event creation, scheduling, and notifications. • Follower and connection management. • Dashboard for tracking participation and notifications. • Secure backend with database management.
<p>Product Description/Deliverables:</p> <ul style="list-style-type: none"> • Fully functional Spin mobile app for iOS and Android. • Admin dashboard for monitoring users and events. • User guides and documentation. • Deployment on App Store and Play Store.
<p>Project Does Not Include:</p> <ul style="list-style-type: none"> • Web version of the app. • Third-party integration for payment or social media (initial release). • Marketing and promotional activities.
<p>Pre-assigned Resources:</p> <ul style="list-style-type: none"> • Project Manager: Oversees project delivery. • Developers: Mobile app development. • UI/UX Designer: App design and user interface. • QA Engineers: Testing and quality assurance.
Stakeholders List

Title	Role/Responsibility
Project Manager	Manage project timeline and resources
Lead Developer	Lead app development and coding
QA Lead	Ensure app quality and perform testing
UI/UX Designer	Design app interface and user experience
Sponsor	Approve project and provide funding

Summary Milestone Schedule

Milestone	Target Date
Project Kickoff	Jan 5, 2026
Requirements Finalization	Jan 12, 2026
UI/UX Design Completion	Jan 25, 2026
App Development Start	Jan 26, 2026
Alpha Version Testing	Feb 28, 2026
Beta Release	Mar 15, 2026
Final Release	Mar 30, 2026

Project Considerations

High-Level Risks:

- Delays in development due to technical challenges.
- Bugs in app affecting user experience.
- Notifications not triggering correctly on iOS devices.
- Low adoption due to lack of marketing.

Acceptance Criteria:

- App functions correctly on both iOS and Android.
- Notifications and event scheduling work without errors.
- Admin dashboard shows accurate user and event data.
- Users can follow, join, and manage events successfully.

Assumptions:

- Required resources will be available on time.
- Users have compatible devices for app usage.
- No major changes in project scope during development.

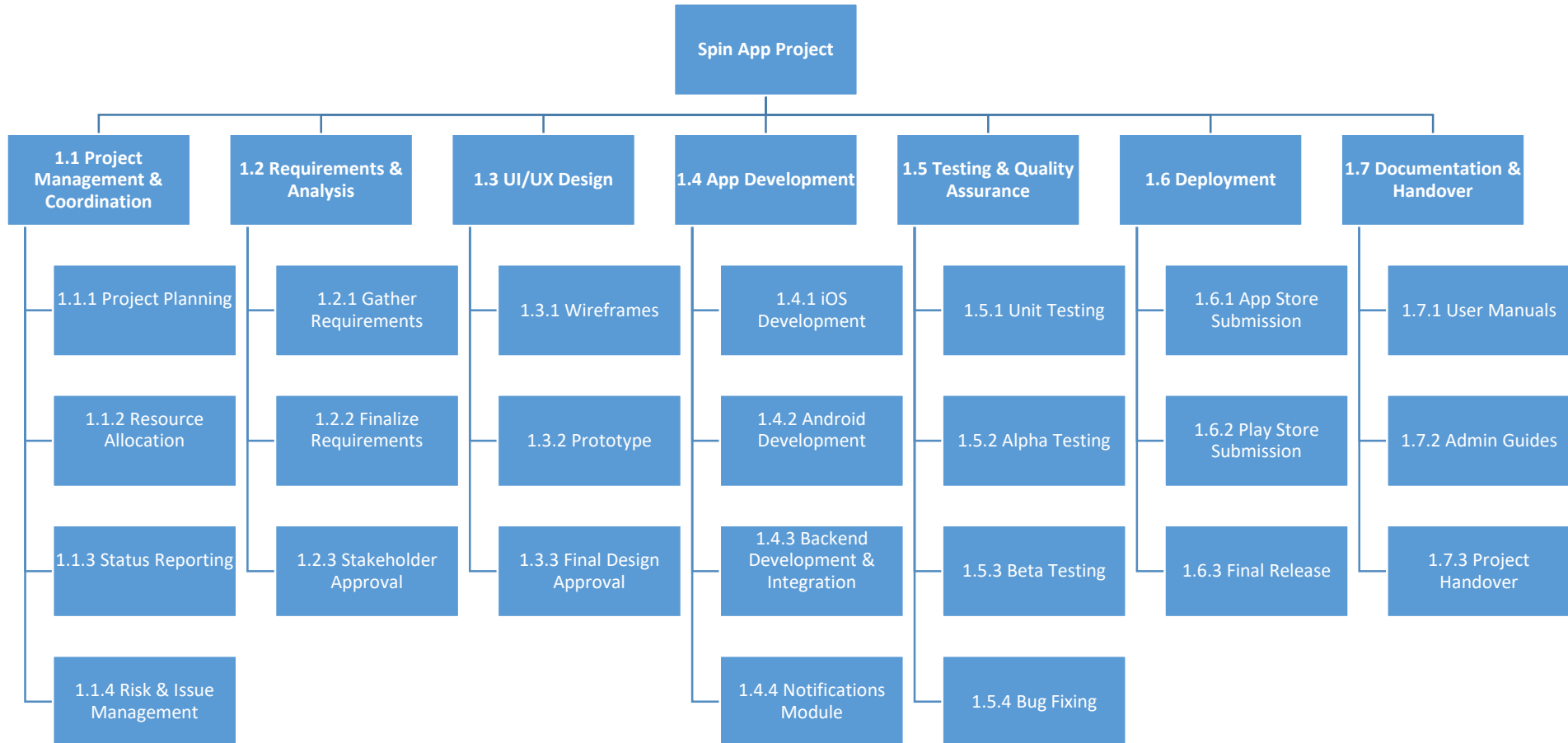
Constraints:

- Fixed project timeline (Jan–Mar 2026).
- Budget limitations.
- Limited integration with external systems in initial release.

7.2.2 Applied Scope Statement (Filled):

Project Title: SPIN Sports Management App
Date: December 27, 2025 Prepared by:
Project Justification: Spin App is being developed to provide a simple, efficient platform for sports enthusiasts to manage games, teams, and events. It will enhance communication, scheduling, and engagement among players and followers, reducing manual coordination and improving overall sports management efficiency.
Product Characteristics and Requirements: <ul style="list-style-type: none"> • Mobile app for iOS and Android with secure login and registration. • Event creation, scheduling, and notifications to followers and connections. • Admin dashboard for monitoring users, events, and notifications. • User-friendly interface with clear navigation and real-time updates.
Product User Acceptance Criteria: <ul style="list-style-type: none"> • App must function correctly on iOS and Android devices. • Notifications and event updates work accurately and in real-time. • Users can create, join, and manage events without errors. • Dashboard provides accurate tracking of users and events.
Summary of Project Deliverables: Project management-related deliverables: <ul style="list-style-type: none"> • Project plan with timeline and milestones. • Resource allocation and task assignment documentation. • Status reports and progress tracking documents. • Risk management plan and mitigation strategies. Product-related deliverables: <ul style="list-style-type: none"> • Fully functional Spin mobile app (iOS & Android). • Admin dashboard for event and user management. • User manual and documentation. • Deployment on App Store and Play Store.

7.2.3 Work Breakdown Structure (WBS-Filled):



7.2.3 Project Schedule / Timeline (Filled):

Task ID	Task Name	Description	Start Date	End Date	Duration	Owner	Dependencies	Status
1	Project Kickoff	Initial project meeting and planning	05-Jan-2026	05-Jan-2026	1 day	Project Manager	None	Not Started
2	Requirements Finalization	Gather and finalize app requirements	06-Jan-2026	12-Jan-2026	7 days	Project Manager / Team	Task 1	Not Started
3	UI/UX Design	Design app screens and user experience	13-Jan-2026	25-Jan-2026	13 days	UI/UX Designer	Task 2	Not Started
4	App Development	Develop iOS and Android app	26-Jan-2026	28-Feb-2026	34 days	Development Team	Task 3	Not Started
5	Alpha Testing	Internal testing of features and bug fixes	01-Mar-2026	05-Mar-2026	5 days	QA Team	Task 4	Not Started
6	Beta Release	Release app to selected users for feedback	06-Mar-2026	15-Mar-2026	10 days	Project Manager / QA Team	Task 5	Not Started
7	Final Release	Deploy final version to App Store and Play Store	16-Mar-2026	30-Mar-2026	15 days	Development Team	Task 6	Not Started
8	Documentation & Handover	Prepare user manuals and project handover	25-Mar-2026	30-Mar-2026	6 days	Project Manager / Team	Task 7	Not Started

7.2.4 Risk Register (Filled):

ID No.	Rank	Risk	Description	Category	Root Cause	Triggers	Potential Responses	Risk Owner	Probability	Impact	Status
1	High	Delay in development	App development may take longer than planned	Schedule	Complex features, limited resources	Missed intermediate milestones	Add buffer time, prioritize	Project Manager	Medium	High	Open

							critical features				
2	High	iOS notifications issue	Notifications not triggering correctly on iOS	Technical	OS-specific behavior	User complaints or failed tests	Dedicated iOS testing, patch updates	QA Lead	High	High	Open
3	Medium	Bugs in app	App may have bugs affecting functionality	Technical	Coding errors	Bug reports from users or QA	Regular QA testing, bug-fix sprints	Development Lead	Medium	Medium	Open
4	Medium	Low user adoption	Users may not actively use the app	Business	Lack of awareness or engagement	Poor initial download numbers	User onboarding, engagement features	Marketing Lead	Medium	Medium	Open
5	Low	Resource unavailability	Key team members unavailable	Resource	Illness, other assignments	Missed tasks or delays	Backup resources, task rescheduling	Project Manager	Low	Medium	Open
6	Medium	Data security breach	Unauthorized access to user data	Security	Weak security measures	Security alerts or breaches	Implement encryption, regular audits	Development Lead	Low	High	Open
7	Low	Scope creep	Additional features requested mid-project	Scope	Changing requirements	New feature requests from stakeholders	Strict change management process	Project Manager	Medium	Medium	Open
8	Medium	App store rejection	App may be rejected during submission	Compliance	Non-compliance with guidelines	App Store/Play Store review failure	Follow guidelines, pre-checks	Project Manager	Low	High	Open
9	Medium	Integration issues	Future integration with other platforms may fail	Technical	Compatibility issues	API failures or conflicts	Test integration early, plan for compatibility	Development Lead	Medium	Medium	Open

10	Low	Budget overrun	Project may exceed allocated budget	Financial	Unexpected costs	Expense exceeding plan	Monitor budget regularly, contingency fund	Project Manager	Low	Medium	Open
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Project Support and Coordination:

7.2.5 Action Item Tracker (Filled):

ACTION ID	ACTION	ASSIGNED TO	DATE ASSIGNED	DATE DUE	PRIORITY	STATUS	% COMPLETE	NOTES
1	Finalize project requirements	Project Manager	05-Jan-2026	12-Jan-2026	High	Not Started	0%	Gather input from all stakeholders
2	Complete UI/UX design	UI/UX Designer	13-Jan-2026	25-Jan-2026	High	Not Started	0%	Include user-friendly navigation and screens
3	Develop iOS app	Development Team	26-Jan-2026	28-Feb-2026	High	Not Started	0%	Follow coding standards and test regularly
4	Develop Android app	Development Team	26-Jan-2026	28-Feb-2026	High	Not Started	0%	Ensure parity with iOS version
5	Conduct Alpha Testing	QA Team	01-Mar-2026	05-Mar-2026	High	Not Started	0%	Report bugs and fix critical issues
6	Launch Beta Release	Project Manager / QA	06-Mar-2026	15-Mar-2026	Medium	Not Started	0%	Collect user feedback and suggestions
7	Deploy Final Release	Development Team	16-Mar-2026	30-Mar-2026	High	Not Started	0%	Ensure all fixes from beta are implemented
8	Prepare User Documentation	Project Manager / Team	25-Mar-2026	30-Mar-2026	Medium	Not Started	0%	Include guides for both users and admin

7.2.6 Issue Log (Filled):

Issue #	Issue Description	Impact on Project	Date Reported	Reported By	Assigned To	Priority	Due Date	Status	Comments
1	Notifications not triggering on iOS	Medium – users may miss updates	01-Feb-2026	QA Team	Development Lead	High	05-Feb-2026	Open	Requires iOS-specific debugging
2	Bug in event creation	High – prevents users from creating events	10-Feb-2026	QA Team	Development Lead	High	12-Feb-2026	Open	Critical bug affecting core functionality
3	Delay in UI/UX design approval	Medium – may affect development start	15-Jan-2026	Project Manager	UI/UX Designer	Medium	18-Jan-2026	Resolved	Design revised and approved
4	Low user feedback during beta	Low – delays improvements	12-Mar-2026	Project Manager	Marketing Lead	Medium	18-Mar-2026	Open	Need more user engagement strategies
5	Minor app crash on Android	Medium – affects user experience	20-Feb-2026	QA Team	Development Lead	Medium	25-Feb-2026	Open	Crash occurs under specific conditions
6	Documentation incomplete	Low – affects handover	28-Mar-2026	Project Manager	Team	Low	30-Mar-2026	Open	User manual and admin guide pending
7	Integration with external API fails	High – affects future functionality	22-Mar-2026	Development Lead	Development Team	High	28-Mar-2026	Open	API needs testing and updates

7.2.7 Stakeholder Register (Filled):

Name	Position	Internal/External	Project Role	Contact Information
Ali Khan	Project Manager	Internal	Overall project oversight, timeline management	ali.khan@nextek.com
Sara Ahmed	Lead Developer	Internal	Mobile app development lead	sara.ahmed@nextek.com
Ahmed Raza	QA Lead	Internal	Testing and quality assurance	ahmed.raza@nextek.com
Sana Malik	UI/UX Designer	Internal	App design and user experience	sana.malik@nextek.com
NEXTEK Management	Project Sponsor	External	Project approval, funding, strategic decisions	management@nextek.com
Users (Players & Followers)	End Users	External	Provide feedback, use the app	N/A
Marketing Team	Internal	Internal	Promote app, user engagement	marketing@nextek.com
Support Team	Internal	Internal	Handle user queries and issues	support@nextek.com

7.2.8 RACI Matrix (Filled):

Activity / Role	Project Sponsor	Project Manager	PMO Support	Business/User	Project Team (Dev/UI/QA)	Vendor (if any)
Project Kickoff	A	R	I	C	C	-
Requirements Gathering	C	R	I	A	C	-
UI/UX Design	C	A	I	C	R	-
App Development	C	A	I	C	R	-
Alpha Testing	C	A	I	C	R	-
Beta Release	C	R	I	A	R	-
Final Release / Deployment	A	R	I	C	R	-
Documentation & Handover	C	R	I	C	R	-
Risk Management	A	R	I	C	C	-
Issue Resolution	C	R	I	C	R	-

7.2.9 Meeting Minutes (Filled):

Purpose: Kickoff meeting to initiate Spin App project and align all stakeholders on objectives, roles, and next steps.			
Meeting Title: Spin App Project Kickoff			
Date: 05-Jan-2026			
Time: 10:00 AM – 11:30 AM			
Location: NEXTEK Conference Room / Zoom			
Facilitator: Ali Khan – Project Manager			
Note Taker: Sana Malik – UI/UX Designer			
Attendees:			
<ul style="list-style-type: none"> • Ali Khan – Project Manager • Sara Ahmed – Lead Developer • Ahmed Raza – QA Lead • Sana Malik – UI/UX Designer • NEXTEK Management (Project Sponsor) 			
Discussion Points			
Topic	Discussion Summary		
Project Objectives	Overview of Spin App goals: event management, notifications, user engagement		
Project Timeline	Jan 5 – Mar 30, 2026; milestones defined for design, development, testing, and deployment		
Roles & Responsibilities	Defined responsibilities for Project Manager, Dev/UI/QA Team, PMO support, and Sponsor		
Risks & Issues	Discussed high-level risks: iOS notifications, bugs, delays, scope creep		
Communication Plan	Weekly status meetings; PMO reports for progress tracking		
Decisions Made			
Decision	Rationale		
Finalize requirements by Jan 12	To start design and development on schedule		
Conduct Alpha Testing Feb 28 – Mar 5	Ensure core functionality before Beta release		
Assign backup resources for critical roles	Mitigate risk of resource unavailability		
Action Items			
Action Item	Owner	Due Date	Status
Gather and finalize app requirements	Project Manager	12-Jan-2026	Not Started
Complete UI/UX design	UI/UX Designer	25-Jan-2026	Not Started
Setup development environment	Lead Developer	26-Jan-2026	Not Started
Prepare risk mitigation plan	Project Manager	10-Jan-2026	Not Started
Schedule weekly project status meetings	PMO Support	06-Jan-2026	Not Started

Reporting:

7.2.10 Project Status Report (Filled):

Project Information					
Project Name		SPIN Sports Management App			
Reporting Period					
Report Date					
Project Manager					
Project Sponsor					
Project Status Summary					
Key Accomplishments					
<ul style="list-style-type: none"> Project kickoff meeting conducted successfully. Stakeholders aligned on objectives and timelines. Initial risk register and action item tracker prepared. 					
Progress Report					
Completed Work					
Action Item	Date	RAG	Owner		Comments
1. Project kickoff meeting	05-Jan-2026	Green	PM		Meeting completed, attendees aligned
2. Stakeholder identification	07-Jan-2026	Green	PMO Support		Stakeholder register prepared
3. Initial risk identification	10-Jan-2026	Green	PM		High-level risks documented
Upcoming Work					
Action Item	Date	RAG	Owner		Comments
1. Finalize project requirements	12-Jan-2026	Amber	PM		Pending stakeholder approvals
2. Start UI/UX design	13-Jan-2026	Green	UI/UX Designer		Design kickoff to follow requirement finalization
3. Develop project schedule	12-Jan-2026	Green	PM		Gantt chart to be prepared
Project Deliverables					
Deliverable Description	Date	RAG	Owner		Comments
1. Project Charter	05-Jan-2026	Green	PM		Completed and approved
2. Stakeholder Register	07-Jan-2026	Green	PMO Support		Completed
3. Risk Register	10-Jan-2026	Green	PM		Initial version ready

4.	Project Schedule	12-Jan-2026	Amber	PM	Pending finalization
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7.2.11 Milestone Tracking Sheet (Filled):

Milestone	Date	Status	Responsible	Issues/Comments
Project Kickoff	05-Jan-2026	Completed	Project Manager	Meeting conducted successfully, all stakeholders aligned
Requirements Finalization	12-Jan-2026	In Progress	Project Manager	Waiting for stakeholder approvals
UI/UX Design Completion	25-Jan-2026	Not Started	UI/UX Designer	Scheduled to start after requirements are finalized
App Development Start	26-Jan-2026	Not Started	Development Team	Dependent on design completion
Alpha Testing	28-Feb-2026	Not Started	QA Team	Development must be completed first
Beta Release	15-Mar-2026	Not Started	Project Manager / QA Team	Feedback collection planned
Final Release	30-Mar-2026	Not Started	Development Team	Dependent on Beta feedback and bug fixes
Documentation & Handover	30-Mar-2026	Not Started	Project Manager / Team	To include user manual and admin guide

7.2.12 Risk & Issue Summary (Filled):

Project Name:

SPIN Sports Management App

Reporting Period:

05-Jan-2026 to 12-Jan-2026

Prepared by:

Project Manager

Date:

12-Jan-2026

A. High-Level Risks

ID	Risk Description	Impact (H/M/L)	Status	Owner	Mitigation / Next Step
R-01	Delay in development due to complex features	H	Open	Project Manager	Prioritize critical features, monitor progress weekly
R-02	iOS notifications not triggering correctly	H	Open	QA Lead	Conduct dedicated iOS testing, plan patch release if needed
R-03	Bugs affecting core functionality	M	Open	Development Lead	Continuous QA testing and quick bug fixes
R-04	Resource unavailability	M	Open	Project Manager	Identify backup resources, adjust schedule if required

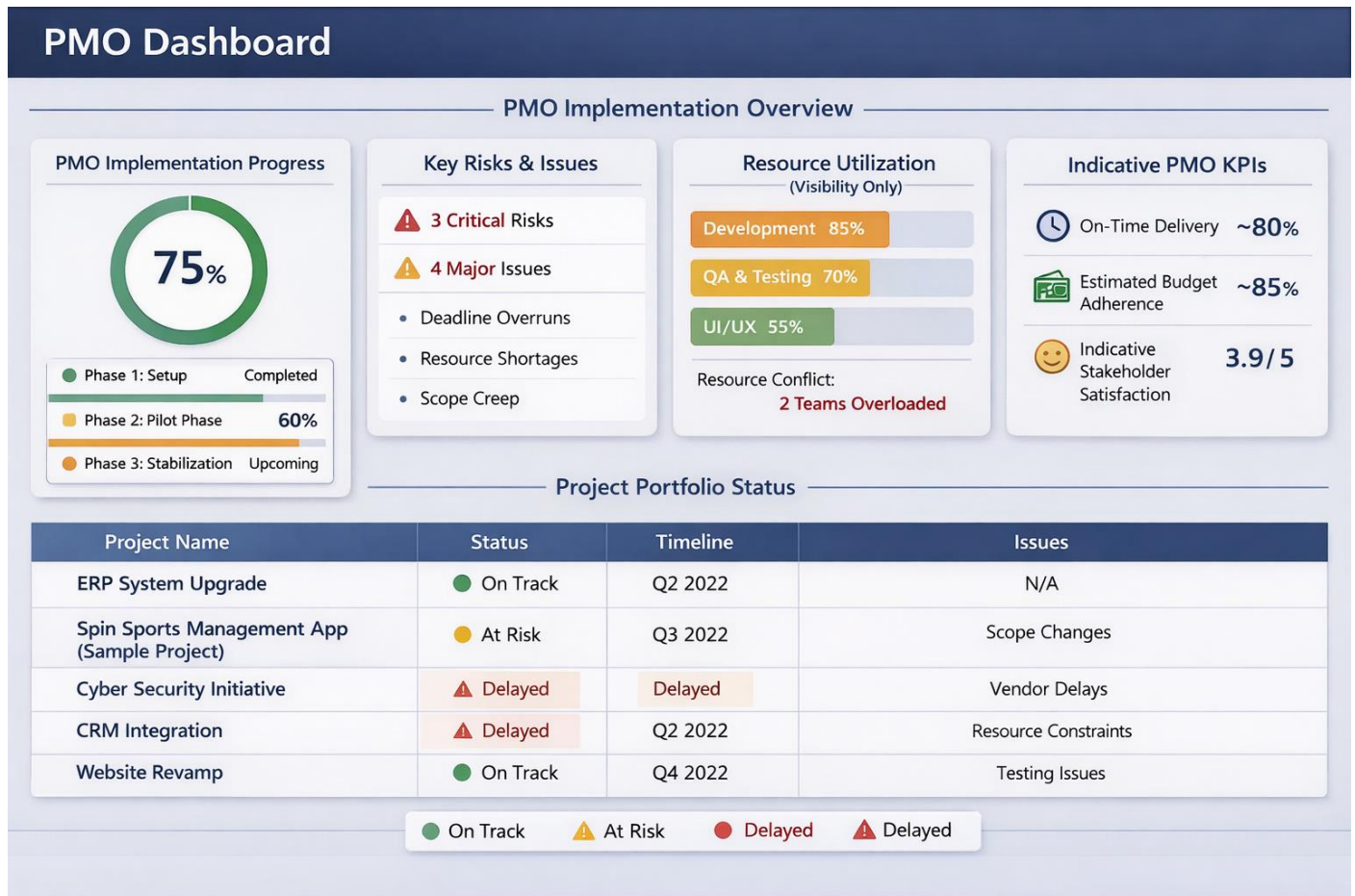
B. Open Issues

ID	Issue Description	Impact	Current Status	Owner	Action Required
I-01	Stakeholder approval pending for requirements	H	In Progress	Project Manager	Follow up with stakeholders, finalize by 12-Jan-2026
I-02	Minor app crash on Android during testing	M	Escalated	QA Lead	Investigate root cause, fix in next development cycle
I-03	Delay in UI/UX design approval	M	In Progress	UI/UX Designer	Revise designs and submit for approval

Management Attention Required:

Item	Reason
I-01	Requires stakeholder engagement to finalize requirements and avoid project delays
R-02	Needs additional resources for iOS testing to prevent launch issues

7.2.13 Dashboard:



This dashboard presents an indicative view of PMO reporting during the pilot implementation phase. All KPIs, percentages, and resource indicators are illustrative and based on qualitative inputs collected during initial PMO support activities. The dashboard is intended to provide visibility and early warnings only and does not represent enforced controls or historical performance baselines

Annexures

Annex- A

Interview Qs and their Answers

◇ SECTION 1: PROJECT OBJECTIVES & REQUIREMENTS

Q1. How are project objectives typically defined within your department?

Ans. Objectives are communicated verbally by team leads or management. While objectives are generally understood at a high level, they are not always formally documented or consistently shared across all teams.

Q2. How are project requirements documented before work begins?

Ans. Interviewees indicated that requirement documentation varies by project and team. Some projects use basic documents or emails, while others rely on verbal understanding. There is no standardized requirement documentation format used across the organization.

◇ SECTION 2: SCOPE MANAGEMENT

Q3. How often do changes occur after the project has already started?

Ans. Most respondents reported that scope changes occur frequently after project initiation, especially due to evolving client requirements and unclear initial scope definition.

Q4. How are scope changes currently controlled or approved?

Ans. The majority of interviewees stated that scope changes are handled informally through discussions between team leads and clients. There is no formal change approval process or documented change control mechanism.

Q5. Do stakeholders usually agree on final deliverables before the project starts?

Ans. Responses suggested that stakeholder agreement on deliverables is sometimes achieved, but in many cases deliverables evolve during execution due to unclear initial alignment.

◇ SECTION 3: SCHEDULE & TIME MANAGEMENT

Q6. How realistic are the project timelines set at the beginning?

Ans. Interviewees shared that timelines are often optimistic and based on experience rather than detailed planning, which makes them difficult to achieve consistently.

Q7. How frequently do projects experience delays?

Ans. Most respondents acknowledged that project delays are common, particularly in cross-functional projects involving development and QA teams.

Q8. How are project schedules monitored and updated?

Ans. Schedule monitoring is irregular and depends on individual team leads. Some use Excel sheets or informal tracking, while others rely on verbal updates.

Q9. What tools are commonly used for scheduling and tracking?

Ans. Interviewees reported using basic tools such as Excel, emails, and messaging applications. No standardized project scheduling software is used across the organization.

Q10. Which project phase faces the most delays?

Ans. Most respondents identified the testing and integration phase as the most delay-prone, mainly due to late involvement of QA and dependency on development completion.

◇ SECTION 4: COST MANAGEMENT**Q11. How accurately are project budgets estimated?**

Ans. Interviewees stated that budget estimation is done at a high level and is not always detailed. Budget accuracy varies depending on project complexity.

Q12. How often do projects exceed their approved budgets?

Ans. Several respondents indicated that projects sometimes exceed budgets due to unplanned scope changes and extended timelines.

Q13. Is there a formal process for approving budget changes?

Ans. Most interviewees confirmed that there is no formal budget change approval process. Adjustments are typically managed informally by management.

◇ SECTION 5: QUALITY MANAGEMENT**Q14. How are quality standards defined for projects?**

Ans. Quality expectations are usually discussed verbally or assumed based on prior experience. Formal quality standards or checklists are not consistently defined at project start.

Q15. How is quality monitored during project execution?

Ans. Most interviewees noted that quality checks are mainly conducted toward the end of the project rather than throughout the lifecycle.

◇ SECTION 6: RESOURCE MANAGEMENT**Q16. What challenges do you face in managing project resources?**

Ans. Interviewees highlighted difficulty in managing shared resources across multiple projects. Developers and QA staff are often assigned to several projects simultaneously without centralized workload visibility.

Q17. Are resources generally available when required?

Ans. Responses indicated that required resources are not always available on time, leading to delays and re-prioritization of tasks.

◇ SECTION 7: COMMUNICATION & COORDINATION

Q18. How well coordinated are project activities across departments?

Ans. Most interviewees described coordination as informal and dependent on personal communication rather than structured processes.

Q19. How effective is project-related communication?

Ans. Communication primarily occurs through emails and messaging tools. While this works for small tasks, it often results in misunderstandings in complex projects.

Q20. Are stakeholders regularly updated on project progress?

Ans. Stakeholder updates are shared when requested, but there is no fixed reporting schedule or standardized format.

◇ SECTION 8: STANDARDIZATION & RISK

Q21. Do teams follow a standardized project management process?

Ans. All interviewees confirmed that there is no single standardized project management process followed across the organization.

Q22. How are project risks identified and managed?

Ans. Risk identification is mostly reactive. Risks are addressed when issues arise rather than being identified proactively during planning.

Q23. Do you face challenges aligning projects with organizational goals?

Ans. Some interviewees mentioned limited visibility of how individual projects align with broader organizational objectives due to the absence of consolidated reporting.