

DREAM GARDEN MALL PHASE II, LAHORE
FOR IZHAR MONNOO DEVELOPERS (PVT). LTD.

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SUBMISSION DATE:

June 11th, 2016

Certificate

It is certified that M.Phil./MS Project Report Titled “**Dream Garden Mall**” by MSPM-II student named Moaz Tariq and Hafiz Ali Hassan Asif been examined by us.

I undertake the following:

- a) Project report has significant new work/knowledge as compared already published or are under consideration to be published elsewhere. No equation, diagram, table, paragraph or section has been copied verbatim from previous work unless it is placed under quotation marks and duly referenced.
- b) The work presented is original and own work of the author (i.e. there is no plagiarism). No ideas, processes, results or words of others have been presented as Author own work.
- c) There is no fabrication of data or results which have been compiled / analyzed.
- d) There is no falsification by manipulating research materials, equipment or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.

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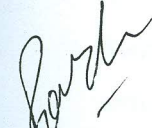
TO WHOM IT MAY CONCERN

This certificate is being issued to the applicants for the fulfillment of their MSPM degree program requirement being carried out at Bahria University Lahore Campus (BULC).

This is certified that **Mr. Moaz Tariq S/O Mr. Muhammad Tariq** and **Mr. Ali Hassan S/O Muhammad Asif** have participated in our project named "**Community Center Dream Garden Phase II, Lahore**". They have positive contribution in the said project especially in project planning, scheduling and demonstration through Microsoft Project. They have also discussed and recommended a project management office (PMO) model for the company.

They have been found skilful and hardworking in applying project management skills. Additionally, it is noteworthy to mention that applicants have demonstrated good ethical practice, enthusiastic approach to work.

IZHAR MONNOO PVT. LTD.


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Abstract

The role of project management in organization has grown, many organizations have identified a need to formalize a practice of project management and develop standard to coordination and excellence for project management. PMO (Project Management Office) is often viewed as a vehicle to achieve coordination, standardization, and management of the practice of project management.

No project plans to fail but according to a research by the Standish Group, 19% project fails and 46% project significant challenges, such as delays, budget overrun etc. These required failures and challenges can be attributed to undocumented project management methods, uncontrolled and reactive delivery, unrealistic budget or time expectations, limited planning, or lack of executive commitment. This report explores and addresses such concerns which can be answered by implementing a PMO.

In this report a PMO model has been recommended for the company I work in i.e. Siemens after studying the need of a PMO in the organization. There are different definitions available for a PMO. However, according to PMI (Project Management Institute), a PMO can be defined as:

“An organizational body or entity assigned various responsibilities related to the centralized and coordinated management of projects under its domain”.

Furthermore, a project timeline has been created for the selected project in the company. We have studied “**Dynamics of PMO and EPM Server**” as an elective course in the degree program MS (Project Management) at Izhar University Lahore Campus by respected teacher Mr. Ahsan Maqbool who has been kind enough to guide us throughout the course.

Acknowledgement

The success and final outcome of this project report required a lot of guidance. Our sincere thanks to the respected teacher Mr. Ahsan Maqbool for the guidance and encouragement in finishing this project report in time

Above all, to Allah Almighty, the author of knowledge and wisdom, for his countless love

This project report has indeed helped us to explore more knowledgeable avenues related to the topic and I am sure it will help us in our future.

I thank you all.

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Chapter 1

Introduction:

Mr. Izhar Ahmad Qureshi, a reputed name in engineers' community of Pakistan, established a construction company in 1959. With its rich experience and high standards of technical performance in numerous construction projects, ranging from Civil Works, Housing and Urban Development, and Heavy Industrial Construction to Defense-Oriented Projects, IZHAR has earned an outstanding recognition from the nation. Professional staff and hardworking, experienced crew work with our clients, assuming a tight schedule, economical construction and above all quality workmanship throughout the execution of projects.

IZHAR Group has one of the largest, fully integrated Real Estate and Community Development setups in Pakistan and is now in its sixth decade of operations. It encompasses residential & commercial property management and coordination of all activities.

1.1 Vision:

Our Vision is to be The Most Trusted Real Estate Development Company.

1.2 Mission:

Our mission is to provide Clients with exemplary service in a quality home environment, to provide partners with maximized real estate asset value and to provide employees unparalleled opportunities for personal and professional development. Our goal is to be the community home provider of choice--a goal we attain through our Clients, Partners and Employees. We believe that by encouraging professional and personal growth, our associates will exceed their expectations with the benefits being realized by all. Our aim is to be the market leader in real estate investment in terms of bespoke investment opportunities, quality of service and professionalism. Finally, we believe that our business can be successful for generations only if we continue a Tradition of Trust.

1.3 **Strategy**

IZHAR and MONNOO Groups, two reputable market leaders known for their professional efforts and contribution towards National Development have diversified to include real estate development, comprehensive property services and lifestyle management, under the title of IZHAR-MONNOO DEVELOPERS, as a joint venture company. It has started changing and beautifying the very landscape of Lahore with innovative mixed-use urban development. It is catering to versatile lifestyle needs of the people of Pakistan. Its vision goes beyond bricks and concrete and aims at enriching the lives of the people by creating and managing places for the comfortable moments of people to live in, to play, to work and to cherish

1.4 **Services offered**

Izhar Monnoo is committed to provide its high quality services in the following fields:

1. Building construction.
2. Equipment foundations.
3. Piling
4. Roads
5. Drainage / Sewerage
6. Bridges.

1.5 **Values**

Izhar Monnoo strictly follows the values;

1. Punctuality
2. Commitment with job
3. Trust
4. Honesty
5. Courage
6. Respect

1.6 **Organizational Structure and Culture**

Izhar Monnoo is following a simple hierarchy as company involves not less than 150 permanent employees. There are four main departments.

1. Marketing
2. Design
3. Construction
4. Quality

1.7 **Excellence through Integrated Management Systems**

Izhar Monnoo has focused on product quality in all areas since its inception and as a result, its products have established significant place in market. Izhar Monnoo is ISO certified in management systems, occupational health & safety, quality management and environment.

IMS certificates Izhar Monnoo head office and manufacturing sites can be accessed at the company website (<http://www.Izhar Monnoo.com.pk>). A list of Izhar Monnoo IMS certifications along with locations is given below:

Certification Name	Description	Izhar Monnoo	Izhar Monnoo - GM	Izhar Monnoo - HO
ISO 9001:2008	Quality Management System (QMS)	✓	✓	✓
ISO 14001:2004	Environmental Management System (EMS)	✓	✓	✓
OHSAS 18001:2007	Occupational Health & Safety Assessment Series (OH&S Management System)	✓	✓	✓

Chapter 2

Introduction to Project Management Office

A Project Management Office (PMO) is a group or department within a business or organization that defines and maintains standards for project management within the organization. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects. The projects supported or administered by the PMO may not be related, other than by being managed together.

2.1 PMO framework

There are four elements when establishing Project Management Office in an organization. These four elements are following:

1. Process
2. Governance
3. Organization
4. Resources

The objective of a project management office (PMO) is to ensure that projects are delivered within budget and on schedule which in turn provides an opportunity for organizations to be effective and efficient in their line of business. The success of a PMO is directly related to the structure of above mentioned four elements considered while establishing a PMO.



Figure 2-1 PMO frameworks

2.1.1 Process:

When developing project management processes, need to adapt best practices that are commonly used in organizations such as PMI-PMBOK, and PRINCE-2 etc.

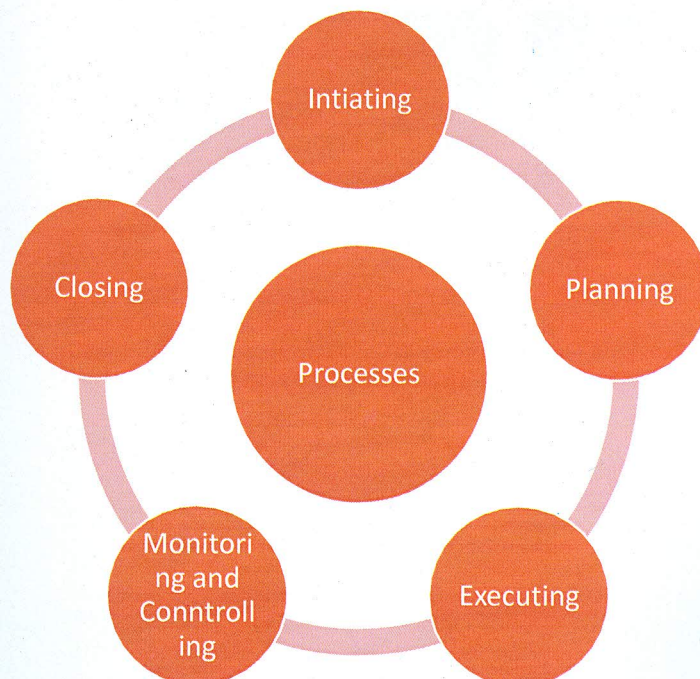


Figure 2-2 PMO process

2.1.2 Governance:

For effective PMO operations should be governed at the project operational level, program management level, and portfolio management level. The tasks in governance may include:

1. Milestone status monitoring
2. Risks & benefits management
3. Budgets & project accounting
4. Expenses & materials reviews
5. Issues & actions tracking
6. Resource conflict resolution
7. Skills demand forecasting
8. Standards & processes
9. Analysis & improvement
10. Audits & compliance
11. Standard & custom reporting



Figure 2-3 PMO governance

2.1.3 Organization

PMO must be able to delivered benefit to the organization.



Figure 2-4 PMO organizations

2.1.4 Resources

People factor plays vital role in PMO organization and they should have quality conscience, ethical and extensive experience. Skills development programs should be established to build these aspects in PMO team.

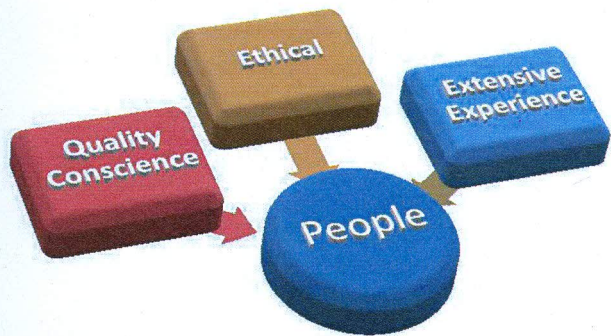


Figure 2-5 PMO resources

Other important element is the Knowledge-based for consistency in project documents & easier accessibility. Documents should be generated through standard templates which should be available in project knowledge-based. Any further information which may be required for guidance on project current state from internet should be in access of the project team.



Figure 2-6 PMO resources- knowledge based

2.2 Types of PMO

There are three types of PMO:

1. Weather Station (Governance)
2. Control Tower (Centre of Excellence)
3. Resource Pool (Project Support)

2.2.1 Weather Station

The Weather Station project management office reports on what is going on but does not try to influence it. This PMO doesn't bother any of the PM's who are leading projects. These Weather Station people accumulate data about projects and summarize it for executives without making any decisions or enforcing any standards. They just pass on the information to anyone who is interested. It often turns out that

no one uses their data. The Weather Station can be implemented painlessly and if the information is focused, they can serve decision makers' needs. Sometimes executives get nervous about all the money they're spending on projects without their really knowing what's happening. They get confused by different reporting formats coming from different project managers with different varieties of jargon, plus the sheer number of activities going on at once. To end their confusion, weather station is suggested.

2.2.2 Control Tower

In the Control Tower PMO, the project office gives project managers direction on methodology. This includes project initiation, acquiring resources and correcting variances. While each PM manages his own projects, the Control Tower PMO will alert them to impending problems. It will also identify situations where the PM is not adhering to the methodology, particularly during scheduling and verification of deliverables.

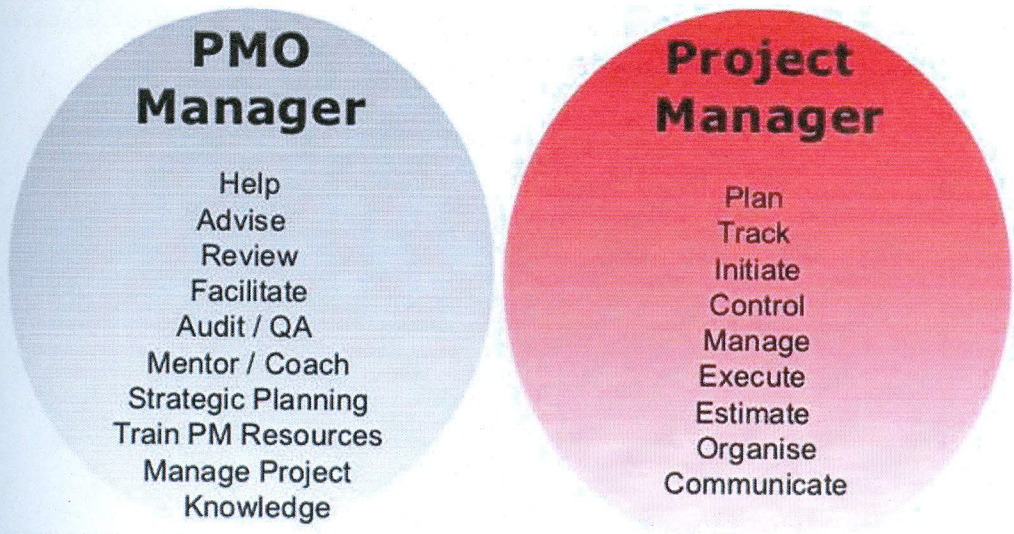
2.2.3 Resource Pool

This type of PMO helps projects conform and perform. The solution organizations that rely heavily on projects to do business cannot afford inattention to this key capability. Set up a "Resource Pool" for project managers. Managers and executives needing projects then "hire" a project manager from this repository of expertise. It makes logical sense to combine the Resource Pool with the two earlier PMOs. With a Resource Pool properly in place, executives may reasonably expect project managers supervised to ensure that they properly apply their skills.

2.3 **Role of Project Managers vs. PMO**

Project Managers	PMO
A project manager focuses on the specified Project objectives.	PMO manages major scope changes in program which may be considered as potential Opportunities to better achieve business goals.
A project manager controls the assigned project resources in order to meet project objectives	PMO is responsible for optimize use of shared organizational resources across all on-going projects
A project manager is responsible to manage the project constraints e.g. scope, schedule, cost, quality etc.	PMO manages the standards, methodologies, overall risks/opportunities, metrics and any interdependencies among projects at organizational level

A brief difference between PMO Manager and Project Manager can be depicted as



follows:-

Figure 2-7 PMO managers vs. Project manager

2.4 PMO roles

There are several roles of PMO structures in organizations, each varying in the degree of control and influence they have on projects within the organization, such as:

- 1) Supportive
- 2) Controlling
- 3) Directive

2.4.1 Supportive

Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. This type of PMO serves as a project repository. The degree of control provided by the PMO is low. The supportive PMO generally provides support in the form of on-demand expertise, access to information, and expertise on other projects, and the like.

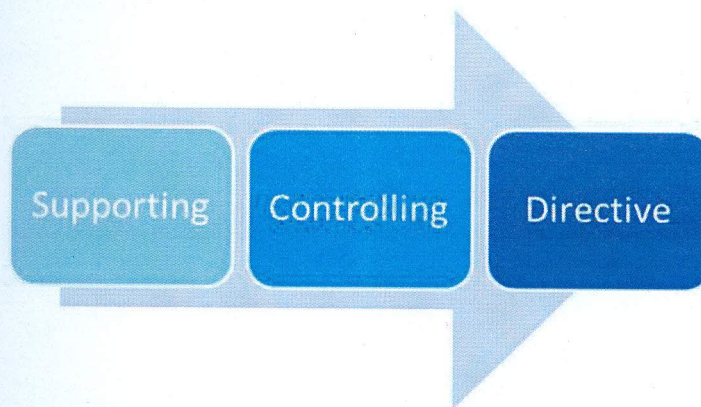


Figure 2-8 PMO roles Supportive

2.4.2 Controlling

Controlling PMOs provide support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms and tools, or conformance to governance. The degree of control provided by the PMO is moderate. This model assumes that the PMO is responsible for defining and controlling use of methodologies, standards, templates, and policies related to project delivery.

2.4.3 Directive

Directive PMOs take control of the projects by directly managing the projects. The degree of control provided by the PMO is high. The PMO is accountable for the project management function within the company and responsible for providing program and project management resources to run projects. As organizations undertake projects, professional project managers from the PMO are assigned to the projects.

2.5 PMO responsibilities

The PMO continuously ensures that enterprise assets and resources are strategically aligned with business goals. The exact roles of a PMO vary from organization to organization depending upon their needs and nature of the on-going projects. The major role of the PMO is to define and maintain process standards by providing a framework to establish standard performance measures based on organizational goals and objectives, and providing tools and procedures to achieve this. This results into three key areas:

- 1) Establishing Project Methodologies
- 2) Project Tracking
- 3) Project Support

2.5.1 Establishing Project Methodologies

A major PMO role includes providing a project baseline or the implementation road map for the project. The PMO estimates the size of the proposed project, required timeline, required project resources and defines the project management methodology. It generates artifacts like project charter, plans (risk, communication, cost management, quality, procurements etc.), work breakdown structure and standard forms and templates for record-keeping and reporting.

2.5.2 Project Tracking

PMO is supposed to audit and track ongoing projects in the organization at certain frequency to ensure that projects are following the approved methodology and are on course. In addition, during project tracking, PMO is responsible to collect and archive project experience to improve the being used project management methodology.

2.5.3 Project Support

PMO is supposed to provide continuous support for successful execution of the on-going projects in an organization.

2.6 PMO goals

An effective PMO can serve several key goals like:

- 1) Improve project performance through established standards.
- 2) Lower project costs through minimized redundancies.
- 3) Leverage specialized project management skills and expertise.
- 4) Centralize management of a multi-project portfolio.
- 5) Standardize project management services to diverse business units.
- 6) Consolidate project oversight for project performance metrics.
- 7) Maximize external vendor contracts for the delivery of outsourced project management services.

2.7 Challenges of a PMO

A PMO should be supported by senior management, which is one of the most critical and common challenges. A direct consequence of the lack of executive sponsorship and support is inadequate resourcing. Another challenge is corporate culture and failure to manage organizational resistance to change. Many times, the PMO is also expected to interact with poorly trained project managers. As a result, the PMO devotes time on up-training them.

Other experts say the generic challenge PMOs face is defining the PMO's responsibility and abiding by it.

Most often, supportive PMOs try to micromanage the projects, which is not under

their responsibilities. PMOs should strictly follow the model that has been chosen.

Following are the major challenges of the PMOs:

1. Connecting the PMO to organization's strategic vision.
2. Establishing a metric-based approach.
3. Maintain consistent PM framework across projects.
4. Managing the resource pool and avoiding resource bottlenecks.
5. Lack of acceptance of the need for the role from people delivering aspects of the work.
6. Being requested to reduce the amount of reporting.
7. Lack of senior leadership acceptance of the need to really engage with staff.

2.8 Elements of an Effective PMO

An effective PMO is a combination of the right people, the right tools and the right data. The right people should have been covered from multiple disciplines. It is very important to select required EPM tools. Project status reports showing right data should be provided to the management for measuring project success. These elements for an effective PMO can be depicted as:



Figure 2-9 Effective PMO

Chapter 3

PMO Implementation in Izhar Monnoo Lahore Office

PMO implementation requirements in Izhar Monnoo Lahore Office. Momentarily there is no PMO set up in Izhar Monnoo Office. The numbers of projects are continuously growing in and so does the risk of failure as resource gets exhausted.

3.1 Organizational structure:

Izhar Monnoo Lahore office has a strong matrix organizational structure

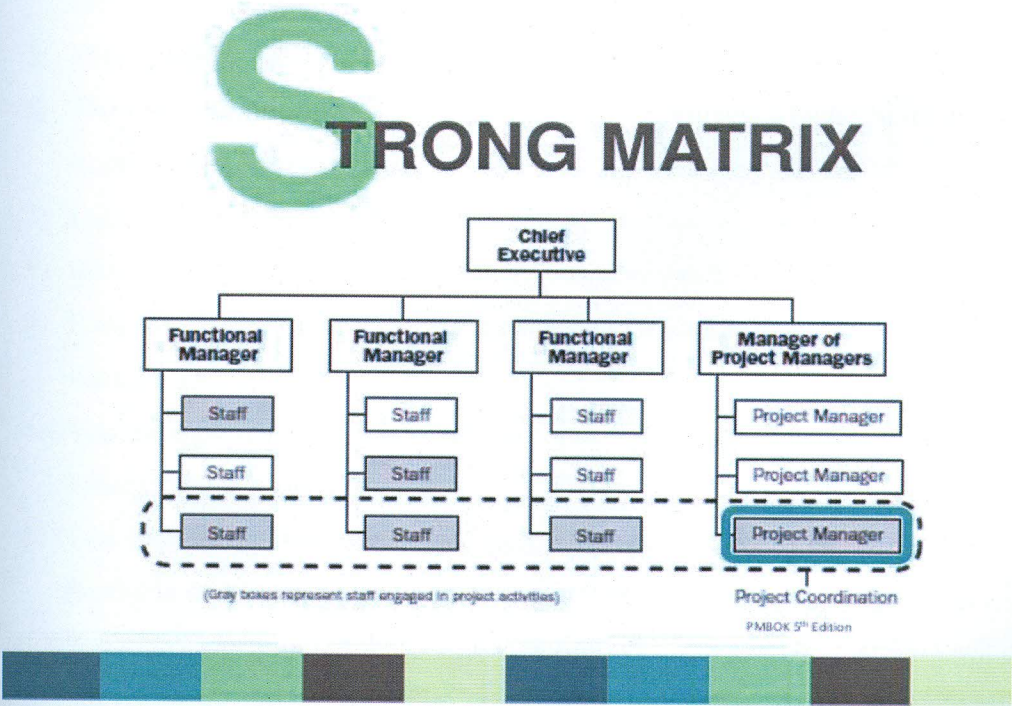


Figure 3-1 Organizational structures

3.2 **Why there is a Need of PMO?**

In order to better manage and track the performance of on-going projects at all locations, a PMO setup is mandatory. This PMO will be set up and all locations will be reporting to this PMO with the required project information.

3.3 **Problems without a PMO:**

- 1) Project managers were used to share project reports as per their own criteria. Most of the time, project reports were on requirement basis by the senior management.
- 2) Project managers were unable to present consolidated reports and metrics representing all projects.
- 3) Ongoing projects have been poorly documented.
- 4) Not all project managers were properly tracking or auditing their project activities. As a result, such data was missing for many projects.
- 5) Many projects were finished later than planned and over budget.
- 6) There was no prioritization of existing/ongoing projects which results in wastage of project resources.
- 7) Lack of proactive project management.
- 8) Reactive project management with no business value.
- 9) Executives were using whatever methods and tools fit their needs and change them frequently
- 10) Top management and clients have to contact multiple departments/functions in order to check project status.
- 11) One group of resources manages multiple projects at the same time, which results in overloading of resources and underutilization of other resources.
- 12) Some projects required frequent interaction with vendors/contractors. Lack of consistent interaction with relevant vendors/contractors affects one or more project objectives.

Chapter 4

Establishing PMO for Izhar Monnoo Lahore Office

By establishing the proposed PMO and implementing key processes and reporting structures, the organization will realize several improvements/benefits. Five step PMO roadmap will be adopted in order to set up centre of excellence (COE) for Izhar Monnoo Lahore Office.

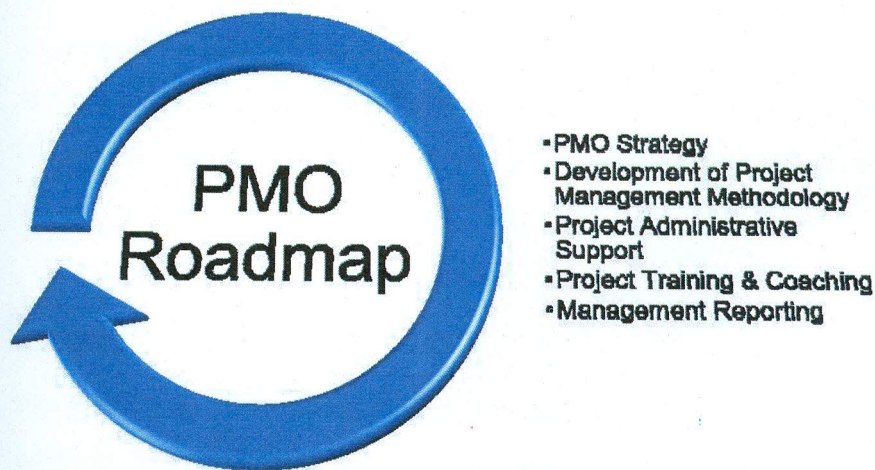


Figure 4-1 PMO Izhar Monnoo road map

4.1 PMO strategy

4.1.1 PMO Scope:

- 1) The PMO will be headed by CIO and will be reporting body for all departments in terms of new or existing projects.

- 2) The PMO will define a standard project status reporting process and create a single summarized report for senior management on monthly basis that would reflect project efforts in Izhar Monnoo.
- 3) The PMO will build a set of standard templates for use by project managers at all locations
- 4) The PMO will fulfill training requirements of project teams at all locations.
- 5) The PMO will procure all required project management tools which will be used by project teams at all locations. The PMO will also conduct trainings for such tools.

4.1.2 **PMO Mission:**

The mission of the PMO is:

- 1) To put in place a highly effective approach to project management resulting in project scope, schedule, and cost performance success on every project undertaken by Izhar Monnoo Lahore Office.
- 2) To create a foundation for consistent project success throughout the enterprise through the development of a strong and pervasive project management culture and supporting environment.

4.1.3 **PMO Vision:**

The PMO is an effective team of experts who identify, manage, and eliminate problems so that projects succeed, delivering high quality results on time and within budget.

4.1.4 **PMO Values:**

The PMO team will:

1. Gather and report accurate, unbiased information.
Support all projects and project managers to the best of our ability.
2. Maintain high quality of service, and work as efficiently as possible.

4.1.5 **Stakeholders:**

A brief analysis of these stakeholders is also very important. The stakeholder analysis helped to determine the primary stakeholders that require constant and effective communication channel with them so that their buy-in as well as their support can be obtained.

4.1.6 **PMO Roles and Responsibilities**

Development and implementation of a standardized project charter and approval process.

- 1) Develop standard project charter template.
 - Develop standard project scope statement template.
 - The PMO will monitor and ensure compliance to standardized documents by all respective departments.
 - The PMO will define and manage a single company wide process for project review and approval.
- 2) Coordination of project management training and development.
 - All new project managers will go through project management training.
 - The PMO will coordinate with all departments to obtain their training requirements.
- 3) Development, implementation, and management of project management process.
 - The PMO will coordinate with senior management to identify their consolidated project reporting requirements.
 - Development of standard reporting templates as per company's senior management requirements.
 - Provision of developed templates and procedures to all departments

4.2 Project management methodology

Project management methodology defined by PMBOK will be used for the proposed PMO. The project management processed will be presented with well-defined interfaces. The application of the project management processed will be iterative.

Following figure explains the standard project management methodology defined by PMBOK.

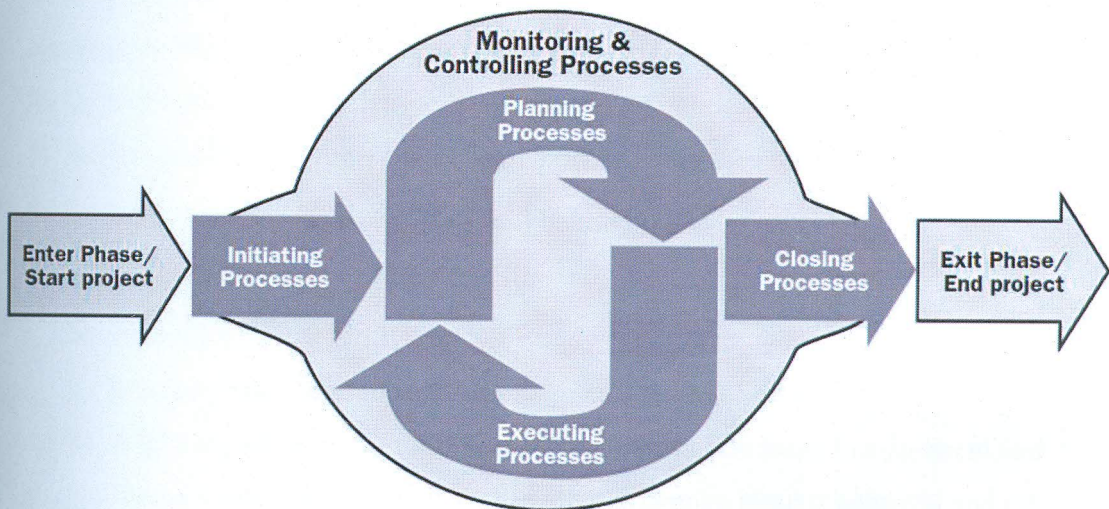


Figure 4-2 PM methodology

As we can see Monitoring & Controlling process starts immediately when a project is started. During initiating process, project scoping must be clearly defined and agreed by all the stakeholders. Hence, a project charter document will be established to dictate the higher level project scope, project duration, project cost, project resources, who's the stakeholders (from users) and their roles, key deliverables, project constraints and assumptions. A kick-off meeting will be conducted with all the stakeholders to officiate the project and also to gain all stakeholders agreement on project scope, time and cost/budget allocated for the project.

Project management methodology will help to:

- 1) Develop required project management processes.
- 2) Develop required project templates, registers and checklists.
- 3) Develop a standard issue management processes.
- 4) Develop a standard change management processes.

- 5) Develop standard project management guidelines.
- 6) Develop management reporting system.

4.3 **Project administrative support**

There is some capital investment in setting up a PMO, particularly because it will add management overhead in addition to existing projects' costs. Budgeting requirements of the PMO will be worked upon by PMO steering committee. After budget approval from CE/MD for PMO setup, an office premises will be set up by Administration department. Procurement department will procure necessary office equipment and furniture for the PMO. Furthermore, services of an interior designer will be obtained by Administration department to make the office ready for PMO team.

Following project management tools will be used by PMO

- 1) Microsoft Project 2013.
- 2) Microsoft Office 2013.
- 3) Microsoft Enterprise Project Management (EPM) Server 2010.
- 4) SAP Enterprise Portal for online repository of knowledge management and online workflow approval mechanism e.g. change request approval and other project management processes which required formal approval process.
- 5) An online help desk system will be used by all departments to track business user requests and project teams performance in order to resolve those requests.
- 6) A documents archiving system will used by the PMO and all departments to manage electronic record of all physical documents e.g. duly signed documents by the business users. The archiving software will also serve the purpose of promoting less paper working environment in the company.

4.4 **Project training & coaching**

A regular training program for project managers will be conducted by the PMO every six months. Local and foreign training courses may also be provided to project managers on requirement basis. Nominations for local / foreign training courses will be obtained by the PMO from all departments and finally will be approved by CIO. The said list will be forwarded to HR department for further necessary action.

The PMO will develop the human resource which will serve the coaching purpose of other project teams at other locations. This team will also assess the existing organizational structure of the PMO and provide recommendations which will be reviewed by the CIO. There may be changes in PMO organizational structure subject to approval by the CIO.

4.5 Management reporting

To report ongoing projects status, dashboards will be developed and made available to senior company management. Management dashboards will be based on the data recorded by PMO team in the said application.

The PMO will be responsible to brief senior management about status of currently in-progress projects.

PMO Head will prepare a presentation for this purpose on monthly basis for briefing to company's senior management. All project managers will be responsible to share their project statuses data i.e. key performance indicators (KPI) which will be in the form of project objectives (time, cost, scope & quality) to the PMO on fortnightly basis.

PMO reports will ensure that project teams and all stakeholders are aware of the status and the plans. Reports will be generated and updated as needed and will be stored electronically in the project library.

4.6 Continuous improvement

The PMO team will continue to focus on all these areas after initial PMO implementation. Key areas to focus are management, process, people, technology and information. The PMO team will be required to continuously look for room for improvement in these areas and improve the PMO performance. To achieve the purpose, an internal audit of the PMO will be held annually.

Standardized audit reports formats will be developed by the responsible department and get approved from CIO. After approval, these formats will be developed in a web based application for the PMO so that audit reports can be accessible by all departments at multiple company locations.

Chapter 5

Challenges Faced in Establishment of PMO

5.1 Challenges

Challenges which have been faced during PMO establishment are listed below:

- 1) Lack of understanding of the role of PMO by senior management.
- 2) Concerns from top management regarding initial funding and ongoing operational cost.
- 3) Resistance by senior management to accept centralized projects control.
- 4) Perception among project managers that the PMO will serve as an obstacle to the timely accomplishment of project management goals.
- 5) Lack of understanding of the value proposition that PMO provides by management.
- 6) Resistance from project management teams in compliance to new processes and procedures defined by PMO.
- 7) Creation of a new organizational structure.
- 8) PMO policies, processes, and support services were to be introduced in a phased manner, and their implementation was to be prioritized in a time-phased manner.
- 9) Recognition of the project management as a core competency.
- 10) Implementation of a consistent approach to planning and managing projects.

We foresee following challenges in sustainability phase of the PMO:

- 1) Continuous Improvement in PMO operations.
- 2) Reporting KPI by departments to PMO.
- 3) Quality Management by PMO.
- 4) Standards enforcement by PMO and compliance by all respective departments or functions.
- 5) Project performance evaluation by PMO.

5.2 How to Tackle these Challenges?

The above mentioned challenges were tackled by applying the following:

1. Streamlining all processes:
 - a. Standardized project management processes.
 - b. Well defined management reporting processes.
2. Obtaining buy-in from various stakeholders through improved communication and continuous involvement of the following key stakeholders:
 - a. Business users' departments or functions.
 - b. Project teams at all locations.
 - c. Operational & Support teams at all locations.
3. Commitment from Company Senior Management:
 - a. To apply and enforce all standardized processes.
 - b. To allow PMO in ongoing projects monitoring and control.
 - c. To recognize project performances.

Chapter 6

PMO Value Addition for Izhar Monnoo Lahore Office

- 1) A major benefit of PMO is that right resources are allocated to the right projects at the right time, and that in general projects are delivered on-time, on-budget, and on-scope.
- 2) A consistent project management delivery approach across the company.
- 3) Assignment of qualified project managers to significant company projects.
- 4) Project managers and project teams would now be accountable for project success through use of consistent project performance measurements and metrics.
- 5) PMO can perform tasks in projects that are normally the responsibility of other functional groups, such as procurement or human resources departments.
- 6) PMO can also conduct financial or cost/benefit analyses to determine what projects should be undertaken.
- 7) Project management office (PMO) can ensure that projects succeed every time.
- 8) Single view of the project landscape within the organization.
- 9) Powerful management reporting and trend analysis.
- 10) Troubled projects still existed, but the PMO would help communicate problems earlier and raise issues and risks to senior management.
- 11) PMO may develop and maintain a project management lessons learned program to ensure a robust flow of lessons learned.
- 12) PMO will ensure company-wide project management standards and procedures.

Chapter 7

Business Drivers

Business drivers are critically important factors that determine, or cause, an increase in value or major improvement of a business. Business driver is a resource, process or condition that is vital for the continued success and growth of a business. Business drivers affect the performance of fertilizer business and the secret is to focus on a these business drivers which are:

- 1) Strong product demand in the market.
- 2) Quality products.
- 3) Customer / consumer satisfaction.
- 4) Compliance to government policies.
- 5) Powerful brand name.
- 6) Efficiency enhancement.
- 7) Operational efficiency.
- 8) Cost economical.
- 9) Skilled manpower.
- 10) Stakeholders' engagement.

Chapter 8

Selected Project

Selected project is Izhar own project. The Mall is completed by Izhar Monnoo.

8.1 Project title

DREAM GARDEN MALL PHASE II, Lahore

8.2 Relevance with Company's Business Drivers

The selected project has its relevance with following business drivers of the company.

8.3 Customer / consumer satisfaction

As the previous project of Dream Garden was also constructed by Izhar Monnoo and Developers were satisfied with the services provided by Izhar Monnoo so for their new project they again referred to them.

8.3.1 Compliance to government policies

Another reason why Izhar always prefer Izhar Monnoo Developers is due to the fact that Izhar Monnoo never bypasses any policies made by the government and always proceeds after taking compliance to the guidelines provided.

8.3.2 Cost economical

Another reason why Izhar selected is very major Izhar Monnoo appears the lowest with the best quality. Therefore quality product at such low price makes it very cost economical for Izhar.

8.3.3 Stakeholders' engagement

As per Izhar's previous experience periodic stakeholder's engagement is one of the most prominent and differentiating factor of Izhar Monnoo success which is also their very strong business driver.

8.4 Critical success factors

Critical success factors (CSF) of the selected project are as follows:

1. Support from senior management
2. Effective communication.
3. Company and vendor collaboration.
4. Project team input into development and implementation.
5. Employee awareness of project purpose, priorities, objectives, goals and values.
6. Activities are supportive of organizational values.
7. End product should meet business requirement.

8.5 External dependencies

1. Some Equipment are to be procured from external vendor.
2. A subcontractor is required for ETC work
3. Approval from NTDC
4. Approval from LESCO

8.6 Stakeholders Analysis

Stakeholders	Power	Interest	Priority
Branch Controller	High	High	Manage Closely
GM	High	High	Manage Closely
Management	High	High	Manage Closely
Marketing Management	High	High	Manage Closely
Execution Head	High	High	Manage Closely
Vendors	Low	High	Keep Informed
Sub-contractors	Low	High	Keep Informed
Resident of Lahore	High	Low	Keep Satisfied

8.7 Project documents

For the purpose of this project demonstration, following project documents will be prepared.

1. Project Charter.
2. Project Scope Statement.
3. Resource Sheet.
4. Work Breakdown Structure (WBS).
5. Project Schedule (Bar chart).
6. Network Diagram.
7. Views from Microsoft Project.
8. Reports from Microsoft Project.

Chapter 9

Project Charter (Dream Garden Phase II)

9.1 Version history

Version #	Completed by	Revision date	Approved by	Approval date	Reason
1.0	Moaz Tariq & Hafiz Ali Hassan		PMO		Charter Documents

9.2 Introduction

As per PMBOK, the project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The project charter documents the necessary information required by decision maker(s) to approve the project for funding. It is created during the initiating phase of the project.

9.3 Project purpose

To Build a Mall that could be used by the resident of society for their daily use.

9.4 High level requirements

1. The project will be finished in time within budget and with required deliverables.
2. Performance of the Project will be measured in terms of planned cost and time.
3. If the hotel will achieve all the requirements of an upscale hotel, it would be a successful project.

9.5 Success criteria

1. Timely completion of project.
2. Completion of the project within approved budget.
3. Meeting the required quality standards.

9.6 Estimated duration

The estimated duration for the project is 18 months which will also include the approval.

9.7 **High level risks**

Risk	Mitigation Strategy
Underground water table is very high.	Special consideration will be given to the design.
Short Time and big project.	Multiple contractors will be assigned.
Timely procurement of material, goods & services.	Separate procurement department will be established at priority bases.
Quality of material, construction and finishing.	Quality department will be fully responsible for it.

9.8 **Summary milestone schedule**

List the major milestones and deliverables of the project.

Milestones	Deliverables
Ground floor completion.	Complete gray structure of ground floor.
1 st floor completion.	Complete gray structure of 1 st floor.
2 nd floor completion.	Complete gray structure of 2 nd floor.

9.9 Authority and Responsibilities

Name	Role	Responsibility
Mohsin Ali	Branch Controller	The Branch Controller is responsible for approval of the project cost and is ultimately responsible for the allocation and expenditure of the project budget.
Ali Zuhaib	Project Manager	Person who performs the day-to-day management of the project and has specific accountability for managing the project within the approved constraints of scope, quality, time and cost, to deliver the specified requirements and deliverables.
Rizwan Shaukat	Project Coordinator	A person responsible for coordinating and reporting with officials on projects.
Sponsor	Project Sponsor	The sponsor works with the project team to develop the sponsor's budget in coordination with the project's budget. The sponsor is also responsible for providing all required materials and services during the project.
Arshad Mahmood	Change Manager	Person who is responsible for managing the change process mechanism.
Steering Committee	Branch Controller Project Manager Project Sponsor	Provide assistance in resolving issues that arise beyond the project manager's jurisdiction. Monitor project progress and provide necessary tools and support when milestones are in jeopardy.

9.10 Stakeholders

Stakeholders	Power	Interest	Priority
Branch Controller	High	High	Manage Closely
GM	High	High	Manage Closely
Management	High	High	Manage Closely
Marketing Management	High	High	Manage Closely
Execution Head	High	High	Manage Closely
Vendors	Low	High	Keep Informed
Sub-contractors	Low	High	Keep Informed
Resident of Lahore	High	Low	Keep Satisfied

Table: 8 Stakeholders

9.11 Summary budget

PKR 17,469,786/-

Pak Rupees seventeen Million Four Sixty Nine Thousands Seven Hundred And Eighty Six Rupees

9.12 **Project charter approval**

The undersigned acknowledge that they have reviewed the project charter and authorize and fund the project. Changes to this project charter will be coordinated with and approved by the undersigned or their designated representatives.

Signature		Date
Name		
Role	Project Sponsor (Company)	

Signature		Date
Name		
Role	Project Manager	

Chapter 10

Project Scope Statement

10.1 Version history

Version #	Completed by	Revision date	Approved by	Approval date	Reason
1.0	Moaz Tariq & Hafiz Ali Hassan		PMO		Scope statement

10.2 Introduction

As per PMI PMBOK, The project scope statement is the description of the project scope, major deliverables, assumptions, and constraints. The project scope statement documents the entire scope, including project and product scope. It describes, in detail, the project's deliverables and the work required to create those deliverables.

10.3 Project scope description

Design, Supply, Construct the mall at dream garden Lahore phase II.

10.4 Acceptance criteria

1. Timely completion of project.
2. Completion of the project within approved budget.
3. Meeting the required quality standards.

10.5 Project deliverables

1-Project office

2-Complete gray structure of ground floor.

3-Complete gray structure of 1st floor.

4-Complete gray structure of 2nd floor.

10.6 **Constraints**

There are few constraints that must be considered. These constraints apply to several area which include schedule, cost, scope, resource etc.

Sr. No	Project Objective	Constraints
1.	Schedule	Major material is to be procured from external vendor.
2.	Cost	Management and Contingency reserves shall only be utilized in case of approved change in scope statement or they are at management disposal.
3.	Resource	No new person shall be hired to perform procurement and management activities. All the activities shall be performed with current personnel.
4.	Scope	Electrical work related to generator is to be done by subcontractor.

10.7 **Assumptions**

1. The approval of drawings and from the concerned authorities shall be the responsibility of the Contractor.
2. Civil design, approvals and execution shall be carried out by the Owner.
3. The Contractor shall provide relevant information to ensure that the civil works are according to the requirements of the equipment to be installed.
4. All civil work drawings shall be forwarded to Contractor for approval prior to execution.
5. Contractor shall submit four sets of technical data and drawings for approval to Owner.
6. The project team will have ample support from the top management.
7. Neither party shall consider to be in default or in breach of his obligation under the contract to the extent of that performance of such obligations is

prevented by any circumstances of force majeure which arise after the date when the contract become effective.

8. The contractor shall be entitled to get adequate extension of time and cost relief for delays due to force majeure or delays not attributable to the contractor and shall be entitled to terminate the contract if such aggregate delays continue for more than six months.

10.8 Project exclusions

1. All electrical generator works required for this project is not part of the scope.
2. Rebellion, revolution, Riot, commotion or disorder, insurrection, military or usurped power and civil war.

Chapter 11

Microsoft Project Sheets

The project plan for the selected project has been prepared in Microsoft Project. This section contains views and reports generated from Microsoft Project for project.

Following sections contain the following:

1. Resource Sheet
2. Work Breakdown Structure
3. Network Diagram
4. Resource Reports
5. Cost Reports
6. In Progress Reports
7. Project Dashboards
8. S Curve (Work)

11.1 Resource sheet

Resource sheet has been displayed on next two pages

		Resource Name ▾	Type ▾	Material ▾	Initials ▾	Group ▾	Max. ▾	Std. Rate ▾	Ovt. ▾	Cost/Use ▾	Accrue ▾	Base ▾
1		Architect	Work		Ar		100%	Rs. 500/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
2		Draftsman	Work		Dm		300%	Rs. 150/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
3		Site Engineer	Work		S		100%	Rs. 400/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
4		Supervisor	Work		S		200%	Rs. 250/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
5		Labor	Work		L		1,200%	Rs. 1,200/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
6		Mason	Work		M		300%	Rs. 750/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
7		Steel Fixer	Work		S		400%	Rs. 400/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
8		Electrician	Work		E		200%	Rs. 105/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
9		Plumber	Work		P		200%	Rs. 150/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
10		Painter	Work		P		200%	Rs. 190/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
11		Fall ceiling fixer	Work		F		200%	Rs. 200/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
28		project manager	Work		p		100%	Rs. 0/hr	Rs. 0/hr	Rs. 0	Prorated	Standard
39		Tiles fixer	Work		T		100%	Rs. 125/hr	Rs. 0/hr	Rs. 0	Prorated	Izhar
12		Cement	Material	Bag	C			Rs. 550		Rs. 0	Prorated	
13		Sand	Material	cft	S			Rs. 35		Rs. 0	Prorated	
14		Crush	Material	cft	Cr			Rs. 60		Rs. 0	Prorated	
15		Steel	Material	Kgs	St			Rs. 85		Rs. 0	Prorated	
16		Bricks	Material	No	B			Rs. 8		Rs. 0	Prorated	
17		Steel Frames	Material	Rft	SF			Rs. 100		Rs. 0	Prorated	
18		Shuttering	Material	sft	Sh			Rs. 50		Rs. 0	Prorated	
19		Wire	Material	Rft	W			Rs. 15		Rs. 0	Prorated	
22		Paper	Material	Unit	Pa			Rs. 50		Rs. 0	Prorated	
27		Fencing wire	Material	mtr	F			Rs. 75		Rs. 0	Prorated	
31		Anchor	Material		A			Rs. 60		Rs. 0	Prorated	
32		Bolts	Material					Rs. 57		Rs. 0	Prorated	

33	pneumatic tube	Material	mtr	p			Rs. 250	Rs. 0	Prorated
34	Strip form	Material		S			Rs. 50	Rs. 0	Prorated
35	Stair railing	Material	mtr	S			Rs. 1,900	Rs. 0	Prorated
37	Red oxide paint	Material	Unit	R			Rs. 4,500	Rs. 0	Prorated
38	Tiles	Material	Unit	T			Rs. 97	Rs. 0	Prorated
40	Tile bond	Material	bag	T			Rs. 505	Rs. 0	Prorated
41	Sikaflex	Material	Unit	S			Rs. 1,026	Rs. 0	Prorated
42	Slabs	Material	unit	S			Rs. 1,557	Rs. 0	Prorated
43	Sewerage pipes	Material	rft	S			Rs. 765	Rs. 0	Prorated
44	Plumbing Pipes	Material	mtr	P			Rs. 587	Rs. 0	Prorated
20	Water	Cost		W					Prorated
21	Printer	Cost		Pr					Prorated
23	Engineer Visits	Cost		Ev					Prorated
24	Electrical appliances	Cost		E					Prorated
25	Plumbing Parts	Cost		P					Prorated
26	Fall Ceiling	Cost		F					Prorated
29	Meeting cost	Cost		M					Prorated
30	Electrical pipes	Cost		E					Prorated
36	welder	Cost		w					Prorated
45	Sanitary parts	Cost		S					Prorated

11.2 Work breakdown structure

Work breakdown structure has been displayed on next five pages.

	WBS	Task Name	Duration	Start	Finish	Predecessors	Critical	Resource Names
1	1	Project Summary	183.5 days	Mon 2/22/16	Fri 9/30/16		Yes	
2	1.1	Design	15.75 days	Mon 2/22/16	Thu 3/10/16		No	
3	1.1.1	Architectural Design	15.75 days	Mon 2/22/16	Thu 3/10/16		No	
4	1.1.1.1	Project Start	0 days	Mon 2/22/16	Mon 2/22/16		No	
5	1.1.1.2	GF Layout & Planning	7 days	Mon 2/22/16	Tue 3/1/16	4	No	Architect,Draftsman,Printer[Rs. 500],Paper[30 Unit],proj
6	1.1.1.3	FF Layout & Planning	7 days	Wed 3/2/16	Thu 3/10/16	5	No	Architect,Draftsman,Printer[Rs. 500],Paper[30 Unit],proj
7	1.1.1.4	Architectural Design Completion	0 days	Thu 3/10/16	Thu 3/10/16	5,6,4	No	
8	1.2	Approvals	3 days	Fri 3/11/16	Tue 3/15/16		No	
9	1.2.1	Client Approval	3 days	Fri 3/11/16	Tue 3/15/16		No	
10	1.2.1.1	Architectural Layout Approval	3 days	Fri 3/11/16	Tue 3/15/16	7	No	
11	1.3	Pre Construction Activities	13 days	Mon 2/22/16	Tue 3/8/16		No	
12	1.3.1	Mobilize on Site	13 days	Mon 2/22/16	Tue 3/8/16		No	
13	1.3.1.1	Install temporary power	3 days	Mon 2/22/16	Wed 2/24/16	4	No	Electrician
14	1.3.1.2	Install temporary water service	3 days	Wed 2/24/16	Sat 2/27/16	13	No	Plumber,Plumbing Parts[Rs. 10,000]
15	1.3.1.3	Set up site office	4 days	Fri 2/26/16	Wed 3/2/16	13,14	No	Labor,Shuttering[126 sft]
16	1.3.1.4	Set line and grade benchmarks	3 days	Tue 3/1/16	Fri 3/4/16	15	No	
17	1.3.1.5	Prepare site - lay down yard and temp	3 days	Fri 3/4/16	Tue 3/8/16	16	No	Labor,Fencing wire[101 mtr]
18	1.3.2	Initial Execution Meeting	0.56 days	Mon 3/7/16	Mon 3/7/16	17	No	Site Engineer,Supervisor,project manager,Meeting cost[
19	1.4	Structure construction	115.19 days	Mon 3/7/16	Tue 7/26/16		No	
20	1.4.1	Foundation	46.19 days	Mon 3/7/16	Mon 5/2/16		No	
21	1.4.1.1	Excavate foundations	6 days	Wed 3/16/16	Thu 3/24/16	10	No	Labor,Supervisor
22	1.4.1.2	Excavate elevator pit	2 days	Mon 3/7/16	Wed 3/9/16	11	No	Labor,Mason,Supervisor,Cement[50 Bag],Bricks[10,000 N
23	1.4.1.3	Form column piers and spread foundations	6 days	Thu 3/24/16	Thu 3/31/16	21	No	Labor,Mason,Steel Fixer,Steel Frames[100 Rft],Steel[17,000 Kgs]

24	✓	1.4.1.4	Rough-in electric and plumbing in elevator	4 days	Wed 3/9/16	Mon 3/14/16	22	No	Electrician, Plumbing Parts(Rs. 25,250), Plumber, Electrical pipes(Rs. 10,000), Supervisor
25	✓	1.4.1.5	Form elevator pit walls	4 days	Mon 3/14/16	Sat 3/19/16	24	No	Labor, Bricks[2,500 No], Mason, Supervisor
26	✓	1.4.1.6	Set reinforcing and anchor bolts	4 days	Thu 3/31/16	Tue 4/5/16	23	No	Anchor[1], Bolts[1], Labor, Steel Fixer
27	✓	1.4.1.7	Pour column piers and foundations	5 days	Tue 4/5/16	Mon 4/11/16	26	No	Cement[200 Bag], Crush[11,000 cft], Labor, Mason, Supervisor
28	✓	1.4.1.8	Pour concrete elevator walls	1 day	Sat 3/19/16	Mon 3/21/16	25	No	Cement[200 Bag], Crush[11,000 cft], Labor, Mason, Supervisor
29	✓	1.4.1.9	Cure elevator wall concrete	7 days	Mon 4/4/16	Tue 4/12/16	28FS+11 day	No	Mason, Labor, Sand[1 cft], Site Engineer, Supervisor
30	✓	1.4.1.10	Cure piers and foundations	7 days	Tue 4/19/16	Wed 4/27/16	27FS+7 days	No	Labor, Supervisor
31	✓	1.4.1.11	Strip wall forms	2 days	Tue 4/12/16	Thu 4/14/16	29	No	Labor, Supervisor
32	✓	1.4.1.12	Strip column piers and foundation forms	3 days	Wed 4/27/16	Sat 4/30/16	30	No	Labor, Supervisor, Strip form[2,000]
33	✓	1.4.1.13	Install pneumatic tube in elevator pit	4 days	Wed 4/13/16	Mon 4/18/16	31	No	pneumatic tube[151 mtr], Electrician
34	✓	1.4.1.14	Prepare and pour concrete floor in elevator pit	1 day	Mon 5/2/16	Mon 5/2/16	32	No	Cement[1 Bag], Sand[1 cft], Labor, Mason, Supervisor
35		1.4.2	▲ Steel Erection	32 days	Mon 5/2/16	Wed 6/8/16		No	
36	✓	1.4.2.1	Erect steel columns, beams and joist - ground floors	14 days	Mon 5/2/16	Wed 5/18/16	32	No	Labor, Steel[1,000 Kgs], Steel Frames[2,500 Rft], Steel Fixer
37		1.4.2.2	Erect steel columns, beams and joist - 1st and 2nd floor	6 days	Wed 5/18/16	Wed 5/25/16	36	No	Labor, Steel[1,000 Kgs], Steel Frames[4,500 Rft], Steel Fixer
38		1.4.2.3	Install miscellaneous iron and bracing - ground floors	7 days	Wed 5/18/16	Thu 5/26/16	36	No	Labor, Supervisor, Steel[200 Kgs]
39		1.4.2.4	Install stairs and miscellaneous iron railing	4 days	Thu 5/26/16	Tue 5/31/16	38	No	welder(Rs. 45,000), Stair railing[100 mtr]
40		1.4.2.5	Touch-up paint on steel	7 days	Tue 5/31/16	Wed 6/8/16	39	No	Red oxide paint[6 Unit], Painter
41		1.4.3	▲ Form and Pour Concrete - Floors and	52 days	Wed 6/8/16	Thu 7/21/16		Yes	

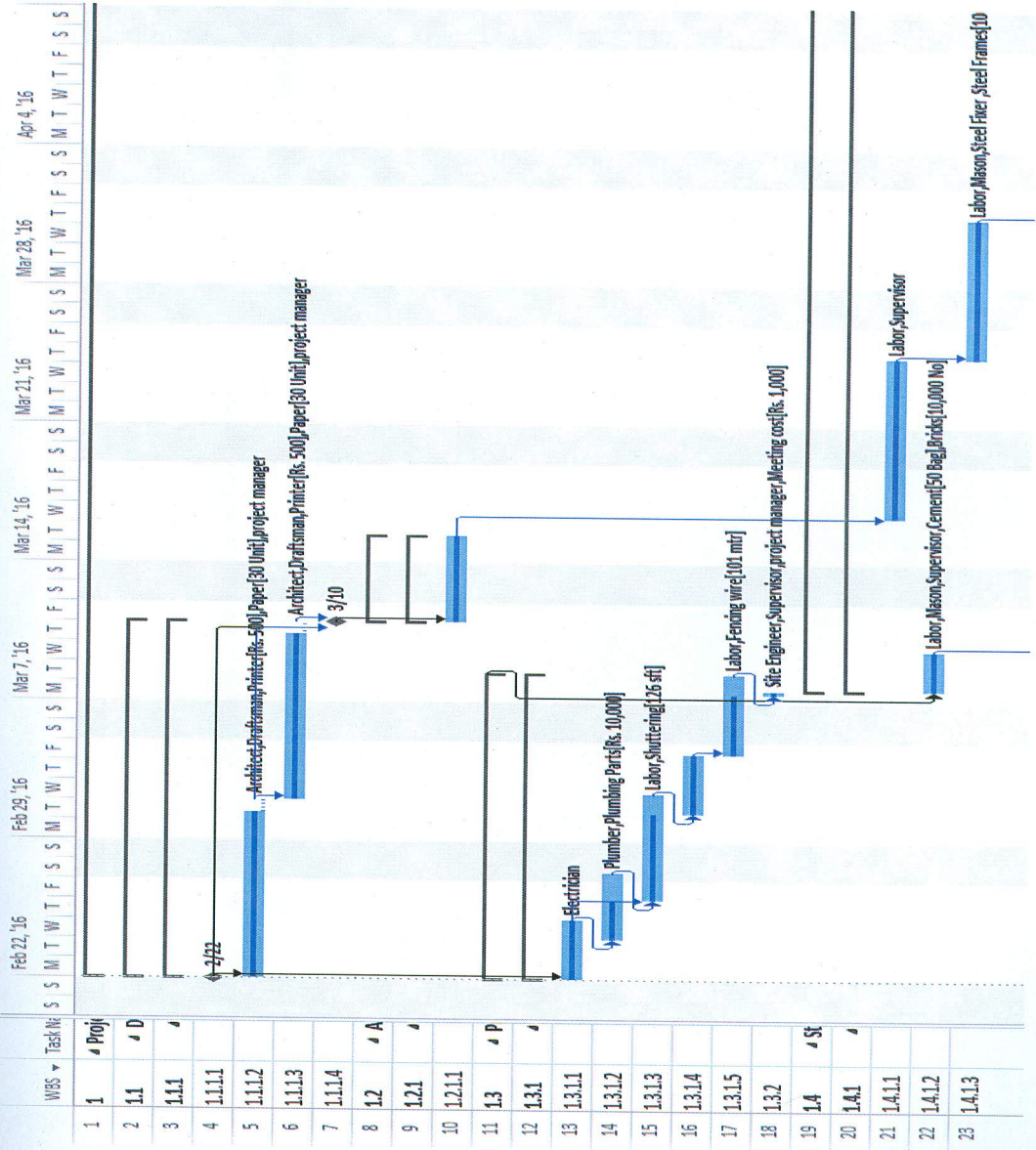
42	1.4.3.1	Form ground floor including all floor openings	5 days	Wed 5/18/16	Tue 5/24/16	36	Yes	Labor
43	1.4.3.2	Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	5 days	Tue 5/24/16	Tue 5/31/16	36FS+5 days	No	Electrician, Electrical pipes(Rs. 9,000), Plumber, Plumbing Parts(Rs. 12,000), Engineer Visits(Rs. 10,000), Wire(500 Rft)
44	1.4.3.3	Pour ground floor slab	4 days	Tue 5/24/16	Sat 5/28/16	42	Yes	Labor, Slabs(500 unit), Supervisor
45	1.4.3.4	Cure ground floor slab	7 days	Mon 6/6/16	Tue 6/14/16	44FS+7 days	Yes	Mason, Supervisor, Cement(50 Bag), Water(Rs. 500)
46	1.4.3.5	Strip forms from ground floor slab	2 days	Tue 6/14/16	Thu 6/16/16	45	Yes	Strip form(200), Labor
47	1.4.3.6	Form 1st floor including all floor openings	5 days	Tue 6/14/16	Mon 6/20/16	45	No	Labor
48	1.4.3.7	Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	5 days	Tue 6/14/16	Mon 6/20/16	45	No	Electrician, Electrical pipes(Rs. 9,000), Plumber, Plumbing Parts(Rs. 12,000), Engineer Visits(Rs. 10,000), Wire(500 Rft)
49	1.4.3.8	Pour 1st floor slab	4 days	Mon 6/20/16	Fri 6/24/16	47,48	No	Labor, Slabs(500 unit), Supervisor
50	1.4.3.9	Cure 1st floor slab	2 days	Fri 6/24/16	Mon 6/27/16	49	No	Mason, Supervisor, Cement(50 Bag), Water(Rs. 500)
51	1.4.3.10	Strip forms from 1st floor slab	2 days	Mon 6/27/16	Wed 6/29/16	50	No	Strip form(200), Labor
52	1.4.3.11	Form roof slab including all floor openings	5 days	Mon 6/27/16	Sat 7/2/16	50	No	Labor
53	1.4.3.12	Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	5 days	Mon 6/27/16	Sat 7/2/16	50	No	Electrician, Electrical pipes(Rs. 9,000), Plumber, Plumbing Parts(Rs. 12,000), Engineer Visits(Rs. 10,000), Wire(500 Rft)
54	1.4.3.13	Pour roof slab	4 days	Sat 7/2/16	Mon 7/11/16	52,53	No	Labor, Slabs(500 unit), Supervisor
55	1.4.3.14	Cure roof slab	7 days	Mon 7/11/16	Tue 7/19/16	54	No	Mason, Supervisor, Cement(50 Bag), Water(Rs. 500)
56	1.4.3.15	Strip forms from roof slab	2 days	Tue 7/19/16	Thu 7/21/16	55	No	Strip form(200), Labor
57	1.4.3.16	Form 2nd floor	4 days	Thu 6/16/16	Tue 6/21/16	46	No	Labor

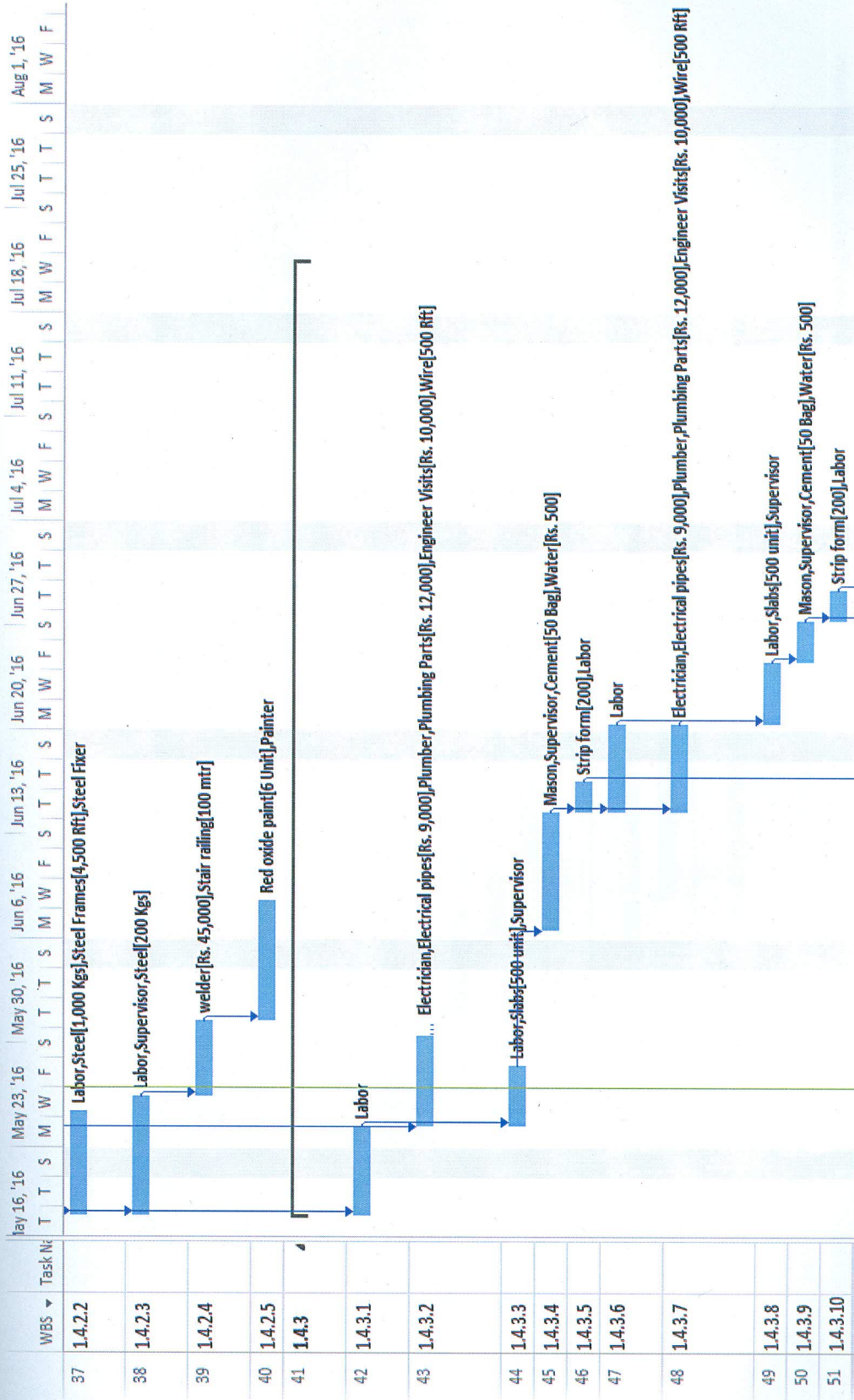
58	1.4.3.17	Install electrical underground	7 days	Thu 6/16/16	Fri 6/24/16	46	No	Electrician,Electrical pipes[Rs. 15,682]
59	1.4.3.18	Install plumbing underground	7 days	Thu 6/16/16	Fri 6/24/16	46	No	Plumber,Plumbing Parts[Rs. 15,036]
60	1.4.3.19	Install rebar and in-floor utilities	4 days	Fri 6/24/16	Wed 6/29/16	59	No	Electrician,Electrical pipes[Rs. 9,000],Plumber,Plumbing
61	1.4.3.20	Pour 2nd floor slab	4 days	Wed 6/29/16	Sun 7/3/16	57,58,59,60	No	Labor,Slabs[500 unit],Supervisor
62	1.4.3.21	Cure 2nd floor slab	7 days	Mon 7/4/16	Fri 7/15/16	61	No	Mason,Supervisor,Cement[50 Bag],Water[Rs. 500]
63	1.4.3.22	Strip forms from 2nd floor slab	2 days	Fri 7/15/16	Mon 7/18/16	62	No	Strip form[200],Labor
64	1.4.4	▲ GF Walls	18 days	Thu 6/16/16	Mon 7/11/16		Yes	
65	1.4.4.1	GF Brick Work up to Lintel Level	13 days	Thu 6/16/16	Fri 7/1/16	46	Yes	Bricks[5,640 No],Cement[100 Bag],Labor,Mason,Water[R
66	1.4.4.2	GF Brick Work up to GF Slab	5 days	Fri 7/1/16	Mon 7/11/16	65	No	Labor,Mason,Cement[10 Bag],Water[Rs. 500]
67	1.4.5	▲ FF Walls	18 days	Wed 6/29/16	Sat 7/23/16		No	
68	1.4.5.1	FF Brick Walls up to Lintels Level	8 days	Wed 6/29/16	Tue 7/12/16	51	No	Bricks[5,640 No],Cement[100 Bag],Labor,Mason,Water[R
69	1.4.5.2	FF Brick Work up to FF Slab Level	10 days	Tue 7/12/16	Sat 7/23/16	68	No	Labor,Mason,Cement[10 Bag],Water[Rs. 500]
70	1.4.6	▲ Staircase Mumti	2 days	Sat 7/23/16	Tue 7/26/16		No	
71	1.4.6.1	Stair Mumti Walls	2 days	Sat 7/23/16	Tue 7/26/16	69	No	Bricks[2,500 No],Cement[40 Bag],Water[Rs. 500],Labor,M
72	1.4.7	Structural Works Completion	0 days	Tue 7/26/16	Tue 7/26/16	70	No	
73	1.5	▲ Finishing	61.75 days	Fri 7/1/16	Fri 9/16/16		Yes	
74	1.5.1	▲ Ground Floor Finishing	42 days	Fri 7/1/16	Wed 8/24/16		Yes	
75	1.5.1.1	GF Electrical Works	7 days	Fri 7/1/16	Wed 7/13/16	65	No	Electrical appliances,Electrician,Electrical pipes
76	1.5.1.2	GF Wall Plaster	15 days	Fri 7/22/16	Tue 8/9/16	75,77	Yes	Cement[50 Bag],Labor,Water[Rs. 500],Mason
77	1.5.1.3	GF Plumbing Installation	15 days	Fri 7/1/16	Fri 7/22/16	65	Yes	Plumber,Plumbing Parts[Rs. 1,569,872],Plumbing Pipes[1
78	1.5.1.4	GF Sewer Installation	10 days	Fri 7/22/16	Wed 8/3/16	77	No	Plumber[50%],Sewerage pipes[500 rft]
79	1.5.1.5	GF Sanitary Installation	7 days	Fri 7/22/16	Mon 8/1/16	77	No	Plumber[50%],Sanitary parts[Rs. 54,030]
80	1.5.1.6	GF Flooring	12 days	Mon 8/1/16	Thu 8/18/16	79	No	Tile bond[50 bag],Tiles[2,000 Unit],Tiles fixer,Water[Rs. 5
81	1.5.1.7	GF Fall Ceiling Installation	12 days	Tue 8/9/16	Wed 8/24/16	76	No	Fall Ceiling ,Fall ceiling fixer,Water[Rs. 500]

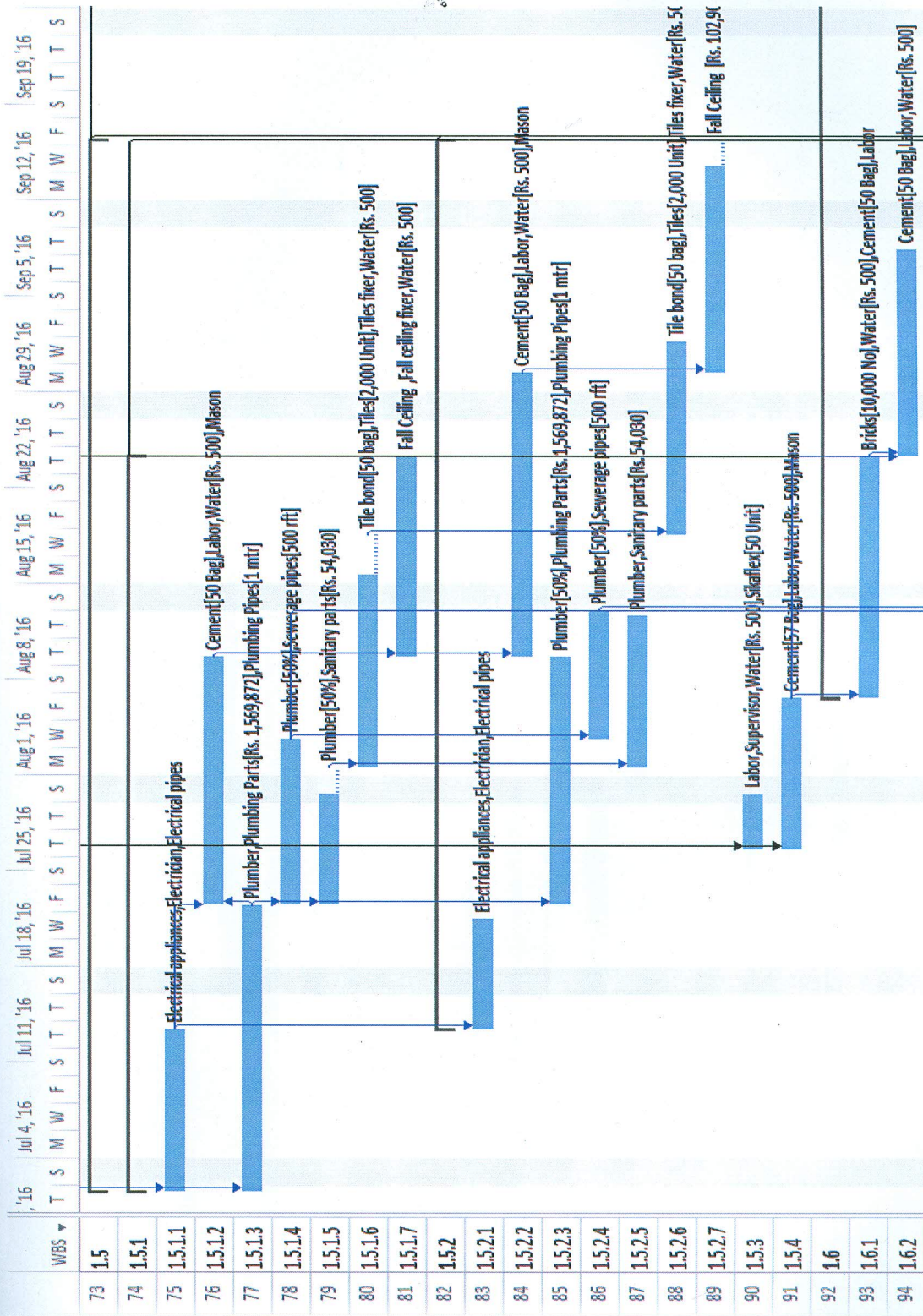
81	1.5.1.7	GF Fall Ceiling Installation	12 days	Tue 8/9/16	Wed 8/24/16	76	No	Fall Ceiling ,Fall ceiling fixer,Water[Rs. 500]
82	1.5.2	▲ First Floor Finishing	54.75 days	Wed 7/13/16	Fri 9/16/16		Yes	
83	1.5.2.1	FF Electrical Works	7 days	Wed 7/13/16	Thu 7/21/16	75	No	Electrical appliances,Electrician,Electrical pipes
84	1.5.2.2	FF Wall Plaster	17 days	Tue 8/9/16	Tue 8/30/16	76	Yes	Cement[50 Bag], Labor,Water[Rs. 500],Mason
85	1.5.2.3	FF Plumbing Installation	15 days	Fri 7/22/16	Tue 8/9/16	77	No	Plumber[50%],Plumbing Parts[Rs. 1,569,872],Plumbing P
86	1.5.2.4	FF Sewer Installation	8 days	Wed 8/3/16	Fri 8/12/16	78	No	Plumber[50%],Sewerage pipes[500 rft]
87	1.5.2.5	FF Sanitary Installation	10 days	Mon 8/1/16	Fri 8/12/16	79	No	Plumber,Sanitary parts[Rs. 54,030]
88	1.5.2.6	FF Flooring	12 days	Thu 8/18/16	Thu 9/1/16	80	No	Tile bond[50 bag],Tiles[2,000 Unit],Tiles fixer,Water[Rs. 5
89	1.5.2.7	FF Fall Ceiling Installation	13 days	Tue 8/30/16	Fri 9/16/16	84	Yes	Fall Ceiling [Rs. 102,900],Fall ceiling fixer,Water[Rs. 500]
90	1.5.3	Top Roof Water Proofing	4 days	Tue 7/26/16	Sat 7/30/16	70,72	No	Labor,Supervisor,Water[Rs. 500],Sikaflex[50 Unit]
91	1.5.4	Walls External Plaster	10 days	Tue 7/26/16	Sat 8/6/16	72	No	Cement[57 Bag], Labor,Water[Rs. 500],Mason
92	1.6	▲ External Works	45.75 days	Sat 8/6/16	Fri 9/30/16		Yes	
93	1.6.1	Boundary Wall Construction	14 days	Sat 8/6/16	Wed 8/24/16	91	No	Bricks[10,000 No], Water[Rs. 500],Cement[50 Bag],Labor
94	1.6.2	Boundary Wall Plaster	13 days	Wed 8/24/16	Thu 9/8/16	93,72,91	No	Cement[50 Bag], Labor,Water[Rs. 500]
95	1.6.3	External Flooring	10 days	Fri 9/16/16	Wed 9/28/16	73	Yes	Tiles[500 Unit],Tiles fixer,Tile bond[50 bag],Water[Rs. 50
96	1.6.4	Door Ramp Construction	2 days	Wed 9/28/16	Fri 9/30/16	73,95	Yes	Bricks[1 No],Cement[1 Bag],Labor,Water[Rs. 500]
97	1.7	▲ Inspection & Handing over	34.75 days	Sat 8/13/16	Fri 9/23/16		No	
98	1.7.1	Inspection of Plaster & Paints	3 days	Fri 9/16/16	Tue 9/20/16	74,82	No	Engineer Visits[Rs. 10,000]
99	1.7.2	Inspection of Sewer works	2 days	Sat 8/13/16	Mon 8/15/16	78,86	No	Engineer Visits[Rs. 10,000]
100	1.7.3	Handing over to client	3 days	Tue 9/20/16	Fri 9/23/16	98,99	No	
101	1.7.4	Project Completion	0 days	Fri 9/23/16	Fri 9/23/16	100	No	

11.3 Project Schedule (Bar Chart)

Project schedule (Bar Chart/Gantt Chart) has been displayed on next pages.

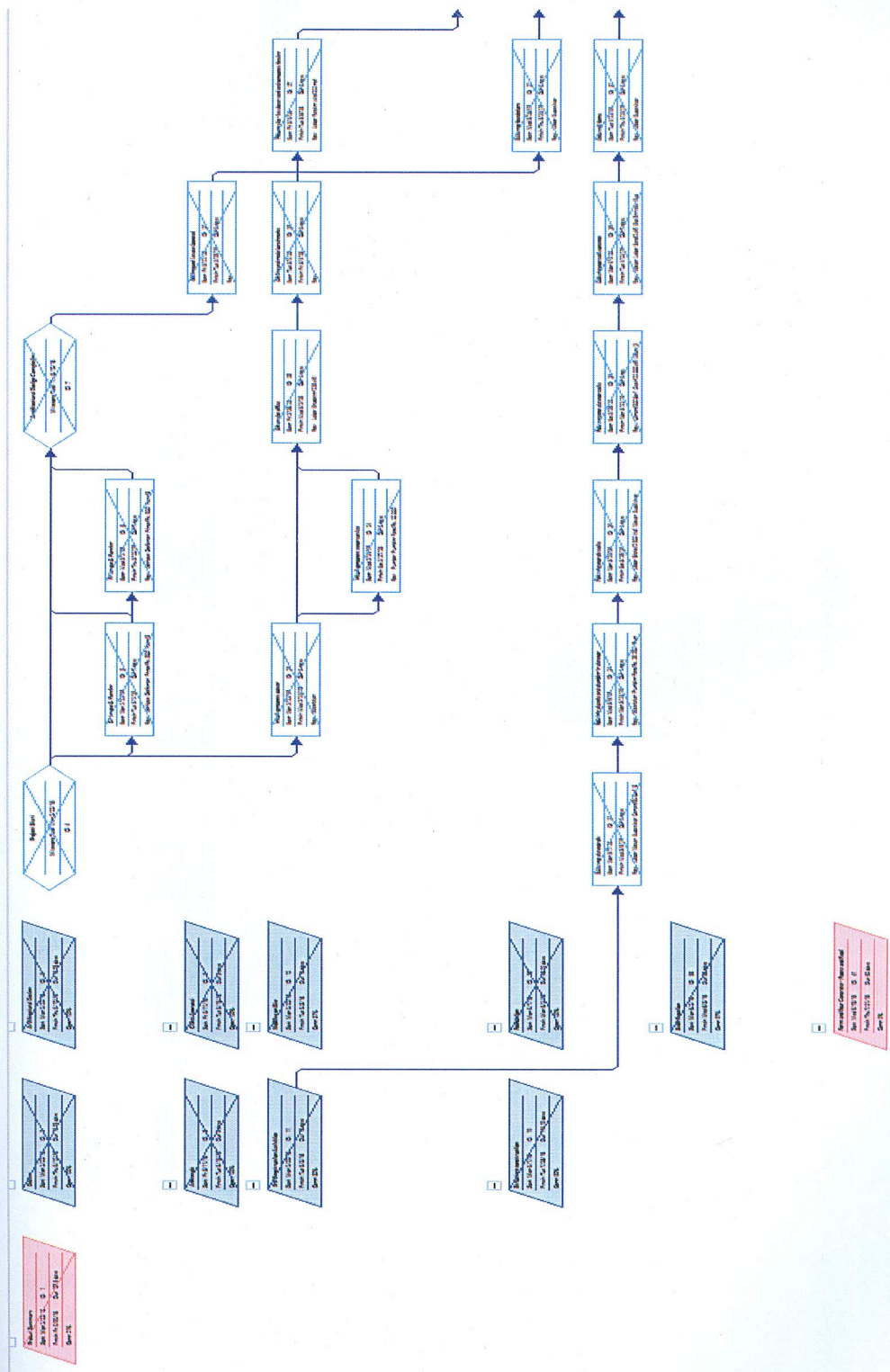






11.4 Project network diagram

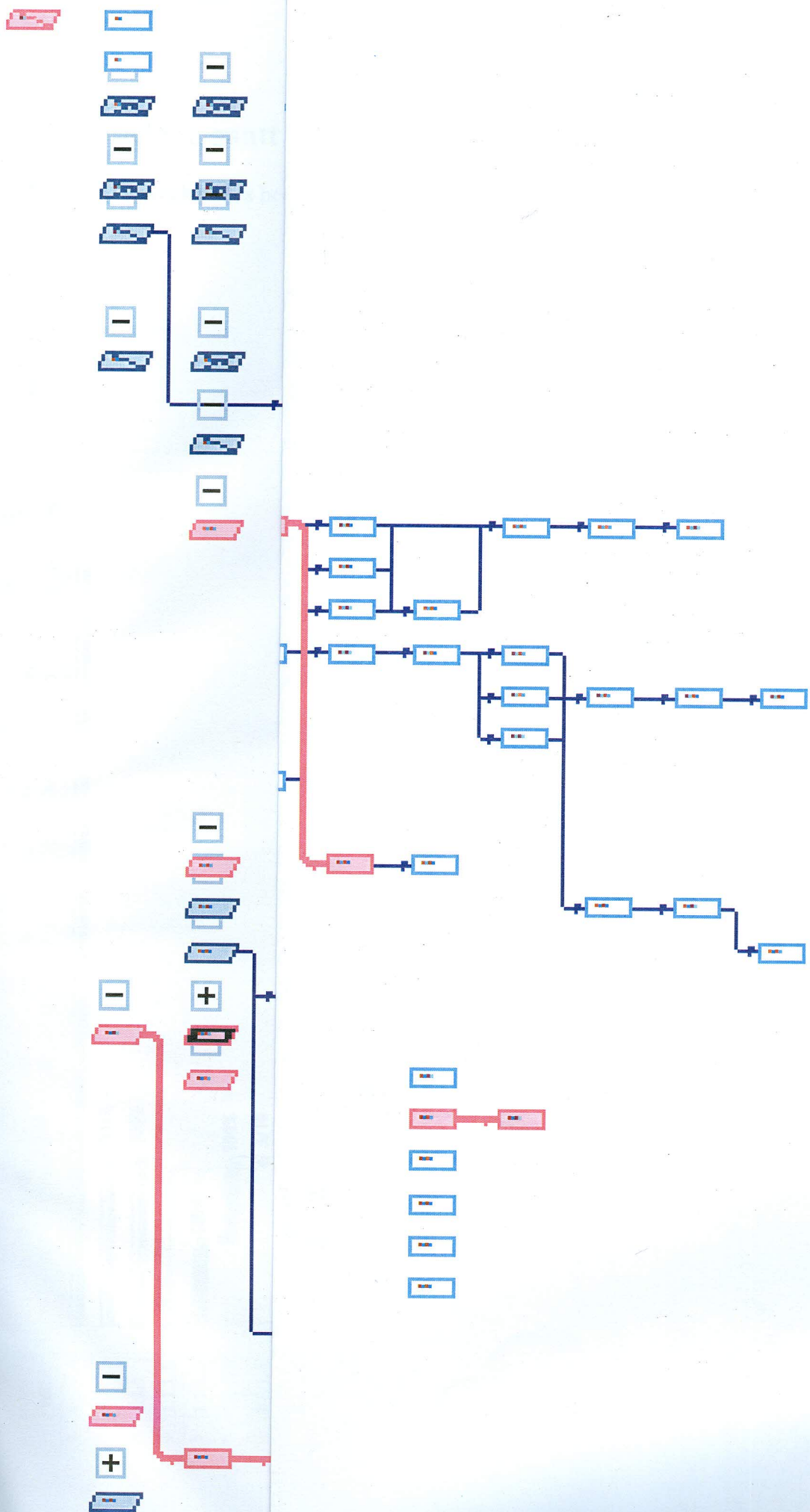
Network diagram. However, more detailed network diagram has been attached on separate sheet with this report.



[illegible]

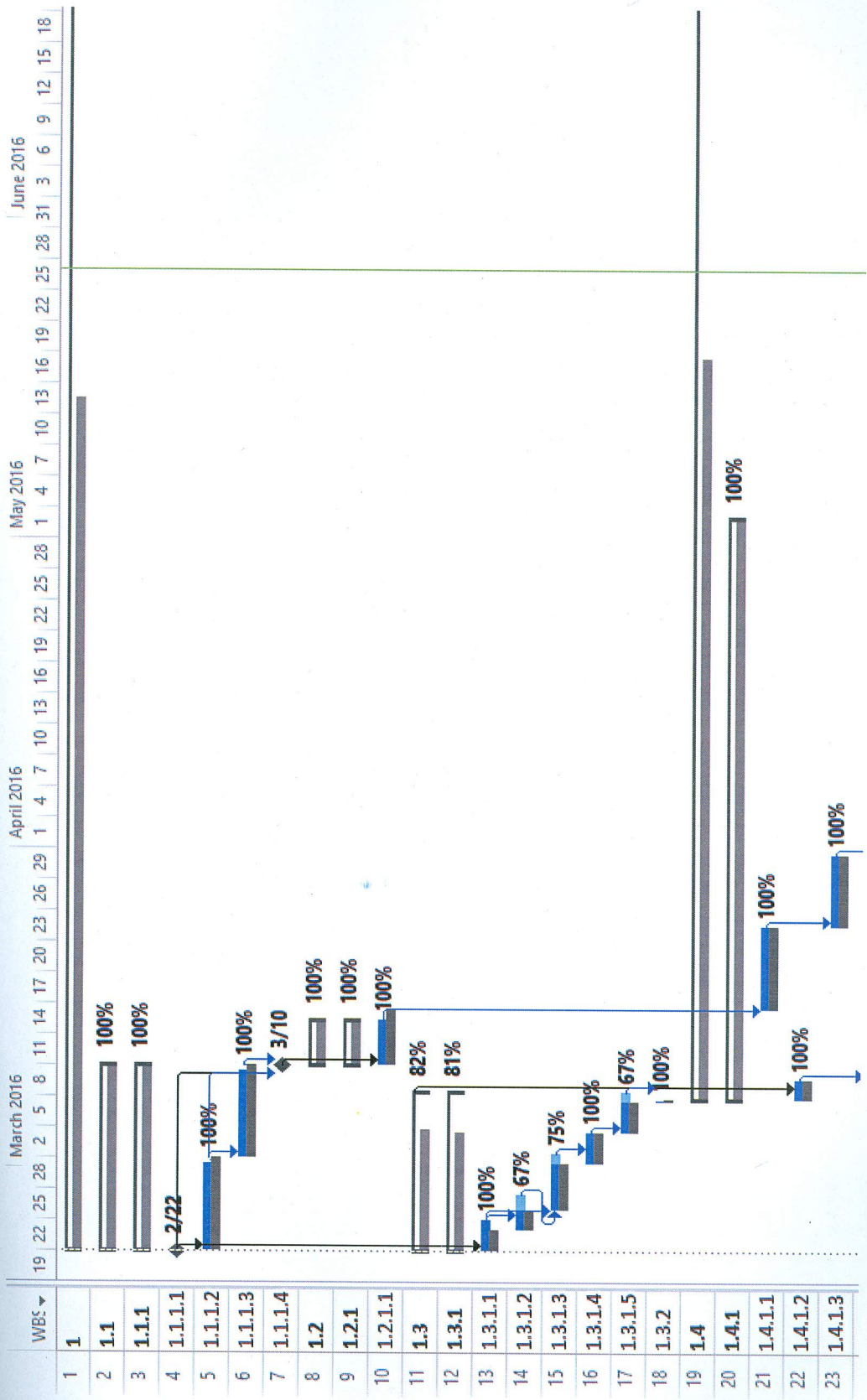


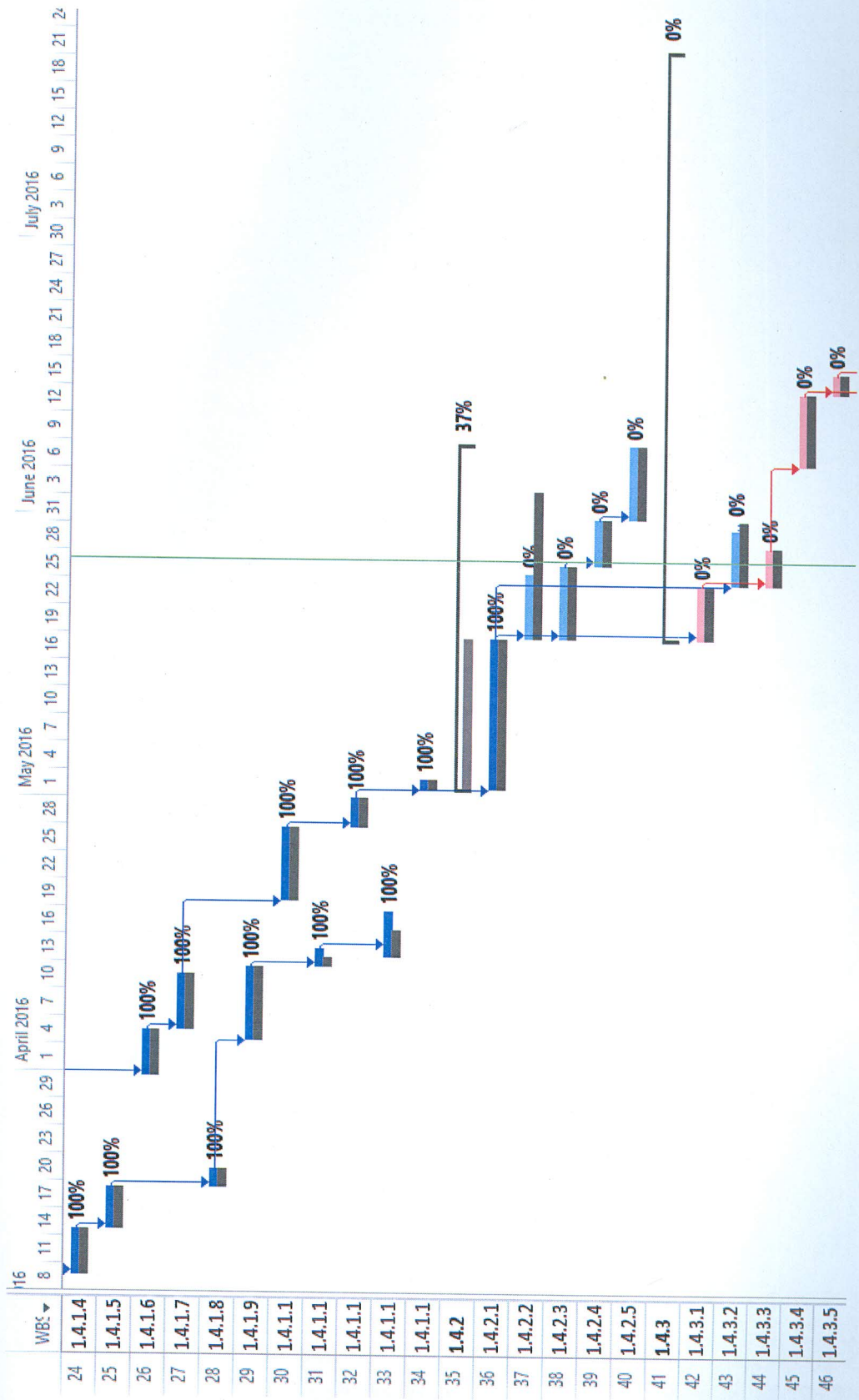
NETWORK DIAGRAM

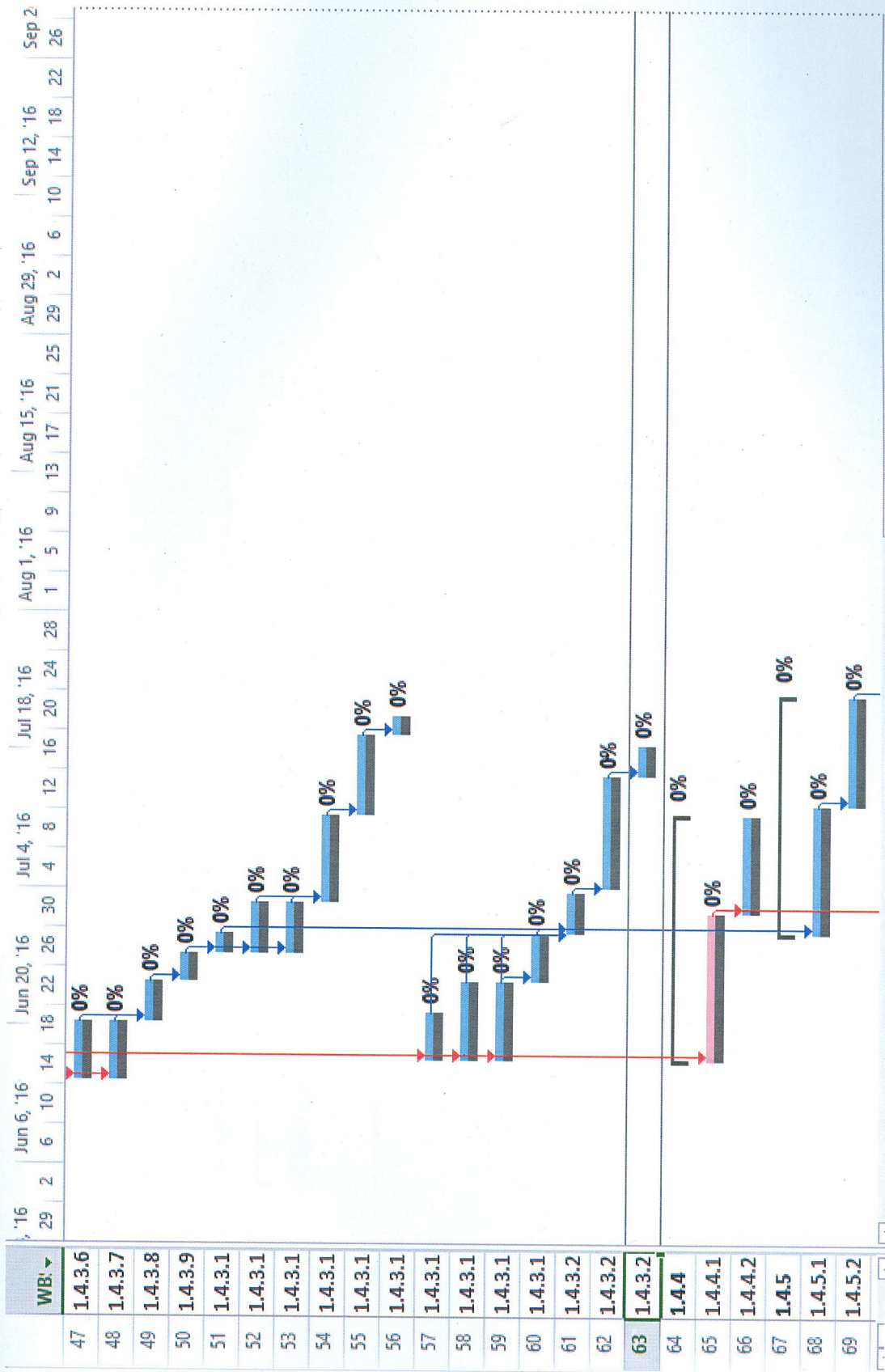


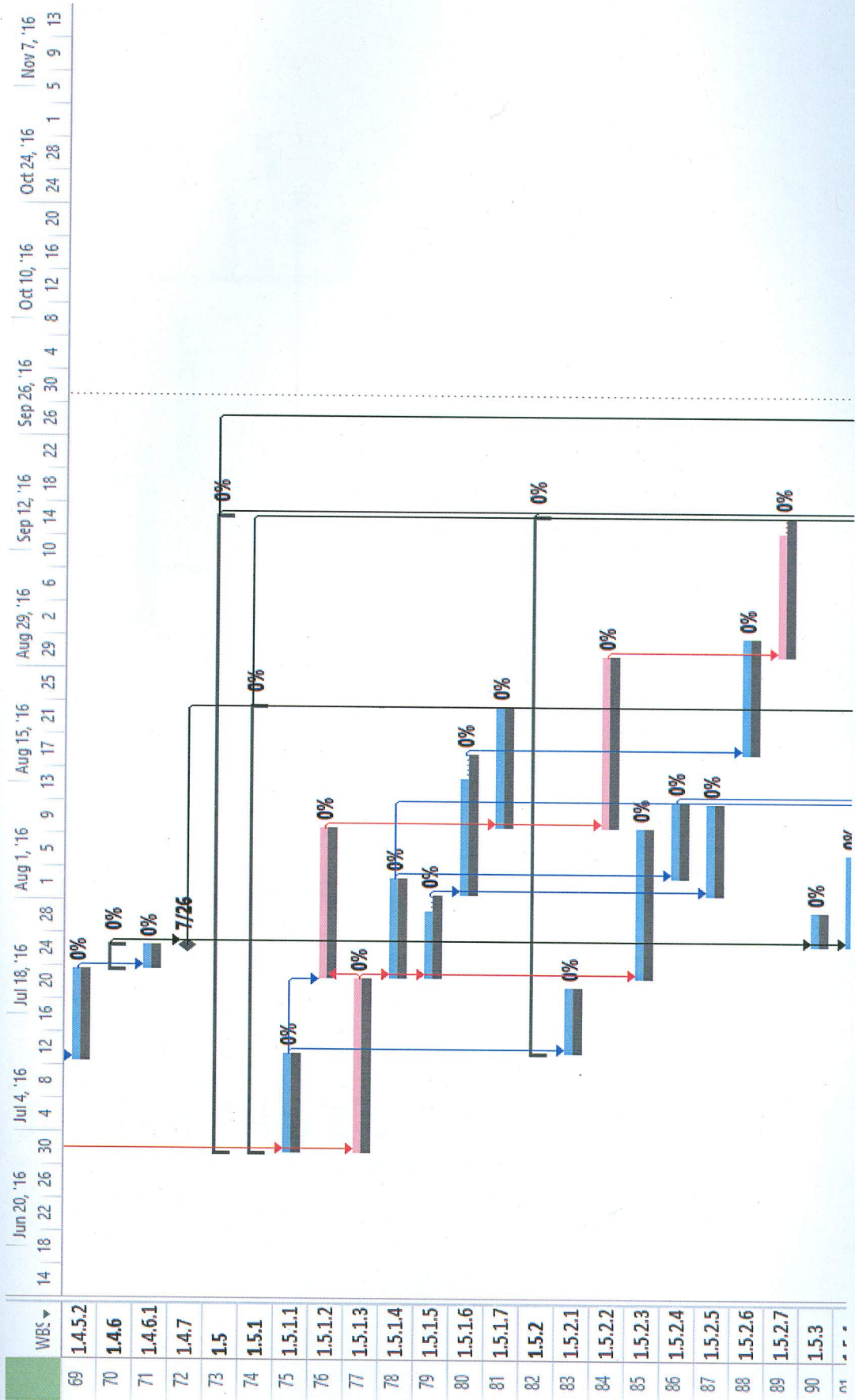
11.5 Tracking gantt

Tracking Gantt chart has been displayed on next pages.

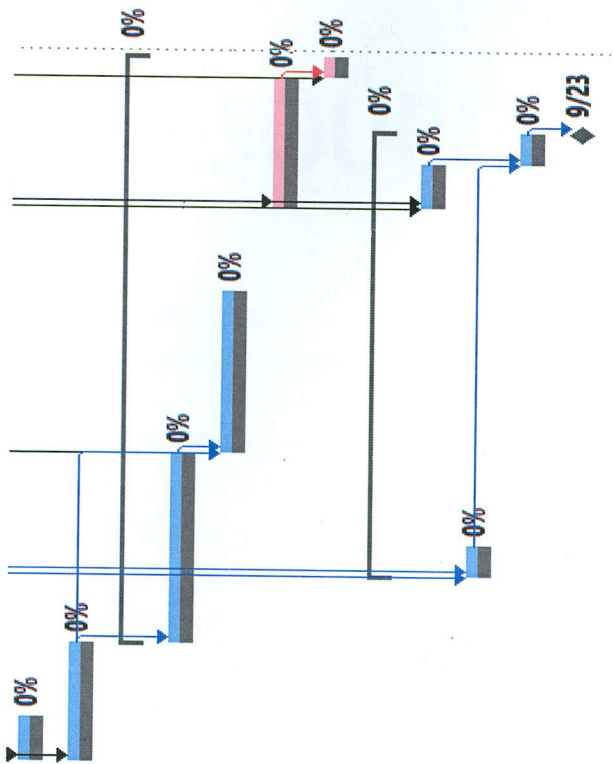








90	1.5.3
91	1.5.4
92	1.6
93	1.6.1
94	1.6.2
95	1.6.3
96	1.6.4
97	1.7
98	1.7.1
99	1.7.2
100	1.7.3
101	1.7.4



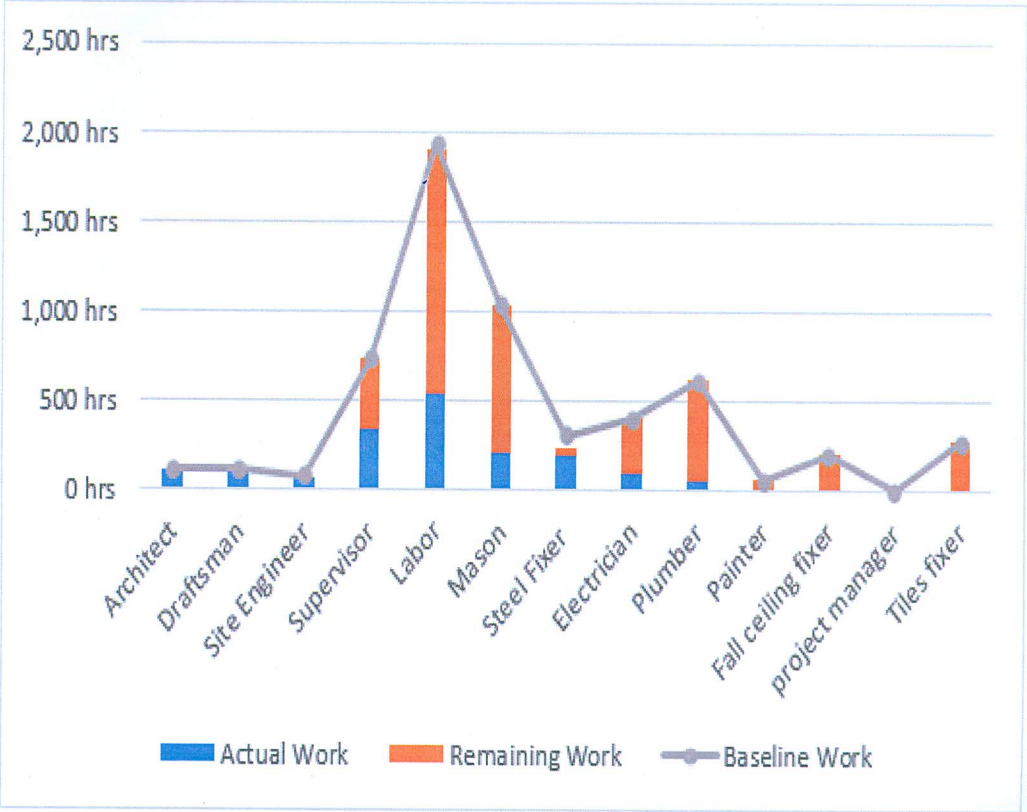
11.6 Resource reports

11.6.1 Resource overview

RESOURCE OVERVIEW

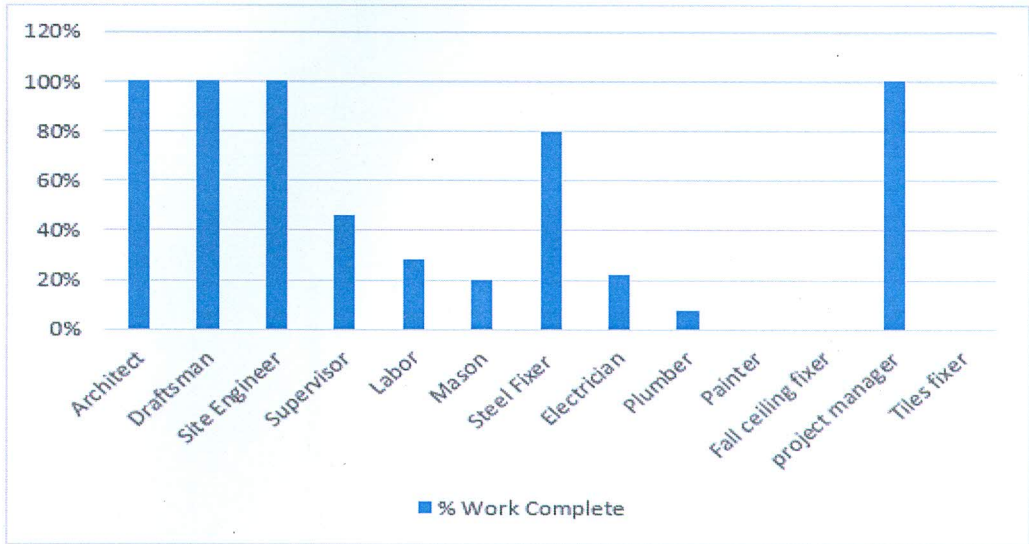
RESOURCE STATS

Work status for all work resources.



WORK STATUS

% work done by all the work resources.



11.6.2 Resource Status

RESOURCE STATUS

Remaining work for all work resources.

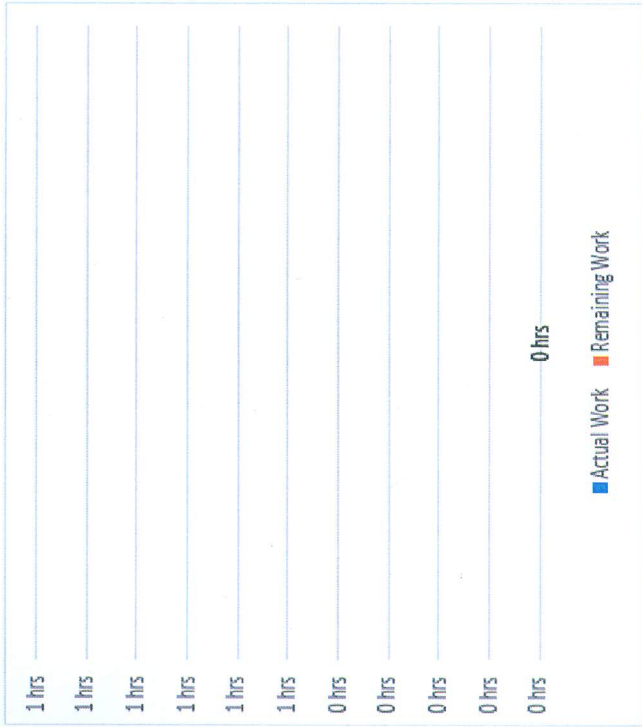
Name	Start	Finish	Remaining Work
Architect	Mon 2/22/16	Thu 3/10/16	0 hrs
Draftsman	Mon 2/22/16	Thu 3/10/16	0 hrs
Site Engineer	Mon 3/7/16	Tue 4/12/16	0 hrs
Supervisor	Mon 3/7/16	Sat 7/30/16	400 hrs
Labor	Fri 2/26/16	Fri 9/30/16	1,368 hrs
Mason	Mon 3/7/16	Tue 8/30/16	824 hrs
Steel Fixer	Thu 3/24/16	Wed 5/25/16	48 hrs
Electrician	Mon 2/22/16	Thu 7/21/16	320 hrs
Plumber	Wed 2/24/16	Fri 8/12/16	576 hrs
Painter	Tue 5/31/16	Wed 6/8/16	56 hrs
Fall ceiling fixer	Tue 8/9/16	Wed 9/14/16	200 hrs
project manager	Tue 3/1/16	Thu 3/10/16	0 hrs
Tiles fixer	Mon 8/1/16	Wed 9/28/16	272 hrs

11.6.3 Over Allocated resources:

OVERALLOCATED RESOURCES

WORK STATUS

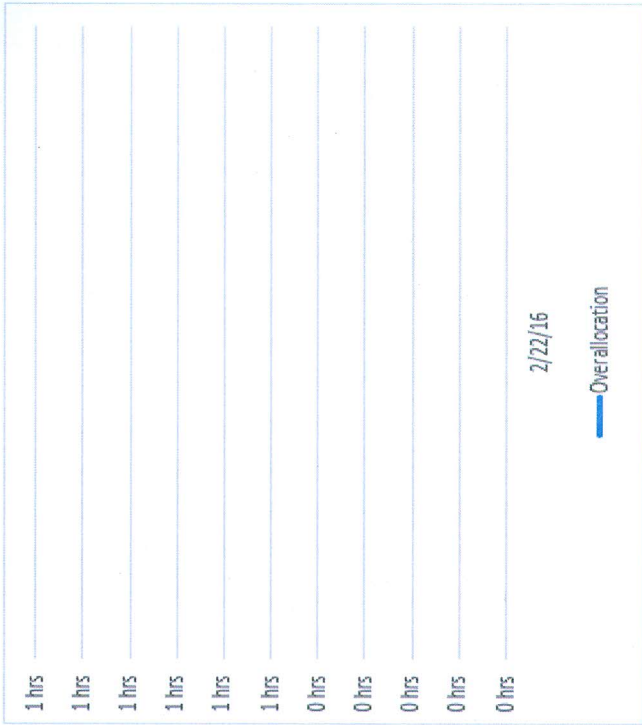
Work status for overallocated resources.



OVERALLOCATION

Surplus work assigned to overallocated resources. To resolve overallocations use

[Team Planner View](#)



11.7 Cash reports

11.7.1 Cash Flow Reports



COST OVERRUNS

11.7.2 Cost Overruns Reports

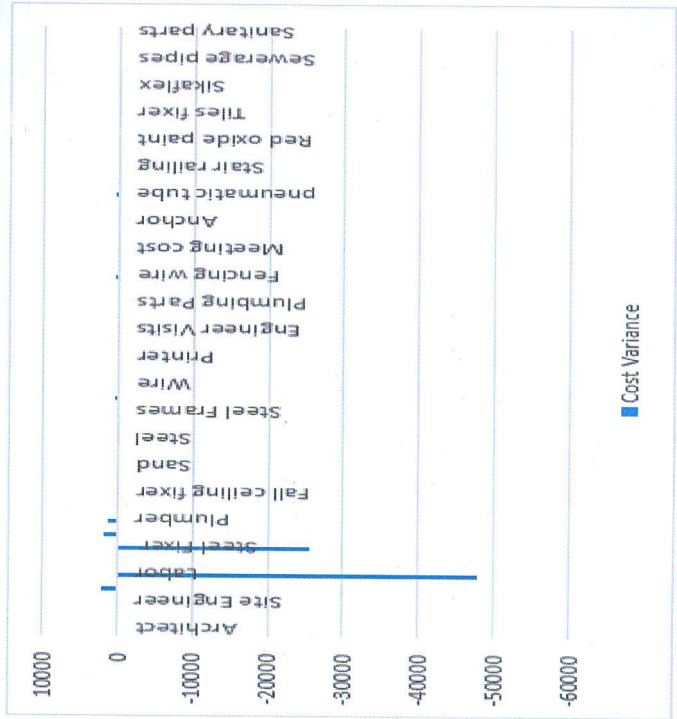
TASK COST VARIANCE

Cost variance for all top-level tasks in the project.



RESOURCE COST VARIANCE

Cost variance for all the work resources.



Name	% Complete	Cost	Baseline Cost	Cost Variance
Project Summary	21%	Rs. 17,469,786	Rs. 17,538,131	(Rs. 68,345)

Name	Cost	Baseline Cost	Cost Variance
Architect	Rs. 56,000	Rs. 56,000	Rs. 0
Draftsman	Rs. 16,800	Rs. 16,800	Rs. 0
Site Engineer	Rs. 27,200	Rs. 27,200	Rs. 0
Supervisor	Rs. 185,000	Rs. 183,000	Rs. 2,000
Labor	Rs. 2,284,800	Rs. 2,332,800	(Rs. 48,000)
Mason	Rs. 774,000	Rs. 774,000	Rs. 0
Steel Fixer	Rs. 96,000	Rs. 121,600	(Rs. 25,600)
Electrician	Rs. 42,840	Rs. 41,160	Rs. 1,680
Plumber	Rs. 93,600	Rs. 92,400	Rs. 1,200
Painter	Rs. 10,640	Rs. 10,640	Rs. 0
Fall ceiling fixer	Rs. 40,000	Rs. 40,000	Rs. 0
project manager	Rs. 0	Rs. 0	Rs. 0
Tiles fixer	Rs. 34,000	Rs. 34,000	Rs. 0

11.8

Earned Value Report

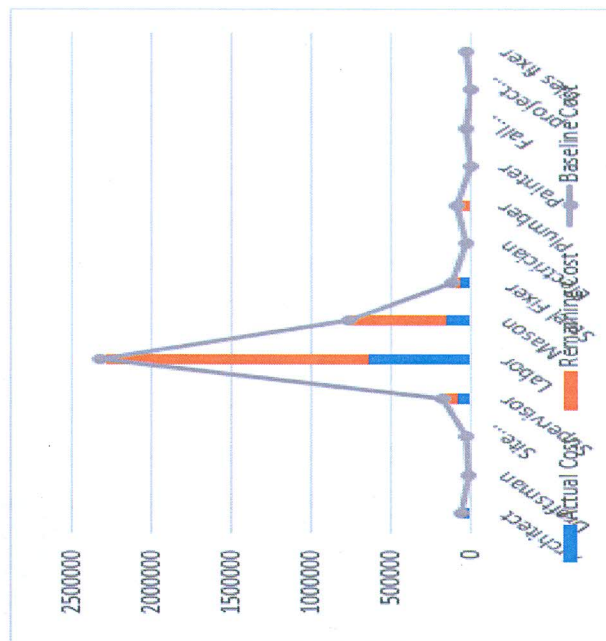


13.7.4. Resource Cost Overview:

RESOURCE COST OVERVIEW

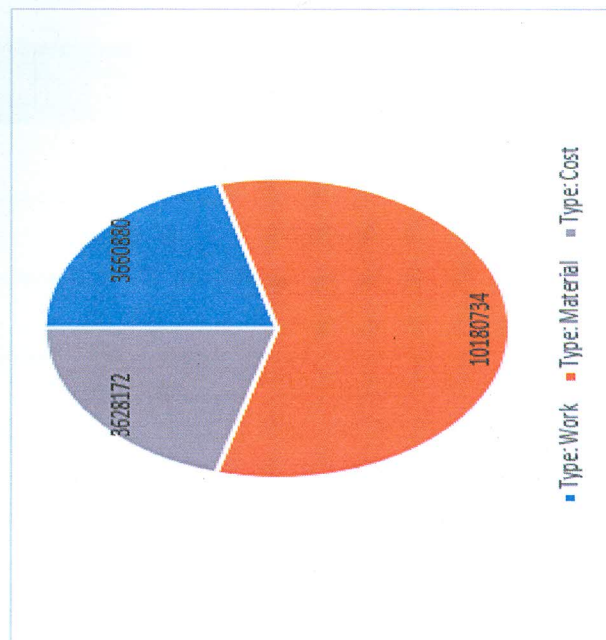
COST STATUS

Cost status for work resources.



COST DISTRIBUTION

How costs are spread out amongst different resource types.



COST DETAILS

Cost details for all work resources.

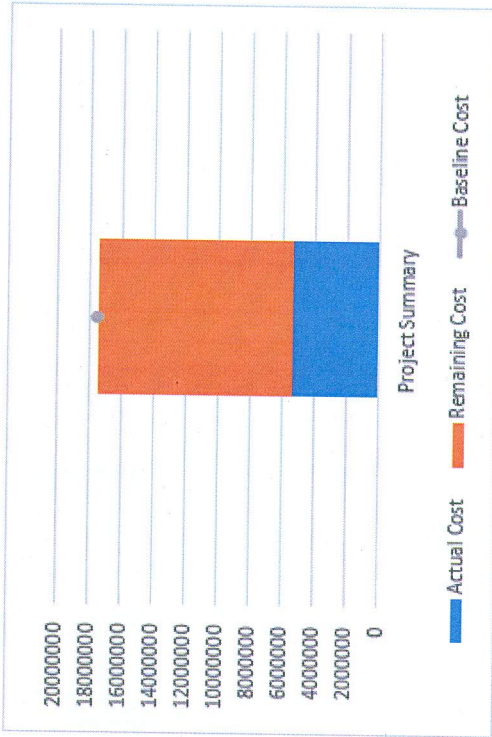
Name	Actual Work	Actual Cost	Standard Rate
Architect	112 hrs	Rs. 56,000	Rs. 500/hr
Draftsman	112 hrs	Rs. 16,800	Rs. 150/hr
Site Engineer	68 hrs	Rs. 27,200	Rs. 400/hr
Supervisor	340 hrs	Rs. 85,000	Rs. 250/hr
Labor	536 hrs	Rs. 643,200	Rs. 1,200/hr
Mason	208 hrs	Rs. 156,000	Rs. 750/hr
Steel Fixer	192 hrs	Rs. 76,800	Rs. 400/hr
Electrician	88 hrs	Rs. 9,240	Rs. 105/hr
Plumber	48 hrs	Rs. 7,200	Rs. 150/hr
Painter	0 hrs	Rs. 0	Rs. 190/hr
Fall ceiling fixer	0 hrs	Rs. 0	Rs. 200/hr
project manager	4 hrs	Rs. 0	Rs. 0/hr
Tiles fixer	0 hrs	Rs. 0	Rs. 125/hr

11.8.1 Task Cost Overview Report

TASK COST OVERVIEW

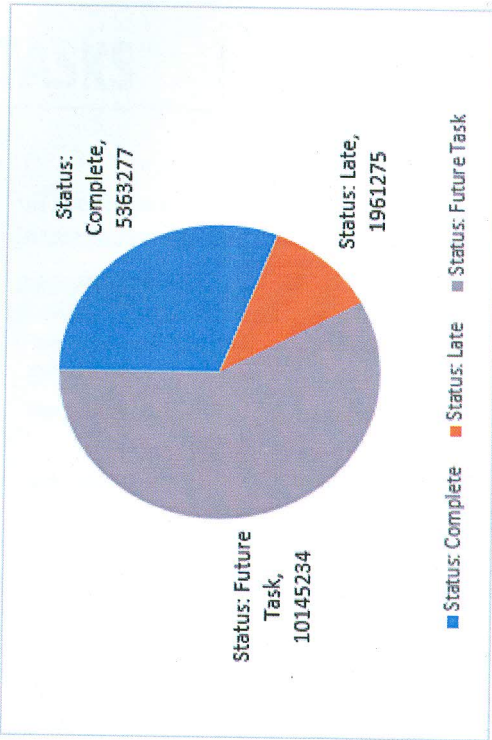
COST STATUS

Cost status for top-level tasks.



COST DISTRIBUTION

How costs are spread out amongst tasks based on their status.



COST DETAILS

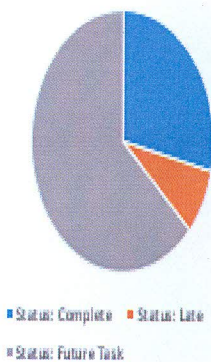
Cost details for all top-level tasks.

Name	Fixed Cost	Actual Cost	Remaining Cost	Cost	Baseline Cost	Cost Variance
Project Summary	Rs. 0	Rs. 5,390,177	Rs. 12,079,609	Rs. 17,469,786	Rs. 17,538,131	(Rs. 68,345)

11.9 In progress reports

11.9.1 Critical Task

CRITICAL TASKS

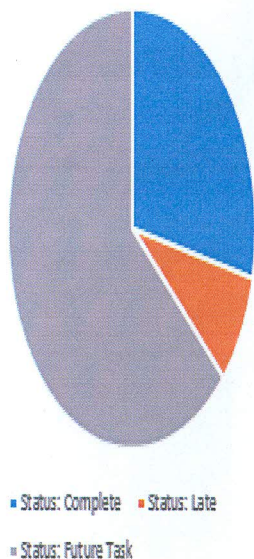


A task is critical if there is no room in the schedule for it to slip.
[Learn more about managing your project's critical path.](#)

Name	Start	Finish	% Complete	Remaining Work	Resource Names
Form ground floor including all floor openings	Wed 3/18/16	Tue 3/24/16	0%	40 hrs	Labor
Pour ground floor slab	Tue 3/24/16	Sat 3/28/16	0%	64 hrs	Labor,Slabs(300 unit),Supervisor
Cure ground floor slab	Mon 6/6/16	Tue 6/14/16	0%	112 hrs	Mason,Supervisor ,Cement(30 Bag),Water(Rs. 300)
Strip forms from ground floor slab	Tue 6/14/16	Thu 6/16/16	0%	16 hrs	Strip form(200),Labor
GF Brick Work up to Untel Level	Thu 6/16/16	Fri 7/1/16	0%	208 hrs	Bricks(3,640 No),Cement(100 Bag),Labor,Mason ,Water(Rs. 300)
GF Wall Plaster	Fri 7/22/16	Tue 8/9/16	0%	240 hrs	Cement(30 Bag),Labor,Water[Rs. 300],Mason
GF Plumbing Installation	Fri 7/1/16	Fri 7/22/16	0%	120 hrs	Plumber,Plumbin g Parts(Rs. 1,369,672),Plumbi ng Pipes(1 mtr)
FF Wall Plaster	Tue 8/9/16	Tue 8/30/16	0%	272 hrs	Cement(30 Bag),Labor,Water[Rs. 300],Mason
FF Fall Ceiling Installation	Tue 8/30/16	Fri 9/16/16	0%	104 hrs	Fall Ceiling [Rs. 102,900],Fall ceiling fixer,Water(Rs. 300)
External Flooring	Fri 9/16/16	Wed 9/28/16	0%	80 hrs	Tiles(300 Unit),Tiles fixer,Tile bond(30 bag),Water(Rs. 300)
Door Ramp Construction	Wed 9/28/16	Fri 9/30/16	0%	16 hrs	Bricks(1 No),Cement(1 Bag),Labor,Water[Rs. 300]

11.9.2 Late Task

LATE TASKS



Tasks that are late as compared to the status date. A task is late if its finish date has passed or it is not progressing as planned.

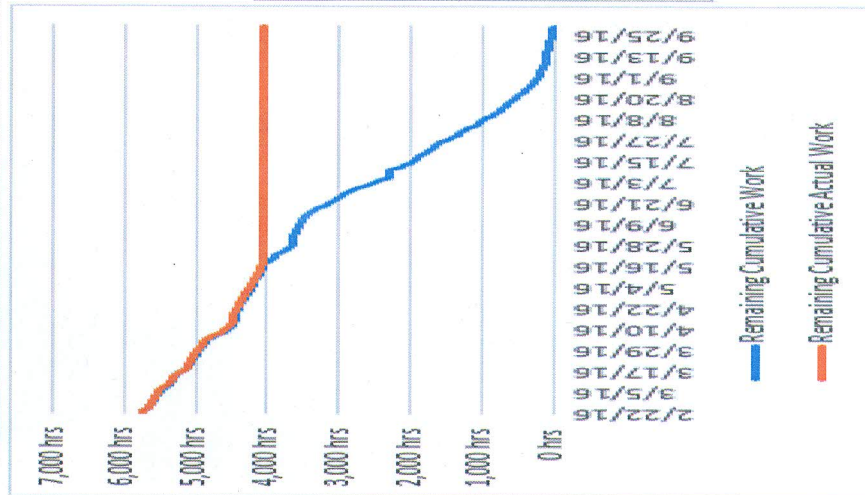
Name	Start	Finish	% Complete	Remaining Work	Resource Names
Install temporary water service	Wed 2/24/16	Sat 2/27/16	67%	8 hrs	Plumber, Plumbing Parts[Rs. 10,000]
Set up site office	Fri 2/26/16	Wed 3/2/16	75%	8 hrs	Labor, Shuttering[12 6 sq ft]
Prepare site - lay down yard and temporary fencing	Fri 3/4/16	Tue 3/8/16	67%	8 hrs	Labor, Fencing wire[101 mtr]
Erect steel columns, beams and joist - 1st and 2nd floor	Wed 5/18/16	Wed 5/25/16	0%	96 hrs	Labor, Steel[1,000 Kgs], Steel Frames[4,500 Rft], Steel Fixer
Install miscellaneous iron and bracing - ground floors	Wed 5/18/16	Thu 5/26/16	0%	112 hrs	Labor, Supervisor, Steel[200 Kgs]
Install stairs and miscellaneous iron railing	Thu 5/26/16	Tue 5/31/16	0%	0 hrs	welder[Rs. 45,000], Stair railing[100 mtr]
Form ground floor including all floor openings	Wed 5/18/16	Tue 5/24/16	0%	40 hrs	Labor
Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	Tue 5/24/16	Tue 5/31/16	0%	80 hrs	Electrician, Electrical pipes[Rs. 9,000], Plumber, Plumbing Parts[Rs. 12,000], Engineer Visits[Rs. 10,000], Wire[500 Rft]
Pour ground floor slab	Tue 5/24/16	Sat 5/28/16	0%	64 hrs	Labor, Slabs[500 unit], Supervisor

11.9.3 Milestone Report



11.9.4 Slipping Task

SLIPPING TASKS

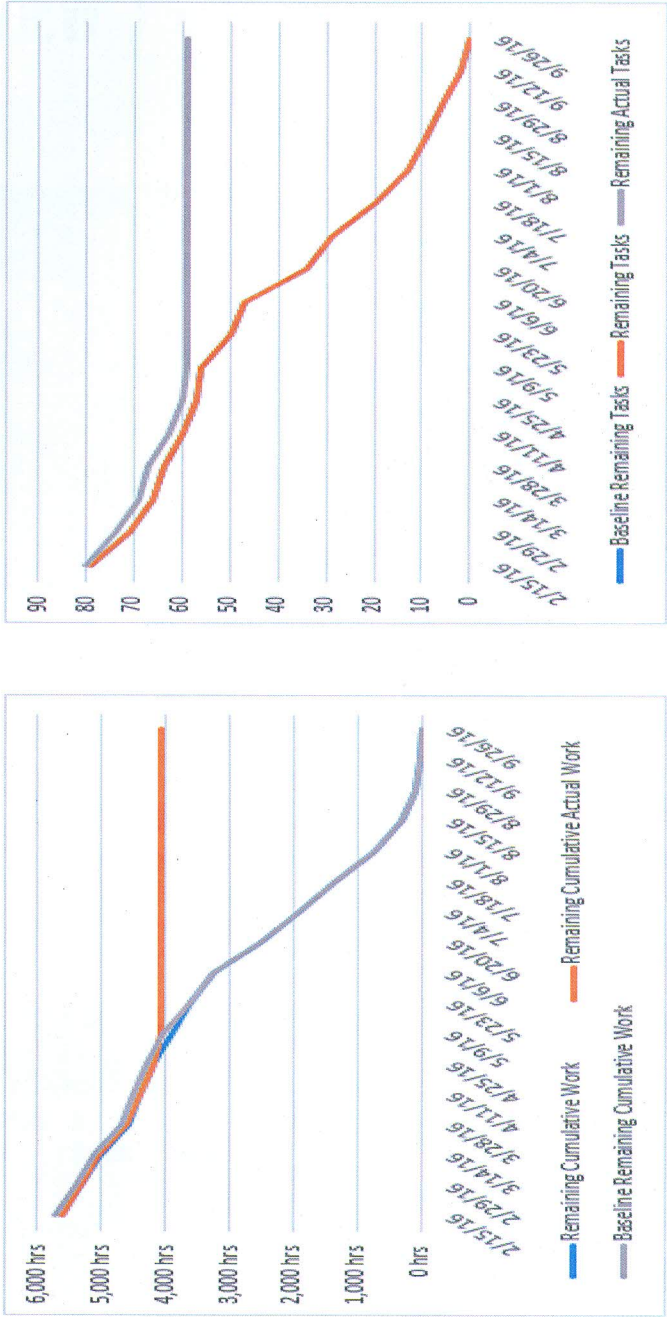


11.10 Project dashboard

11.10.1 Burn Down

Mon 2/22/16 - Fri 9/30/16

BURNDOWN



COST OVERVIEW

MON 2/22/16 - FRI 9/30/16

COST

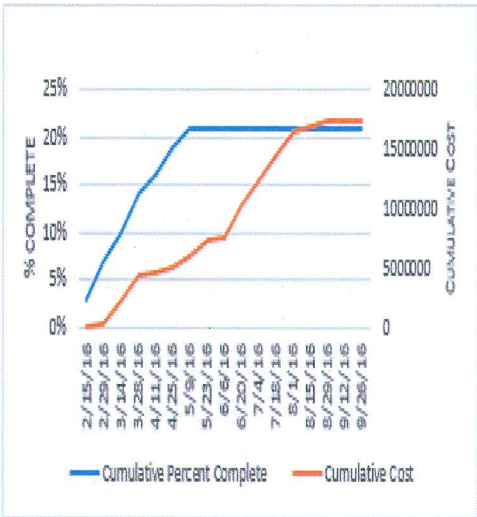
Rs. 17,469,786

REMAINING COST

Rs. 12,079,609

% COMPLETE

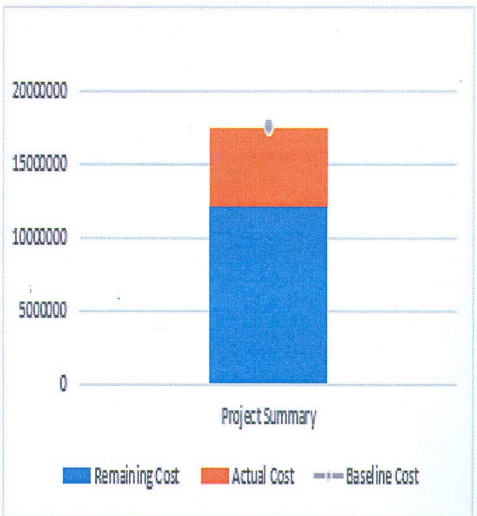
21%



COST STATUS
Cost status for all top-level tasks. Is your baseline zero?
[Try setting as baseline](#)

COST STATUS
Cost status for top level tasks.

Name	Actual Cost	Remaining Cost	Baseline Cost	Cost	Cost Variance
Project Summary	Rs. 5,390,177	Rs. 12,079,609	Rs. 17,538,131	Rs. 17,469,786	(Rs. 68,345)



11.10.3 Project Overview

PROJECT OVERVIEW

MON 2/22/16 - FRI 9/30/16



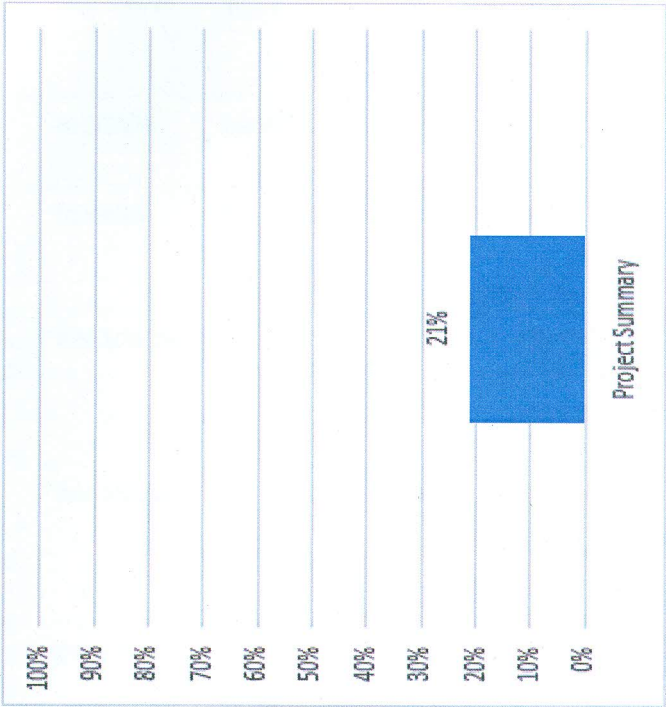
MILESTONES DUE

Milestones that are coming soon.

Name	Finish
Structural Works Completion	Tue 7/26/16
Project Completion	Fri 9/23/16

% COMPLETE

Status for all top-level tasks. To see the status for subtasks, click on the chart and update the outline level in the Field List.



Name	Start	Finish	Duration	% Complete	Resource Names
Install temporary water service	Wed 2/24/16	Sat 2/27/16	3 days	67%	Plumber, Plumbing Parts[Rs. 10,000]
Set up site office	Fri 2/26/16	Wed 3/2/16	4 days	75%	Labor, Shuttering[126 sqft]
Prepare site - lay down yard and temporary fencing	Fri 3/4/16	Tue 3/8/16	3 days	67%	Labor, Fencing wire[101 mtr]
Erect steel columns, beams and joist - 1st and 2nd floor	Wed 5/18/16	Wed 5/25/16	6 days	0%	Labor, Steel[1,000 Kgs], Steel Frames[4,500 Rft], Steel Fixer
Install miscellaneous iron and bracing - ground floors	Wed 5/18/16	Thu 5/26/16	7 days	0%	Labor, Supervisor, Steel[200 Kgs]
Install stairs and miscellaneous iron railing	Thu 5/26/16	Tue 5/31/16	4 days	0%	welder[Rs. 45,000], Stair railing[100 mtr]
Form ground floor including all floor openings	Wed 5/18/16	Tue 5/24/16	5 days	0%	Labor
Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	Tue 5/24/16	Tue 5/31/16	5 days	0%	Electrician, Electrical pipes[Rs. 9,000], Plumber, Plumbing Parts[Rs. 12,000], Engineer Visits[Rs. 10,000], Wire[500 Rft]
Pour ground floor slab	Tue 5/24/16	Sat 5/28/16	4 days	0%	Labor, Slabs[500 unit], Supervisor

11.10.4 Upcoming Task

% Work Complete

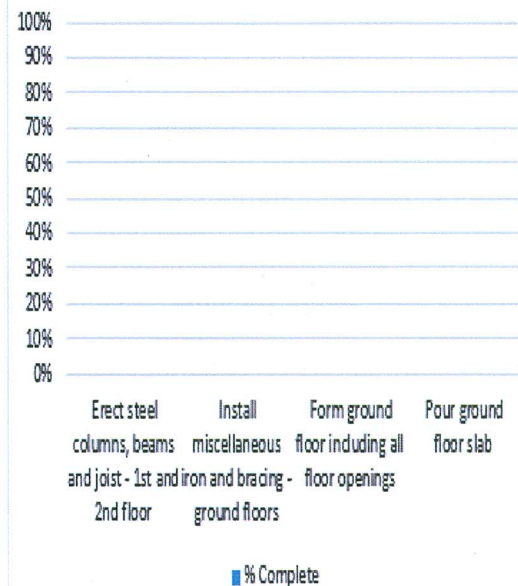
30%

Mon 2/22/16 - Fri 9/30/16

UPCOMING TASKS

REMAINING TASKS

Status of remaining tasks that are due this week

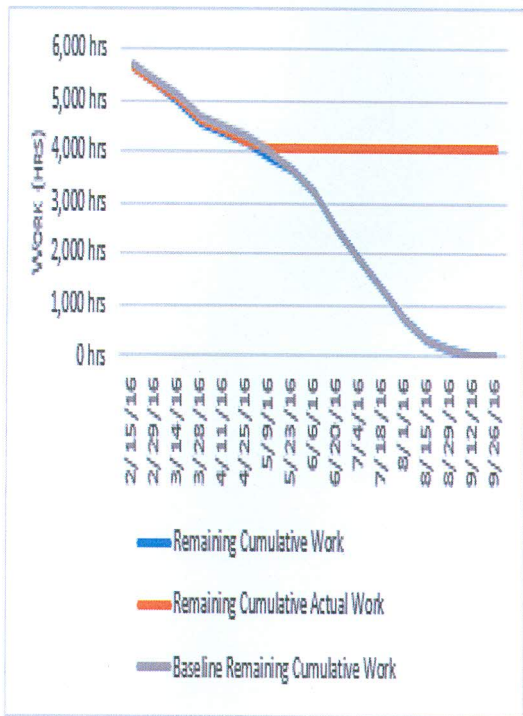


TASKS STARTING SOON

Status of tasks starting in the next week

Name	Resource Names	Start	Finish	Work
Install stairs and miscellaneous iron railing	welder[Rs. 45,000],Stair railing[100 mtr]	Thu 5/26/16	Tue 5/31/16	0 hrs
Install rebar and in-floor utilities (including mechanical, electrical, plumbing)	Electrician,Electrical pipes[Rs. 9,000],Plumber,Plumbing Parts[Rs. 12,000],Engineer Visits[Rs. 10,000],Wire[500 Rft]	Tue 5/24/16	Tue 5/31/16	80 hrs
Pour ground floor slab	Labor,Slabs[500 unit],Supervisor	Tue 5/24/16	Sat 5/28/16	64 hrs

11.10.5 Work Overview

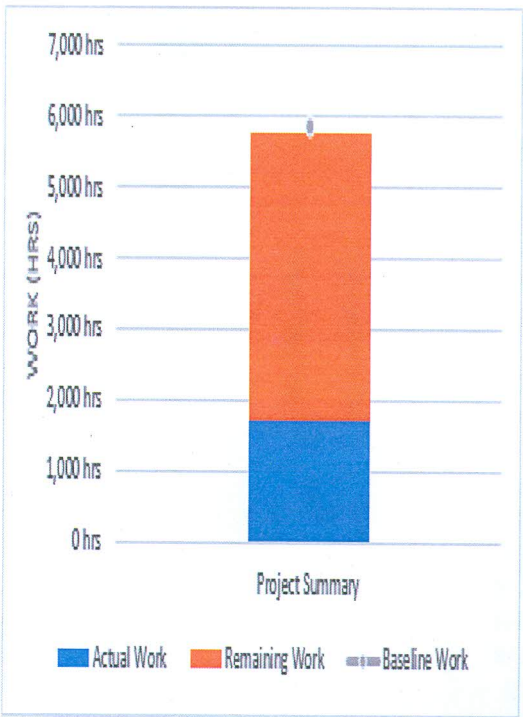


WOK BURNDOWN

Shows how much work you have completed and how much you have left. If the remaining cumulative work line is steeper, then the project may be late.

Is your baseline work zero?

[Try setting a baseline](#)



% Work Complete

30%

Remaining Work

4,064 hrs

Actual Work

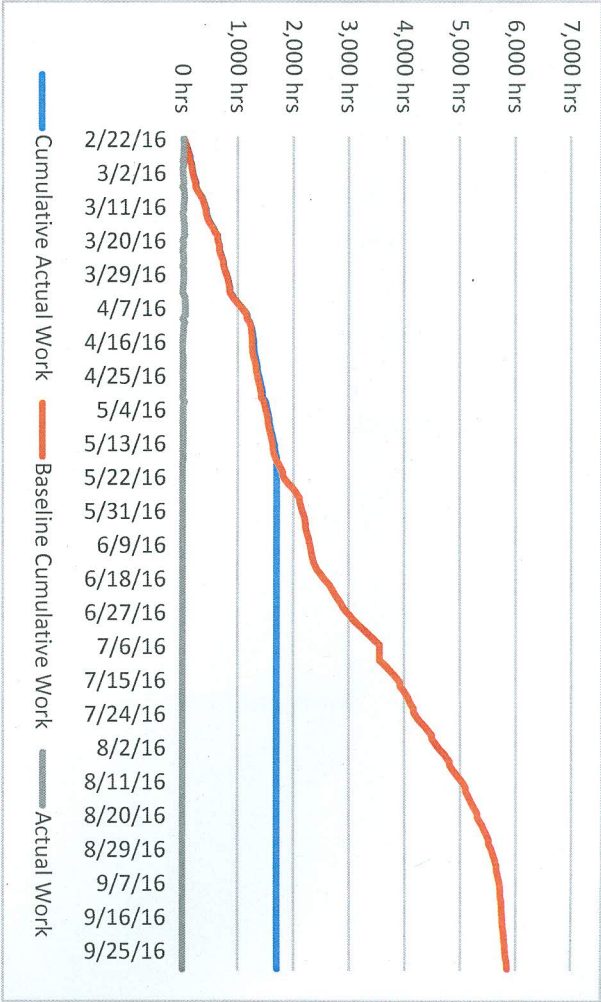
1,708 hrs

WORK OVERVIEW

WORK STATS

Shows work stats for all top level tasks.

S-Curve (WORK)



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