

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics.

CORPORATE PROJECT MANAGEMENT FRAMEWORK: A HIGHER EDUCATION  
APPROACH

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A Project carried out on the Project Management course, under the supervision of:

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**Annexes**

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## **Annex 1 –Stakeholder Register**

### Description:

This document results from the process that identifies the people or groups that may have an impact on the project. They may make decisions or be impacted by any. It also included the interest these groups have on the project as well as potential problems that may arise for each

Participants: Project Manager, Project Team

### Steps to complete template:

- 1.** Identify which are the stakeholders in a certain priority level
- 2.** Classify them as internal or external and their position as supporter, neutral or resistor
- 3.** Fill the template presented in the next page with more detailed required information:
  - 3.1.** Identify some of each groups' expectations to have a notion
  - 3.2.** Classify their impact on the project as high, medium or low
  - 3.3.** Describe briefly how they can contribute to project success
  - 3.4.** Identify problems that may arise with the specific stakeholder
  - 3.5.** Specify a communication plan/ action to engage this group
- 4.** File this document so as to help in developing the project charter and communication plan to engage them effectively

**Table 1 – Stakeholder Register Template**

<b>Stakeholder Register Template</b>							
<b>Stakeholder</b>	<b>Classification</b>	<b>Position</b>	<b>Expectations</b>	<b>Impact</b>	<b>Contribution</b>	<b>Potential problems</b>	<b>Future Actions/ Communication</b>

## **Annex 2 – Project Charter**

### Description:

It is one of the most critical documents in the project lifecycle, being the baseline by detailing the project information. The project charter formally establishes the project existence and value provided. It specifically defines the project scope, goals and deliverables, as well as general guidelines on project completion and the time spent. After this document is approved by the sponsors, it serves as a reference for the project team to start performing the next process, where the project manager has authority to apply organizational resources to it.

Participants: Project Manager (performing the charter), Stakeholders, Sponsors and Project Team

### Steps to complete template:

1. The team manager should meet with stakeholders so that initial points are defined that enable him to have a vision on the project.
2. The template presented in the following page should be completed by the project manager, with the help of the project team if desired, with the required information
3. Project charter is sent to sponsors for evaluation, being delivered back with comments and signed with the approval or information on the necessary changes for that approval to exist
4. Store the document to serve as a baseline whenever needed during the project lifecycle

**Table 2 – Project Charter Template**

<b>Project Name:</b>		<b>Project Manager:</b>		<b>Timeline (start &amp; estimated completion):</b>	
<b>Project Sponsor:</b>		<b>Project Owner:</b>		<b>Project Champion:</b>	

<b>Brief Description:</b>	
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<b>Problem Statement</b>	<b>Goal Statement</b>	<b>Main Assumptions</b>

<b>Project Scope</b>	<b>Limitations (Out of Scope)</b>

<b>Key Milestone</b>	<b>Due date of Milestone</b>

<b>Measure of Success</b>	<b>Current State</b>	<b>Target State</b>

### **Annex 3 –Project Schedule Document**

#### Description:

This document aims at compiling a list of the tasks needed to be performed during the project, with its respective activity durations, starting and finish dates. To complement, the relationship between the activities, as well as the resources needed are included. This document serves as a basis to be completed and updated throughout the project with new information.

Participants: Project Manager, Project Team

#### Steps to complete template:

1. Gather with the project team to define all activities planned to be needed to perform during the project
2. Fill in the schedule template with the required information:
  - 2.1. Activity name
  - 2.2. Activity duration
  - 2.3. Start and Finish dates
  - 2.4. Relationship: preceding and sequential
  - 2.5. Resourced needed
3. Provide strategies to implement the defined schedule and assure dates
4. Define and state a plan regarding schedule control tools and monitoring frequency

**Table 3 – Project Schedule Template**

<b>Project Schedule Template</b>						
<b>Activity Name:</b>	<b>Duration:</b>	<b>Start Date:</b>	<b>Finish Date:</b>	<b>Preceding Activity:</b>	<b>Sequential Activity:</b>	<b>Resources Needed:</b>

## **Annex 4 – Cost Management Plan Document**

### Description:

This document is initialized during the planning process but is completed and updated throughout the monitoring and control process. It includes the approved budget as well as a specification of the estimated activity costs and actually performed costs. This allows the project team to be able to track when and which activities contribute to cost overruns. Besides, other costs are included so as to observe and analyze the important and critical cost drivers.

Participants: Project Manager, Project Team, Project Sponsors

### Steps to complete template:

1. Gather project team with the project sponsors to define the major costs and authorized budget
2. Fill in the cost management plan template with the required information:
  - 2.1. Authorized budget
  - 2.2. Activity name
  - 2.3. Activity Estimated Cost
  - 2.4. Activity Actual Cost until that date for each period (if applied)
  - 2.5. Other Costs (with their estimated and actual cost included)
3. Define strategies to avoid cost overruns and define a contingency reserve
4. Provide control and monitoring tools to observe where each activity is located in terms of estimated cost vs. realized cost

**Table 4 – Cost Management Template**

<b>Cost Management Template</b>	
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<b>Authorized Budget:</b>	
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Activity Name:	Estimated Cost:	Actual Cost				
		Period 1:	Period 2:	Period 3:	Period 4:	Period 5:

Other Costs:	Estimated Cost:	Actual Cost				
		Period 1:	Period 2:	Period 3:	Period 4:	Period 5:

## **Annex 5 –Risk Management Plan**

### Description:

The Risk Management Plan is the outcome of an essential process where risks are identified and responsibilities assigned to whom performs this. Their characteristic of being an uncertain event forces the existence of planning strategies to mitigate them, as well as defining the control frequency and tools

Participants: Project Manager (who prepares document), Project Team (if needed)

### Procedure:

1. Identify Critical success and failure factors so as to analyze which are the risks
2. Analyze the ability to detect those risks so that a prioritization can be made
3. Fill in all the components with the required information on the risk register template:
  - 3.1. Description of the Risk
  - 3.2. Likely cause of occurring as well as the impact on the project
4. Provide strategies regarding these identified risks to reduce their project impact and likelihood of occurrence
5. Provide a plan regarding the risk control frequency and methods

**Table 5 – Risk Register Template**

Project Risk Register Template							
Project:		Project Manager:			Date:		
Risk Description	Likely cause of occurring	Impact	Probability (%)	Severity Level	Ability to Detect	Overall Risk Rank	Strategy to Apply
				High	Easy	Critical	
				Medium	Moderate	Serious	
				Low	Complex	Modest	
						Trivial	
<b>Control Frequency:</b>		<b>Method:</b>					

## **Annex 6 – Change Request Document**

### Description:

The change request is a document to be filled during the monitoring and control phase, whenever a change is observed to be needed and requested. This allows for all changes to be documented so that information can be distributed equally between stakeholders and updates to the project management plan are able to be performed with information on the overall impacts

Participants: Project Manager, Relevant Stakeholders

### Procedure:

1. Perform control on the several knowledge areas following the plan
2. Identify changes needed to be performed
3. Complete the below template describing the change specifications and impacts
4. Send the change request for stakeholders to approve, returning it signed with comments
5. Perform the approved changes in order to update project management plan

**Table 6 – Change Request Template**

<b>Project Change Request Form</b>	
<b>Project Name:</b>	
<b>Change Name:</b>	
<b>Requested by:</b>	
<b>Presented to:</b>	
<b>Description of Change</b>	
<b>Reasons for Change</b>	
<b>Effects on the Project</b>	
<b>Effects of NOT Approving this change</b>	
<b>Reason for rejection (if applicable)</b>	

Approved

Rejected

Signature: \_\_\_\_\_ Date: \_\_\_\_\_