



An Accredited Institution of the University of Westminster (UK)

Project Management

Lecture 6

Project Charter, WBS and Responsibility Matrix

by
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- Project Charter
- Work Breakdown Structure
- Responsibility Matrix

The main purpose of it is to give the Project sponsor the initial idea about the project and get the formal approval for project planning.

If there were no Project Charter – the planning could start and at the end get rejected and all efforts for planning would be a waste

So with project charter it is easier to sort out the projects at earlier stage.

Do or Die

There are several aspects to be mentioned in the project charter.

This document can be a single or two pages depending on the complexity and normally, but not limited to, include the following parts.

- **Project title**
- **Business Case** (what benefit this project will provide)
- **Project Objectives** (what is expected from the project)
- **Deliverables** (milestones)
- **Roles and Responsibilities** (project manager, project team)
- **Stakeholders** (identify key stakeholders)
- **Assumptions** (budget, timeframe – start and end of the project)
- **Out of scope**
- **Risks**

Project Charter is a **formal document**, which authorizes Project Manager to inquire resources for the project.

- As of now we discussed project only in terms of the purpose and objective, the limits and exclusions, out of scope items.
- From this point on, project will also have its distinct title, which allows it to be considered formally existing and in the system of the initiating organization.
- There might be certain rules to how to name the projects, for example if it is a management project in a multinational organization, there might be a need for use of special codes which will highlight what Division or Area is responsible for or is the beneficiary of the project outcomes.

- We know that projects are to deliver a beneficial change which can be done through achievement of qualitative and quantitative objectives.
- Not all projects have commercial benefit as the driver and hence not all projects will have “business” side to it.
- However, it is vital for Project Manager to be able to demonstrate the need for the project to Project Sponsor so that there is a mutual understanding of the benefit the project outcomes should bring.

Roles and Responsibilities

- Who is doing what in the project
- Not only to name the team but also provide reasoning why these people are selected - for example by providing their areas of responsibility
- It can be by function or by deliverables
- There is also a role of Project Support, somebody who will be providing general support to the team without getting a particular area of responsibility

Stakeholders

- It is quite important for Project Sponsor to know about the key stakeholders to assess the risks of project
- Using stakeholder mapping to identify key stakeholder is a good way to highlight them in Project Charter



TeamBoard. (2022, July 20). *What are stakeholders in project management: Different types.* <https://teamboard.cloud/stakeholders-in-project-management/>

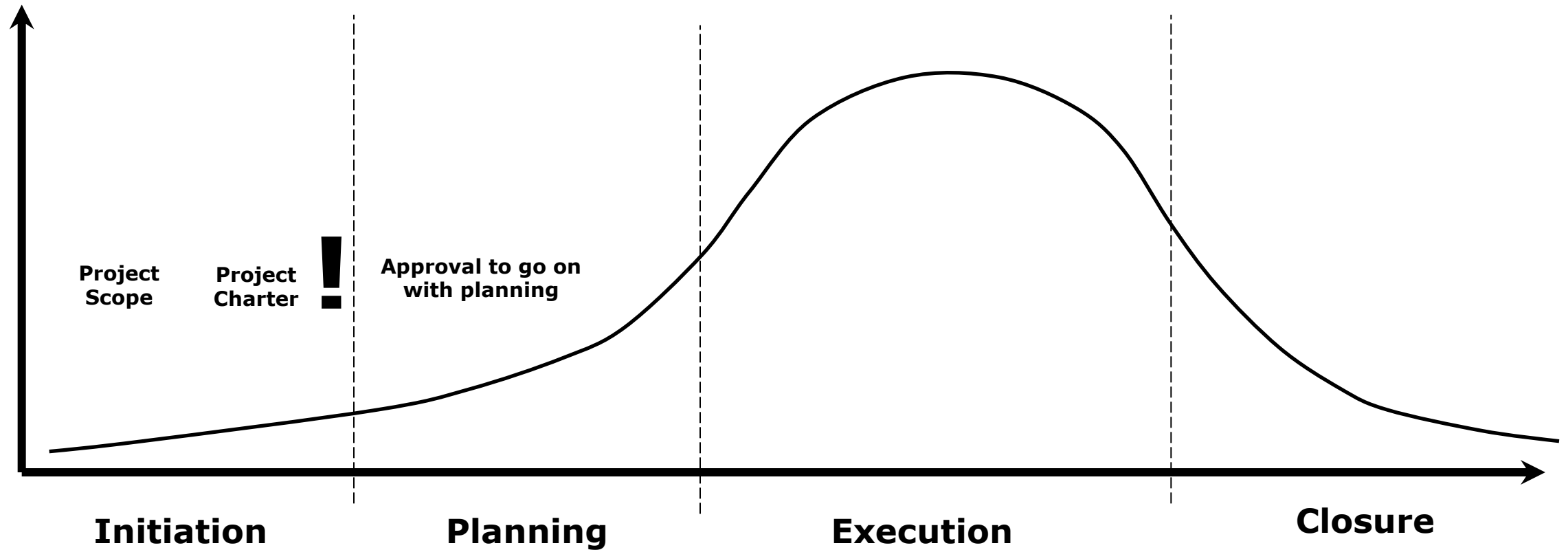
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- General Risks associated with project
- Maybe from similar projects in the past

TeamBoard. (2022, July 20). *What are stakeholders in project management: Different types.* <https://teamboard.cloud/stakeholders-in-project-management/>

Project Phases



Wedding Project Example

- Suppose you work for an event agency and there is an inquiry about a wedding evening planning. You have limited information upon which you can make up a project charter.
- Anvar and Nargiza want to get married on the 15th of March 2024 and they want their marriage to take place at a luxurious restaurant in Tashkent.
- They are expecting 300 guests and couple of famous musicians to perform. Both of them lived abroad and would like to invite foreign guests as well and they think a dedicated website for this event is needed in addition to regular invitations. Anvar's father is going to be paying for the ceremony but not for the plane tickets or hotel rooms for the foreign guests.
- There is high wedding season in March in Uzbekistan.

- Project title
Wedding ceremony of A and N
- Business Case (what benefit this project will provide)
A memorable ceremony to celebrate creation of a new family
- Project Objective (what is expected from the project)
Ceremony at luxurious restaurant for 300 foreign and local guests
- Deliverables / milestones
 - Venue / Reservation of restaurant is made
 - Event Program / Event program finalized
 - Invitations / Guests invited and list confirmed
 - Website / Website created
 - Food / Catering done

Wedding project

- Roles and Responsibilities
(project manager, project team)

Project Manager – Me
Project Sponsor – Anvar’s Father
Project Team – Member 1, 2

- Stakeholders
(identify key stakeholders)

Anvar	Restaurant mgmt
Nargiza	Web designer
Parents	Musicians
Local guests	etc.
Foreign guests	

Wedding project

Assumptions
(budget, timeframe – start and end of the project)

Budget - 300 mln soums
Project start – 11.01.2024
Project end – 15.03.2024

Out of Scope of the project

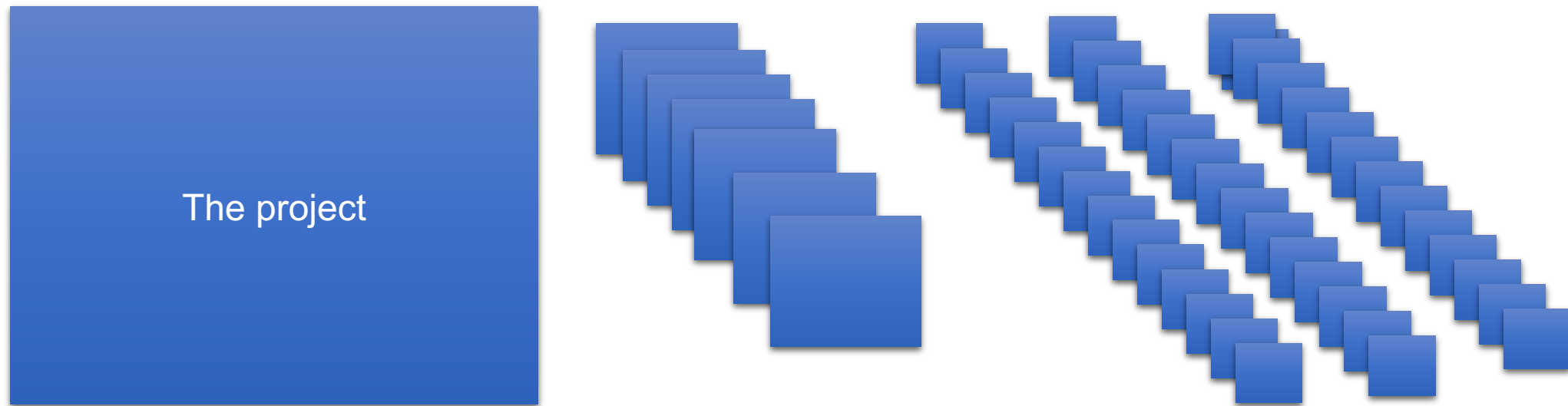
No payment of flights,
accommodation for foreign guests

Risks

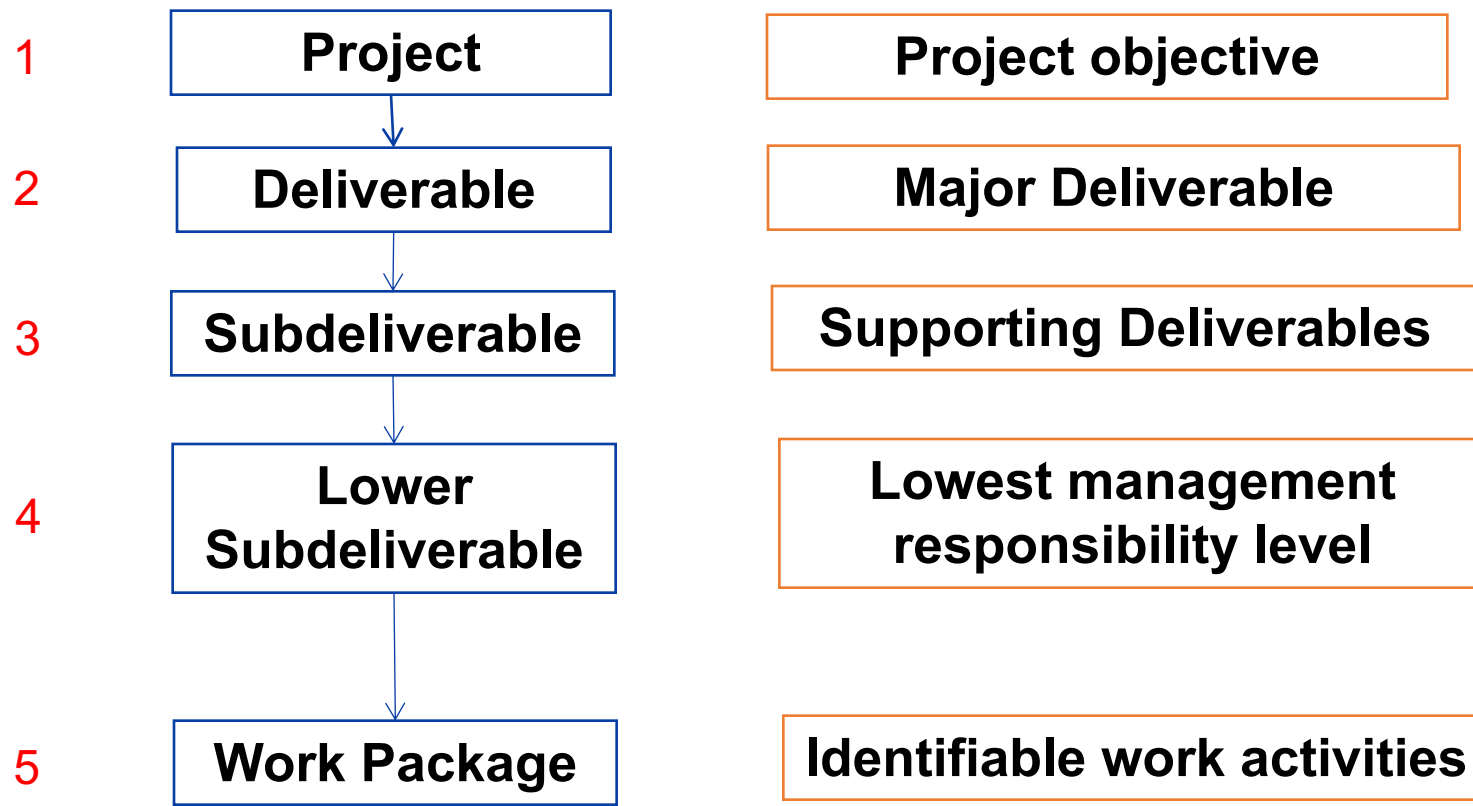
The Venues might be all booked

- According to PMBOK:

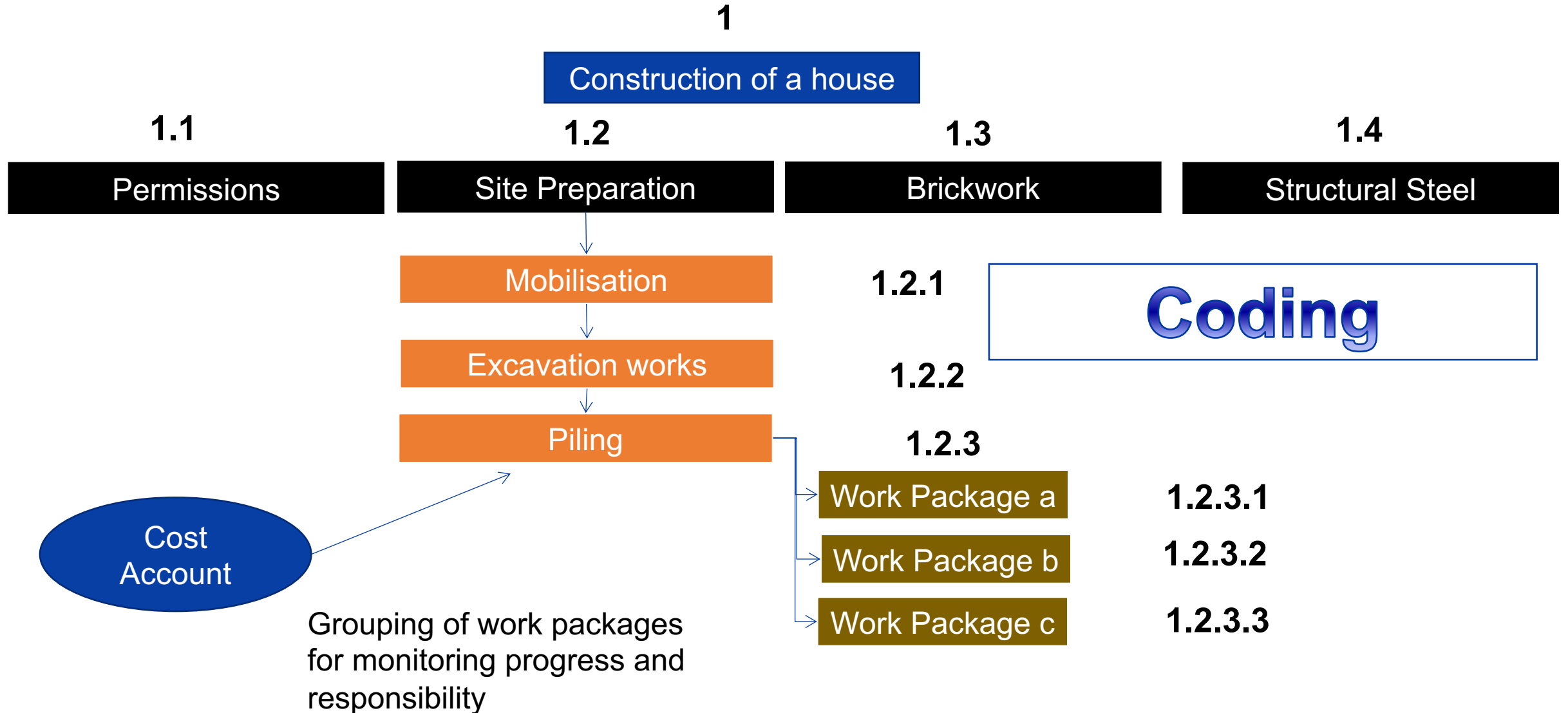
WBS is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables.



- If we view from deliverable perspective, we can highlight following levels of decomposition:



WBS example



- Can you count the cost of the work package?

1.2. Cost Account **490**

1.2.1 WP - 300

1.2.2 WP - **90**

1.2.3 WP - 100

If you cannot provide the cost for WP because it requires number of activities – you may want to go even more detailed

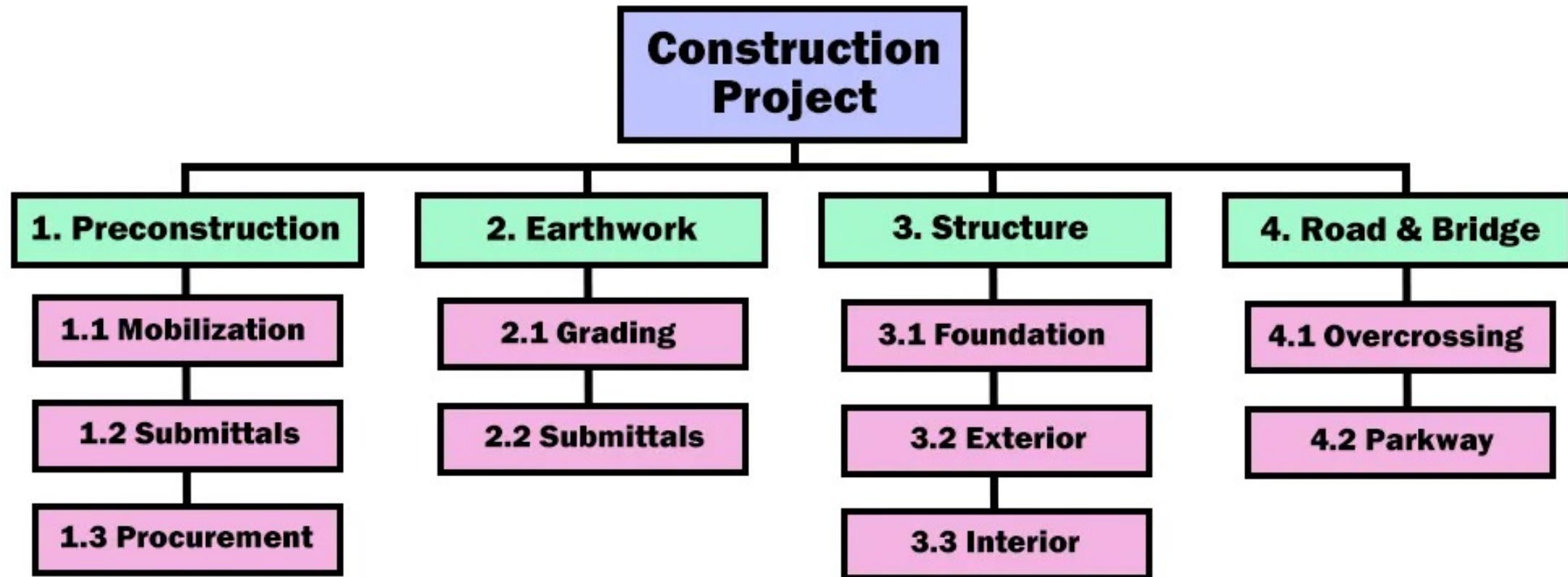
The general rule for WBS creation
The more detailed it is – the better!

1.2.2 WP 90

1.2.2.1 - 50

1.2.2.2 - 40

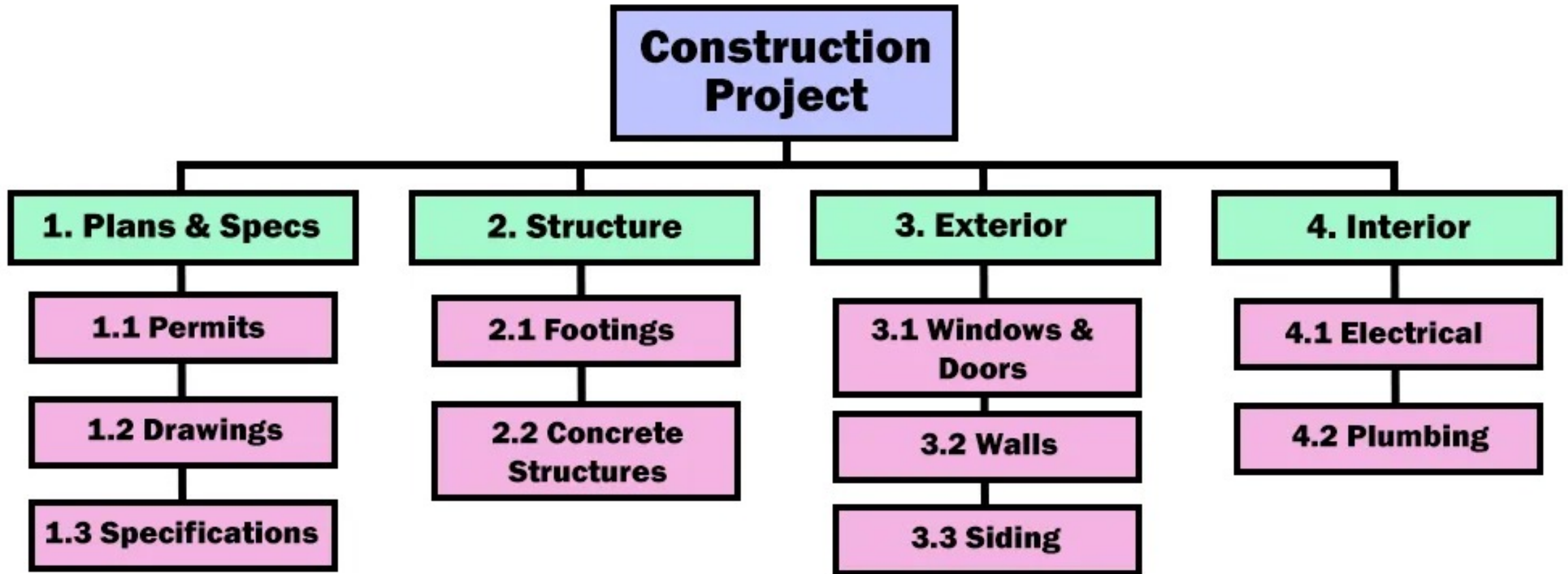
Process-based WBS



Hecker, L. (2023, May 24). *What is a work breakdown structure (WBS)?*.

Taradigm. <https://www.taradigm.com/what-is-a-work-breakdown-structure-wbs/>

Deliverable-based WBS



Hecker, L. (2023, May 24). *What is a work breakdown structure (WBS)?*.

Taradigm. <https://www.taradigm.com/what-is-a-work-breakdown-structure-wbs/>

Responsibility matrix

From the WBS work packages it is beneficial to compose a responsibility matrix to make sure there is communication framework that connects the organizational units and the project.

Project Team					
Task	Matt	Silvia	John	Florence	Nando
1.1.1 Task name	R		S		
1.2.2 Task name		S		R	S
1.2.3 Task name	S		R	S	
1.4.2 Task name		S	R		S
1.4.5 Task name					R
1.5.1 Task name				R	

RACI Matrix



RACI Matrix

Project tasks	Product Owner	Business Analyst	Financial Lead	Design Director	Design Lead	CRM Lead	Head of CRM	Senior Stakeholders	AGENCY
1. Research									
Econometric model	C	C	A	I	I	C	I	C	R
Strategic framework	A	C	C	I	I	C	I	C	R
2. Define									
Product concept	A	C	I	C	I	C	C	C	R
User testing	A	C	I	I	I	C	I	I	R
User journey	A	C	I	I	I	C	I	C	R
Design framework	C	C	I	R	A	I	I	C	R
Technology recommendations	C	A	I	I	I	I	I	C	R
Measurement framework	R	C	A	I	I	C	I	C	R
Product backlog	A	R	I	C	I	C	I	C	C
Delivery roadmap	A	R	I	R	C	C	I	C	R

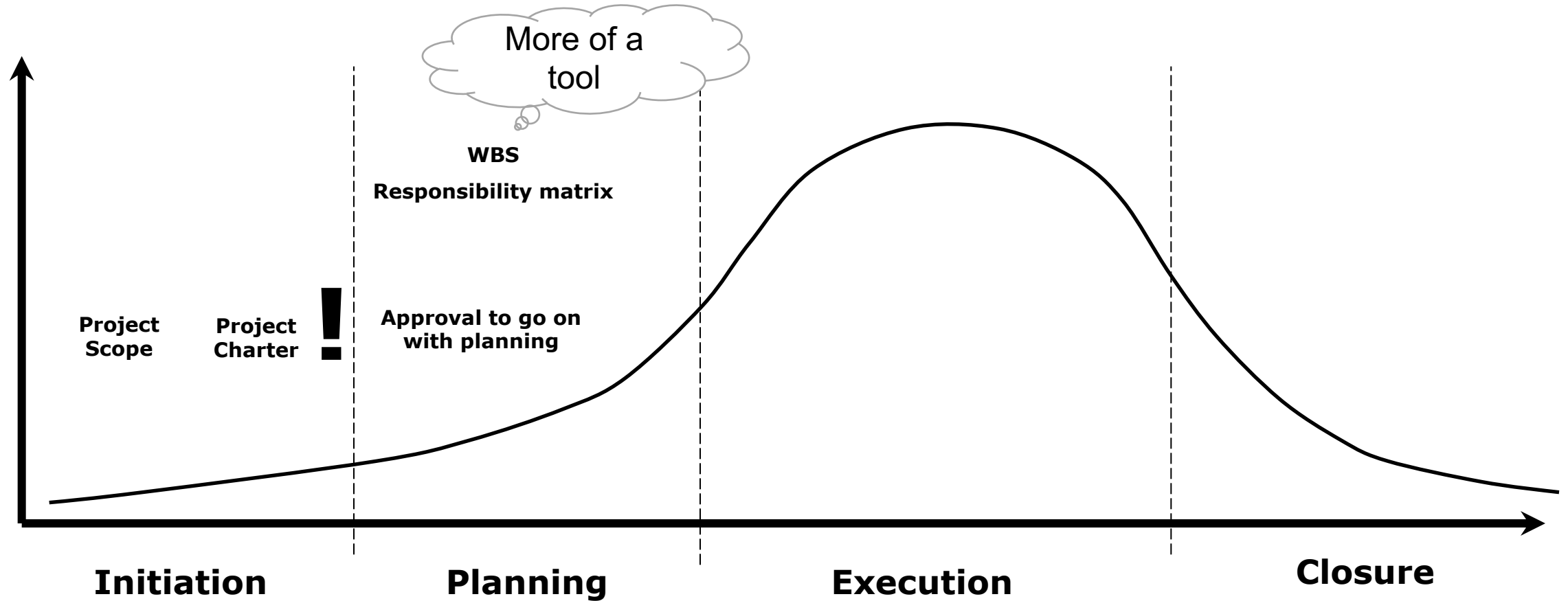
R – can be shared

A – cannot be shared!

R	Responsible
A	Accountable
C	Consulted
I	Informed

Paauwe, M. (n.d.). *Raci matrix definition - DRAGON1*. Dragon1 Software.
<https://www.dragon1.com/terms/raci-matrix-definition>

Project Phases



QUESTIONS?

References

1. Burke, R. (2003). *Project Management: Planning and Control Techniques*. 4th edition, Wiley: West Essex. (chapters 4, 5, 8).
2. Larson, E., & Gray, C. (2018). *Project Management: The Managerial Process* 7e. McGraw Hill.
3. Lock, D. (2013). *Project Management*. 10th edition, Gower. (chapter 3).