

UNIVERSITY FOR INTERNATIONAL COOPERATION

(UCI)

PROJECT MANAGEMENT PLAN FOR ADAPTING CORPORATE SOCIAL
RESPONSIBILITY IN AN ESTABLISHED BANKING ORGANIZATION IN BELIZE

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DEDICATION

This Research Project and ultimate degree is dedicated to my daughter Vivianne and to my life partner Eder. With you both, I can conquer anything.

ACKNOWLEDGMENTS

Above all, my deepest gratitude to God for His unwavering love and guidance throughout this process.

I want to thank my mother for her unconditional and steadfast support in all of my goals and her gentle reminders when I needed to stop, rest, and restart. Mami, gracias por todo.

A special thanks to the staff, tutors, and reviewers at UCI for their support and attentiveness.

Your support is appreciated.

ABSTRACT

The major functions of a public relations department are to create and maintain excellent relations with the organization's internal and external stakeholders, such as private, governmental, and societal entities. The purpose of this document is to present the importance of a public relations department within an institution to communicate the intent and application of corporate sustainability to the wider Belizean customer base. Public relations can have a strong impact on public awareness at a much lower cost than advertising (Kotler & Armstrong, 2006). Within this research, the aim is to promote the bank's efforts in sustaining and developing the social and physical environment in and of Belize. Modern public relations have evolved to embrace corporate sustainability; corporate sustainability is built around the organizational structure that embraces public relations theories and practices. Ecological, sociological, and corporate/business elements must be properly promoted internally and externally by utilizing public relations efforts to provide the most updated information to stakeholders/employees and the public (Penning, 2007).

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ABBREVIATIONS AND ACRONYMS

- ABL – Atlantic Bank Limited
- CSR – Corporate Social Responsibility
- FGP – Final Graduation Project
- HR – Human Resources
- PMBOK Guide® – Guide to Project Management Body of Knowledge
- PMI – Project Management Institute
- PMO- Project Management Office
- PR – Public Relationship
- UCI - Universidad para la Cooperación Internacional
- WBS – Work Breakdown Structure
- MIS – Management Information Systems

EXECUTIVE SUMMARY

According to Banik, public relations is a deliberate, planned, and sustained effort to establish and maintain mutual understanding and goodwill between an organization and its surrounding community. Public relations are an effort to identify and interpret the policies and programs of an organization to establish a bridge of understanding and goodwill between an organization and its public (Banik, 2004). Public relation defined as an applied social and behavioural science which measures evaluates and interprets the attitudes of the relevant public (Kaul, 1988). The scale of activities to promote good public relations may vary considerably according to the size, nature, philosophy, strategy, and method adapted by the organization.

Atlantic Bank Limited has a history of fifty years serving the communities of Belize and has fully immersed itself in community development and outreach to the wide Belizean public through corporate public relation strategies.

The general project objective was to develop a Project Management Plan for Atlantic Bank Limited that allows for the integration of long term Sustainable Corporate Social Responsibility and increase of business value. The specific objectives included creating supplemental management plans to be integrated into the overall project management document. The specific plans are integration, scope, time, cost, quality, resources, risk, procurement, communication and stakeholder management plans.

The results of this Project Management Plan include ten individual management plans. Each plan is drafted to aid the project manager during the project's execution. The specific objectives were to firstly develop the Integration Management Plan that unifies and coordinates the processes for project management activities in the form of a Project Charter. The Scope Management Plan defines all the project work required to successfully complete the project. The Schedule Management Plan will define the approach for creating a project schedule that will effectively manage the timely completion of the project. The Cost Management Plan focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget. The Quality Management Plan defines the project's quality policies, procedures, and requirements in order to effectively manage project and product quality from planning to final delivery. The Resource Management plan assists to identify, acquire, and manage all resources needed in order to successfully complete the project. The Communication Management Plan details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information. Developing the Risk Management Plan outlines the project risk management approach for identifying, categorizing, and effectively responding to project risks.

The Procurement Management Plan identifies the processes necessary to purchase or acquire goods, services or results needed for the project. Lastly, the Stakeholder Management Plan ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.

The methodology used for the research was analytical method. The main sources used to gather information included A Guide to the Project Management Body of Knowledge PMBOK® Guide (2021) and interviews which were held with the banking institution's project management officers. The information was analysed to create each subcomponent of the subsidiary plans used to develop the Project Management Plan for the adaptation of Sustainable Corporate Social Responsibility.

The Project Management Plan, developed using the PMBOK® Guide Seventh Edition, provided a new methodology for the project team to build a more thorough project management plan for a project with requirements to improve the way the institution would manage the project. The conclusion will surmise the overall objectives of the 10 individual management plans. It is recommended that the project team at Atlantic Bank Limited consider the use of the planning process and documents developed as the Project Management Plan as a basis for implementing a methodology for similar projects in the future.

The knowledge gained from this project is valuable for future project management strategies within the organization. Change management is crucial, as it requires a shift in stakeholders' mindsets towards the new requirement document. The Cost Management Plan guides the development of cost management performance measures and documents such as the Cost Baseline and the Project Funding Requirement. This plan has helped the organization itemize and estimate the cost of the project activities and monitor the project's performance to implement necessary corrective actions when inefficiencies are found.

Therefore, it is recommended to adopt a more structurally realistic approach to project management within the office. A detailed project management plan provides an indispensable opportunity to review shortcomings and areas of improvement for a project and explicitly create an estimate and seamless transition when the project is reviewed.

1 INTRODUCTION

1.1 Background

Belize has three commercial banks based in Belize – Heritage Bank, Belize Bank, and Atlantic Bank. Belize also has several credit unions and small mortgage lending institutions. Atlantic Bank is the third largest in the system with a 16 percent market share of loans and a 19 percent market share of deposits with a marked focus on retail and Small and Medium Enterprise banking.

Atlantic Bank Ltd. was established in Belize City on August 16th, 1971. Atlantic Bank offers personal and commercial banking services including savings accounts, certificates of deposit, checking accounts, loans, credit cards, point of sales, and other financial services. Atlantic Bank has 15 locations country-wide with a network of 18 ATMs.

The bank's holding company, Sociedad Nacional de Inversiones, S.A., a Honduran company, owns 55 percent of the bank's total shares with the remaining shares held by Belizean and Honduran investors.

1.2 Statement of the problem

Public relations can be defined as a communication strategy that builds a good reputation and mutually beneficial bonds between organizations and their targeted communities. In every organization, public relations serve as a vital anchor that keeps its reputation and external relationships afloat. It is a shield that minimizes risk and damage upon progress, initiating robust growth and evolution. Without it, detrimental

crises and issues will occur inevitably. Simply, public relations have become crucial in a modern business world where the simplest written word online is capable of bringing an entire organization down. The opportunity presented is the ability to adapt sustainable corporate social responsibility that would assist in community involvement and distinct public relations management. Public relations increase an organization's credibility because it earns the coverage of numerous trusted sources.

1.3 Purpose

To satisfactorily implement the project "Project Management Plan for Adapting Corporate Social Responsibility in An Established Banking Organization in Belize", the banking institution recognizes the need for an operational Project Management Plan that will guide the initiating, planning, executing, monitoring, and controlling, and closing of the project. With this in mind, the purpose of this project is to develop a comprehensive Project Management Plan that will introduce corporate social responsibility activities to the bank's culture by implementing a public relations department. This document will explore the steps to effectively create a project management plan, while providing reasoning and support for particular decisions made, as well as expanding on the project's additional plans, such as integration, scope, time, cost, quality, resources, communication, risk, procurement, and stakeholder management. The plan will then look at the different processes needed to properly execute activities.

1.4 General objective

To develop a comprehensive Project Management Plan for adapting sustainable corporate social responsibility for the Public Relations Department within the banking institution that allows for an increase in business value.

1.5 Specific objectives

1. To develop the integration management plan that will unify and coordinate the processes and project management activities.
2. To create a scope management plan to define all the project work required to complete the project.
3. To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.
4. To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget.
5. To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.
6. To create a resource management plan to identify, acquire, and manage all resources needed to successfully complete the project.

7. To create a communications management plan that details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information.
8. To develop a risk management plan that outlines the project risk management approach from identifying to categorizing and effectively responding to project risks.
9. To develop a procurement plan that identifies the processes necessary to purchase or acquire goods, services, or results needed for the project.
10. To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

Atlantic Bank operates in all areas of finance both short and long-term; destined for commerce, agriculture, export, and import as well as in the areas of real estate, tourism services, and others. The bank is aligned to international standards of excellence with professional, committed, and motivated staff. Atlantic Bank aims to:

- ❖ Provide local and international access to an array of financial products and services via a country-wide network of branches and a dynamic range of technology-driven channels.
- ❖ Create an environment for empowerment, respect, meaningful participation, growth, and development of staff.
- ❖ Optimize shareholder value through prudent financial management guided by ethical and moral standards.

Atlantic Bank was established on August 16th, 1971, and has expanded nationwide with a real-time network of 15 locations and 19 ATMs. Atlantic Bank Ltd. offers financial solutions to individuals, small businesses, and corporations in the areas of tourism, commerce, agriculture, and real estate among others. Atlantic Bank is one of the banking leaders within Belize in providing innovative banking services and intelligent solutions to its customers.

2.1.1 Mission and vision statements

Mission

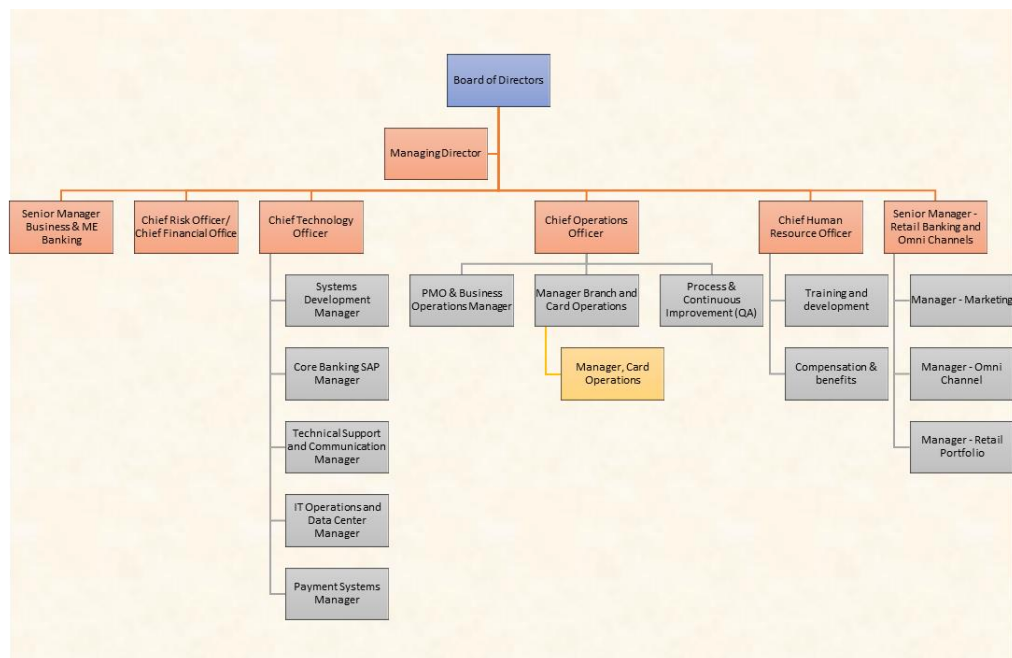
As a customer-centric institution, we stand for service, excellence, and innovation. We offer creative, value-added solutions to exceed our customers' needs and expectations. We are actively involved in the development of the communities we serve and deliver optimum returns to shareholders. We provide our employees with an environment that upholds empowerment, motivation, and professionalism (Atlantic Bank Limited , 2020).

Vision

For a trusted financial services partner, you will choose Atlantic Bank. We are the preferred service-oriented financial institution, dedicated to providing a unique, superior customer experience. We are aligned to international standards of excellence with professional, committed, and motivated staff (Atlantic Bank Limited , 2020).

2.1.2 Organizational structure

Figure 1: Architecture Structure



Note: Adapted from the *Bank's Archives*, Atlantic Bank, 2021

Atlantic Bank Limited is staffed with over four hundred and fifty (450) permanent and established staff. The financial institution is led by the Board of directors. Immediately followed is the Managing Director underneath and branching off to the audit committee. Departments are staffed with the six (6) chief officers which include the Senior Manager of Business & Medium Enterprise banking, Chief Risk Officer, Chief Technology Officer,

Chief Operations Officer, Chief Human Resource Officer, and the Senior Manager in Retail and Omni Channel banking. Each of the executives' comprise of a list of staff

departments in which they manage and oversee the proper functioning of each department role that adequately provides services and products to the customers.

2.1.3 Products Offered

Atlantic Bank offers five prestigious credit cards with attractive interest rates and benefits to enhance the customer's purchasing power. Atlantic Bank's cards are accepted at local and international locations making shopping an ease. It can be used at any ATM where the Visa and/or Mastercard logos are displayed. Cardholders have access to revolving credit at competitive interest rates to facilitate business or personal expenses. Other services provided include Credit Facilities such as Commercial Lending, Letters of Credit, Online Banking, Payroll Services, and Customer Forms. The listed products allow customers to access and manage business accounts anytime and from anywhere. In addition to the ability to audit or reconcile business finances, access real-time account information, and pay bills online. The bank provides E-commerce services encompassing Point of Sale (POS), Payment Gateway, E-Packaging, and Hotel Internet Reservation System (HIRS). Atlantic Bank's e-commerce is a unique and innovative payment solution with authentication and verification elements that allow customers to pay online and in real-time. The stated gateways provide the merchants with a secured avenue to collect credit and debit cards.

2.2 Project Management Concepts

The PMBOK Seventh Edition defines project management as "... the Application of Knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of

the project management processes identified for the project.” (Project Management Institute, 2021). Project management is important to achieving the strategic objectives and goals of any institution. The project manager will use the processes outlined in the inputs tools and techniques to develop a project management plan. This will include the project charter, examining the enterprise's environmental factors and the organizational process assets. The project manager seeks to identify stakeholders and engage them in the intended outcomes of the FGP. The development of the project management plan will aid all stakeholders in understanding how the adaptation of sustainable corporate social responsibility will be executed, monitored, controlled, and implemented.

2.2.1 Project Management Principles

Project managers should "continually evaluate risk exposure, both opportunities and threats, to maximize positive impacts and minimize negative impacts to the project and its outcomes" (PMBOK® Guide, Seventh Edition, The Standard for Project Management, p. 53). The twelve (12) Principles of project management considered in projects include the following:

- I. Stewardship: A holistic view of stewardship considers financial, social, technical, and sustainable environmental awareness when implementing a department at the financial institution. This encompasses responsibilities within and external to the organization which include: Integrity, Care, Trustworthiness, Compliance.

- II. Team: A collaborative team environment allows for the alignment with the organizational culture and guidelines. In addition, the individual learning and development in order to optimize a successful project execution.
- III. Stakeholders: Engage stakeholders proactively and to the degree needed to contribute to project success and customer satisfaction.
 - ❖ Stakeholders influence projects, performance, and outcomes.
 - ❖ Project teams serve other stakeholders by engaging with them.
 - ❖ Stakeholder engagement proactively advances value delivery
- IV. Value: Continually evaluate and adjust project alignment to business objectives and intended benefits and value.
 - ❖ Value is the ultimate indicator of project success.
 - ❖ Value can be realized throughout the project, at the end of the project, or after the project is complete.
 - ❖ Value, and the benefits that contribute to value, can be defined in quantitative and/or qualitative terms.
- V. Systems Thinking: recognizing the functionality and interdependent ability amongst sectors/departments allows for a responsive system interaction to allow positive outcomes.
- VI. Tailoring: The specifics of a project are covered by tailoring each project according to the requirements and the outlined criteria standards that meets acceptance by stakeholders. Tailoring is a continuous process throughout the project.

- VII. Quality: Projects must focus on the acceptance requirements set forth by the project's stakeholders. This allows for project team members to fulfil the criteria for deliverables as efficiently as possible.
- VIII. Complexity: Events and/or conditions can affect the execution of a project and its value. Therefore, team remain responsive to identifying methods to reduce the impact of a project's complexity.
- IX. Risk: Exposure to risk must be continually monitored, mitigated and addressed to avoid impact in project execution. Risks can be positive (opportunities) or negative (threats) depending on the requirements of the project.
- X. Adaptability and Resiliency: Responding to a rapid changing environment allows for adaptability. Recovering from an impact to changes results in resiliency. Both intend to assist the project and recover from any setback.
- XI. Change: A systematic method for managing change facilitates the transition of individuals, groups, and organizations from their current state to a desired future state. Change can arise from either internal factors or external influences.
- XII. Leadership: Demonstrate and adapt leadership behaviours to support individual and team needs.
- ❖ Effective leadership promotes project success and contributes to positive project outcomes.
 - ❖ Any project team member can demonstrate leadership behaviours.

2.2.2 Project management domains

Developed by the Project Management Institute (PMI), a Project Performance Domain is defined as a group of related activities that are critical for the effective delivery of project outcomes as seen in Figure 2. The domains include Stakeholder, Team, Development Approach & Life cycle, Planning, Project Work, Delivery, Measurement, and Uncertainty.

All the aforementioned topics relate to the development of the FGP because effective interaction with each domain will promote productive involvement and implementation throughout the phases of the project lifecycle.

The **Stakeholders** domain relates to the engagement of stakeholders for positive contributions for a successful project outcome, their communication, and input if of impact/influence for decision making

Project Performance Domains

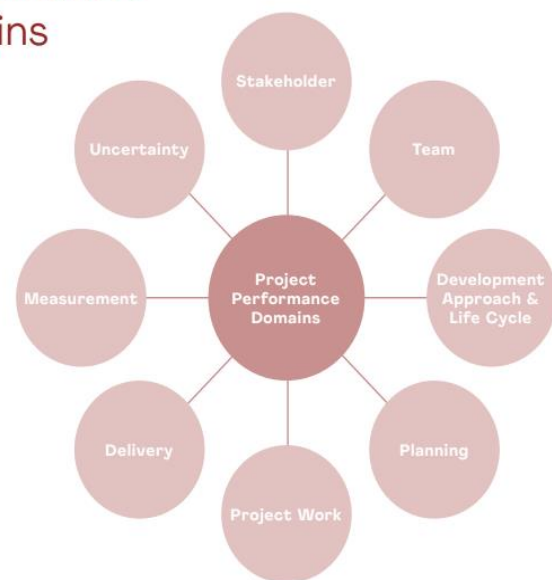


Figure 2: Project Performance Domains

Note: Extracted from the PMBOK Guide Project Performance Domains, 2021

Regarding the **Team** domain the focus is on the behaviours and actions of the project team. The project team consists of various bank resources while in alignment with the strategy of the bank.

The **Development Approach and Life Cycle** highlight the processes and procedures of the project in line with deliverable requirements set out by the project manager, in addition to the project restructuring or changes that may occur during its lifecycle.

The **Planning** domain emphasizes the criteria set out to ensure that the project is organized and within the scope of the project. Policies and procedures should be created and used as guidelines throughout the project cycle.

Project Work features the administration of the actual tasks and activities to create a sustainable working environment. In addition to the planning, the tasks should be carried out according.

The **Delivery** domain's importance is the provision of business value and the final product to the intended user. The project team aims to produce a deliverable in line with the client's expectations and the bank's strategic plan.

The **Measurement** domain delivers the importance of evaluating and measuring project results. By setting forth the management plan, key indicators should be created to ensure that targets are being met and on schedule throughout the project's lifecycle.

The **Uncertainty** domain communicates the ambiguity that is characteristic in all projects, which may positively or negatively impact the project execution. Where possible, the team should meet and list all possible risks along with contingency and risk mitigation plans outlined in the planning phase.

2.2.3 Predictive, adaptative, and hybrid projects

An **adaptive project** is when the scope of work and requirements for the project are difficult to define, therefore creating a rapidly changing environment. Requirements are clarified in short iterations (cycles) and therefore require an Agile approach. Adaptive project management can also be referred to as “responsive” or “iterative”. It is most often simply called Agile project management, “Agile thinking”, or “an Agile approach”.

Predictive project management refers to when the scope of work and requirements for the project are clear and justify the detailed upfront planning. You’ll also see predictive project management called “traditional”, “conventional”, or “Waterfall” project management.

Predictive and adaptive approaches, known as hybrid, arise when both approaches work extraordinarily well together. Within the FGP, the project will adopt a more hybrid approach given the timespan estimated to create the department and also the need to easily adopt a Public Relations Department that can support, and address customers' concerns arising for the institution.

2.2.4 Project Management

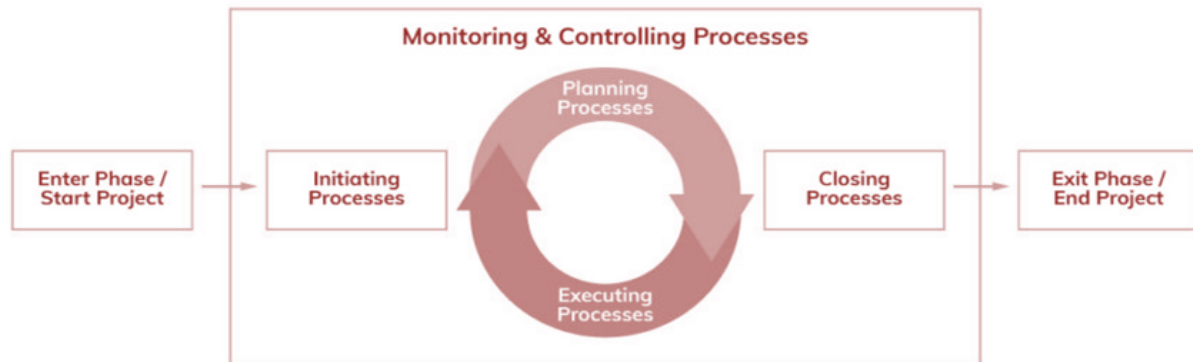
Project Management is defined as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements PMBOK® Guide (2021) . The Project Management Institute developed and published A Guide to the Project Management Body of Knowledge. This guide is a foundation on which organizations can build methodologies, policies, procedures, rules, tools techniques and life cycle phases

needed to practice project management. The Process Groups: A Practice Guide (2022) shares ten (10) knowledge areas and forty-nine (49) processes that project management managers, project management teams, and project management offices can use to manage projects.

2.2.5 Project Management Knowledge Areas and Processes

Within project management theory, a knowledge area is commonly considered to be a complete set of concepts, terms, and activities that comprise a professional field or area of specialized interest. According to the PMBOK® Guide (2021) there are ten (10) knowledge areas, which are broad categories under which management processes are classified, now called process groups. These processes may intersect and overlap different areas. Figure 3 below depicts the project management areas. For the execution of this project, these processes will be incorporated in their full capacity.

Figure 3: Project Management Processes



Note: Adapted from Project Management Institute Seventh Edition

The process groups are initiating, planning, executing, monitoring, and control, and closing. These process groups applied to knowledge areas in project management makeup forty-nine processes. To complete this project and to adapt Corporate Social responsibility sustainable practices at Atlantic Bank Limited, these processes will be applied to the different activities within the project’s lifecycle.

PMBOK seventh edition defines the knowledge areas as “... Fields or areas of specialization that are commonly employed when managing projects. A knowledge area is a set of processes associated with a particular topic in project management,” PMBOK® Guide (2021). The ten knowledge areas are Project Integration Management Project Scope Management Project Schedule Management Project Cost Management Project Quality Management Project Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management. The

Project Knowledge Areas are used to fulfil the specific objectives for completing and implementing Public Relations. This includes the development of subsidiary plans listed in the project charter. The project management plan developed will incorporate the ten knowledge areas to be used for the development of the Public Relations Department and incorporate the goal of better corporate social responsibility.

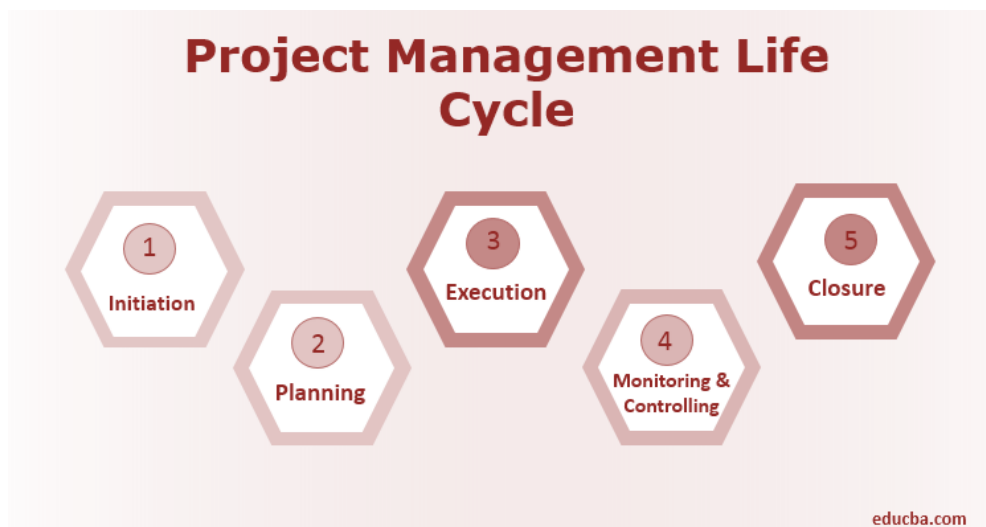
The knowledge areas focused within this Final Graduation Project are:

- ❖ Scope management which will ensure that the project includes all the work required to complete the project successfully.
- ❖ Integration management plan which will assist in identifying, define, combine, unifying, and coordinating the various processes and project management activities within the process groups.
- ❖ Cost management which will ensure proper managing and controlling of costs so that the project can be completed within the approved budget given by the Board of Directors of Atlantic Bank Limited.
- ❖ Quality management which will control the project and quality requirements to meet stakeholders' objectives.
- ❖ Communication management which will ensure that the needs of the project and its stakeholders are met and transparently shared with all project stakeholders.
- ❖ Stakeholder management which will identify the people, groups, or organizations that could impact or be impacted by the implementation of the new department.
- ❖ Risk management which will identify, analyse, monitor, and plan responses for risks within the project to develop the PR department.

- ❖ Time management to ensure that planning for the new department is done within the approved estimated timeframe.
- ❖ Human resource management to ensure the assigning of resources to activities and deliverables in a manner that complies with the work hours required by Atlantic Bank Limited.
- ❖ Procurement management to assist in identifying and assigning contracts to trainers and staff members who would need resources to properly integrate new staff members and procure department hardware.

2.2.6 Project Life Cycle

Figure 4: Project Management Life Cycle



Note: Adapted from EDUCBA An Introduction to the Project Management Lifecycle, January 2023.

This collection of phases consequently transforms the initial concept into a department. Each phase is a collection-related project activity, ending with the production of deliverables. These phases provide a basic framework for the managing of any project work.

There are different types of project life cycles, namely:

- ❖ Predictive life cycle – also referred to as waterfall life cycle. In this type of life cycle, the triple constraint (scope, time, and cost) is established ahead of time and should be carefully managed since the project deliverable is presented at the end of the cycle.
- ❖ Adaptive cycle – also referred to as an agile life cycle. In this type of life cycle, the scope of the project is arranged ahead of a cycle. Changes can happen on a needs-be basis.
- ❖ Hybrid life cycle – In this life cycle, there is a combination of both predictive and adaptive life cycles.

The PMBOK® Guide explains a project life cycle as “a series of phases that a project passes through from its start to its completion” PMBOK® Guide (2021). For this project, the project scope, time, and cost will be determined in the early phases of the life cycle, thus, it will be a predictive life cycle.

2.2.7 Company Strategy, Portfolio, Programs and Projects

The Institute for Management Development defines a business strategy as a guiding tool for organizational decisions. Additionally, Shaw (2021) asserts that a business strategy

assists companies in defining methods and tactics in every aspect of work, from hiring staff to creating new products/services.

A 2020 Insider Intelligence survey of banking executives (Phaneuf, 2022) found that 66% believe new technologies like blockchain, artificial intelligence (AI), and the Internet of Things (IoT) will have the greatest impact on banking by 2025. As such, Atlantic Bank strategizes to win over the Belizean market by creating and adapting distinctive features shared

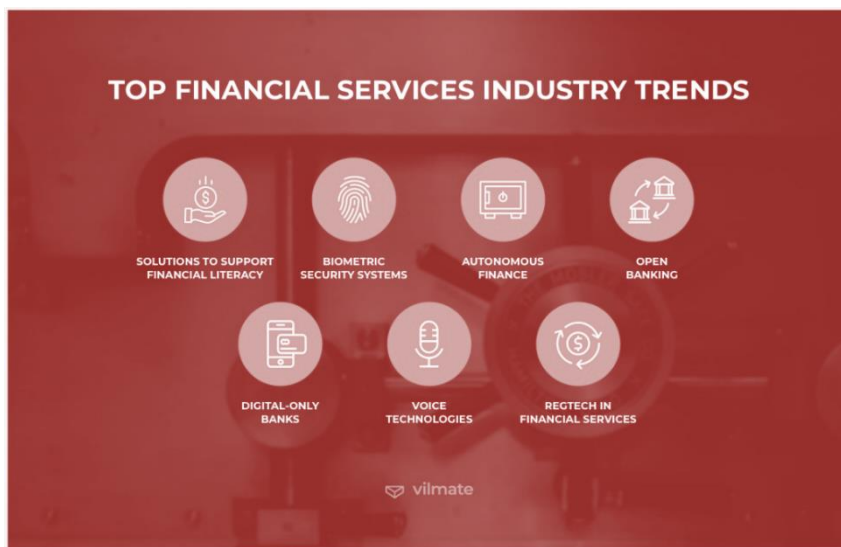


Figure 5: Top Financial Industry Trends

Note: Extracted from an Insider Intelligence Article by Alicia Phaneuf on April 15, 2022

in Figure 5, that will integrate modern technology into everyday banking for customers. These plans are to be properly executed by the project management department and with the assistance of both a marketing department and a public relations department to disseminate such strategies to the wider public and existing customers and integrate sustainable corporate social responsibility.

2.3 Other Applicable Theories

This section includes information, related to Public Relations and Corporate Social Responsibility management, and its weight within the development of the department within a financial institution.

Environmental Project Management

Overview of the project's framework which incorporates the tenets of project management; however, additional principles will guide this project towards environmental project management. The concept of Environmental Project Management is a relatively new term, and to some, its definition is managing the environment as a project. However, the authors (Sholarin, 2015) describe environmental project management as "a concept that uses project management principles, methods, and processes, to manage and improve an element of the ecosystem to achieve a sustainable outcome." The framework of environmental project management gears towards environmental compliance, environmental management, and environmental project planning. The framework aims to achieve the following:

- ❖ Protect human health and the environment.
- ❖ Facilitate more effective and efficient environmental monitoring and remediation of contaminated sites and
- ❖ Provide a social benefit for people and the community (Back, 2018)

Corporate Social Responsibility

A self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public. By practicing corporate social responsibility, also

called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

Within the FGP, the topic presents the development of a Public Relations Department to acquaint Corporate social responsibility within the financial institution. Presently, most corporations follow different methodologies to implement Corporate Social Responsibility (CSR) approaches. In most cases, institutions follow CSR methodology that reflects only its shareholders' interest neglecting its community interest. Critical analysis and comparison of the main CSR theories are presented also, followed by a conclusion about a comprehensive form of CSR that targets both shareholder's and community interest. Theories that are related as such include, but are not limited to:

Triple Bottom Line Theory

Which expands conventional business success metrics to include an organization's contributions to social well-being, environmental health, and a just economy. These bottom-line categories are often referred to as the three "P's": people, planet, and prosperity (Kelsey Miller, 2020).

Stakeholder Theory

Edward Freeman's stakeholder theory holds that a company's stakeholders include just about anyone affected by the company and its workings (Freeman,1984). The stakeholder theory is a view that stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities, and others who have a stake

in the organization. The theory argues that a firm should create value for all stakeholders, not just shareholders (Freeman, 1984).

Validation of the FGP in the field of regenerative and sustainable development

Establishing a culture of Corporate Social Responsibility (CSR) is important, and public relations plays a critical role in establishing a brand's trustworthiness. The relationship between Public Relations (PR) and CSR is essential as companies must communicate the tangible steps, they're taking that reflect their ethical foundation and beliefs and the position they have within regenerative and sustainable development. However, it can be a challenging tightrope to walk. PR professionals need to be adept at telling the CSR story honestly and authentically without coming off as performative or suggesting that the business is only pursuing CSR as a marketing tactic.

CSR has been viewed as the continuing commitment by business to behave ethically and to contribute to economic development while improving the quality of life of the workforce and their families (Abdul Rashid and Ibrahim, 2002). Companies that become synonymous with their philanthropic efforts will garner more positive media coverage, and these CSR efforts can become a focal point of the conversation around the bank itself, attracting more customers within the country. Therefore, this FGP creates the path for Atlantic Bank to adapt regenerative and sustainable practices for the betterment of customers and the wider Belizean communities.

2.4 Current Situation of the Problem or Opportunity in Study

Banking today is a complex service with a myriad of product and service offerings. The digitization of the economy has meant that in-person interactions are minimal today; the personal client-bank relationship has undergone a technological change. The competition between banks in Belize is greater too. Banks need to build a strong relationship with customers and attract new ones and therefore PR in the banking sector is important. This implementation assists in the growth of the bank's brand and strengthens it with the wider public.

Public Relations for banks are of utmost importance, more so that it is hard to keep the brand well ingrained in the customer's mind and also maintain a favourable image consistently. For instance, not commenting on a major new financial amendment can be perceived as the brand being too inactive. If there's a disconnection of communication within the Bank's payment methods, lack of communication could result in disgruntled customers, it's these kinds of areas where PR can make a qualitative difference. Banks need to keep a continuous outflow of information going, this can be related to new offerings, warnings of any new ingenious ways of criminals to siphon customer funds through scamming for example and share views on new financial rules.

The banking sector is vulnerable to scams and other financial issues that could make bad press and completely damage the image of a bank. A Public Relations Department can usually foresee any upcoming crisis and become proactive. Even in the case a crisis breaks out, a PR agency can smoothly and seamlessly handle the situation and salvage the image of

the bank. It can also soothe the chaos that can ensue after the wider media gets wind of any issue.

2.4.1 Previous Research Done for the Topic in Study.

A study at a Norwegian University of Life Sciences poses the theory on the manager's perception of success versus the Bank's real performance when integrating CSR within its institution, this research thoroughly reviews the performance indicators and the success of establishing CSR in Nepal's commercial bank thereby providing insight on the research topic chosen for this thesis, this research poses a distinctive point of view for an already developed first world country (Adhikari, 2013).

Similarly, a study conducted at Luleå University of Technology (Carlsson & Åkerstöm, 2008) , delves into another small-scale financial institution in Europe that studied why Öhrlings Price Waterhouse Coopers engage in CSR, how they apply CSR, and how it affects their financial performance .

With studies done in developed countries, one study highlighted as an input for this FGP includes a study behind the effect of corporate social responsibility on banks' competitive advantage: Evidence from Ethiopian Lion International Bank (Eyas, Arefayne, & Ntim, 2020) which had similar traits to the country of Belize and will assist in developing the department with this engagement in mind.

3 METHODOLOGICAL FRAMEWORK

A methodological approach generally refers to an organized and systematic way to resolve a preidentified problem along with the process of arriving at a solution. This chapter provides the overall strategy and motivation for the research project as well as details about sources, research methods and tools used in the execution of this FGP.

3.1 Information sources

Information sources are described as the degree to which social influence, advertising, published reviews, and exposure to technology influence the development of an individual's normative beliefs (Venkatesh, 20025). Information can emanate from several sources in varying forms. Information can be in the form of magazines, articles, reports, books, electronic data, online information, experiences, and observations to name a few. IGI Global cites an information source as a person, thing, or place from which information comes, arises, or is obtained. Information sources can be known as primary or secondary.

3.1.1 Primary sources

Primary sources are conduits of primary data. ITHACA College (n.d) states: That primary source provides direct or firsthand evidence about an event, object, person, or work of art. Primary sources include historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects. Interviews, surveys, fieldwork, and Internet communications via email, blogs, and newsgroups are also primary sources. In the natural and social sciences, primary sources are often empirical studies-research where an experiment was performed, or

direct observation was made. The results of empirical studies are typically found in scholarly articles or papers delivered at conferences.

The Primary sources gathered for this research purpose include institutional archives, reports, questionnaires delivered to staff, wider bank customers, and the Project Management Institute (PMI) PMBOK Guide® Seventh Edition and interviews scheduled with the Marketing and Omnichannel Department where the senior manager would primarily hold the responsibility of a public relations department. These documents consist of correspondence with stakeholders, budget evaluations, and employee agreements.

3.1.2 Secondary sources

Secondary sources are conduits of secondary data. ITHACA College (n.d) states, “Secondary sources describe, interpret, discuss, comment upon, analyze, evaluate, summarize, and process primary sources. Secondary source materials can be published in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that discuss or evaluate someone else's original research” (p.3).

The secondary sources are company policies and manuals, online material, and staff interviews. The company’s employee manuals displayed the authority of each position within the organization. The human resource policies also form part of secondary resources as they govern the hiring processes and training procedures. The online material highlighted includes the additional research and bibliographical data gathered to identify implementation requirements for the development of the PR Department.

Chart 1 - Information sources (Source: Author of Study)

Objectives	Information sources	
	Primary	Secondary
To develop the integration management plan that will unify and coordinate the processes and project management activities.	<ul style="list-style-type: none"> ❖ Research within the bank's archives with correspondence, employee contracts, and customer feedback. ❖ Research PMBOK Guide® seventh edition 	<ul style="list-style-type: none"> ❖ Research Atlantic Bank's updated staff policies and manuals. ❖ Explore Atlantic Bank's updated organization chart.
To create a scope management plan to define all the project work required to complete the project.	<ul style="list-style-type: none"> ❖ Research PMBOK Guide® seventh edition ❖ Review the institution's updated manuals of authority 	<ul style="list-style-type: none"> ❖ Research public relations procedures currently in place. ❖ Examine staff policies ❖ Review the institution's human resource policies. ❖ Research CSR guidelines practiced under the bank's current strategy ❖ Research online samples of PR department development.
To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.	<ul style="list-style-type: none"> ❖ Research PMBOK Guide® seventh edition 	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank.
To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed	<ul style="list-style-type: none"> ❖ Research PMBOK Guide® seventh edition 	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank. ❖ Research department implementation strategies within the institution.

Objectives	Information sources	
	Primary	Secondary
within the approved budget.		
To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.	❖ Research PMBOK Guide® seventh edition	<ul style="list-style-type: none"> ❖ Research online samples ❖ Review the institution's human resource policies.
To create a resource management plan to identify, acquire, and manage all resources needed to successfully complete the project.	❖ Research PMBOK Guide® seventh edition	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank. ❖ Research department implementation strategies within the institution.
To create a communications management plan that details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information.	❖ Research PMBOK Guide® seventh edition	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank. ❖ Research department implementation strategies within the institution. ❖ Review the institution's human resource policies.
To develop a risk management plan that outlines the project risk management approach from identifying to categorizing and effectively responding to project risks.	❖ Research PMBOK Guide® seventh edition	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank. ❖ Research department implementation strategies within the institution.
To develop a procurement plan that identifies the processes necessary to purchase or acquire goods,	❖ Research PMBOK Guide® seventh edition	❖ Review Current Project Management practices established within the bank.

Objectives	Information sources	
	Primary	Secondary
services or results needed for the project.		❖ Research department implementation strategies within the institution.
To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.	❖ Research PMBOK Guide® seventh edition	<ul style="list-style-type: none"> ❖ Review Current Project Management practices established within the bank. ❖ Research department implementation strategies within the institution. ❖ Review the institution's human resource policies.

3.2 Research methods

Walliman states, “research methods are a range of tools that are used for different types of enquiries” (p. 1). The investigation conducted was systematic. (Walliman, 2011) adds, “They represent the tools of the trade, and provide you with ways to collect, sort and analyze information so that you can come to some conclusions.” (p. 7). Varying research methods are to be employed in compiling this document.

3.2.1 Analytical method

Analytical research is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. A variety of people including students, doctors and psychologists use analytical research during studies to find the most relevant information (Kothari, 2004).

3.2.2 Quantitative method.

Quantitative research refers to the systematic empirical investigation of any phenomena via statistical, mathematical, or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena.

Quantitative research is generally made using scientific methods, which can include:

- ❖ The generation of models, theories, and hypotheses
- ❖ The development of instruments and methods for measurement
- ❖ Experimental control and manipulation of variables
- ❖ Collection of empirical data
- ❖ Modelling and analysis of data
- ❖ Evaluation of results

3.2.3 Empirical method.

(Walliman, 2011) states “Inductive reasoning states form specific observations or sensory experiences and then develops a general conclusion from them.” (p. 17). Walliman states, “we should ensure that we make a large number of observations, we repeat them under a large range of circumstances and conditions and that no observations contradicts the generalization we have made from the repeated observations.” (p. 18) Quantitative research refers to the systematic empirical investigation of any phenomena via statistical, mathematical, or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses about phenomena.

Chart 2 - Research Methods (Source: Author of the Study)

Objectives	Research methods		
	Analytical Method	Empirical Method	Quantitative Method
To develop the integration management plan that will unify and coordinate the processes and project management activities.	By analyzing the feedback responses from the chief operating officer, the research can narrow down how the implementation can occur.	Corporate Social Responsibility practices were observed on ongoing customer complaints and engagement activities.	
To create a scope management plan to define all the project work required to complete the project.	To identify what good practices are essential for proper public relations management.		
To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.	Schedule management plans are outlined in the readings. Similar projects have been done and will be used to create a time management plan.		
To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget.			Reviewing past cost documents used to implement departments within the institution.

Objectives	Research methods		
	Analytical Method	Empirical Method	Quantitative Method
To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.		Observations of where the shortcoming of the CSR activities fall within the institution when attending to clients.	
To create a resource management plan to identify, acquire, and manage all resources needed to complete the project.			To collect data on staff who are already qualified to work in the department or venture into the management of the department.
To create a communications management plan that details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information.	Assess past communication plans created from previous projects.	Interview with the associated director for communications and customer engagement.	
To develop a risk management plan that outlines the project risk management approach from identifying to categorizing and effectively responding to project risks.		Stakeholder engagement calls with chief officers to ensure all risks develop proper mitigation calls.	Reviewing documents used to implement departments within the institution.
To develop a procurement plan that identifies the processes necessary to purchase or acquire goods, services, or	Analyze past documents that assist in the procurement process for any project.		

Objectives	Research methods		
	Analytical Method	Empirical Method	Quantitative Method
results needed for the project.			
To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.	Ascertain the key characteristics of information that must be integrated within CSR.	Analyze which characteristics must be integrated or absorbed into the bank's practices.	

3.3 Tools

Many different methodologies can be used for data collection and analysis. Most are based around a core set of basic tools. These include interviews, focus group discussions, observation, photography, video, surveys, questionnaires, and case studies. Data may also be generated through direct measurement, reviewing secondary data, and informal project/programme management processes. Merriam-Webster defines a tool as “something (such as an instrument or apparatus) used in operating or necessary in the practice of a vocation or profession.” To conduct this research several tools must be administered.

3.3.1 Interviews

Interviews are probably the most common tool used in planning, monitoring, and evaluation. They can be carried out with one person at a time (individual interviews) or

groups of people. They can be administered formally or informally. They can be carried out face-to-face or through remote media such as telephone and Teams.

3.3.2 Questionnaires

Surveys and questionnaires: These are designed to collect and record information from many people, groups, or organizations in a consistent way. A questionnaire is a form containing questions. It may be a printed form or one designed to be filled out online. Questionnaires may be administered in many different ways. A survey, by contrast, is normally a large, formal exercise.

3.3.3 Observation

In the simplest terms, observation involves ‘seeing’ things – such as objects, processes, relationships, events – and formally recording the information. There are different types of observation. Structured or direct observation is a process in which observations are recorded against an agreed checklist. Expert observation is usually carried out by someone with specific expertise in an area of work and involves the expert observing and recording information on a subject.

Chart 3 - Tools (Source: Author of Study)

Objectives	Tools
<p>To develop the integration management plan that will unify and coordinate the processes and project management activities.</p>	<ul style="list-style-type: none"> I. Interview staff members engaged and responsible for customer service interactions. II. Expert judgment from senior personnel III. Observation of customer complaint processes.
<p>To create a scope management plan to define all the project work required to complete the project.</p>	<ul style="list-style-type: none"> I. Interview staff members engaged and responsible for customer service interactions. II. Expert judgment from senior personnel III. Observation of customer complaint processes. IV. Cost Benefit Analysis of staffing and developing a PR apartment
<p>To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.</p>	<ul style="list-style-type: none"> I. Analytical technique to make evaluation on information received. II. Expert judgment from senior personnel
<p>To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget.</p>	<ul style="list-style-type: none"> I. Analytical technique to make evaluation on information received. II. Expert judgment from senior personnel
<p>To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.</p>	<ul style="list-style-type: none"> I. Data analysis II. Expert judgment
<p>To create a resource management plan to identify, acquire, and manage all resources needed to successfully complete the project.</p>	<ul style="list-style-type: none"> I. Previous cases II. Policies and procedures III. Expert Judgement
<p>To create a communications management plan that details the communication needs and expectations for</p>	<ul style="list-style-type: none"> I. Meetings II. Interviews III. Expert judgment

Objectives	Tools
the project with timely and effective communication strategies to disseminate key information.	IV. Marketing plan V. Policies and procedures
To develop a risk management plan that outlines the project risk management approach from identifying to categorizing and effectively responding to project risks.	I. Regulatory documentation II. Expert judgment III. Interviews
To develop a procurement plan that identifies the processes necessary to purchase or acquire goods, services, or results needed for the project.	I. Analytical technique to make evaluation on information received. II. Expert judgment from senior personnel
To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.	I. Interview staff members engaged and responsible for customer service interactions. II. Expert judgment from senior personnel III. Observation of customer complaint processes.

3.4 Assumptions and Constraints

3.4.1 Assumption.

Assumptions are accepted as true, or at least plausible, by researchers and peers. In other words, any scholar reading this paper will assume that certain aspects of this study are true given Belize's population, statistical test, research design, or other delimitations.

The assumption for this document is as follows:

- I. It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.
- II. It is assumed that all relevant information can be readily sourced.
- III. It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.

IV. It is assumed that the executives will grant the use of relative data for this research.

3.4.2 Constraints.

The limitations in research are the constraints in design, methods, or even researchers' limitations that affect and influence the interpretation of your research's ultimate findings. These are limitations on the generalization and usability of findings that emerge from the design of the research and/or the method employed to ensure validity both internally and externally.

Chart 4 - Assumptions and constraints (Source: Author of Study)

Objectives	Assumptions	Constraints
<p>To develop the integration management plan that will unify and coordinate the processes and project management activities.</p>	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p> <p>3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p> <p>4- It is assumed that the executives will grant the use of relative data for this research.</p>	<p>Insufficient time to gather data on the project expense and training requirements.</p>
<p>To create a scope management plan to define all the project work required to complete the project.</p>	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p>	<p>The project plan may not have sufficient details due to confidentiality notices provided by the bank.</p>

Objectives	Assumptions	Constraints
	<p>3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p> <p>4- It is assumed that the executives will grant the use of relative data for this research.</p>	
<p>To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.</p>	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p> <p>3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p>	<p>The time allotted to complete the adaptation of sustainable CSR requirements must be compatible with current projects under execution and their subsequent timelines.</p>
<p>To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget.</p>	<p>It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p>	<p>Due to the project timeline and the required hiring of a potential new manager for PR, the team may have a delay in providing adequate hiring costs and budgeting.</p>
<p>To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.</p>	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p> <p>3 - It is assumed that interviews with key staff members can be conducted</p>	<p>The bank may not have a proper Quality Assurance team established to support the proper quality management required for project execution which may lead to inadequate project deliverables.</p>

Objectives	Assumptions	Constraints
	timely and without disruption of the workday.	
To create a resource management plan to identify, acquire, and manage all resources needed to complete the project.	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p> <p>3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p>	Not all resources identified will be readily available to the project.
To create a communications management plan that details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information.	<p>2 - It is assumed that all relevant information can be readily sourced.</p>	<p>All stakeholders must have access to external emails to conduct interviews and communication with any third-party involvements.</p> <p>Communication must be followed according to the management plan.</p>
To develop a risk management plan that outlines the project risk management approach from identifying to categorizing and effectively responding to project risks.	<p>1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology.</p> <p>2 - It is assumed that all relevant information can be readily sourced.</p> <p>3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.</p>	Unidentified risk may emerge as the project is developed. They may need to be updated as the project goes along. A major classified risk is the disapproval of CSR practices due to cost implications.

Objectives	Assumptions	Constraints
To develop a procurement plan that identifies the processes necessary to purchase or acquire goods, services, or results needed for the project.	2 - It is assumed that all relevant information can be readily sourced.	Different ranges of procurement processes for the institution may lead to uncertainty.
To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.	1 - It is assumed that Atlantic Bank Limited will grant permission to execute the proposal of a methodology. 2 - It is assumed that all relevant information can be readily sourced. 3 - It is assumed that interviews with key staff members can be conducted timely and without disruption of the workday.	A key stakeholder is not integrated from the beginning of the project for feedback leading to changes requested during execution and disrupting scheduled activities.

3.5 Deliverables

The term "deliverables" is a project management term that's traditionally used to describe the quantifiable goods or services that must be provided upon the completion of a project. Deliverables can be tangible or intangible. For example, in a project focusing on upgrading a firm's technology, a deliverable may refer to the acquisition of a dozen new computers (Bloomthal, 2022). Deliverables are typically tangible components completed to meet the project objectives and can include elements of the project management plan” (p. 84). Project Management Institute (2013) further states “deliverables are produced as outputs from processes performed to accomplish the project work as planned and scheduled in the project management plan” (p. 81)

Chart 5 - Deliverables (Source: Author of Study)

Objectives	Deliverables
To develop the integration management plan that will unify and coordinate the processes and project management activities.	Integration Management Plan
To create a scope management plan to define all the project work required to complete the project.	Scope Management Plan
To create a schedule management plan that will define the approach for creating and monitoring a project schedule that will effectively manage the timely completion of the project.	Schedule/Time Management Plan
To develop a cost management plan that focuses on the key processes necessary for establishing a project budget and ensuring the project is completed within the approved budget.	Cost Management Plan
To develop a quality management plan that defines the project's quality policies, procedures, and requirements to effectively manage project and product quality from planning to final delivery.	Quality Management Plan
To create a resource management plan to identify, acquire, and manage all resources needed to successfully complete the project.	Resource Management Plan
To create a communications management plan that details the communication needs and expectations for the project with timely and effective communication strategies to disseminate key information.	Communication Management Plan
To develop a risk management plan that outlines the project risk management	Risk Management Plan

Objectives	Deliverables
approach from identifying to categorizing and effectively responding to project risks.	
To develop a procurement plan that identifies the processes necessary to purchase or acquire goods, services, or results needed for the project.	Procurement Management Plan
To create a stakeholder engagement plan that ensures the proper identification and categorization of stakeholders with appropriate engagement strategies throughout the project.	Stakeholder Engagement Plan

4 RESULTS

This chapter provides the ten subsidiary plans that are included in the project management plan which serve as a guide for the project team. The information consists of details such as implementation framework, staffing criteria, stakeholder criteria, and other pertinent project information.

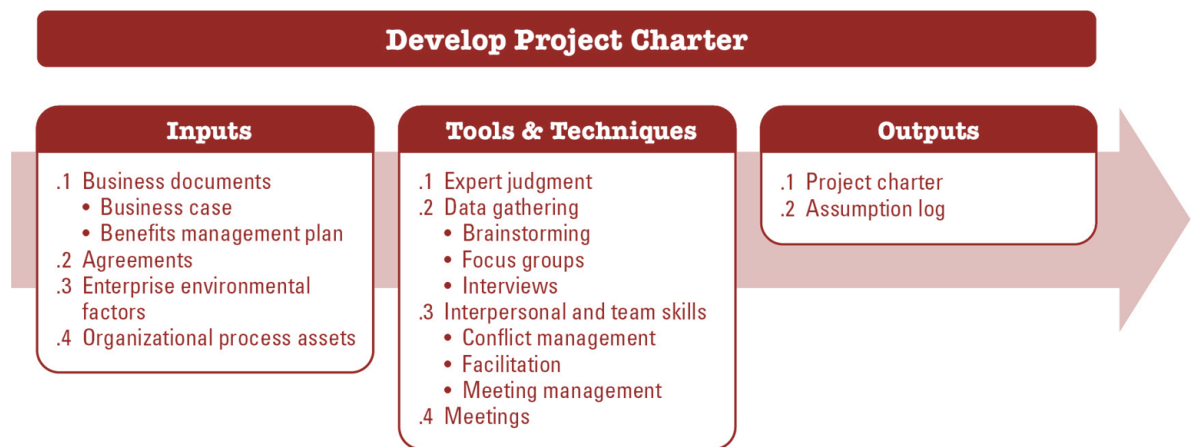
4.1 Project Integration Management

In developing the Project Management Plan for Adapting Corporate Social Responsibility at an established Banking Institution, a Project Charter was the first process in the Project Integration Management knowledge area. This was accomplished by analysing past data documents, department implementation protocol manuals, and the PMBOK® Guide as sources. These were then used as the decision-making drivers together with the application of the analytical research methodology. A template from the institution's project management office was used as a tool to develop the Project Charter that formally authorized the project and provided the Project Manager with the authority to apply organizational resources to the project to produce the Project Management Plan.

The development of the Project Management Plan is the second process in the Project Integration Management Knowledge area comprised of the subsidiary plans developed during the Final Graduation Project. A template was used to guide the compilation of the plan from the institution's Project Management Office.

The Project Charter consisted of the project's purpose, objectives, description, high-level risks, stakeholder list, high-level requirements, assumptions and constraints, identification of deliverables, a summary milestone schedule, overall project budget, criteria necessary for project approval, the identification of the project manager, and the sponsor's authorization. According to the PMBOK® Guide, to develop the Project Charter the following inputs, tools, and techniques were required.

Figure 5: Develop Project Charter: Inputs, Tools & Techniques, and Outputs



Note: Adapted from A Guide to the Project Management Body of Knowledge,

PMBOK® Guide (2021)

4.1.1 Project Charter

Chart 6 - Project Charter (Source: Author of Study)

Project Charter	
Adapting Sustainable Corporate Social Responsibility	
Date:	Name of Project:
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department
Version:	
1.0	
Author:	
Rosalba Gomez	
Purpose of Document	
<p>The Project Charter provides the necessary information to determine the initial scope of the project, to align the following phases, and becomes an input for the Prepare Phase and related planning activities. It is also considered a baseline and reference for the decision-making during the project lifecycle and to align the expectations of the stakeholders.</p>	
Project Objectives	
<p><i>General Objectives:</i> Adaptation of Sustainable Corporate Social Responsibility practices by the Public Relations Department at Atlantic Bank Limited.</p> <p><i>Specific Objectives:</i></p> <ol style="list-style-type: none"> I. To recruit human capital management and oversee staff recruitment and training. II. To produce an internal CSR campaign for the community of Belize. III. To design physical infrastructure and update customer experience following sustainable CSR practices. IV. To define the internal department framework to integrate CSR practices. V. To expand marketing material for the public launch of CSR goals. 	
Justification of Purpose of the project	

Project Charter
Adapting Sustainable Corporate Social Responsibility
<p>Create, maintain, and protect the organization's reputation, enhance its prestige, and present a favorable image within the Belizean community through the launch of sustainable corporate responsibility practices by the Public Relations Department for the community of Atlantic Bank Limited and launch a corporate social responsibility campaign nationwide.</p>
Description of the product or service that the project will generate - Final project deliverables
<p>Create, maintain, and protect the organization's reputation, enhance its prestige, and present a favorable image within the Belizean community through the launch of a corporate social responsibility campaign nationwide for the community of Atlantic Bank Limited. Upon the completion of the project, the following deliverables will be provided:</p> <ul style="list-style-type: none"> • Sustainable CSR Campaign Plan • Integration of CSR Goals into the institution's strategic plans
Assumptions
<p>The assumptions for this project are as follows:</p> <ul style="list-style-type: none"> • <i>Infrastructure:</i> <p>It is assumed that Atlantic Bank should provide proper development environments for training identified in the first phases of the project to be integrated to support the public relations department.</p> • <i>Architecture:</i> <p>It is assumed that where changes are required as a result of regulatory, legal, or banking strategy these shall be assessed with the executive team for consideration and estimation of the effects on the project with a view to the implementation of those changes.</p> • <i>Processes:</i> <p>It is assumed that the process department at Atlantic Bank shall be in charge of documenting the processes that will fall with the implementation of the Public Relations Department.</p>

Project Charter	
Adapting Sustainable Corporate Social Responsibility	
Restrictions	
The identified risks are: <ul style="list-style-type: none"> • Budget allocation not sufficient. • Regulatory issues not foreseen. • Additional training and development for staff. 	
General Recourses and Budget	
Cost Estimate	\$35,795 per Staff Hired
Campaign Expenses	\$10,000
Cost Baseline	\$40,000
Total Project Budget	\$45,795
Milestone Schedule	
<i>Name of Milestone</i>	<i>Date of completion</i>
Stakeholders Analysis	18.04.2023
Project Initiation Closure	19.05.2023
Acceptance of scope	15.05.2023
Acceptance of schedule	15.05.2023
Kick-off Presentation	17.05.2023
New Strategy Development	18.05.2023
Procurement of campaign supplies	20.05.2023
Installation of furniture and technology	30.05.2023
Contract with external campaign providers	16.06.2023
Formalize Department Operation Framework	16.06.2023
Addition of departmental Budget	18.06.2023
Soft Launch	28.06.2023
Official Launch to Public	03.07.2023
Closure presentation	11.07.2023

Project Charter		
Adapting Sustainable Corporate Social Responsibility		
Relevant Historical Information		
<p>Currently, Atlantic Bank is in a process of innovation through a digital transformation strategy and is presented with various changes to the services that are provided countrywide. A key component for this transformation arises as a need to address the wider public in a more centralized manner, in addition to contributing to the country's demographic through sustainable corporate social responsibility.</p> <p>This platform concentrates on the current operation of the Bank and has developments and adaptations that complement the specific functionality that the business has demanded during these years. The evolution of the market has generated an opportunity to define the strategy, align the technological advancements, and notifying clients but also as a tool that not only responds to the needs of the Bank's customers but also to the growth and positioning of the Banking Group among the Belizean community.</p>		
Identification of Groups of Interest (stakeholders)		
Internal Stakeholders:	Board of Directors, Project Manager, Project Sponsor, Bank Customers, MIS Officers	
External Stakeholders:	Campaign videographers, Print Companies for campaign material, Customers	
Project Authorization		
Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.2 Project Scope Management

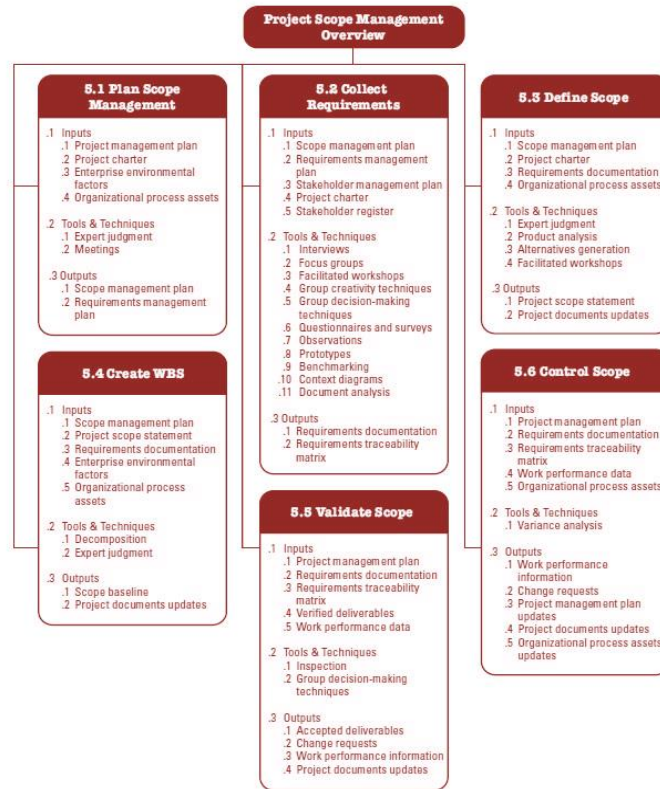
4.2.1 Introduction

To define the scope of the project, a scope management plan was produced. The purpose of the Scope Management Plan is to provide the proper framework for the project,

specifically, detecting, defining, and managing deliverables, risks, and benefits for the project team. This document, seen below, was created using a modified template provided by the institution. The Scope Management Plan included the scope definition, project scope statement, the Work Breakdown Structure (WBS), WBS dictionary, scope verification, and the scope control measures that would guide the project management team throughout the project. To create the plan, as detailed in the *PMBOK® Guide* Seventh Edition, the Project Charter was used as input, along with an interview which was conducted with the lead Project Sponsor, which documented discussions on how feasible the adaptation of a sustainable CSR campaign.

For this project, scope management will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS), and WBS Dictionary. The Project Manager, Sponsor, and Stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. Proposed scope changes may be initiated by the Project Manager, Stakeholders, or any member of the project team. All change requests will be submitted as change orders to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request, the Project Manager will submit the scope change request to the Sponsor, Stakeholder, Sub Consultants, and/or Subcontractors. The Project Manager is responsible for the approval of scope changes that are strictly technical.

Figure 6: Development of the Scope Management Plan



Note: Adapted from the Project Management Institute PMBOK® Guide (2021)

4.2.2 Scope and Requirements Integration

Throughout the project's life cycle, it is crucial to keep track of the requirements. The Project Manager and project team will create a Requirements Management Plan to analyse, document, and manage the requirements. This plan will cover various aspects such as collection, analysis, categories, documentation, prioritization, metrics, traceability structure, tracking, reporting, validation, and configuration management. The Project Manager and project team will also manage changes to the product scope by creating a requirements

traceability matrix. This matrix will link the requirements to the deliverables that will satisfy them.

All the requirements specified in the requirements traceability matrix must be met in compliance with the relevant laws and regulations, as well as the principles and standards outlined in the project management plan (PMP). If any requirement is absent, kindly make a notation in this section and refrain from marking the corresponding checkbox. This approach ensures compliance with both legal obligations and the project management principles stipulated in the project management plan (PMP). The requirements are detailed in chart 7 below.

Chart 7 - Scope Requirements (Source: Author of the Study)

SCOPE REQUIREMENTS	
Adapting Sustainable Corporate Social Responsibility	
Name of Project:	
	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department
Author:	
	Rosalba Gomez
Requirements:	
	The project management plan must be fully implemented, which includes the management plans and their resulting components.
	The requirements include: <ol style="list-style-type: none"> 1. Project duration does not exceed a total of 14 months. 2. The Project Budget does not surpass BZD 170,000. 3. Weekly progress report 4. Approval of all official documents signed by the Project Manager and Sponsor. 5. The project will oversee the completion of all campaigns and training required. 6. The project team will have access to staff for training. 7. The General Service and Human Resource Department are committed to the completion of project activities where they are required to assist.

SCOPE REQUIREMENTS

Adapting Sustainable Corporate Social Responsibility

8. The project team will have access to book venues and necessary mobility options where needed to complete activities outside of the office.

All requirements specified in the requirements listed and within the traceability matrix must be met in compliance with the relevant laws and regulations, as well as the principles and standards outlined in the project management plan (PMP).

If any requirement is absent, the project manager can review and provide a reason for its absence within a reasonable time under execution.

This approach guarantees compliance with both legal and regulatory commitments and the project management principles stipulated in the project management plan (PMP).

Project Authorization

Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

Chart 8 - Requirements Traceability Matrix (Source: Author of the Study)

REQUIREMENTS TRACEABILITY MATRIX Adapting Sustainable Corporate Social Responsibility								
Date:				Name of Project:				
January 2023				Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department				
Version:								
1.0								
Author:								
Rosalba Gomez								
Requirement Information					Relationship traceability			
ID	WBS	Description	Acceptance Criteria	Priority	WBS Deliverable	Requested By	Responsible	Comments
1	1.0	Adaptation Of Sustainable Corporate Social Responsibility Practices at Atlantic Bank Limited	Project Approval	High	Project Charter Acceptance	Executive Boards	Project Sponsor	Completed
2	2.0	Integration of CSR goals in the Strategic Plan	Stakeholder Acceptance Act	Medium	Acceptance Act	Executive Board	Project Manager	Completed
3	2.1	Promote Equity in the distribution of value to stakeholders.	Executive approval to changes in strategic values	Medium	Updated Bank Mission and Visio Statement	Stakeholders	Project Sponsor & Manager	In Process
4	2.1	Portfolio improvements for efficient services	Updated portfolio approval and launch training for staff	Medium	Completion Acceptance Act of Customer Service training	Customer Service Officers	Project Manager	Planned
5	2.1.2	Eco-design of services and products	Approval of new design by key stakeholders	High	New Project Portfolio update	Credit Card Department	Project Manager	Planned
6	2.1.3	Accommodate health conditions or	Establishment of disability-friendly practices	High	Launch of eco-Friendly cards/contactless ATMS	Executive Board	Project Manager	Planned

REQUIREMENTS TRACEABILITY MATRIX								
Adapting Sustainable Corporate Social Responsibility								
Date:				Name of Project:				
January 2023				Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department				
Version:								
1.0								
Author:								
Rosalba Gomez								
Requirement Information					Relationship traceability			
ID	WBS	Description	Acceptance Criteria	Priority	WBS Deliverable	Requested By	Responsible	Comments
		disabilities for staff.						
7	2.1.4	Disclose wage data and provide full transparency.	Updating policy for staff and job descriptions	Medium	Assignment of disability parking location	Human Resources	Project Manager	Planned
8	3.2	Reduce Environmental footprint.	Replacement of LED lights	Medium	Phase Closure Deliverable of updated Job Descriptions	Executive Board	Project manager	Planned
9	3.2.1	Regulate Business Travel	Travel Guide Revision	Low	Acceptance Act	Executive Board	Project Manager	Planned
10	3.2.2	Reduce Energy Use	Energy Reduction pledges for departments	Medium	Acceptance Act	Managers	Project Manager	Planned
11	3.2.3	Use Sustainable Suppliers	Updated service level Agreements	High	Acceptance Act	Managing Director	Project Manager & Sponsor	Planned
Project Authorization								
Approved by:			Project Manager: Rosalba Gomez			Date:		
Approved by:			Project Sponsor:			Date:		

4.2.3 Roles and Responsibilities

As this project progresses, the Project Manager will verify interim project deliverables against the original scope as defined in the scope statement, WBS, and WBS Dictionary. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager and Sponsor will meet for formal acceptance of the deliverable. During this meeting, the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Project Sponsor will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work still is within the scope of the project consistently throughout the life of the project.

Chart 9 - Scope Management Roles and Responsibilities (Source: Author of the Study)

Resource Role	Name	Functionality/ Duties	Departments
Project Manager:	Rosalba Gomez	Responsible for establishing the plan of activities, responsible for the day-to-day project, and leadership of the project team to achieve the defined objectives.	Branch Operations
Project Sponsor		Responsible for approving Project Charter and project deliverables. Evaluate and approves/deny scope changes as well as approve Scope Management Plan.	
Functional Expert:	Branch Operations Management	The definition of needs and functional requirements, provides functional experience, and resources, and ensures the acceptance of the solution.	Branch Operations

Resource Role	Name	Functionality/ Duties	Departments
Public Relations Expert	Public relations Trainer	Definition of technical architecture, translation of functional requirements to technicians, acquisition of the knowledge of implemented solutions	Systems Development Technical and Communication MIS
Other Members	Process Department	Execution of project activities from other areas in different phases (Compliance, Risks, Legal, Finance, Processes, Help Desk, etc.)	HR Administration

Source: Author of Study

4.2.4 Scope Definition

The Scope of this project was identified through a business requirements document and several Stakeholder initiative meetings hosted at the initial stage of the project. These meetings, discussions, and documents all equated to a holistic project that will affect the bank completely. The project manager and project sponsor play an important role in managing the project scope. The Project Management Officer along with the project team will perform assessments at planned intervals throughout the project to ensure all processes are being correctly implemented and executed while supporting bank standard practices. All members must be informed that project goals are achieved and the timeline of the project lifecycle.

The Project Management Officer along with the Quality Assurance department resource will provide weekly quality management and conduct process audits every month, monitor process performance metrics, and assure all processes comply with project standards

and follow bank processes and protocols. If discrepancies are found, the Project Manager or PMO will meet with the Project Sponsor and review the identified discrepancies. The MIS Officers will aid in the implementation of all technology required by the department. In addition, the human resource officers and Training Officers assist in the entire hiring process required to staff the department adequately.

4.2.4.1.1 Scope Statement

The project includes the adaptation of Sustainable Corporate Social Responsibility Practices at Atlantic Bank Limited and encompasses of defining the internal department operations framework, regulating the Branch Operations Functions Requirements to adapt CSR, training Customer Service Management, and finetuning administrative functions that reflect CSR.

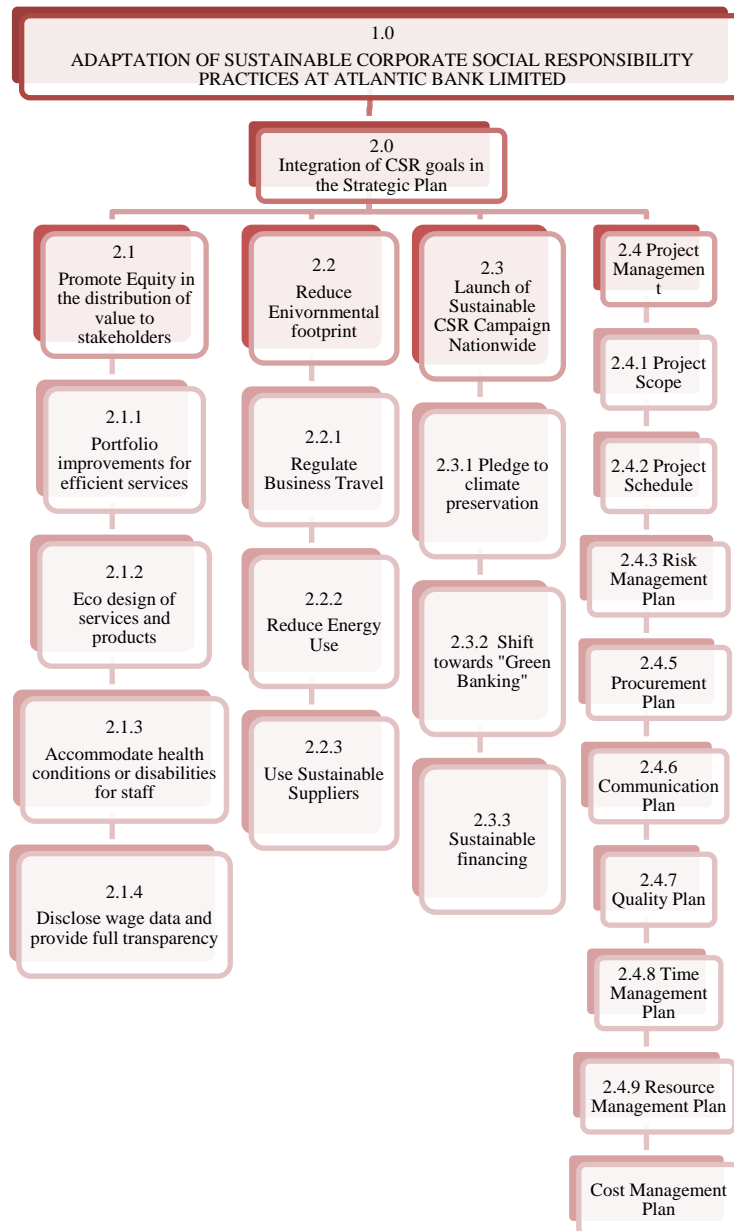
Requirements are listed according to the bank's strategic alignment and the requirements set by the executive leadership of the bank for the adaptation of Sustainable Corporate Social responsibility practices across the institution. The deliverables of the project are to produce a Sustainable CSR Campaign Plan and the integration of CSR Goals into the institution's strategic plans.

4.2.5 Work Breakdown Structure

To effectively manage the work needed to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work. This will allow the

Project Manager to manage the project’s scope more effectively as the project team works on the tasks necessary for project completion. The project is broken down into three phases.

Figure 7: Work Breakdown Structure (WBS)



4.2.6 WBS Dictionary

The WBS Dictionary includes an entry for each WBS element. The WBS Dictionary includes a detailed description of work for each of the deliverables, and resources needed for that element. The project team will use the WBS Dictionary as a statement of work for each WBS element.

Chart 10 - WBS Dictionary (Source: Author of the Study)

LEVEL	WBS CODE	ELEMENT NAME	DESCRIPTION OF WORK	DELIVERABLES	RESOURCES
1	1.0	<ul style="list-style-type: none"> Adaptation Of Sustainable Corporate Social Responsibility Practices at Atlantic Bank Limited 	Project Title		
2	2.0	<ul style="list-style-type: none"> Integration of CSR goals in the Strategic Plan 	Define and establish specific CSR goals for the bank.	Updated Bank Mission and Visio Statement	HR and Managing Director
3	2.1	<ul style="list-style-type: none"> Promote Equity in the distribution of value to stakeholders. 	Outline ethical standards to be integrated as part of company culture	Completion Acceptance Act of Customer Service training	Executive Board members, Human Resource Department
4	2.1.1	<ul style="list-style-type: none"> Portfolio improvements for efficient services 	Updating of project portfolio to allow efficiency in services.	New Project Portfolio update	Training & Recruitment Officer, Project Manager
5	2.1.2	<ul style="list-style-type: none"> Eco-design of services and products 	Design and integrate eco-friendly practices and products.	Launch of eco-Friendly cards/contactless ATMS	Training & Recruitment Officer, Project Manager

LEVEL	WBS CODE	ELEMENT NAME	DESCRIPTION OF WORK	DELIVERABLES	RESOURCES
6	2.1.3	<ul style="list-style-type: none"> Accommodate health conditions or disabilities for staff 	Assign and designate proper spaces and ease of transport for disabled staff members.	Assignment of disability parking location	Project Sponsor
2	2.1.4	<ul style="list-style-type: none"> Disclose wage data and provide full transparency 	Update job descriptions and disclose the salary scale for each post when advertised.	Phase Closure Deliverable of updated Job Descriptions	Project Sponsor, Security Officer
2	2.2	<ul style="list-style-type: none"> Reduce Environmental footprint. 	Disclose proper practices to reduce waste within the company.	Acceptance Act	Project Stakeholders, Project Sponsor
3	2.2.1	<ul style="list-style-type: none"> Regulate Business Travel 	Changes in structural layout to accommodate new staff	Acceptance Act	Executives
4	2.2.2	<ul style="list-style-type: none"> Reduce Energy Use 	Installation of air conditioning and proper ventilation in department space	Acceptance Act	Executives
5	2.2.3	<ul style="list-style-type: none"> Use Sustainable Suppliers 	Work with longstanding suppliers on adapting sustainable practices.	Contract and invoices acceptance	Executives
3	2.3	<ul style="list-style-type: none"> Sustainable CSR Campaign Nationwide 	Acceptance of CSR campaign countrywide	Campaign Plan Acceptance	Executives, Marketing Department
4	2.3.1	<ul style="list-style-type: none"> Pledge to climate preservation 	Partnership with Belize Audubon Society in pledge to assist	Acceptance Act	Senior Management

LEVEL	WBS CODE	ELEMENT NAME	DESCRIPTION OF WORK	DELIVERABLES	RESOURCES
			in conservation projects		
5	2.3.2	<ul style="list-style-type: none"> Shift towards "Green Banking" 	Initiate projects with companies that support green initiative	Acceptance Act	Project Sponsor & Manager
6	2.3.3	<ul style="list-style-type: none"> Sustainable financing 	Review and pass all environmental and safety regulations set forth by the bank and labour department.	Acceptance Act	Project Sponsor & Manager

4.2.7 Deliverables and Acceptance Criteria

This project has fourteen (14) deliverables to be submitted within the project execution. Two of these deliverables are as a result of the entire project execution which are firstly, the launch of Sustainable CSR campaign and secondly the updated Strategic Plan with commitment to CSR practices.

Chart 11 - Deliverable Table Divided by Phases (Source: Author of the Study)

DELIVERABLES	ACCEPTANCE CRITERIA	RESPONSIBLE PARTY
Updated Bank Mission and Vision Statement	<ul style="list-style-type: none"> Updated Mission and Vision acknowledging CSR practices Approved by executives 	HR and Managing Director
Completion Acceptance Act of Customer Service training	<ul style="list-style-type: none"> Training of best PR practices Refresher on company CSR practices Promotion of new mission and vision values 	Executive Board members, Human Resource Department
New Project Portfolio update	<ul style="list-style-type: none"> Addition of CSR driven projects Addition of CSR values to project portfolio 	Training & Recruitment Officer, Project Manager

DELIVERABLES	ACCEPTANCE CRITERIA	RESPONSIBLE PARTY
Launch of eco Friendly cards/contactless ATMS	<ul style="list-style-type: none"> Outline of projects to be launched for ecofriendly ATM and Card practices. 	Training & Recruitment Officer, Project Manager
Assignment of disability parking location	<ul style="list-style-type: none"> Assignment of disability parking for staff. 	Project Sponsor
Phase Closure Deliverable of updated Job Descriptions	<ul style="list-style-type: none"> Completion of all job descriptions updated with salary scales Approved by HR 	Project Sponsor, Security Officer
Reduce Environmental footprint Acceptance Act	<ul style="list-style-type: none"> Outline practices to reduce carbon footprint. Acceptance by senior executives. 	Project Stakeholders, Project Sponsor
Regulate Business Travel Acceptance Act	<ul style="list-style-type: none"> Business travel for staff is planned with intention to care for environment and lessen carbon footprint. 	Executives
Reduce Energy Use Acceptance Act	<ul style="list-style-type: none"> Rules and regulations are communicated company wide 	Executives
Contract and invoices acceptance	<ul style="list-style-type: none"> Engage in contracts with third parties that follow CSR practices equally. 	Executives
Campaign Plan Acceptance	<ul style="list-style-type: none"> Acceptance of countrywide campaign for listed CSR practices for customer engagement. 	Executives, Marketing Department
Pledge to climate preservation Acceptance	<ul style="list-style-type: none"> Signature acceptance of the pledge for the bank to embark in preservation activities. Tree planting initiatives Recycled paper usage 	Senior Management
Shift towards "Green Banking" Acceptance	<ul style="list-style-type: none"> Green banking Strategic Plan draft acceptance 	Project Sponsor & Manager
Sustainable financing Acceptance	<ul style="list-style-type: none"> Adapt sustainable financing for MSME Provide positive initiatives to engage community members to invest in green ecofriendly businesses. 	Project Sponsor & Manager

4.2.8 Perform Integrated Change Control

The Project Manager and the project team will work together to control the scope of the project. The project team will use the WBS Dictionary by using it as a statement of work for each WBS element. The project team will ensure that they perform only the work

described in the WBS dictionary and generate the defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that the scope control process is followed. If there is a change to the project scope that is needed, the process for proposing changes to the scope of the project must be executed.

Chart 12 - Change Request Template (Source: Author of the Study)

Change Request Template	
Adapting Sustainable Corporate Social Responsibility	
Date:	Name of Project:
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department
Version:	
1.0	
Requested By:	
Rosalba Gomez	
Description of the Change:	
Justification for the change:	
Project Impact	
Budget and Schedule Impacts	
New Project Completion Date:	Additional project Costs:
Date:	The resolution required by:
Resolution	

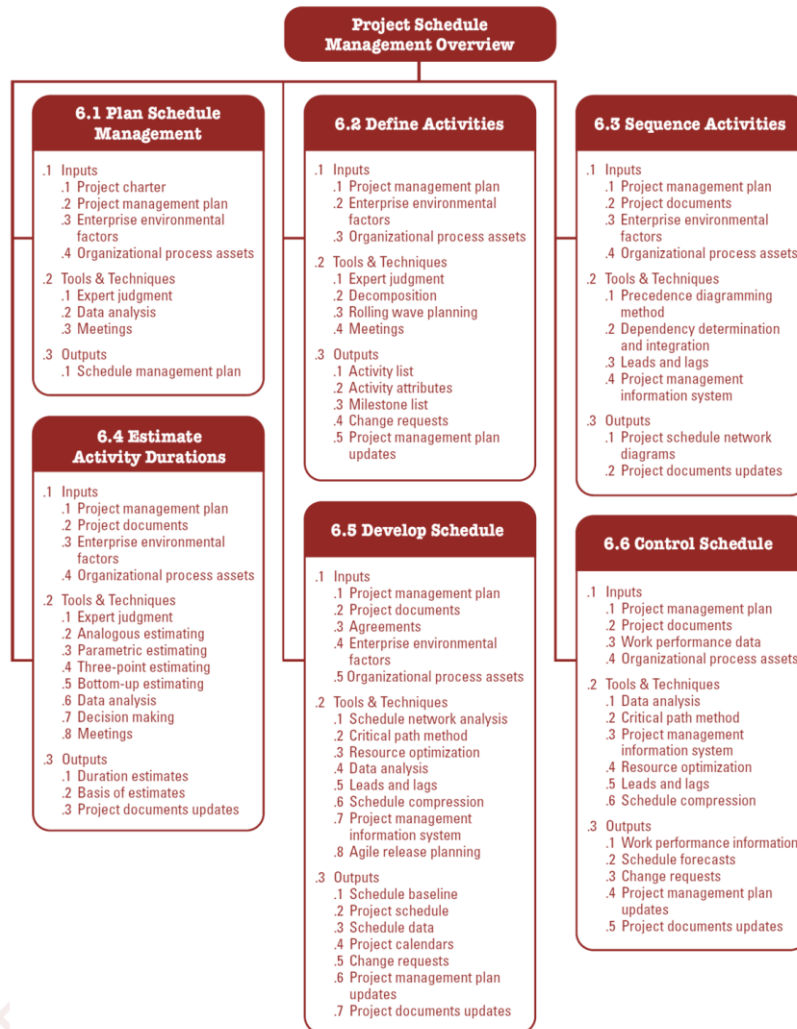
Change Request Template Adapting Sustainable Corporate Social Responsibility		
Project Authorization		
Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.3 Schedule Management Plan

4.3.1 Introduction

The schedule management plan is a key document that details the approach and best practices to develop the schedule effectively and efficiently for the adaptation of CSR practices at Atlantic Bank Limited. The project time management planning processes were conducted after Project Scope and Cost Management. The first process in project time management involved developing the Schedule Management Plan that would be used to guide the lifecycle of the project's schedule. The Project Charter and the Scope Management Plan were used as inputs to this process to gather information regarding the Scope Baseline and the summary milestone schedule.

Figure 8: Project Schedule Management Overview



Note: Adapted from A Guide to the Project Management Body of Knowledge PMBOK® Guide (2021)

The tools and techniques used were expert judgment, analytical techniques, and meetings to create the Schedule Management Plan detailed below.

The project schedule is the guide for how the project will be completed and finished. The schedule is a critical part of this project because it provides the project team and sponsor

with a visual picture of the project's standing at any given time. The schedule management plan is used to define the technique the project team will use in creating the project schedule. This plan also comprises how the team will review the project schedule and manage changes after the standard schedule has been approved. This includes identifying, analysing, documenting, prioritizing, approving, or rejecting, and publishing all schedule-related changes.

4.3.2 Roles and Responsibilities for schedule development are as follows:

The project manager will handle facilitating the breakdown of work packages into activities that provide a basis for sequencing and estimating duration and resources with the project team. The project manager will also create the project schedule using MS Project and confirm the schedule with the project team, and stakeholders. The project manager will obtain schedule approval from the main stakeholders and bank executives.

Chart 13 - Roles and Responsibilities (Source: Author of the Study)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Reviews proposed schedule. • Approves final schedule
Project Manager	<ul style="list-style-type: none"> • Overall responsibility for the project's schedule management including Schedule development, activity sequencing, etc. • Maintains Project schedule. • Updates schedule as needed.
Project Team	<ul style="list-style-type: none"> • Aids with schedule development by providing input and estimates for task durations and dependencies. • Reviews and confirms project schedule. • Performs tasks according to the agreed-upon schedule.

The project team handles participating in work, duration, and resource estimating. The project team will also review and confirm the proposed schedule and perform assigned activities once the schedule is approved. The project stakeholders will take part in reviews of the proposed schedule, assist in its validation, and approve the final schedule.

4.3.3 Project Duration

The estimated project duration is 117 days, considering only working hours and not inclusive of national holidays. Any delays in the critical path of activities will result in the interruption of the project timeline.

4.3.4 Activity Listing and Sequencing

Project schedules will be made using Microsoft Project and Planview Software. Activity definition will identify the specific work packages that must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities and their predecessors. Activity duration estimating will be used to calculate the number of work periods needed to complete work packages. Resource estimating will be used to assign resources to work packages to complete schedule development and track the workload of each resource.

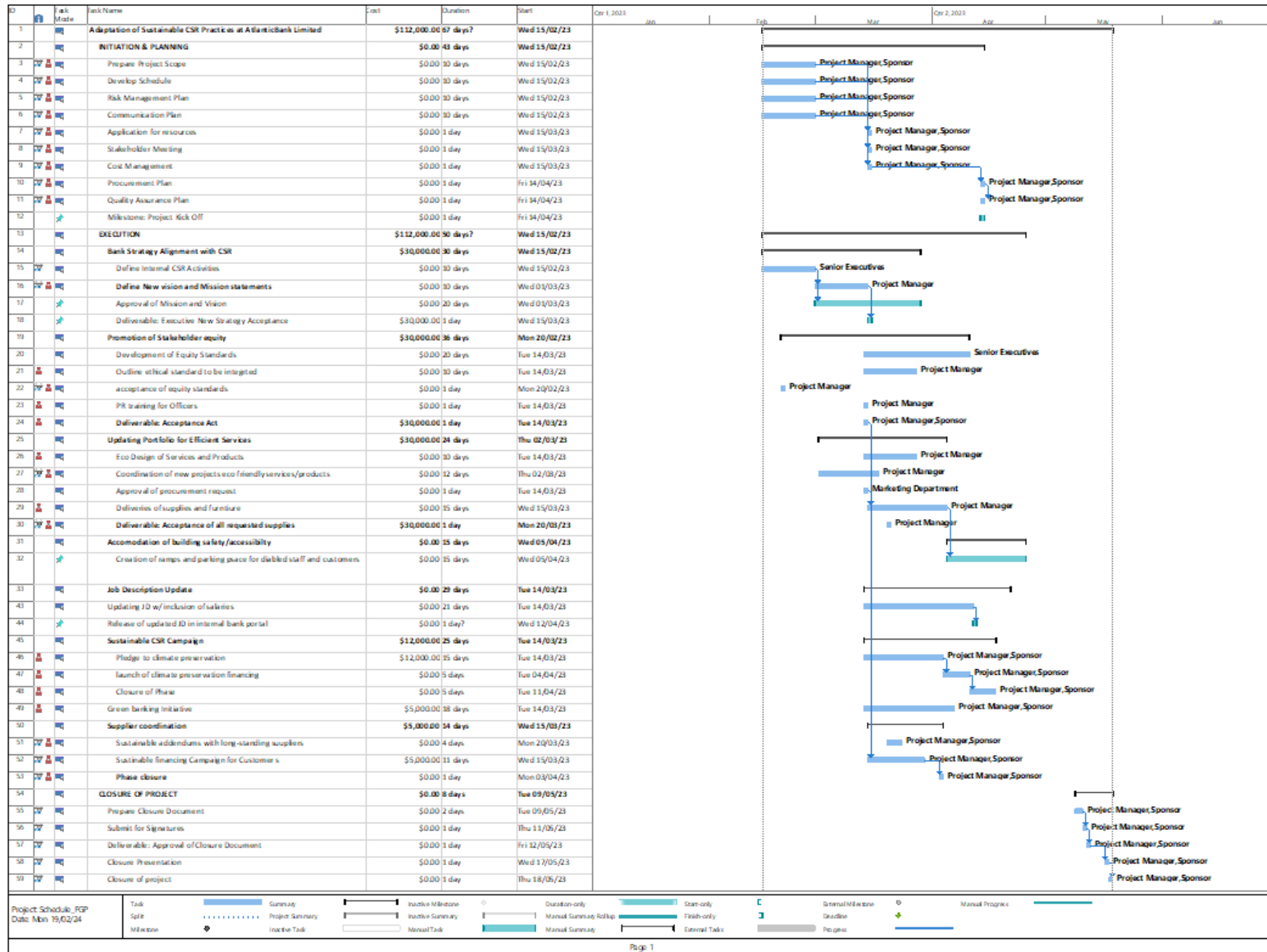
Chart 14 - Project Activities and Sequence (Source: Author of Study)

ID	Task Mode	Task Name	Cost	Duration	Start	Finish	Predecessors	Resource Names
1		Adaptation of Sustainable CSR Practices at AtlanticBank Limited	\$112,000.00	67 days?	Wed 15/02/23	Thu 18/05/23		
2		INITIATION & PLANNING	\$0.00	43 days	Wed 15/02/23	Fri 14/04/23		
3		Prepare Project Scope	\$0.00	10 days	Wed 15/02/23	Tue 28/02/23		Project Manager, Sponsor
4		Develop Schedule	\$0.00	10 days	Wed 15/02/23	Tue 28/02/23		Project Manager, Sponsor
5		Risk Management Plan	\$0.00	10 days	Wed 15/02/23	Tue 28/02/23		Project Manager, Sponsor
6		Communication Plan	\$0.00	10 days	Wed 15/02/23	Tue 28/02/23		Project Manager, Sponsor
7		Application for resources	\$0.00	1 day	Wed 15/03/23	Wed 15/03/23	3,4	Project Manager, Sponsor
8		Stakeholder Meeting	\$0.00	1 day	Wed 15/03/23	Wed 15/03/23	5,6	Project Manager, Sponsor
9		Cost Management	\$0.00	1 day	Wed 15/03/23	Wed 15/03/23	3	Project Manager, Sponsor
10		Procurement Plan	\$0.00	1 day	Fri 14/04/23	Fri 14/04/23	9	Project Manager, Sponsor
11		Quality Assurance Plan	\$0.00	1 day	Fri 14/04/23	Fri 14/04/23	10FS-1 day	Project Manager, Sponsor
12		Milestone: Project Kick Off	\$0.00	1 day	Fri 14/04/23	Fri 14/04/23		
13		EXECUTION	\$112,000.00	50 days?	Wed 15/02/23	Tue 25/04/23		
14		Bank Strategy Alignment with CSR	\$30,000.00	30 days	Wed 15/02/23	Tue 28/03/23		
15		Define Internal CSR Activities	\$0.00	10 days	Wed 15/02/23	Tue 28/02/23		Senior Executives
16		Define New vision and Mission statements	\$0.00	10 days	Wed 01/03/23	Tue 14/03/23	15	Project Manager
17		Approval of Mission and Vision	\$0.00	20 days	Wed 01/03/23	Tue 28/03/23	15	
18		Deliverable: Executive New Strategy Acceptance	\$30,000.00	1 day	Wed 15/03/23	Wed 15/03/23	16	
19		Promotion of Stakeholder equity	\$30,000.00	36 days	Mon 20/02/23	Mon 10/04/23		
20		Development of Equity Standards	\$0.00	20 days	Tue 14/03/23	Mon 10/04/23		Senior Executives
21		Outline ethical standard to be integrted	\$0.00	10 days	Tue 14/03/23	Mon 27/03/23		Project Manager
22		acceptance of equity standards	\$0.00	1 day	Mon 20/02/23	Mon 20/02/23		Project Manager
23		PR training for Officers	\$0.00	1 day	Tue 14/03/23	Tue 14/03/23		Project Manager
24		Deliverable: Acceptance Act	\$30,000.00	1 day	Tue 14/03/23	Tue 14/03/23		Project Manager, Sponsor
25		Updating Portfolio for Efficient Services	\$30,000.00	24 days	Thu 02/03/23	Tue 04/04/23		
26		Eco Design of Services and Products	\$0.00	10 days	Tue 14/03/23	Mon 27/03/23		Project Manager
27		Coordination of new projects eco friendly services/products	\$0.00	12 days	Thu 02/03/23	Fri 17/03/23		Project Manager
28		Approval of procurement request	\$0.00	1 day	Tue 14/03/23	Tue 14/03/23		Marketing Department
29		Deliveries of supplies and furntiure	\$0.00	15 days	Wed 15/03/23	Tue 04/04/23	28	Project Manager
30		Deliverable: Acceptance of all requested supplies	\$30,000.00	1 day	Mon 20/03/23	Mon 20/03/23		Project Manager
31		Acomodation of building safety/accessibility	\$0.00	15 days	Wed 05/04/23	Tue 25/04/23		
32		Creation of ramps and parking psace for diabled staff and customers	\$0.00	15 days	Wed 05/04/23	Tue 25/04/23	29	
33		Job Description Update	\$0.00	29 days	Tue 14/03/23	Fri 21/04/23		
43		Updating JD w/ inclusion of salaries	\$0.00	21 days	Tue 14/03/23	Tue 11/04/23		
44		Release of updated JD in internal bank portal	\$0.00	1 day?	Wed 12/04/23	Wed 12/04/23	43	
45		Sustainable CSR Campaign	\$12,000.00	25 days	Tue 14/03/23	Mon 17/04/23		
46		Pledge to climate preservation	\$12,000.00	15 days	Tue 14/03/23	Mon 03/04/23		Project Manager, Sponsor
47		lauch of climate preservation financing	\$0.00	5 days	Tue 04/04/23	Mon 10/04/23	46	Project Manager, Sponsor
48		Closure of Phase	\$0.00	5 days	Tue 11/04/23	Mon 17/04/23	47	Project Manager, Sponsor
49		Green banking Initiative	\$5,000.00	18 days	Tue 14/03/23	Thu 06/04/23		Project Manager, Sponsor
50		Supplier coordination	\$5,000.00	14 days	Wed 15/03/23	Mon 03/04/23		
51		Sustainable addendums with long-standing suppliers	\$0.00	4 days	Mon 20/03/23	Thu 23/03/23		Project Manager, Sponsor
52		Sustainable financing Campaign for Customer s	\$5,000.00	11 days	Wed 15/03/23	Wed 29/03/23	24	Project Manager, Sponsor
53		Phase closure	\$0.00	1 day	Mon 03/04/23	Mon 03/04/23	52	Project Manager, Sponsor
54		CLOSURE OF PROJECT	\$0.00	8 days	Tue 09/05/23	Thu 18/05/23		
55		Prepare Closure Document	\$0.00	2 days	Tue 09/05/23	Wed 10/05/23		Project Manager, Sponsor
56		Submit for Signatures	\$0.00	1 day	Thu 11/05/23	Thu 11/05/23	55	Project Manager, Sponsor
57		Deliverable: Approval of Closure Document	\$0.00	1 day	Fri 12/05/23	Fri 12/05/23	56	Project Manager, Sponsor
58		Closure Presentation	\$0.00	1 day	Wed 17/05/23	Wed 17/05/23	57	Project Manager, Sponsor
59		Closure of project	\$0.00	1 day	Thu 18/05/23	Thu 18/05/23	58	Project Manager, Sponsor

4.3.5 Critical Path

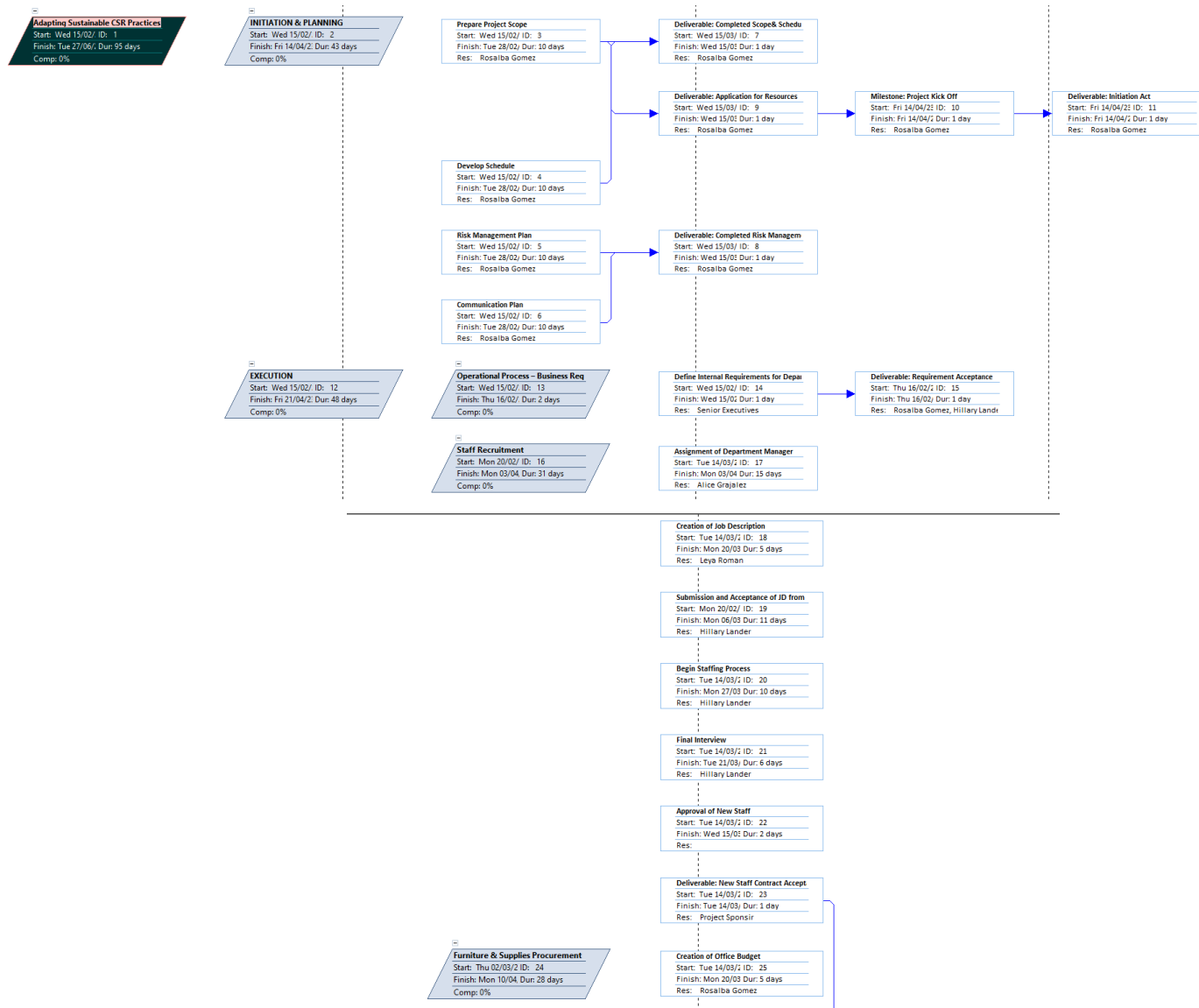
The critical path is gathered by the major activities to input in the project's schedule which include time estimates, task dependencies, milestones or deliverables, and any hard deadlines set by the bank's stakeholders to meet important deadlines. Chart 15 shows the project's schedule with the critical path outlined through the visualization of a Gantt chart.

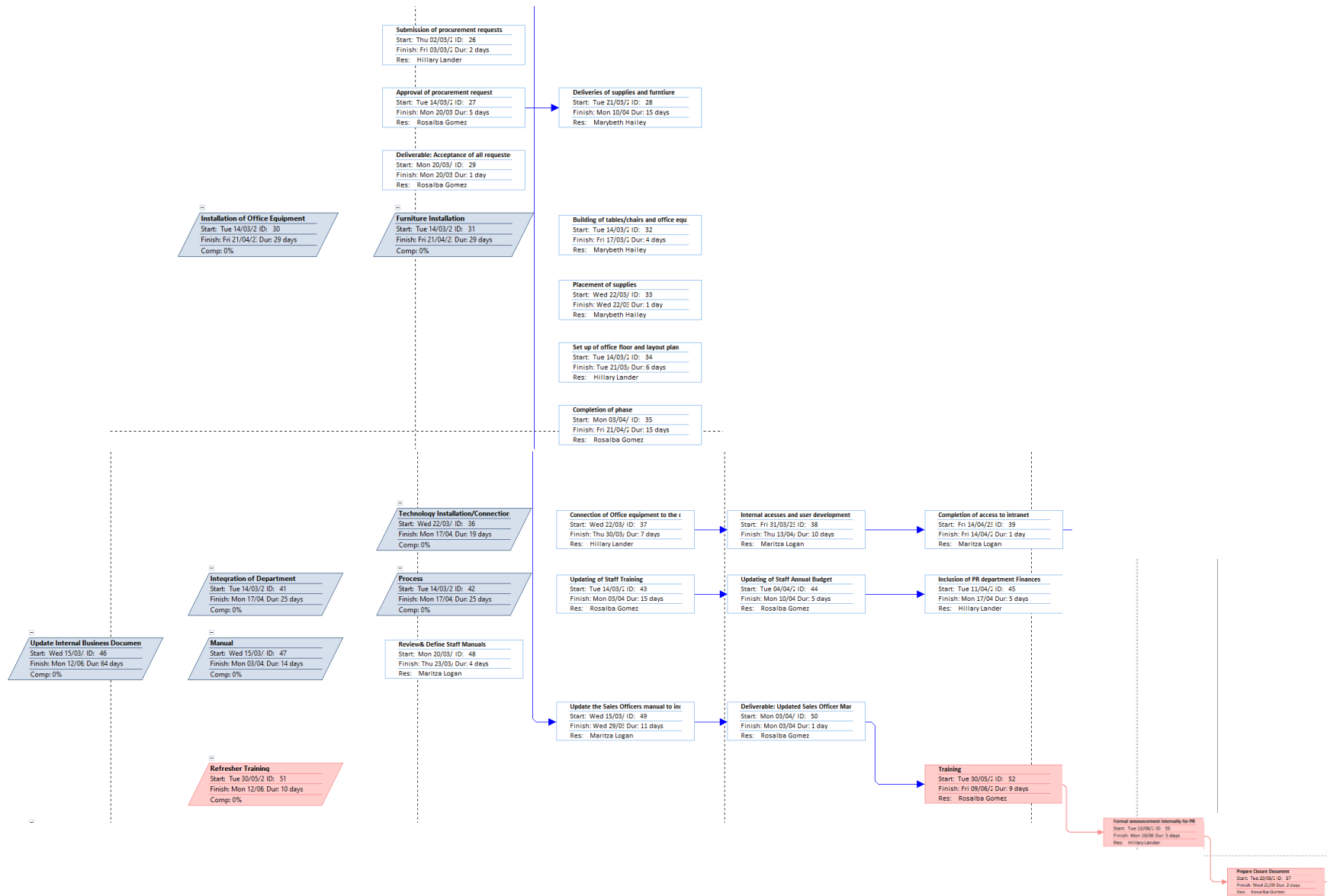
Chart 15 - Project Schedule and Critical Path – Gantt Chart (Source: Author of the Study)



Once the activities were named and defined, the third planning process of Project Schedule Management, they were sequenced “identifying and documenting relationships between project activities” (Project Management Institute, 2013, p. 153). The Schedule Management Plan, Activity list, Milestone list, and Project Scope Statement found in the Scope Management Plan were used as inputs to this process. The scheduling tool which uses the precedence diagramming method, dependency determination, and leads and lags were used (Project Management Institute, 2013, p. 153). In addition, a few meetings were conducted with Mr. E. B. Rolle, the expert, to aid in confirming the correct arrangement of each activity. The output developed from this process was the Schedule Network Diagram depicted in Chart 16.

Chart 16 - Schedule Network Diagram (Source: Author of the Study)





4.3.6 Schedule Control

The project schedule will be reviewed and updated as necessary when new or old information is added or removed. It will include the actual start, finish, and percentages of the completion.

The project manager is responsible for holding schedule updates or review meetings and determining of schedule modifications. Submitting schedule change requests and reporting schedule status by the project's communications plan will be left to the project manager. The project stakeholder(s) will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager. Any changes in the project schedule, which have been approved by the project stakeholder, will require the project team to evaluate the outcome of the scope changes on the current schedule. If the project manager decides that the scope change will significantly affect the current project schedule, they may demand that the schedule be updated in concern of any change requests, and follow the department change request protocols. The project stakeholder must review and approve this request before the schedule can be re-baselined.

4.5 Project Cost Management

The tools and techniques used to develop the Cost Management Plan are expert judgment, analytical techniques, and meetings. Following this process, documents such as the Project Charter, Scope Management Plan, and Schedule Management Plan were updated following the PMBOK® Guide.

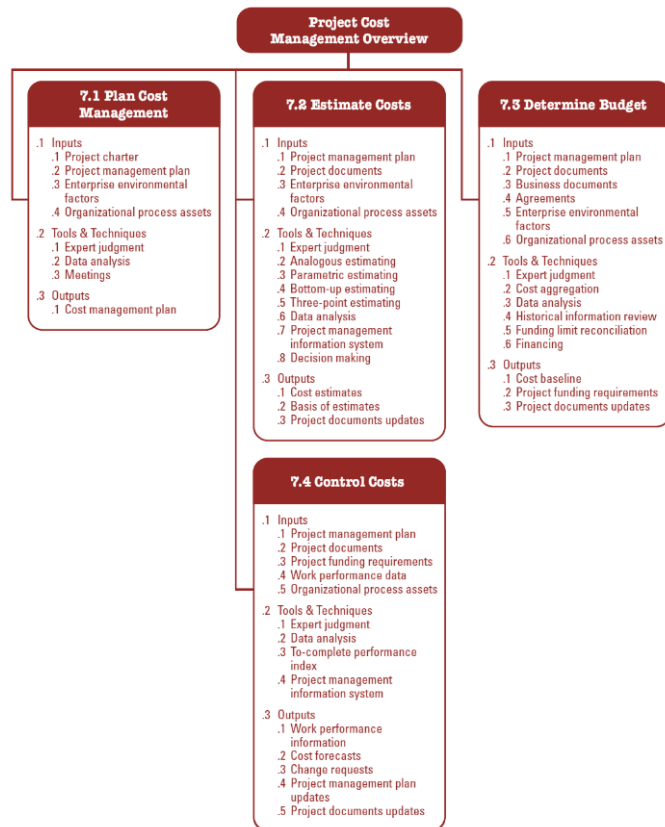
Chart 17 - Cost Management Plan (Source: Author of the Study)

Cost Management Plan		
Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
Version:		
1.0		
Author:		
Rosalba Gomez		
General Recourses and Budget		
To make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.		
Issue Date		Changes
January 2023		Initial Document version
Project Authorization		
Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.5.1 Introduction

Project cost management as defined by PMBOK seventh edition is the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. The Project Management Officer and Project Manager will be responsible for managing and reporting on the project cost throughout the project bi-weekly financial reports to be shared via email and through bi-monthly meetings. Performance will be measured using earned value management or metrics. The Assistant Project Manager is responsible for preparing the Cost Management Plan and the Cost Baseline. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget.

Figure 9: Development of the Cost Management Plan



Note: Adapted from A Guide to the Project Management Body of Knowledge,
PMBOK® Guide (2021)

4.5.2 Cost Management Approach

The objective of project cost management is to ensure that the project is completed within the approved budget. The project cost management process consists of four steps: plan cost management, estimate costs, determine budget, and control costs PMBOK® Guide (2021).

Costs for this project will be approximated and operated based on the WBS- second level. Control Accounts (CA) will be created at this level within the WBS to monitor costs. Earned value calculations for the CA will be used and control the financial performance of the project. For earned value analysis, credit for work will be assigned at the work package level. The percentage or amount of credit granted to each work package will be computed based on the amount of work done at a specific period compared to the total cost involved in completing the entire package. Costs may be rounded up to the next dollar and work hours rounded up to the next full hour.

4.5.3 Roles and Responsibilities

The Project Manager will be responsible for managing and reporting on the project's cost throughout the project. The Project Manager will send out a weekly financial report by E-mail to the Project Sponsor. During the bi-monthly project progress meeting, the Project

Manager and PMO will meet with the Project Sponsor to present and review the project's cost performance for the preceding month. Performance will be measured using earned value management or metrics. The PMO and Project Manager are responsible for preparing the Cost Management Plan and the Cost Baseline. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. The Project Sponsor has the authority to make changes to the project to bring it back within budget.

Chart 18 - Roles & responsibilities (Source: Author of the Study)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Lobbies for funding of project • Approves project's recommended budget • Requests deadlines and targets for financial reporting
Project Manager	<ul style="list-style-type: none"> • Leads the creation of the financial management plan • Assigns roles to Steering Committee members about cost management • Compiles financial reports to be shared with the project sponsor • Reviews change requests • Approves change request for cost management in collaboration with the project sponsor
Project Team	<ul style="list-style-type: none"> • Provides recommendations to the Project Manager about costs of items to be procured, vendor costs, etc

4.5.4 Project Duration

The cumulative duration of individual activities directly determines the overall duration of the project. Therefore, it is important to note that any unforeseen delays or obstacles encountered during the project execution phase would invariably lead to an extension of its duration. The execution of this project has a total duration of 10 months.

4.5.5 Project Cost Estimation

Adapting CSR activities to the project requires primarily to activate nationwide campaigns to share the updated vision of the bank. This is associated with staff training, promotional material, advertisement campaigns, and mobility of staff across the country. The performance of the project will be measured using Earned Value Management. The performance index will be measured against the quality metric under the Process for Quality Assurance described in Chart 23. The following four Earned Value metrics will be used to measure the project's cost performance:

1. Schedule Variance (SV)
2. Cost Variance (CV)
3. Schedule Performance Index (SPI)
4. Cost Performance Index (CPI)

If the Schedule Performance Index or Cost Performance Index has a variance of between 0.1 and 0.2 the Project Manager must report the reason for the exception. If the SPI or CPI has a variance of greater than 0.2 the Project Manager must report the reason for the exception and provide management a detailed corrective plan to bring the project's performance back to acceptable levels. The Total Project Cost without the contingency reserve is estimated at \$106,000 as displayed in a detailed breakdown in Charts 19 and 20 below.

Chart 19 - Baseline Cost for Adaptation of Sustainable CSR Practices at Atlantic Bank Limited (Source: Author of the Study)

ID	Task Mode	Task Name	Cost
1		Adaptation of Sustainable CSR Practices at AtlanticBank Limited	\$112,000.00
2		INITIATION & PLANNING	\$0.00
3		Prepare Project Scope	\$0.00
4		Develop Schedule	\$0.00
5		Risk Management Plan	\$0.00
6		Communication Plan	\$0.00
7		Application for resources	\$0.00
8		Stakeholder Meeting	\$0.00
9		Cost Management	\$0.00
10		Procurement Plan	\$0.00
11		Quality Assurance Plan	\$0.00
12		Milestone: Project Kick Off	\$0.00
13		EXECUTION	\$112,000.00
14		Bank Strategy Alignment with CSR	\$30,000.00
15		Define Internal CSR Activities	\$0.00
16		Define New vision and Mission statements	\$0.00
17		Approval of Mission and Vision	\$0.00
18		Deliverable: Executive New Strategy Acceptance	\$30,000.00
19		Promotion of Stakeholder equity	\$30,000.00
20		Development of Equity Standards	\$0.00
21		Outline ethical standard to be integrated	\$0.00
22		acceptance of equity standards	\$0.00
23		PR training for Officers	\$0.00
24		Deliverable: Acceptance Act	\$30,000.00
25		Updating Portfolio for Efficient Services	\$30,000.00
26		Eco Design of Services and Products	\$0.00
27		Coordination of new projects eco friendly services/products	\$0.00
28		Approval of procurement request	\$0.00
29		Deliveries of supplies and furniture	\$0.00
30		Deliverable: Acceptance of all requested supplies	\$30,000.00
31		Accommodation of building safety/accessibility	\$0.00
32		Creation of ramps and parking space for disabled staff and customers	\$0.00
33		Job Description Update	\$0.00
43		Updating JD w/ inclusion of salaries	\$0.00
44		Release of updated JD in internal bank portal	\$0.00
45		Sustainable CSR Campaign	\$12,000.00
46		Pledge to climate preservation	\$12,000.00
47		launch of climate preservation financing	\$0.00
48		Closure of Phase	\$0.00
49		Green banking Initiative	\$5,000.00
50		Supplier coordination	\$5,000.00
51		Sustainable addendums with long-standing suppliers	\$0.00
52		Sustainable financing Campaign for Customers	\$5,000.00
53		Phase closure	\$0.00
54		CLOSURE OF PROJECT	\$0.00
55		Prepare Closure Document	\$0.00
56		Submit for Signatures	\$0.00
57		Deliverable: Approval of Closure Document	\$0.00
58		Closure Presentation	\$0.00
59		Closure of project	\$0.00

To complete the estimated budget, the contingency and management reserve was incorporated. A contingency of 15-25% was factored into the budget according to project activity requirements and the variation estimated to occur. Chart 19 provides an overview of the estimated budget, encompassing the initial estimate, contingency reserve, and management reserve and the total budget inclusive of the contingency reserve totalling \$128,100.

Contingency Reserve Cost Analysis

The allocation of cost to activities allowed for a rational decision to be made on the best method of executing those activities. When estimating, contingency must be included to cater for unforeseen eventualities. For this project, the CPI or SPI of less than 0.8 or greater than 1.2 is the control threshold. A Cost Variance Corrective Plan is needed if the project reaches the control threshold. The Project Manager will inform the Project Sponsor within a week of identification, of corrective action options when cost variance is reported. The Project manager will then give the best corrective options to the Project Sponsor. The Cost Variance Corrective Action Plan will account for the actions necessary to bring the project within budget and how the corrective actions will be measured.

4.5.6 Activity List and Sequencing

For this project, which is broken into releases by phase of each campaign, estimating and cost budgeting will be performed as a single process over a short period by the project

manager, sponsor and executives. Under each phase, the project activities are broken down at a micro level for the procurement requirements needs specific to the accommodations for disabled of staff/customers. In addition to the training material and mobility needed to train staff across all branches in the country.

Expert judgment and corresponding estimating which requires less consumption costs will be used for this process. For some activities such as eco re-deigning and consultation fees, parametric estimating will be the preferred method. The budget breakdown with the reflective contingency reserve is outlined in chart 20 below. This budget outlines the estimated costs for components and activities involved in adapting corporate social responsibility practices. A breakdown is provided below:

Strategy Alignment with CSR (30,000 BZD): This expense covers any campaigns required throughout the country to promote equity among branches for staff, stakeholders, and customers. This is inclusive of workshops, training, meals covered during training for all 800 staff members, and transportation fees required in addition to venue rentals.

Environmental footprint reduction (5,000 BZD) encompasses the coverage of appropriate energy-saving material, the construction required for replacement, and the labor required to complete the implementation.

A sustainable CSR campaign (12,000 BZD) provides the allocation of funds to promote the sustainable practices integrated by the bank. This may include promotional materials for giveaways, and rental of audio time for radios and TV shows. In addition, the supplementation of bank representatives visiting different districts in the country for promotion purposes.

Pledge to climate preservation (7,000 BZD) this amount would go towards the donation and activities that will contribute to climate preservation for the country. Mainly, for sponsorships and the integration of activities to the bank.

Green banking initiative (5,000 BZD) this is the allocated amount for the initiative to use recycled materials and invest towards the use of green infrastructure.

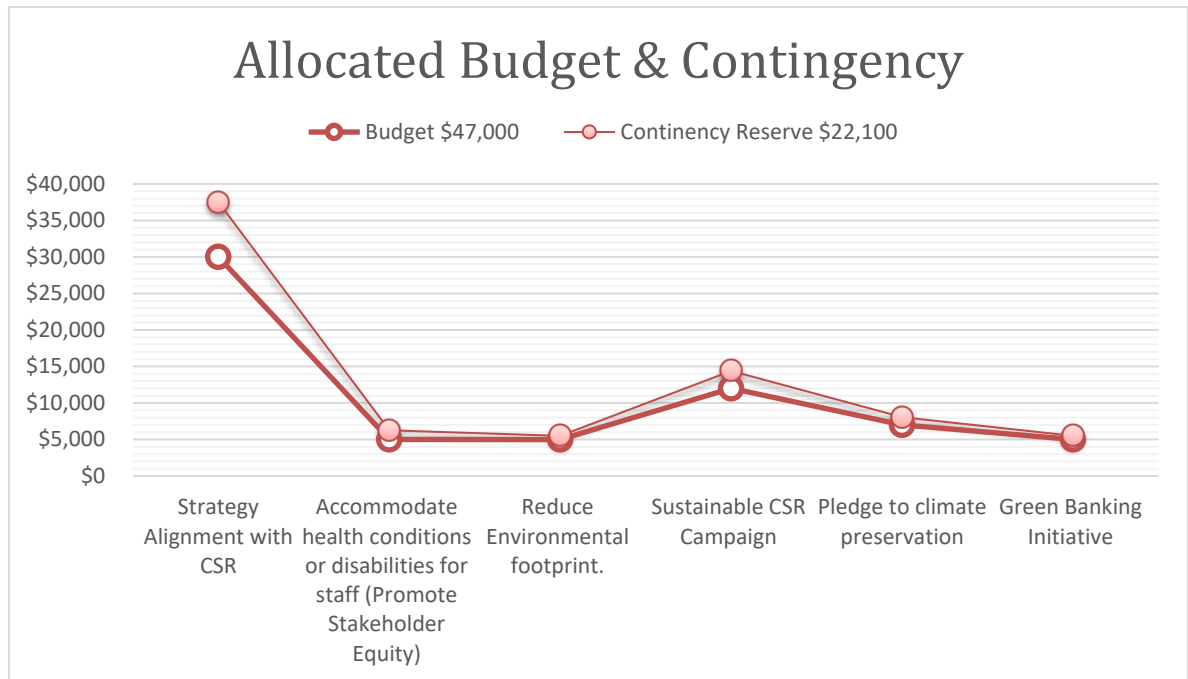
Reserve (22,1000 BZD) will be considered the contingency fund for any emergencies, additional features added to support CSR practices, or to cover costs associated with any additional campaigns.

The complete total budget amounts to \$128,100. A Breakdown is provided in chart
20.

Chart 20 - Project Budget & Contingency Reserve (Source: Author of the Study)

Adaptation Of Sustainable Corporate Social Responsibility Practices at Atlantic Bank Limited						
WBS CODE	ELEMENT NAME	Budget	Quantity/Description (Items or meetings)	Purpose	Contingency Reserve	
2.1.1	Portfolio Initiation and Planning	\$47,000	Tweaking of existing project costs, and additional investment in new projects for service improvement.	Existing Project Assignment	Percent	Value
					20%	\$9,400
2.1.2	Strategy Alignment with CSR	\$30,000	Investment in recycled credit/debit card printing options	Recycled Card Options	25%	\$7,500
2.1.3	Accommodate health conditions or disabilities for staff (Promote Stakeholder Equity)	\$5,000	Addition of wheelchair-accessible ramps. Ramp procurement. Addition of wheelchair-accessible bathrooms. Railings and signage procurement and placement.	Accessibility for wheelchairs	25%	\$1,250
2.2	Reduce Environmental footprint.	\$5,000	Reduction of printing and investment in more Bluetooth-savvy devices. Open Wi-Fi procurement for staff.	Reduction of printing and more cloud-based sharing of documents	10%	\$500
2.2.1	Sustainable CSR Campaign	\$12,000	Frequency budget for travel per staff. Payment of administrator to create plan cycle.	Less carbon emission from flights taken by staff	20%	\$2,400
2.2.2	Pledge to climate preservation	\$7,000	Replacement of bulbs with LED/Energy saving lights across admin building.	Energy reduction	15%	\$1,050
2.3	Green Banking Initiative	\$5,000	Marketing materials- customized promotional calendars, books, pens, umbrellas, and water bottles.	Marketing Campaign-Promotional materials	10%	\$500
Total Project Cost		\$106,000			Contingency Reserve	\$22,100

Chart 21 - S Curve Displaying Contingency Reserve and Estimated Budget
 (Source: Author of the Study)



Management Reserve

The project budget has contingency and management reserves built in; however, these reserves may not be applied to procurement activities. Reserves are only to be used in the event of an approved change in project scope or at management's discretion.

4.5.7 Cost Management Tools & Techniques

In consideration of the marketing department's already existing allocated funds for bank campaigns encompassing product placement, advertisements, and materials necessary the project cost estimation was created. In addition, with the development of disability-friendly adjustments to parking and within the buildings infrastructure the General Service department has created an overview of total costs.

The tools and techniques gathered for the completion of this deliverable were parametric estimating and expert judgment with the assistance of the Human Resources department, risk department, and the marketing manager.

4.5.8 Cost Management Plan Change Process

The cost change control process will follow the established project change order process. Approvals for project budget/cost changes must be approved by the project sponsor. Cost management reporting will be done in the Monthly project status report. In the Project status report, there will be a section known as cost management. The Main items reported will be the cost variances outside of the thresholds identified in the Cost Management Plan. The project manager will be responsible for change requests depending if there are any based on increased project costs.

4.6 Project Quality Management Plan

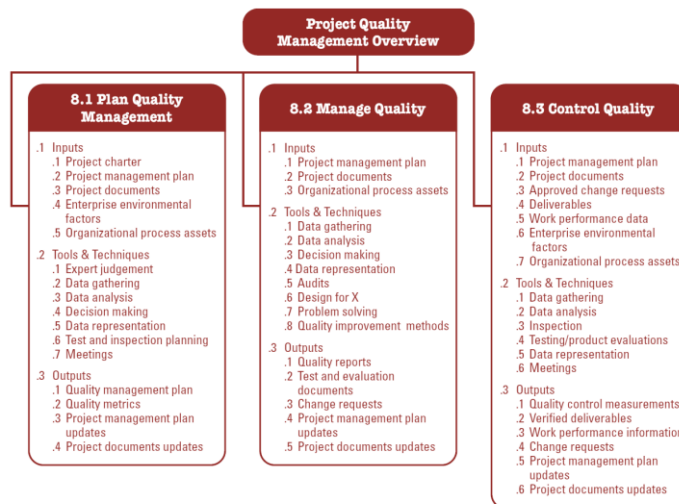
4.6.1 Introduction

Project Quality management according to the PMBOK Seventh Edition is the process of incorporating the organization's quality policy regarding, planning, managing, and controlling project and product quality requirements to meet stakeholders' objectives. The inputs required to create the Quality management plan included the Project Charter, Project Management Plan, Project Documents, and Organizational Process Assets. The Quality Management Plan for the implementation of the Public Relations Department at Atlantic

Bank will establish the activities, processes, and procedures for ensuring a quality department and service upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned.
- Define how quality will be managed.
- Define quality assurance activities.
- Define quality control activities.
- Define acceptable quality standards.

Figure 10: Development of the Cost Management Plan



Note: Adapted from A Guide to the Project Management Body of Knowledge 2021

4.6.2 Quality Management Plan

Chart 22 - Quality Management Plan (Source: Author of the Study)

Quality Management Plan	
Adapting Sustainable Corporate Social Responsibility	
Date:	Name of Project:
January 2023	

Version:	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
1.0		
Author:		
Rosalba Gomez		
General Recourses and Budget		
To amend the document, approval must be given by the persons below. Approved changes to date are listed below.		
Issue Date		Changes
January 2023		Initial Document version
Project Authorization		
Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.6.3 Quality Management Approach

This section of the Quality Management Plan describes the approach that the Project manager will use to manage quality throughout the life of the project. Established Metrics to be used for the quality management approach include schedule resources, cost, process performance, office safety, customer performance, and client satisfaction. This process will describe how the project team will identify and document the quality requirements and standards. Many of these standards will be based on existing company process standards, mainly following the core values of the bank and its mission to develop the country of Belize, and ensure it meets all the bank executives' requirements.

4.6.4 Roles and Responsibilities

To ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analysing process data, and continuously improving the processes. The Project Management Officer along with the project team will perform assessments at planned intervals throughout the project to ensure all processes are being correctly implemented and executed while maintaining bank standard practices.

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Provide expectation for project quality assurance • Supports manager in maintaining quality expectations and practices
Project Manager	<ul style="list-style-type: none"> • Creates alongside the team the quality management plan • Communicate quality expectations to key stakeholders • Create Quality Updates in documents where needed
Project Team	<ul style="list-style-type: none"> • Ensure project practices align with department requisites • Comply with all project activities and any QA Process implemented by the bank

4.6.5 Quality Assurance

The Project Management Officer along with the Quality Assurance department resource will provide weekly quality management and conduct process audits every month, monitor process performance metrics, and ensure all processes comply with project standards and follow bank processes and protocols. If discrepancies are found, the Project Manager or PMO will meet with the Project Sponsor and review the identified discrepancies.

Chart 23 - Process for Quality Assurance (Source: Author of the Study)

Process Action	Acceptable Process Standards	Process Phase	Assurance Activity
Bank Strategy Alignment with CSR	Proper Documentation and Acceptance Act	Execution	Weekly percentage completion increased by 10%
Define Internal CSR Activities	Documentation of Meeting Minutes & Requirements document	Planification	Weekly percentage completion increased by 10%
Define New vision and mission statements	Participation Act approved by all Executive members and the Board of Directors	Planification	Weekly percentage completion increased by 10%
Approval of Mission and Vision	Acceptance Act approved by all Executive members and the Board of Directors	Execution	Signed by all members.
Deliverable: Executive New Strategy Acceptance	Acceptance Act approved by all Executive members and the Board of Directors	Execution	Signed by all members.
Promotion of Stakeholder Equity	Acceptance Act approved by all Executive members and the Board of Directors	Execution	Signed by all members.
Development of equity standards	Acceptance Act approved by all Executive members and the Board of Directors	Execution	Signed by all members.
Updating of JD w/ inclusion of salary scales	Project Execution via the Project management Office following standards	Execution	Signed by all members.
Regulate Business Travel Requirements	Acceptance Act approved by all Executive members and the Board of Directors	Execution	Signed by all members.

4.6.6 Quality Control

The Project Manager will schedule regularly occurring document and process reviews. In these reviews, agenda items will include a review of office space safety, department protocol listings, and update process documents. Any discrepancies and/or audit findings from the Quality Assurance Officer and a discussion on product improvement

initiatives. It is imperative to the success of the project that all of the established physical and performance standards are met.

4.7 Project Resource Management

According to the PMBOK Seventh edition Project Resource management includes the processes to identify, Acquire, and manage the resources needed for the successful completion of the project. The resource management processes include Plan Resource Management, Estimate Activity Resources, Acquire Resources, Develop Team, Manage Team, and Control Resources.

Chart 24 - Resource Management Plan (Source: Author of the Study)

Resource Management Plan Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
Version:		
1.0		
Author:		
Rosalba Gomez		
General Recourses and Budget		
To make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.		
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Approved by:	Project Sponsor:	Date:

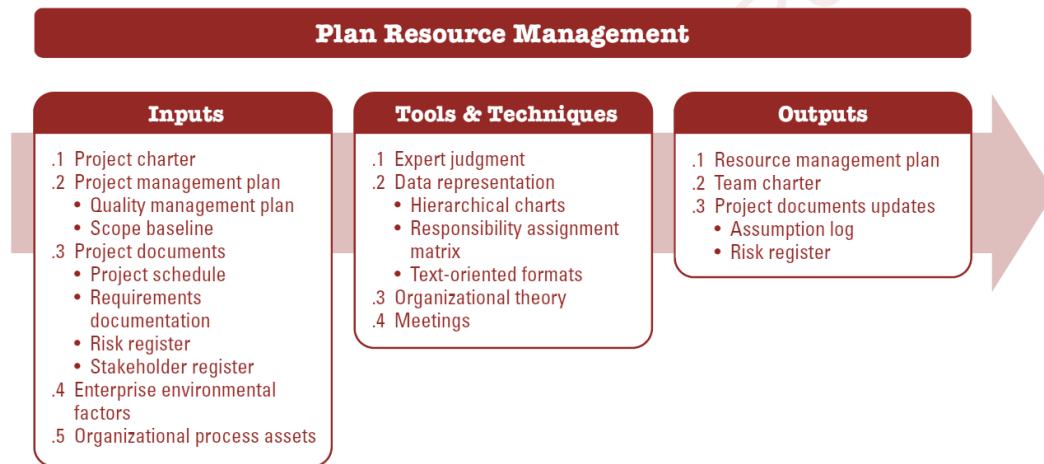
4.7.1 Introduction

Proper planning of human resources will aid in the success of the project. For this project, the human resource plan will define the roles and responsibilities, organizational charts, how resources will be acquired, time when each resource will be needed, and training requirements if needed. The Human Resource Management Plan will include the procurement of office space, furniture, and technical equipment. In addition, the interviewing and hiring of new staff, training requirements and performance reviews, recognition, and reward systems for new staff.

4.7.2 Resource Management Approach

The project manager will review each team member's assigned work activities at the beginning of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project. Before releasing project resources, the project manager will meet with the appropriate functional manager and provide feedback on employee project performance. The functional managers will then perform a formal performance review on each team member.

Figure 11: Development of the Resource Management Plan



Note: Extracted from the PMBOK® Guide (2021)

The project manager will review the overall performance of the project during the project lifecycle. At the onset of the project, the Project Manager will communicate with the Project Management Officer and stakeholders to inform them of all expectations of the work to be performed.

Resource Breakdown Structure

The RACI Chart below shows the relationship between project tasks and the team members. The Project Manager will manage any changes to the chart and review and approve changes when necessary. Changes done will be by the change control processes. If changes are made the assistant project manager will update the project documents and redistribute responsibilities.

Chart 25 - Resource Breakdown Structure (Source: Author of the Study)**Chart 26 - RACI Chart (Source: Author of the Study)**

	Project manager	Project Management Officer	Management Information Systems Officer (MIS)	Marketing	Quality Assurance Officer	Process and Documentation Officer	Key Stakeholders
Recruitment		R	R	A	I		I
Process Documentation Approval		R	R	A	I		I
Office Design	A	R		R	I	C	I
Procurement and Staffing	A	R		C	I		
Contracts Administration	A	R		C	C		
Department Management		R			R	A	I
Change Request	A	R		C			
Scope	A	I	I	I			I

Communication	A	R	I				
Quality	A	R		I	C		
Site work		I		C	R	A	I
Preparing Reports	A	R		C	C		

Legend:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign-off

C – Consulted before any decisions are made

I – Informed of when an action/decision has been made

4.7.3 Roles and Responsibilities

All team members must clearly understand their roles and responsibilities to successfully perform their portion of the project. For the Implementation of the Public Relations Department, the following project team roles and responsibilities have been established. This segment of the plan outlines the roles and responsibilities of the team members and stakeholders.

Chart 27 - Roles and Responsibilities (Source: Author of the Study)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> Resolves any issues related to resources which may be escalated by the project manager. Evaluate the performance of all project team members. Approves resources outlined for project requirements.
Project Manager	<ul style="list-style-type: none"> Approving that work activities meet established acceptability criteria and fall within acceptable variances. Reports project status by the communications management plan. Ensures that resources are monitored and utilized according to the resource management plan
Project Team	<ul style="list-style-type: none"> Reports of any resource out of office or unable to meet Escalates any issues to the project manager Make any recommendations for changes and submit the change management form

4.7.4 Estimating Resources

The project team will consist of all internal resources. However, much of the staff training will be outsourced by motivational speakers/trainers. All resources must sign a contract/agreement with the Project Management Office before the resource may begin any project work outside of their regular operational activities. By estimating the number of resources and staff to be trained and activities to be had, a defined budget must be followed to ensure the proper creation of advertisements, campaigns and budgets for the CSR launch.

4.7.5 Training

Full staff training is required for new and existing employees within the banking institution, resulting in two days of training of the newly established mission, vision, and strategy refresher. To guide this session, a professional public relations coach will be hired by the bank's human resource team to ensure proper functional training for the newly developed department. The objective of the training will be to provide the staff with the necessary knowledge, skills, and competencies to fully embrace and reflect the bank's goals.

4.7.6 Change Process

Changes will be proposed in accordance with the project's change control process and its abiding forms. These requests will be reviewed by key stakeholder, project manager and sponsor for approvals. As changes are made all project documents and resources will be updated and redistributed accordingly.

4.8 Project Communication Management

Chart 28 - Project Communication Management (Source: Author of the Study)

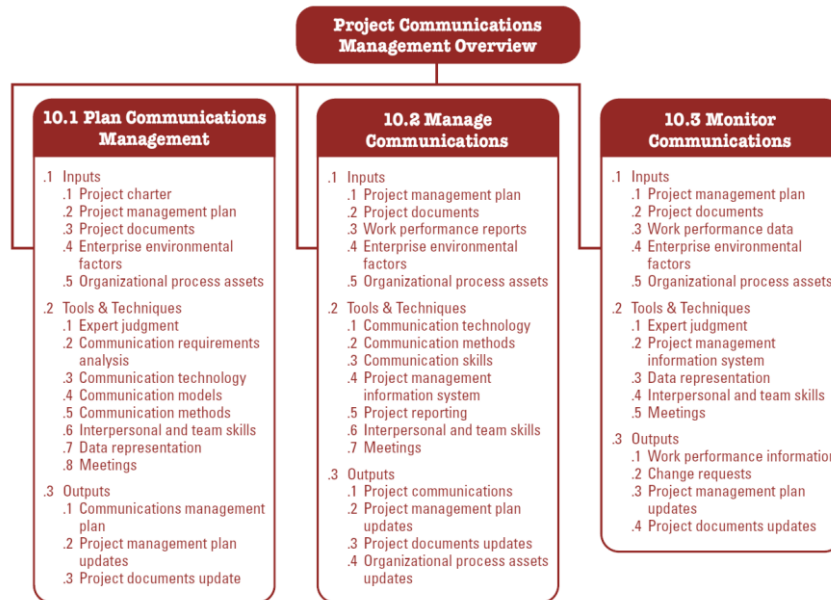
Communication Management Plan Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
Version:		
1.0		
Author:		
Rosalba Gomez		
General Recourses and Budget		
In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.		
Issue Date		Changes
January 2023		Initial Document version
Project Authorization		
Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.8.1 Introduction

The Purpose of this Communication Management Plan is to outline the requirements for communication for the Sustainable Adaptation of CSR practices at Atlantic Bank Limited. The communications plan will serve to communicate information between the project team and stakeholders. The plan identifies and defines the roles of persons involved in this project. Project

communications Management consists of two parts. The first part is developing strategy to ensure communication is effective for stakeholders. The second part is carrying out the activities necessary to implement the communication strategy.” The plan details how each stakeholder would receive information from members of the project team, the frequency of communication, the information that would be communicated to them and the person responsible for ensuring that the correct information was received by the communication sent. According to the PMBOK seventh edition “Project Communication Management” includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through developments of artefacts and implementation of activities designed to achieve effective information exchange.

Figure 12: Development of the Resource Management Plan



Note: Adapted from A Guide to the Project Management Body of Knowledge PMBOK® Guide (2021)

Communication Management Approach

The project manager must ensure the proper relaying, escalation and updating of information to all project stakeholders and team members. The communication plan specifies the manner in which information is to be gathered and release at every stage of the project lifecycle. The plan outlines the protocol or information distribution, manner of distribution, and information dissemination processes. The project manager is to create the plan and obtain approval from the project manager.

4.8.2 Roles and Responsibilities

Successful communication must follow a streamlined process in order to follow proper hierarchical procedures and protocol. As a result, each team members must follow their roles and responsibilities as depicted on chart 29.

Chart 29 - Roles and Responsibilities

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Provides biweekly updates to major project stakeholders and executive committee. • Escalates issues to bank executives to ensure proper streamlining process where the project manager cannot facilitate. • Approves communication plan
Project Manager	<ul style="list-style-type: none"> • Outlines communication mechanisms to be used in the Project • Debriefs Meetings, Reports & Emails • Facilitates kick off, stakeholder workshops and departmental meetings. • Escalates issues to the project sponsor, if needed
Project Team	<ul style="list-style-type: none"> • Facilitates in the streamlining process by providing accurate and timely feedback throughout project lifecycle. • Escalates any issues to the project manager • Makes any recommendations for changes at a timely manner

4.8.3 Communication Matrix

For this project, the team will utilize standard organizational formats and templates for all formal project communications. Formal project communications are detailed in the project's communication matrix.

Chart 30 - Communication Matrix (Source: Author of the Study)

Type/ Method of Communication	Description	Person Responsible	Audience	Medium	Frequency	Evidence	Approval Medium:
Kick off	Communicate the start of the project, the composition of the work team, the scope and the general schedule.	PMO/ PM	Every member of the project team	Meeting	At the start of the project (once)	Minutes	Atlantic Bank initiation Act signed by everyone present.
Stakeholder Engagement	Communicate/Remind about the project, Benefits of the project, schedule/ timeline.	Sponsor	Executive Team	Meeting	Upon completion of Scope document, architectural flow and before Kick-Off Immediately following kick-off Share test results prior to GoLive	Presentation, PMO Stakeholder presentation, Minutes	Sign-off on minutes as needed
Change Request	If there is a delay in achieving milestones, then a request needs to be made to update the timeline. This can come with cost implications.	Project Manager	Sponsor/ Executive Team	Change request Form/ Meeting with Sponsor/ Stakeholders	As needed	Change Request Form	Sign off on form
Weekly status of the Project / Follow-up Meetings	Review of project status, progress Project status, Percentage of completed work, Results, Reasons for delay, Problems	PMO and Project Manager	Project team members	Meeting	Weekly	Site Planview / Minutes / Memory	Generated automatically by the Planview system of Atlantic Bank. Approval Format.

Type/ Method of Communication	Description	Person Responsible	Audience	Medium	Frequency	Evidence	Approval Medium:
Biweekly Risk Report Meetings	Providing updates on risks/issues to ensure that the team is continuously updated.	PMO, Project Manager	Project team members	Meeting	Bi-Weekly	Risk report Excel	Updated PV Risk Summary

4.8.4 Communications Standards

The primary methods of Communication will be face-to-face meetings, team meetings, and emails. Meetings, reports presentations and announcements will also be used to communicate written agreements and reports.

4.8.5 Monitoring Communication and Change Process

Communication matters such as issues, conflicts, misunderstandings, or disputes must be addressed systematically and according to the bank's escalation process. The nature of the communication matters determines how they are handled. Communication matters arising that will have a low impact on the project should be resolved among the project team by the communication matrix and the company's communication guidelines. Where no resolution can be made, the matter will then go to the Project Manager and where no resolution can be met a moot point, it will be further escalated to senior managers and/or bank executives. For any changes to be made to the Communications Management Plan, the change process must be followed. Performance indicators that can be tracked throughout the monitoring phase are encompassed within the project reporting name within the weekly Report: Agreements established in meetings, must be formalized through a report that summarizes the meeting, and must be disseminated to the stakeholder via Email. Possible changes must be formalized by the change process. As well as Project Report: Information concerned to the project will be obtained using MS Project and will be included within the reports.

4.9 Project Risk Management Plan

Chart 31 - Project Risk Management Plan (Source: Author of the Study)

Risk Management Plan		
Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
Version:		
1.0		
Author:		
Rosalba Gomez		
General Recourses and Budget		
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Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

Project Risk Management according to the PMBOK seventh edition includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.” To plan risk management, by Project Risk Management described in the PMBOK® Guide, the previously developed subsidiary plans, including the Project Charter and Project Schedule, were used

as inputs to the process. The tools and techniques used were analytical techniques, expert judgment, and meetings.

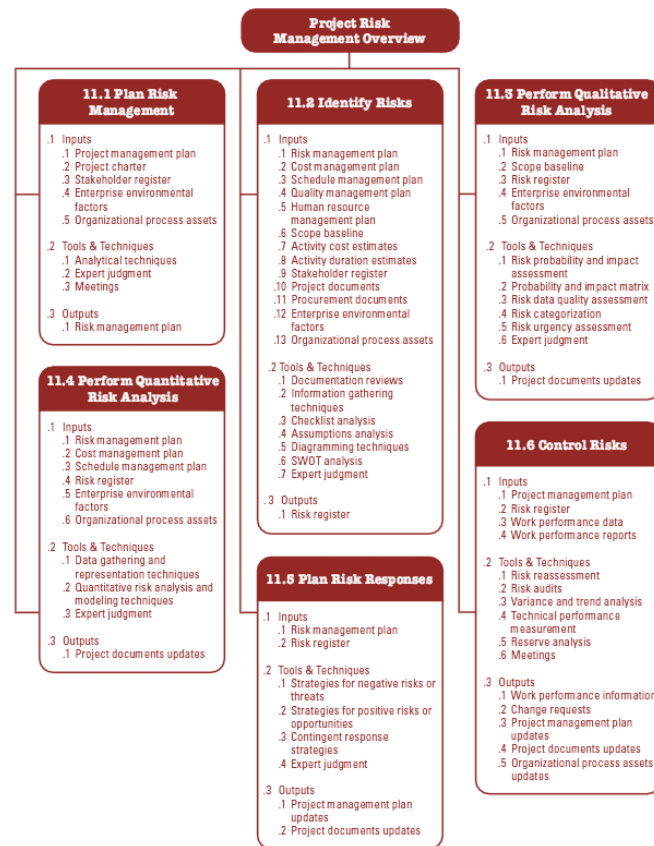
4.9.1 Introduction

This document is intended for use by the Project Manager and Assistant Project Manager. Risks are positive or negative events or conditions that may or may not occur during the project lifecycle and can affect project objectives. The following terms are used throughout this document and are defined as follows:

- ❖ Impact is defined as the ability to increase or decrease the probability of an event or condition.
- ❖ Trigger is defined as an event that marks the occurrence of a risk.
- ❖ A contingency plan is a plan designed to take account of a possible future event or circumstance.
- ❖ Risks are controlled by watching for triggering events of risks and executing the corresponding response/mitigation plan.

Risk management is therefore necessary because its processes identify, assess, respond to, monitor, and report risk. The Risk Management Plan outlines how risks associated with the implementation of the Public Relations Department at Atlantic Bank Limited. The Risk Management Plan will also outline how risk management activities will be performed, recorded, and monitored throughout the life of the project. The Risk management Plan is created by the Project Manager with the assistance of the Project Management Officer. It is created during the planning phase of the project and will be monitored and updated throughout the project lifecycle.

Figure 13: Development of the Resource Management Plan



Note: Adapted from A Guide to the Project Management Body of Knowledge, PMBOK® Guide (2021)

4.9.2 Risk Management Approach

Risk Identification will be done in consultation with the project team, and relevant stakeholders and include the revision of environmental factors, organizational culture, and the Project Management Plan. During risk identification project deliverables, assumptions, constraints, work breakdown schedule, resource plan, and other project documents will be used. Once risk is identified it will be analysed to determine the range of possible outcomes

and develop each mitigation plan, in addition to being documented via the Planview Software Application.

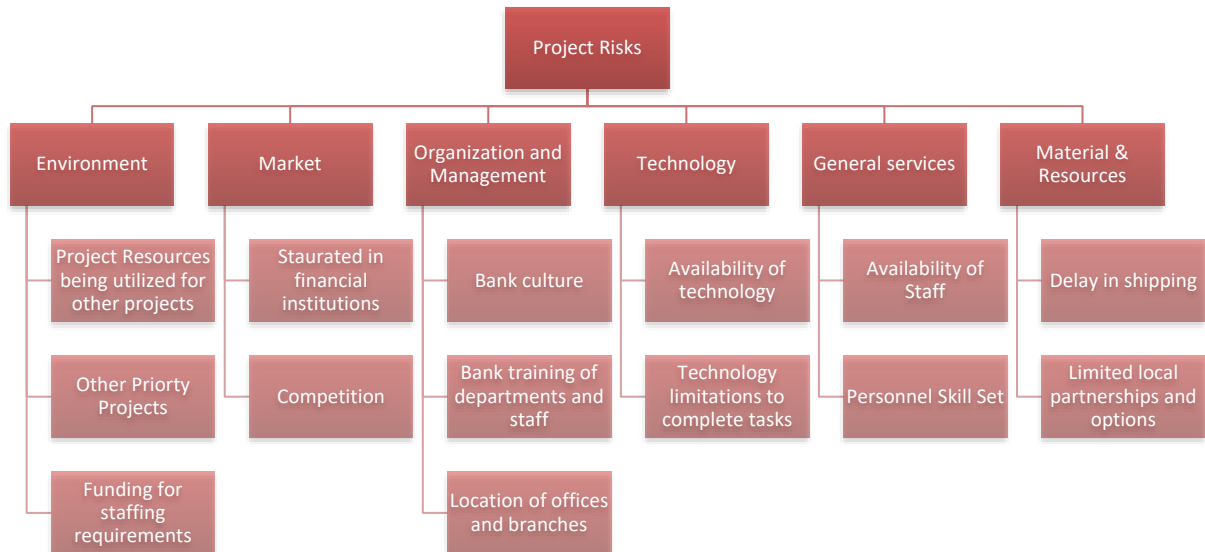
Chart 32 - Roles and Responsibilities (Source: Author of the Study)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Identify risks associated with resources, industry standards and legislation. • Approve/Deny strategies for risks identified.
Project Manager	<ul style="list-style-type: none"> • Review risks that become eventual issues and approve change management accordingly. • Escalate issues that become changes and discuss with upper management the cost and scope impact to the bank. • Log all risks into the risk matrix. • Keep consistent tracking and documentation of risk factors throughout the project lifecycle.
Project Team	<ul style="list-style-type: none"> • Analyse, prioritize, and provide strategies for risks identified. • Monitor and track risk, and the effectiveness of mitigation measures.

4.9.3 Identify Risks

Risks will be identified when the project charter is developed. However, during the creation of the subsidiary plans, a comprehensive risk register is compiled. During risk identification, the risk register will be reviewed to include or remove any risks that may or may no longer apply to the project throughout its execution. The risk register will be created and maintained by the Project Manager Officer with the assistance of the Project manager and Sponsor. The categories of risks relevant to this project include financial, planning, stakeholder, and scheduling.

Chart 33 - Risk Breakdown Structure (Source: Author of the Study)



4.9.4 Qualitative Risk Analysis

To perform the qualitative risk analysis, the Risk Management Plan, Cost Management Plan, Scope baseline, Activity Cost and Duration, Risk Register, Stakeholder Register, and Procurement documents were used as inputs to the process.

4.9.5 Monitoring and Controlling

Reporting on project risk will be conducted weekly in the project team meetings. The risk register will be presented to raise awareness among the project team. The risk register will display all the risks that warrant closer attention. These risks will be labeled with their respective code, cause, consequence, probability, impact, rating, trigger, the person responsible, strategy to employ, and cost. The risk that is realized becomes an issue and may

have a financial implication on the contingency reserve. Where this occurs approval must be sought from the Senior Manager.

4.9.6 Probability and Impact Scales

During the Perform Qualitative Risk Analysis process, the project risks will be prioritized by analyzing their individual impact and probability using a five-point scale. Expert judgment is a crucial tool and technique used during this process. The impact is assessed based on the impact on cost, schedule, and quality, and probability is assessed based on occurrence during the project lifecycle. When a single risk has a high impact on one objective and a very low impact on another cost, the risk score will be calculated by assigning the respective impact scale value to each objective and then finding the sum.

Chart 34 - Impact Scale (Source: Author of the Study)

Impact Scale	Event Occurrence Impact
1 – Very low	Minimal or no impact
2 – Low	Minor Impact
3 - Moderate	Noticeable Impact
4 - High	Significant Impact
5 -Very High	Severe and Potentially catastrophic Impact

Chart 35 - Probability Scale (Source: Author of the Study)

Probability Scale	Event Occurrence Probability
1 – Very low	Highly Unlikely to occur during the project lifecycle
2 – Low	Unlikely to occur during the project lifecycle
3 - Moderate	Moderate chance of occurring during the project lifecycle
4 - High	Likely to occur during the project lifecycle
5 -Very High	Almost certain to occur during the project lifecycle

Figure 14: Probability and Impact Matrix

		Impact Rating				
		1-Very low	2 - Low	3-Moderate	4-High	5 -Very High
Probability	5-very high	5	10	15	20	25
	4-High	4	8	12	16	20
	3-Medium	3	6	9	12	15
	2-Low	2	4	6	8	10
	1-Very Low	1	2	3	4	5

Chart 36 - Risk Register (Source: Author of the Study)

No	Risk Title	Description	Risk Category	Impact Score	Probability	Overall Risk Score	Mitigation	Risk Owner	Risk Author
1	Project Resources being utilized for other projects	Due to competing projects, key resources required for this project may be otherwise occupied.	High	3	2	6	Prioritize project tasks and team availability	Sponsor	Rosalba Gomez
2	The timeline to complete the project may be impacted by other priority projects set by the bank	This is controlled by the executive leadership of the bank, and they may choose which projects take priority.	Medium	4	2	8	Prioritize ABL internal projects defined by Executives.	Sponsor	Rosalba Gomez
3	Additional funding to properly staff and supply the department adequately	Cutting budgets and staff recruitment may cause a delay or pause in the project	High	3	3	9	Properly streamline the budget required for this project implementation.	Sponsor	Rosalba Gomez

No	Risk Title	Description	Risk Category	Impact Score	Probability	Overall Risk Score	Mitigation	Risk Owner	Risk Author
4	Availability of funding	Funding may be limited for any of the CSR activities outlined within the scope	Medium	3	2	6	Avert funding for priority practices	Managing director	Rosalba Gomez
5	Saturated financial institutions	High saturation of banking requirements minimizing revenue	Low	1	1	1	Introduce new concepts to attract customers with better deals	Executive committee	Rosalba Gomez
6	Bank culture	Culture may not be receptive to CSR practices	Low	1	1	1	Provide positive leadership and training to staff for better receptiveness	Sponsor	Rosalba Gomez
8	Availability of technology	Technology to provide recycled card printing may be expensive and limited	Medium	3	2	6	Investment in tech equipment	Sponsor	Rosalba Gomez
9	Availability of Staff	Staff may be busy with other projects	High	4	2	8	Prioritize project activities	Sponsor	Rosalba Gomez
10	Personnel skill Set	Personnel may not be skilled enough to complete activities	Low	1	1	1	Procure services from third parties	Manager	Rosalba Gomez

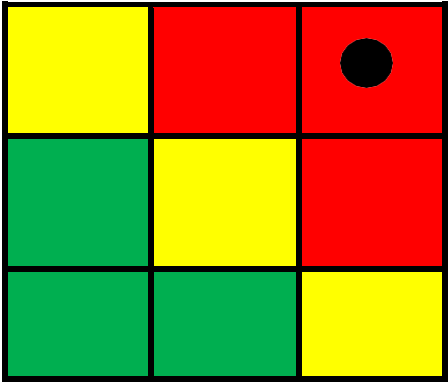
No	Risk Title	Description	Risk Category	Impact Score	Probability	Overall Risk Score	Mitigation	Risk Owner	Risk Author
11	Limited Local Partnerships and local business options	Little local suppliers to produce necessary material and marketing requirements	Low	1	1	1	Procure from external sources	Manager	Rosalba Gomez

Chart 37 - Qualitative Risk Analysis Summary (Source: Author of the Study)

Project Name: Adapting Sustainable Corporate Social Responsibility															
ID # 1. Project Resources being utilized for other projects															
Description of Risk Event:	Prevention Strategies:														
Due to competing projects, key resources required for this project may be otherwise occupied.	The immediate supervisors and managers overseeing the project resources must be in full agreement to allow the resource to devote sufficient time allotted for the completion of the project.														
Probable Causes:	Risk Response/Contingency Plans:														
Staff Task Priorities and Low Staffing Issues	Risk Response: Avoid/Mitigate Contingency Plan: Assign a backup resource in the event the staff becomes unavailable to fulfill project duties.														
Risk Matrix:	Triggers Events:														
<table border="1" style="border-collapse: collapse; text-align: center;"> <tr> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Probability</td> <td>H</td> <td style="background-color: yellow;"> </td> <td style="background-color: red;">●</td> </tr> <tr> <td>M</td> <td style="background-color: green;"> </td> <td style="background-color: yellow;"> </td> </tr> <tr> <td>L</td> <td style="background-color: green;"> </td> <td style="background-color: green;"> </td> </tr> </table>		L	M	H	Probability	H		●	M			L			<ul style="list-style-type: none"> ❖ Staff out of office ❖ Another staff goes on leave ❖ Resigning staff
	L	M	H												
Probability	H		●												
	M														
	L														

Project Name: Adapting Sustainable Corporate Social Responsibility
ID # 2. The timeline to complete the project may be impacted by other priority projects set by the bank

Description of Risk Event:	Prevention Strategies:									
<p>The bank’s strategic alignment may allocate other projects as a priority for completion and resource allocation, setting the project on hold.</p>	<p>The immediate supervisors and managers overseeing the project resources must be in full agreement to allow the resource to devote sufficient time allotted for the completion of the project.</p>									
Probable Causes:	Risk Response/Contingency Plans:									
<p>The project being realigned to fit the bank’s strategy</p>	<p>Risk Response: Avoid/Mitigate Contingency Plan: Review the alignment of the project with the bank’s strategy from the onset of project initiation activities.</p>									
Risk Matrix:	Triggers Events:									
<p style="text-align: center;">L M H</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> </tr> <tr> <td style="background-color: green;"></td> <td style="background-color: green; text-align: center;">●</td> <td style="background-color: yellow;"></td> </tr> </table>								●		<ul style="list-style-type: none"> ❖ New Project Implementations for the bank ❖ Change in strategic alignment
	●									
<p>Project Name: Adapting Sustainable Corporate Social Responsibility</p>										
<p>ID # 2. Additional funding to properly staff and supply the department adequately</p>										

Description of Risk Event:	Prevention Strategies:
Cutting budgets and staff recruitment may cause a delay or pause in the project.	Provide full transparency in the project budget and resources required for the establishment of the new department.
Probable Causes:	Risk Response/Contingency Plans:
Redistribution of departmental budgets.	Risk Response: Avoid/Mitigate Contingency Plan: Assess the project budget with the Finance department and allocate the proper funding required for project execution.
Risk Matrix:	Triggers Events:
<p style="text-align: center;">L M H</p> 	<p>Change in Banking Budget</p> <p>Change in General Project Guidelines</p>

4.9.7 Risk Response

The Project Management Officer will be in charge of planning risk responses alongside the Project Manager and Sponsor and managing the data collection and documentation throughout the project execution phase.

4.9.8 Risk Monitoring and Controlling

The level of risk on a project will be tracked, monitored, and reported throughout the project lifecycle via the Planview Software Application used by the project management office. A Risk Listing will be developed and maintained by the project team and will be reported as a component of the project status reporting process for this project. A monthly risk management meeting will be held with all project team members to review, close, or identify any new risk that may arise within the project's execution.

4.10 Project Procurement Management

As documented in the PMBOK® Guide, the Requirements Documentation, Risk Register, Stakeholder Register, and Project Charter were the inputs used in the process. The tools and techniques were expert judgment and meetings, in the form of a personal interview with the lead Project Manager. As Procurement Management is integral to the success of the project and subject to financial and scheduling constraints, all items being purchased by the project team needed to be done efficiently and effectively, thus providing enough time for delivery, within budget and of an acceptable standard of quality. Due to the vast experience and technical expertise of the project management team, the items to be purchased, made, or constructed on-site are already known. This plan identifies and defines the items to be

procured, the types of contracts to be used in support of this project, the contract approval process, and decision criteria.

4.10.1 Procurement Management Plan

Chart 38 - Procurement Management Plan Template (Source: Author of the Study)

Procurement Management Plan Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
January 2023	Project Management Plan to Adapt Sustainable Corporate Responsibility by the Public Relations Department	
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Approved by:	Project Manager: Rosalba Gomez	Date:
Approved by:	Project Sponsor:	Date:

4.10.2 Introduction

This Procurement Management Plan sets the procurement framework for this project. It will serve as a guide for managing procurement throughout the life of the project and will be updated as acquisition needs change.

4.10.3 Procurement Management Approach

The project manager will provide oversight and management for all procurement activities under this project. The Project Management Officer will work with the Project Manager to identify all items to be procured for the successful completion of the project.

4.10.4 Resources and Responsibilities

To obtain the successful execution of the Procurement Management plan, the team must ensure all responsibilities are outlined and clear for the procurement process throughout the project lifecycle.

Chart 39 - Roles and Responsibilities (Source: Author of the Study)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Approves the procurement management plan • Guides the development of a plan using expert knowledge • Approves contract
Project Manager	<ul style="list-style-type: none"> • Drafts, reviews, and provides feedback on contracts • Escalate issues that become changes and discuss with upper management the cost and scope impact to the bank.
Project Team	<ul style="list-style-type: none"> • Assists the project manager with the development of the procurement management plan. • Provides reports on procurement processes

4.10.5 Procurement Definition

The following procurement items and/or services have been determined to be essential for project completion and success. On Chart 40 below a list of items, justification, and timeline are pending project manager review for submission to the assistant project manager for purchasing to commence. As changes may occur, during the project's execution, it was considered the inclusion of the procurement management plan change process, and the acquisition process which is based on defined performance metrics, that can be used to assess procurement activities related to service, goods and products, just in case that the acquisition of extra resources is required and approved by the project sponsor.

Chart 40 - Procurement Breakdown & Estimates (Source: Author of the Study)

Code (PAP)	Procurement Program/Project	Unit	Qty	Mode of Procurement
COMPUTER / IT SUPPLIES				
50203010-01	Office Desktop (Computer, desktop, wireless mouse, headset)	roll	3	Shopping
50203010-01	Toner Cartridge Samsung ML-D4550B	piece	10	Shopping
50203010-01	Toner Cartridge HP Laserjet 93A black	cart	6	Shopping
50203010-01	Printer HP LaserJet	cart	1	Shopping
50203010-01	Toner Cartridge Brother TN-3330 black	cart	8	Shopping
50213050-02	Scanner	set	1	Shopping
50203010-01	Other IT supplies			Shopping
OTHER SUPPLIES AND MATERIALS				
50203010-02	Air Condition Units	sets	2	Small Value Procurement/ Negotiated
50203010-02	Pens, Pencils, Paper, staplers	sets	5	Small Value Procurement/ Negotiated
50203010-02	Uniform	Sets	4	Small Value Procurement/ Negotiated
50203010-02	Paper Tray, 3 layers	pcs	20	Shopping
50203010-02	Storage Box (70 L, 18"X24" X13 3/4")	pcs	6	Shopping
50203010-02	Other Supplies			Shopping
GIFT ITEMS / TOKENS, SOUVENIRS, ETC.				
5020399000	Gifts are given by the office to foreign guests, media personalities, government officials, and other guests	bags	600	Small Value Procurement/ Negotiated
5020399000	Souvenir Items/Gifts to be given by the officers during trips abroad/ events	bags	50	Small Value Procurement/ Negotiated
MEETINGS/CONFERENCES				
5029903000	Executive Committee Meetings (50 persons x P180/pax)	mugs	12	Ordering Agreement
5029903000	Management Committee Meetings (200 persons x P1,800/pax*3days)	mugs	3	Lease of Venue

4.10.6 Procurement Risks

All procurement activities carry some risk potential, all risks will be managed by the project's risk management plan, there are specific risks which pertain specifically to procurement that must be considered:

- ❖ Unrealistic schedule and cost expectations
- ❖ Manufacturing capacity capabilities of vendors to support sustainable development of products and services
- ❖ Conflicts with current contracts and vendor relationships that do not follow green initiatives
- ❖ Potential delays in shipping and impacts on cost and schedule for any campaign material
- ❖ Questionable past performance for vendors
- ❖ Potential that the final campaign does not meet the portray the ban's sustainability initiative.

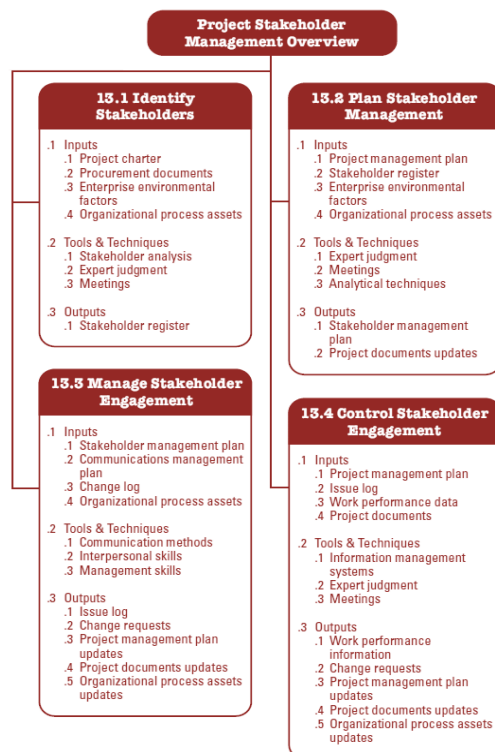
4.10.7 Procurement Constraints

All procurement activities and contract awards must support the approved project scope statement. Any procurement activities or contract awards which specify work that is not in direct support of the project's scope statement will be considered out of scope and disapproved.

4.11 Project Stakeholder Management

Project Stakeholder Management is the last process to be conducted by the initiation process group. The stakeholders involved with the implementation of the public relations department were identified using the inputs, tools, and techniques taken from the PMBOK Guide.

Figure 16: Stakeholder Management Planning Process Overview



Note: Reprinted from A Guide to the Project Management Body of Knowledge

Chart 41 - Stakeholder Management Plan

Stakeholder Management Plan Adapting Sustainable Corporate Social Responsibility		
Date:	Name of Project:	
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4.11.1 Introduction

Stakeholder Management includes the processes required to identify the people, groups, and organizations that could affect or be affected by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project.

4.11.2 Stakeholder Management Approach

Identify Stakeholders In order to develop an effective plan for managing stakeholders, they first need to be identified and assessed. Stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented, and analysed.

Chart 42 - Stakeholder Management Roles and Responsibilities

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Escalates and resolves any stakeholder issues presented by the Project Manager • Update and provide important milestones completed to stakeholders • Approves Stakeholder Management Plan
Project Manager	<ul style="list-style-type: none"> • Crates Stakeholder Management Plan • Escalate issues that become changes and discuss with upper management the cost and scope impact to the bank. • Minute meetings and disseminate information to all stakeholders and team members. • Manage relationships and communications with all stakeholders at different levels following the plan
Project Team	<ul style="list-style-type: none"> • Actively engage PM and PS with project updates for information that is vital for project completion
Board of Directors	<ul style="list-style-type: none"> • Approve funding and execution of the project • Approve contract changes in the shift to sustainable practices
Senior executives	<ul style="list-style-type: none"> • Approve decisions on changes to Strategic plans and department training
Human Resources Department	<ul style="list-style-type: none"> • Assist in training procedures and sharing of updates to staff
Marketing Department	<ul style="list-style-type: none"> • Create the campaign plan and information needed for launch.

4.11.3 Identify Stakeholders

To assist with the stakeholder identification, the following Stakeholder Analysis Register captures the following information the table below.

ID	Stakeholder	Direct/ Indirect
1	Project Sponsor	Direct
2	Project Manager	Direct
3	Project Team	Direct
4	Board of Directors	Direct
5	Senior executives	Direct
6	Human Resources Department	Direct
7	Marketing Department	Direct

4.11.4 Analyse Stakeholders

Stakeholder: The description, name, or organization identified that must be registered within the chart.

Functional Area: The area where the stakeholder is involved.

Roles-Responsibilities: Description of the activities of each stakeholder and roles, that are identified and can be assigned.

Main expectations: stakeholders' expectations of the project's deliveries.

Major requirements: Stakeholders' special requirements related to the project.

Influence-Impact: The level of influence that each stakeholder has and its possible impact on the project development.

Additional comments: Any comments that can improve the description of each stakeholder.

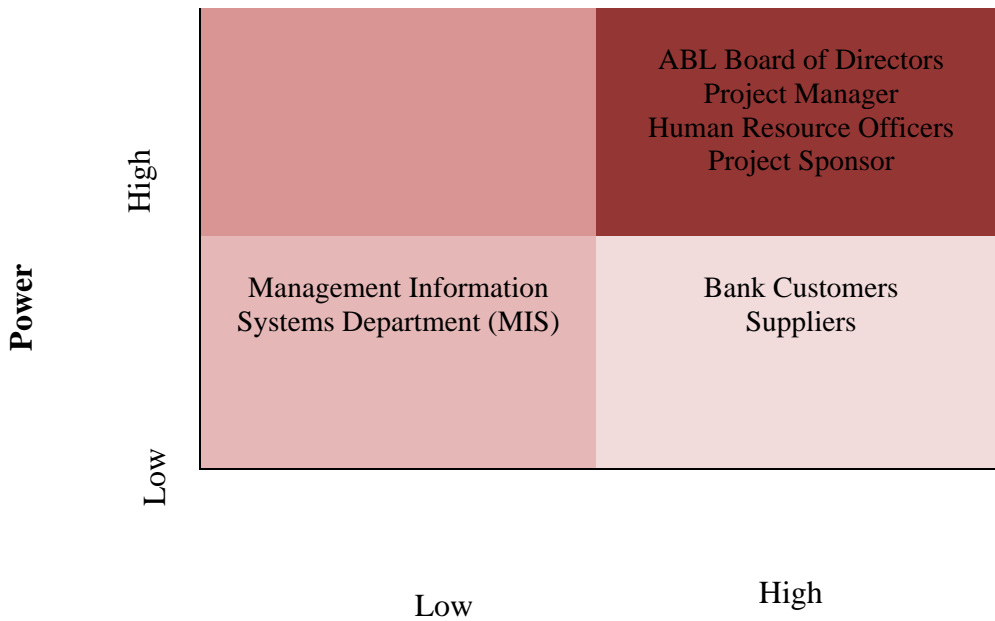
Chart 43 - Stakeholder Register (Source: Author of the Study)

ID	Stakeholders	Functional Area	Roles-Responsibilities	Main Expectations	Major Requirements	Influence-Impact
1	ABL's Board of Directors	Chief Executive Officers	The board of directors approves the addition of a Public Relations Department.	To create a department that contributes to the bank's strategic alignment.	Implement the department seamlessly and staffed with requirements.	High
2	Bank Customers	Bank shareholders, customers, and Belizean community	To collaborate with the PR requirements by participating in active customer feedback.	To have an easy avenue of receiving bank notifications, changes, and updates that may impact their service.	To receive proper streamlined communication from the bank.	Medium
3	Suppliers	General Services	To purchase any furniture, office supplies, and Technological equipment required for the implementation of a new department	To receive payment for goods and services	Proper payment and order descriptions promptly	Medium
4	Project Manager	Project Management	Collaborate and execute tasks throughout all phases of the project lifecycle	Complete all deliverables, meet deadlines and tasks outlined within the project requirements	Support from the project sponsor & other stakeholders.	High
5	Management of the Information Systems Department (MIS)	MIS Officers	Secure, implement, and connect all technological equipment to the bank's secure intranet and related connections.	To properly connect all devices and security systems to the bank's core system	Access to establish a connection to equipment.	Low
6	Human Resource Department	HR Officer	Recruit qualified staff for the positions relevant to the department's needs and requirements	To properly hire and train all new incoming staff the bank's environment	Drafted job description of available positions for the department	High

4.11.5 Power Interest Matrix & Classification

The implementation of the public relations department at Atlantic Bank Limited assessed each stakeholder’s impact on the project and their interest in the execution of the project. This identification allows for proper categorization and attention to each stakeholder at different points through the project lifecycle. An important outcome of the stakeholder identification and analysis work, including the Power/Interest Grid, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Figure 17: Power Interest Graph



**Figure 18:
Interest**

Chart 44 - Power Interest Matrix

Stakeholders		Classification (Low/High)		Comments
ID	Name	Power	Interest	
1	ABL's Board of Directors	High	High	ABL's board of directors has the high interest and high-power decision the approve or deny the implementation of a new department for the bank's interest and alignment with the bank's strategy. They are highly interested in the development of the department.
2	Bank Customers	Low	High	The customers have low and little significant power in the implementation of the project and the department functions, but the interest is set as high due to the information they will receive as a result of the project implementation as well as their benefits from the project execution.
3	Suppliers	Low	High	Suppliers have low power in the decision-making power required from the project team, but the interest is high as they want to fulfil all of their customer's (the Bank) requirements and meet necessities for more future sales.
4	Project Manager	High	High	The project manager has high power in decision and planning within the project execution, while interest is high as the project implementation relies heavily on the manager's ability to guide and manage the rest of the project team.
5	MIS	Low	Low	The MIS officers is a stakeholder, who has low power as they only follow the directions and instructions given by the project team, their interest is low until they need to complete their tasks.
6	Human Resource Department	High	High	The HR Officer will have high power in the recruitment and screening of the PR department staffing and has high interest when needing to provide continuity to the hiring process of the department.

Stakeholder Engagement

To ensure the correct level of engagement is being achieved by each stakeholder, the Project Manager will analyse current levels of engagement by using the PMBOK Stakeholders Engagement Assessment Matrix. As noted above in the Stakeholder Analysis Register, each stakeholder group shall be assessed in terms of their current and desired level of engagement.

Chart 45 - Stakeholder Engagement Matrix

ID	Name	Unaware	Resistant	Neutral	Supportive	Leading
1	ABL's Board of Directors					C D
2	Bank Customers	C		D		
3	Suppliers			C	D	
4	Project Manager					C D
5	Management Information Systems Department (MIS)			C D		
6	Human Resource Department					C D

4.11.6 Stakeholder Management Plan, Change Process

The stakeholders identified and their information documented in the Stakeholder Analysis Register will be reviewed at least monthly to ensure the plan is meeting project expectations and to make modifications if required under the change management process previously outlined within this document.

5 CONCLUSIONS

A Project Management Plan (PMP) is a comprehensive document that outlines the project's objectives, scope, schedule, budget, and resources, as well as the roles and responsibilities of the project team. It is a crucial tool for project managers to ensure that the project is executed, monitored, and controlled effectively. This PMP has supported the final requirements of the Final Graduation Project.

1. The Project Management Plan for the Adaptation of Sustainable CSR practices at Atlantic Bank was created using the analytical research method with the additional practice of the PMBOK® Guide (2021) used as a developmental tool for the implementation of the project adapted and aligning the activities required to successfully meet all objectives. This plan has assisted in outlining the WBS by project requirements and organization conditions.
2. The Integration Management Plan via the Project Charter was the first subsidiary element of the Project Management Plan, created as the deliverable for specific objective number one. Using a template provided by the bank to capture and organize the business needs and objectives, project description, preliminary scope statement, initial project risks, project deliverables, summary milestones, and project budget. The Project Charter also included the identification of the project manager and the sponsor's authorization for the project to commence. The project was created by adapting the alignment of the bank's strategic pillars under a theoretical framework

that could be further developed in the future. The project was built from circumstantial data gathered from customer feedback on public platforms.

3. To define and specify the scope of the project, the Scope Management Plan, the deliverable created for specific objective number two, along with the WBS, WBS dictionary, Requirements Management Plan, Requirements Document, and Requirements Traceability Matrix, were developed from various templates provided by the bank's project management office. None of which went in depth to the extent of this plan. These templates assisted as the foundation for developing a detailed and more efficient database of project information, as this is the primary document for the current PMO at ABL.
4. The Schedule Management Plan, an output from specific objective number three, was created along with the Activity List, Schedule Network Diagram, Resource Assignments table, and Project Gantt chart made directly from Microsoft Project to adequately identify and orchestrate each project activity to ensure the project's completion within the time constraints. This schedule management plan was a concise and established protocol within the PM Office at the organization with heavier detail on the critical path direction of the project. The timeline only accounted for working hours and was exclusive to national Belizean holidays.
5. To create the Cost Management Plan, the output from specific objective number four, a template in Microsoft Project was used to adequately develop the project budget,

and a template was used to capture the Cost Management Plan which will guide the development of cost management performance measures and documents such as the Cost Baseline and the Project Funding Requirements. This plan has helped the organization to itemize and estimate the cost of the project activities and how the performance of the project can be monitored to implement the necessary corrective actions when inefficiencies are found. The project management office currently does not convey details of project costs to the officers, the template had to be created following guidelines offered by the PMBOK guide.

6. To develop the Quality Management Plan, the output from specific objective number five, a template was created to identify the project's quality management approach, quality requirements/standards, quality assurance, quality control, and the quality control measures that will be used throughout the project, to ensure that quality was built into the project's processes and product and construction. Specifically for the testing of disability ramps safeness. As the bank developed its quality assurance office, it remained imperial to not only limit QA to testing of services and products but also to facilities in use by customers and staff.
7. To address specific objective number six, the Human Resource Management Plan, all human resources required to complete the project were identified and classified in a comprehensive list based on their roles and responsibilities. In addition, the project organization chart, the staffing management approach, and details identifying how

the human resources will be managed throughout the project are detailed in the plan. Importantly, the breakdown of roles for each member was outlined with specific tasks assigned.

8. To fulfil specific objective number seven, the Project Communications Plan, a template was used along with a list of all stakeholders and their roles and responsibilities. In addition, a Communications Matrix was developed, detailing all project stakeholders (names/titles, information, format) throughout the project lifecycle, and ensuring that the information disseminated during the project is done so at the right time, in the right format, to the right people and by the right person.
9. The deliverable for specific objective number eight, the Risk Management Plan, was created using a template. Additionally, to capture and classify project risks, so that effective risk responses could be planned, a Risk Register was developed along with a qualitative risk analysis. Quantitative Risk Analysis was not performed during this process as the tools were not available for use due to project limitations.
10. The Procurement Management Plan deliverable, created for specific objective nine, was developed using a template to identify the project's procurement management approach, types of contracts used, and contract approval process. The plan is comprehensive in that it also details procurement risks and constraints, and how these

issues, along with vendors, will be managed effectively in regard to each implementation phase.

11. The Stakeholder Management Plan, developed for specific objective ten, was also developed using a template provided by the Project Management Office. In addition to the plan, which details how stakeholders will be identified, classified, managed, and engaged throughout the project, the Stakeholder Register and Stakeholder Analysis were also developed to provide more information for effective stakeholder engagement.
12. The project management office of the bank provided varying templates for the execution of projects but the PMBOK® Guide (2021) provided more accurate project management practices to develop a more thorough project management plan, and to improve the way the bank will manage a project such as the adaptation
13. A Project Management Plan (PMP) that incorporates Corporate Social Responsibility (CSR) can help organizations achieve their social and environmental goals while also meeting their financial objectives. By integrating CSR into the PMP, the project team can identify the potential social and environmental impacts of the project and develop strategies to mitigate them. This ensures that the project is executed responsibly and sustainably.

It can be generally concluded that these plans constitute baseline documents for the organization for review and study, the components of which, when enabled, will lead to a successful approach to the completion of the Adaptation of sustainable CSR practices at Atlantic Bank Limited. It will utilize good project management practices and will also constitute good organization process assets for use in future projects.

6 RECOMMENDATIONS

The following recommendations are made to the Executive Members of Atlantic Bank Limited for the use of this plan, not only to attempt to complete the project but to enhance the future approach to projected work within the organization's project management department.

1. The Banking Institution can benefit greatly by adapting more strict Project Management Guidelines from PMBOK to increase the efficiency of project management within their offices, specifically targeting the financial sector of projects and the cost reliance and impact that a project requires.
2. Set measurable goals: Establish clear and measurable goals for the CSR initiatives that align with the bank's values and culture and engage stakeholders including employees, customers, and the community, in the CSR initiatives to ensure that they are aligned with their needs and expectations.
3. Map out sustainability opportunities: Identify sustainability opportunities across the organization and develop strategies to integrate them into the project management process.
4. Reporting regularly on sustainability and CSR initiatives to stakeholders to demonstrate the bank's commitment to CSR.

5. The Banking institution should develop standard project management documents that outline more concepts and detailed templates for the execution of a project. An element that was widely overlooked in reviewing the bank's office templates was the project charter and work breakdown structure which were not included in any project documents.
6. The organization can benefit from measuring the success of the PMO initiatives regularly and report the results to stakeholders to demonstrate the PMO's value to the organization
7. The organization would greatly benefit from PMBOK refresher training after every edition of the PMBOK Guide is republished. Generally, the project management office developed by the institution requires a more schematic design and organization. More so, to ensure that relevant staff receive training in the use of the project management tools, techniques, and standardized templates which have been created in this Project Management Plan.
8. The Banking Institution should allow for the Project Management Office to properly curtail their project expenditures within the department and not the finance department for the acquisition of projects and resources. This would allow for PMOs to properly allocate change requests and project expenditures.

9. The Banking Institution would benefit greatly from better project management practices that have evolved over the years since its inception, to ensure there is continuity and efficiency in the practices executed.

10. The Banking Institution would benefit from proper Microsoft Project training for the development of reports, graphs, and summaries for the sharing of project data with stakeholders.

By following these recommendations, the project management office can help the banking institution to achieve its project management objectives while also meeting its financial and social responsibilities.

7 Bibliography

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APPENDICES**Appendix 1: FGP Charter****CHARTER OF THE PROPOSED
FINAL GRADUATION PROJECT (FGP)**

1. Student name

Rosalba Gomez

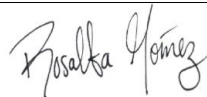
2. FGP name

Adapting Corporate Social Responsibility in an Established Banking
Organization in Belize.

3. Application Area (Sector or activity)

Public Relations, Banking

4. Student signature



5. Name of the Graduation Seminar facilitator

Carlos Brenes

6. Signature of the facilitator



7. Date of charter approval

February 26th, 2023

8. Project start and finish date

15 January 2023

26 February 2023

9. Research question

To what extent would Corporate Social Responsibility connect with the business value of a Belizean banking institution?

10. Research hypothesis

Is it reasonable to create a Public Relations Department within a banking institution to integrate Corporate Social Responsibility and increase its business value?

--

11. General objective

To analyze the feasibility of creating a public relations department within a banking institution that allows for the integration of Corporate Social Responsibility and increase of business value.

12. Specific objectives

Specific objectives

- I. To describe the current public relation practice through the collection of analytical surveys distributed to the bank's customers throughout the country of Belize and collect the data to review the impact of a nonexistent public relations department in the banking institution.
- II. To assess the major factors that affects the public relation practice of the bank and the integration of corporate social responsibility by interviewing the bank's chief operating officer and managing director.
- III. To analyze how Public Relations helps in creating and keeping a mutual understanding between a corporate organization and its public image through data collection via questionnaires to customers and staff.

IV. To decide whether Public Relations can attract new customers to the bank by integrating corporate social responsibility in the communities of Belize by the analysis of all data collection tools acquired.

13. FGP purpose or justification

- I. There are no guidelines to developing a Public Relations Department in an existing banking institution in Belize. Positive contribution to society creates a long-term investment in a safe, educated, and equitable community and benefits the company by creating an improved and stable situation for doing business
- II. There is expressed customer dissatisfaction in not having public relations and corporate social responsibility recognized in a banking institution. A socially recognized company can be rewarded with additional customers and/or more satisfied customers and, if proven irresponsible, lead to prohibition or other negative consumer behaviour.
- III. Corporate Social responsibility and can be seamlessly integrated by the banking institution if a public relations department is developed first.

14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as secondary, products or services to be created by the FGP.

- I. Graduation Seminar
 - i. Tutoring / FGP Theory
 - i. Introduction
 - ii. Theoretical framework
 - iii. Methodological framework
 - iv. Preliminary bibliographical research
 - v. Annexes (FGP schedule, FGP WBS, FGP Charter)
 - ii. Assignments
 - i. FGP charter (1-10)
 - ii. FGP Charter & WBS (11-12)
 - iii. FGP Charter Item
 - iv. Methodological framework – Appendix 1 & FGP Charter Item 21
 - v. Adjustments to previous chapters
 - vi. Charter development results
 - vii. Conclusion
 - viii. Recommendations
 - iii. Deliverables Submitted
 - i. Deliverable 1
 - ii. Deliverable 2
 - iii. Deliverable 3
 - iv. Deliverable 4
 - v. Deliverable 5
 - vi. Deliverable 5
 - vii. Final Deliverable
- II. Research in Field Chosen
 - i. Communication with Project Sponsor
 - i. Gather information on bank that does not have a PR department.
 - ii. Development of project objectives based on data.
 - iii. Request research and relevant data on PR and CSR activities undertaken by bank in present day.
 - ii. Additional Research
 - i. Creation of bibliography relevant to thesis subjects
 - ii. Additional bibliographical research
- III. Editing Process
 - i. Reading by reviewers
 - i. Reviewers' assignment request
 - ii. Assignment of two reviewers
 - iii. Reviewer feedback
 - iv. FGP submission to reviewers
 - ii. Reviewers work
 - i. Reviewer 1 FGP reading.
 - ii. FGP Reader 1 Report
 - iii. Reviewers 2 FGP Reading
 - iv. FGP Reader 2 report
 - iii. Adjustments
- IV. Presentation to Board of Examiners
 - i. Final Review by Board
 - ii. FGP Grade Report

15. FGP budget

<p>I. Salary & benefits: recruiting, retention, training, and managing</p> <ul style="list-style-type: none"> a. Monthly Salary for a Public Relations Officer is BZD \$2,600 b. Yearly Salary accumulates to BZD \$31,200 c. Training and recruiting totals to an estimated 3-month expenditure in time from the supervisor to advise training. No monetary value included. <p>II. Transportation and lodging for the training of staff in PR</p> <ul style="list-style-type: none"> a. Transportation cost from corporate headquarters to any branch within the district is – BZD \$170 in fuel expense to and from location. b. Food and beverage stipend for trainee is BZD \$25 a day. <p>III. Insurance & taxes: benefits and payroll taxes</p> <ul style="list-style-type: none"> a. Health Insurance deductible estimated at BZD \$65 monthly (paid within employee’s salary) b. Pension Payment after three months’ probation period is fulfilled estimated at BZD \$60 <p>IV. Rent: office space, furniture, and technology</p> <ul style="list-style-type: none"> a. Procurement of additional desk, issues laptop device and computer add-ons estimated at BZD \$3,500 b. Tools & technology: devices, phones, software, and service bureaus estimated at BZD \$900 to access software such as photoshop, adobe pro and planview software for management. <p style="text-align: center;">Total estimated annual cost for the hiring of one full-time Public Relations Officer totals BZD \$35,795.</p>

16. FGP planning and development assumptions.

<p>I. It is assumed that the public relations data from the bank is organized and available.</p> <p>II. It is assumed that funding will be made available for implementation of a Public Relations Department to promote CSR.</p> <p>III. It is assumed that the customers of the banking institution will benefit from the development.</p>
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- IV. It is assumed that stakeholders will aid in the development of the project management plan.
- V. It is assumed that the project management plan will be completed within the timeframe and milestone dates.

17. FGP constraints

- I. The maximum time frame to finalize the FGP is 12 weeks.
- II. One specific financial institution will be researched on during the course.
- III. Funding for the research on developing a PR department is limited.
- IV. Limited hours allotted to complete the research and gather data while working full time.

18. FGP development risks

- I. Researcher may be affected by sickness and/or maternity related complications and delay the submission of deliverables.
- II. Inaccessibility to research done by the banking institution on developing a PR department and amounting into a limited data pool.
- III. Selection of a topic that may prove to be too narrow or broad - leading to too few or too many scholarly sources and therefore leading to stagnant research development.
- IV. Loss of data as a result of not keeping copies of the research data and FGP development documents resulting in a delay of deliverable submission.

19. FGP main milestones

Deliverable	Finish estimated date
Chapter Introduction	9-Jan-2023
Final Graduation Project Schedule	9-Jan-2023
Bibliographical Research	14-Jan-2023
Research in Field Chosen	15-Jan-2023
Course Deliverables Submitted	
Deliverable 1	15-Jan-2023
Deliverable 2	22-Jan-2023
Deliverable 3	29-Jan-2023
Deliverable 4	05-Feb-2023
Deliverable 5	12-Feb-2023
Deliverable 5	19-Feb2023
Final Deliverable	26-Feb-2023
Tutoring Process	
Tutor Assignment	6-Mar-2023
Adjustments to previous chapter (where applicable)	12-Mar-2023
Project Management Development	19-Mar-2023
Integration Management Development	26-Mar-2023
Scope Management Plan Development	2-April-2023
Quality Management Plan	9-April-2023

Communication Management Plan	16-April-2023
Stakeholder Management Plan	16-April-2023
Risk Management Plan	16-April-2023
Schedule Management Plan	23-April-2023
Procurement Management Plan	23-April-2023
Resource Management Plan	23-April-2023
Cost Management Plan	23-April-2023
Tutor Approval	23-April-2023
FGP Submission to Reviewers	30-April-2023
First review by reviewers	5-May-2023
Second review by reviewers	12-May-2023
Adjustments	19-May-2023
Presentation to Board of Examiners	11-June-2023
Completion of Final Graduation Project	16-June-2023

20. Theoretical framework

20.1 Estate of the “matter”

In the late 1880s in the introduction stage of the industrialization it was broadly discussed whether or not companies should take consideration of social responsibility. This discussion has today led to what is called Corporate Social

Responsibility (CSR). The interest in CSR has grown rapidly the recent years and people are starting to demand that companies take responsibility in the ethical actions an organization takes within surrounding communities and environments. In the same time companies have started to understand that they can use CSR as a strategy in order to gain benefits. The banking institution being analyzed within this research does not account for a Public Relations Department that can attend to corporate social responsibility practices among customers. Many complaints surrounding the institution in the country of Belize revolve around inadequate customers orientation, feedback and customer relationship practices. Limited outreach has been provided by the analyzed banking institution and has withdrawn from developing a department that would assist in addressing concerns.

Competitive banking institutions in the country are also adapting CSR practices and becoming highly involved on social and environmental factors surrounding their communities providing a competitive advantage over customers who appreciate and value of their outreach.

Considering the analysis and data gathered through an analysis in a case study of Brazil, the strongest connection between CSR practices and the relationship improvements is seen for customers, suppliers, the local community and the environment. The Brazilian society analyzed has a high interrelationship

among its members (Hofstede Insights, 2018). According to this research, the magnitude of these benefits will be conditioned by the stakeholders' recognition of the practices effectively created by the firms as well as the capability to improve relationships with stakeholders simultaneously.

Another study examined the linkage between different dimensions of CSR engagement (customer, employee, community & environmental) with the banking industry's competitive advantage strategy and ranked the contribution of these stakeholders of CSR to their competitive advantage. The study used a cross-sectional data of 28 branches of Lion International bank of Ethiopia and analyzed using confirmatory factor analysis and structural equation model. The results showed that separate stakeholders of CSR implementation (customer, community, employee, and environment) had a positive influence on the bank's attached elements of competitive advantage. Explicitly, the banks are more concerned about customer-based CSR and are considered the most vital factor for their competitive advantage (Eyas, Arefayne, & Ntim, 2020).

Many studies on CSR in banking institutions have analyzed the positive impact of incorporating the practices to gain a stronger business value and competitive advantage. Hence, the bank managers should give more stress on environment-related CSR and integrating it with the firm's business operation that

might have a high impact on the firm's competitive advantage, helping them to ensure sustainable development as opposed to not addressing direct matters.

20.2 Basic conceptual framework

1. Corporate social responsibility

Is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. The trend is clearly visible globally as more and more business owners have started paying more attention to the social implications of their activities. Corporate social responsibility is a commitment by business towards ethical behavior when it all begins. It is not only about how companies manage the business processes to produce an overall positive impact on the society.

2. Governance for Sustainability

While the industry has made progress in identifying key sustainability risks and mitigation strategies, board level oversight of these issues is not yet widespread. Compensation is linked to objectives such as defining and communicating long-term sustainability goals; making progress against environmental and safety targets; developing baseline metrics in financial planning and loan disbursement; and enhancing employee and investor engagement. Strong management systems are critical for the implementation of sustainability-focused policies.

3. Stakeholder Engagement Detailed

Disclosure of substantive stakeholder engagement is lacking among companies despite their considerable impact on a wide array of stakeholders, including employees, customers, suppliers and contractors, investors, local communities and civil society. This raise concerns over the companies' processes for identifying material sustainability issues and developing effective strategies.

4. Social Development

Improvement in social functioning, because society cannot achieve in their lives if their social functioning is adversely affected. Through their

CSR initiatives, corporations make efforts to improve the social functioning of individuals by providing scholarships, training, or assistance to needed society niches.

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To describe the current public relation practice through the collection of analytical surveys distributed to the bank's customers throughout the country of Belize and collect the data to review the impact of a nonexistent public relations department in the banking institution.	Analysis of a PR Department at Atlantic Bank Limited	Questionnaire with staff. Staff	Qualitative. Written information analysis.	Bibliographical files Questionnaires (SurveyMonkey, Google Forms) Semi-structured interviews	Few books on the subject. Difficult to define the population and thus the sample. Limited time of the personnel.
To assess the major factors that affects the public relation practice of the bank and the integration of corporate social responsibility by interviewing the bank's chief operating officer and managing director.	Expert judgment from senior personnel Analysis	Bank executive	Qualitative Research Method	Interviews with senior management and bank executives	Time management and availability from executives.

Validation of the work in the field of the regenerative and sustainable development.

Establishing a culture of Corporate Social Responsibility (CSR) is important, and public relations plays a critical role in establishing a brand's trustworthiness. The relationship between Public Relation (PR) and CSR is essential as companies must communicate the tangible steps they're taking that reflect their ethical foundation and beliefs and the position they have within regenerative and sustainable development. However, it can be a challenging tightrope to walk. PR professionals need to be adept at telling the CSR story in an honest and authentic way without coming off as performative or suggesting that the business is only pursuing CSR as a marketing tactic.

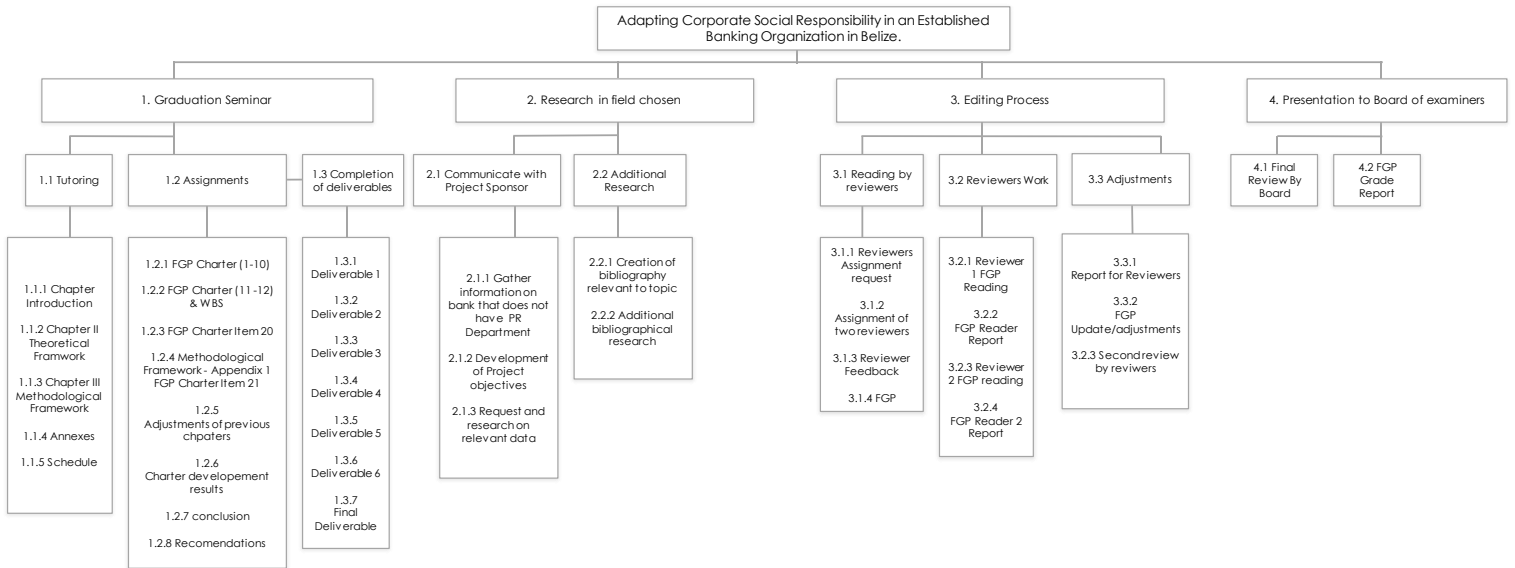
Melding CSR and PR also has a significant impact on brand reputation. Companies that become synonymous with their philanthropic efforts will garner more positive media coverage, and these CSR efforts can become a focal point of the conversation around the bank itself, attracting more customers within the country. Therefore, this FGP creates the path for Atlantic Bank to adapt regenerative and sustainable practices for the betterment of customers and the wider Belizean communities.

By adapting questionnaire tools for both Atlantic Bank customers and staff, the research will provide feedback to improve regenerative and sustainable practices in Belize and what factors are important to the public.

Appendix 2: FGP WBS

FINAL GRADUATION PROJECT WORK BREAKDOWN STRUCTURE

PROJECT TITLE	Adapting Corporate Social Responsibility in an Established Banking Organization in Belize.	Course	MPM-12-Graduation Seminar-Applied research
Student Name	Rosalba Gomez	DATE	Friday, 20 January 2023



Appendix 4: Certificate of Review**Jenny Chan**
Certified English Teacher

Chan Pin Ridge, Orange Walk District | +501 610 5431 | jj_chan10@yahoo.com

31 January 2024

Academic Advisor

Masters Degree in Project Management

Universidad para la Cooperacion Internacional

Dear Academic Advisor:

Re: Through review and proofreading of the Final graduation Project submitted by Rosalba Gomez in partial fulfillment of the Masters in Project Management (MPM) Degree.

Grammatical, typographical correction and lengthy sentences were reconstructed to provide cohesive expression throughout the document. I hereby confirm that Rosalba Gomez has made all corrections to the final graduation project document as I have advised. In my opinion, the document now meets the literary and linguistic standards expected of a student at a Masters Degree Level.

Sincerely,



Jenny Judith Chan

Appendix 5: Linguistic Credentials

University of Belize



*The Board of Trustees of the University of Belize
upon recommendation of the faculty of Education and Arts, has conferred on*

Jenny Judith Chan

*who has completed the prescribed studies and fulfilled all requirements
thereof the degree of*

Bachelor of Science in English Education


*with all the rights and privileges pertaining to that degree, given at
Belmopan, Belize, this fourteenth day of June, two thousand and eight*


Cum laude



CHAIRMAN, BOARD OF TRUSTEES


PROVOST



PRESIDENT


DEAN

Appendix 6: Preliminary bibliographical research

Adhikari, S. (2013). *Corporate Social Responsibility of Commercial Banks In Nepal: Manager's Perception and Bank's Real Performance*. Ås : Norwegian University of Life Sciences.

Note: Adkihari poses the theory on the manager's perception of success versus the Bank real performance when integrating CSR within its institution, this research thoroughly reviews the performance indicators and the success of establishing CSR in Nepal's commercial bank thereby providing insight on the research topic chosen for this thesis.

Back, P. (2018). *On the relationship between corporate social responsibility and competitive performance in Brazilian Small and Medium Enterprises*. Maastricht : Maastricht School of Management.

Note: Paula B's insight in competitive performance provides an outlook in not only a specified banking institution but extends the study in the competitive advantage gained from the research. This report provides a thorough comparison of two successful institutions in finance.

Carlsson, J., & Åkerstöm, R. (2008). *Corporate Social Responsibility - a case study of Öhrlings PricewaterhouseCoopers*. Sweden : Luleå University of Technology.

Note: This study delves into another small-scale financial institution in Europe that studied why Öhrlings PricewaterhouseCoopers engage in CSR, how they apply CSR and how it affects their financial performance.

Eyas, A. M., Arefayne, D., & Ntim, C. (2020). *The effect of corporate social responsibility on banks' competitive advantage: Evidence from Ethiopian lion international bank*. S.C. Ethiopia: Cogent Business Management.

Note: This study examined the linkage between different dimensions of CSR engagement (customer, employee, community & environmental) with the banking industry's competitive advantage strategy and ranked the contribution of these stakeholders of CSR to their competitive advantage. The study used a cross-sectional data of 28 branches of Lion International bank of Ethiopia and analysed using confirmatory factor analysis and structural equation model in addition to providing a background of CSR in a developing country such as Belize.

Hasan, N. A. (2013). *Towards Achieving Global Standards: The Role of Public Relations in Processes and Outcomes of Corporate Social Responsibility Initiatives in Malaysia*. Wellington: Massey University.

Note: The thesis explored the current corporate social responsibility (CSR) performance of Malaysian multinational corporations (MNCs). Specifically, CSR

performance is measured against global best- practice standards and the role given to public relations in CSR is investigated which helps the understanding of first developing a Public relations Office in order to develop and integrate CSR activities.

MO, S. (2019). *Exploring the Corporate Social Responsibility Dimensions that Affect Customer Satisfaction Loyalty*. Yeongi-gun: KDI School of Public Policy and Management .

Note: This study utilized the quantitative method, which are factor analysis, regression analysis, and ANOVA analysis. The results showed that the economic dimension among three dimensions of CSR is valid and significant for attitude toward the organization. The findings of this research also provided managerial and policy implications for corporate and government institutions.

Okudo, B. N. (2014). *Impact of Public Relations on a Corporate Organization* . Enugu : Caritas University.

Note: This study looked into the impact of public relations in First Bank of Nigeria PLC Enugu Zonal Headquarters. First Bank is a corporate organisation with network of branches such as the organization taken under consideration for this thesis topic. The researcher also showed that public relations can help in uplifting the image of First Bank of Nigeria PLC Enugu Zonal Headquarters

Tesfaye, Y. (2014). *An Assessment of Public Relation Practice in the Case of Wogagen Bank.*

Ethiopia : St. Mary's University.

Note: This research provided insight on the assessment the public relation practice success rate had at the Wogagen Bank of Ethiopia and helps provide further studies on which areas of PR needs to be addresses by banking institution

Uduji, J. I. (2013). Public Relations for Improving Public Perception of the Marketing

Executives in the Banking Industry in Nigeria. *Journal of Economics and Sustainable Development* , ISSN 2222-1700 (Paper).

Note: This study examined how public relations enhances mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics to improve the overall public perception of the marketing executives in the banking industry in Nigeria and provides data analysis on the correlation between all factors of PR.

Adhikari, S. (2013). *Corporate Social Responsibility of Commercial Banks In Nepal:*

Manager's Perception and Bank's Real Performance. Ås : Norwegian University of Life Sciences.

Atlantic Bank Limited . (2020). *Atlantic Bank Belize* . Retrieved from AtlaBank Website :

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- Wiele, C. v. (2016). *Managing Reputation and Organization Public Rrelationships in the Banking Industry*. Enschede: University of Twente .

Note: This study focused on the organization-public relationship and organizational reputation within the banking industry. Stakeholders evaluate the reputation of an organization based on their initial beliefs and the observations of past behaviours, which influences the organization public relationship. Which argued that a high communication frequency positively influences the relationship building between an organization and its publics as opposed to those organization that do not have proper PR implementation.