



Everyone's Smart University

Project (Spring 2021)

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Section

Course

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Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس 2021-05-8-20 في تمام الساعة 9 مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- يتم تسليم المشروع في صيغة ملف pdf مع الالتزام نموذج الجامعة ولن تقبل أي مستندات أخرى.
- يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- يجب الالتزام بـ Theme موحد كما يلي:
- حجم الخط 12.
- نوع الخط Arial.
- لون الخط أسود.
- المسافة بين الأسطر 1.5 line spacing

• عدد صفحات البحث (لا يقل عن ثلاث صفحات ولا يزيد عن ست صفحات).

Instructor's Name: ~~Eng. Amaal Aburumman~~ Eng. Dr. Akram M. S. Ali

Project:

You are required to document your role in administering a project. The project may be set in a business, social, sporting, or family environment but must be of a significant size and scale. If you do not have an actual project to write about you may complete the project hypothetically. **This report will be between three to six pages in length.** This is a significant research project.

Your report must address ~~each~~ **ONE** of the following issues:

1. Identify and describe the purpose, scope, and objectives of the project. **Display this information using an appropriate tool.**
2. Describe how the team is given an outline of the project.
3. Describe the strategies that are going to be set up to maintain communication with the team members.
4. Describe the tools that are going to be used to monitor the goals, time frames or milestones.
5. Identify project milestones and activities. **Display this information using an appropriate tool.**
6. Create a budget and link the costs to the key milestones for a project.
7. Describe how you are going to divide tasks and resources amongst a project team. **Display this information using an appropriate tool.**
8. Briefly describe how the progress will be monitored.
9. How are current project records maintained? Who has responsibility for this? provide some recommendations on how this process could be improved.
10. Describe the current procedure for finalizing projects. Create your own procedure and identify how you will evaluate the success of the project.
11. Legislation that may affect the project including health and safety, and anti-discrimination legislation.

Best of luck...

COMMUNICATION MANAGEMENT WITH THE PROJECT TEAMS IN MARAFIQ ORGANIZATION

1. Introduction

I was assigned as a project manager for one of Marafiq projects for power plant and substations construction. This study focuses on the significance of communication management practices for project success in my company Marafiq- Power and water utilities. The study also shows that ensuring proper and efficient project communication requires not only planning a communication plan, designing, gathering, transmitting, and storing project information, and establishing roles for project team members and other project stakeholders, but also maintaining good personal contact with team members, building positive relationships, and adhering to project rules and obeying fundamental rules of clear and positive communication.

Effective communication is a critical component of being a more effective and competent leader or manager. Managers must be competent and persuasive communicators in order to achieve professional success. It is critical for managers and their teams to learn how to interact effectively, as this will not only assist teams in completing tasks efficiently, but will also allow organizations to achieve their goals and growth (Lee Froschheiser).

In addition, Papke-Shields and co-authors discover in their research on the use of project management practices and their contribution to project performance that communication practices are undervalued, despite the fact that communication practices are linked to most of the success dimensions (Papke-Shields et al., 2010). That is why, despite the presence of the aforementioned concepts and methodologies, as well as numerous ICT tools and programs, we continue to see many project delays or severe problems as a result of poor communication management (among others Conboy, 2010; Stoica & Brouse, 2013).

2- Literature Review

Communication management is widely discussed in the literature (see, for example, Dow & Taylor, 2010; Kliem, 2007 and papers cited therein), owing to the high value placed on it in project management (Purna Sudhakar, 2012) and its effect on project performance (Ofori, 2013; Kerzner, 2013), especially in IT projects (Holzmann & Panizel, 2013) carried out by dispersed teams (Tone et al. 2009; Sidawi, 2012; Wagstrom & Herbsleb, 2006; Niinimäki et al., 2012; Han & Jung, 2014).

Effective communication management within virtual project teams is critical and a fundamental competency that, when properly implemented, links all members of a project team so that they can collaborate to meet the project's goals. Task results can be jeopardized if communication is not handled efficiently and completely understood by Project Managers.

According to PMI's Pulse report, 55% of project managers believe that good contact with all stakeholders is the most important factor in project management performance (PMI, 2013). Successful project communications ensure that the appropriate information reaches the appropriate individual at the appropriate time and at a reasonable cost. Communication is essential for keeping team members, managers, and stakeholders aware and on track to achieve project goals, as well as recognizing problems, threats, misunderstandings, and other obstacles to project completion.

In both traditional and virtual teams, efficient communication is a vital component of team success (Pitts et al., 2012). White and Fortune established a list of essential success factors for a project in their empirical research on project management methods, and 'clear communication channels' was number 6 factor on the 1360 list. It's worth noting that the number one aspect, "clear goals/objectives," is also heavily reliant on precise and clear communication (White & Fortune, 2002). The author of another report on critical factors that lead to project performance lists "good communication" as one of the four most important factors, alongside "top management support," "clarity of intent and objectives," "successful execution," and 'stakeholders involvement' (Ofori, 2013).

Nguyen emphasizes effective communication strategies and acceptable leadership styles as key success factors for forming and managing high-performing global virtual teams (Nguyen, 2013). According to previous studies, "communication and contacts" were responsible for 74% of problems in distributed projects (KomiSirviö & Tihinen, 2005).

Project communication management ensures that project information is produced, collected, disseminated, stored, and disposed of in a timely and acceptable manner. For project success, open and consistent communication is needed among planners, implementers, and all levels of the organization. It entails having a communication strategy, a method for disseminating information, progress monitoring, and a system for exchanging information or management and customers (Kwak & Ibbs, 2002). Methods and strategies for building trust and relationships among team members, as well as propagating desirable personal behaviors and consistent communication rules, should all be included in project communication management.

3- Research Methodology

The aim of this study was to look into the significance of communication management practices for project success in Marafiq- Power and water utilities and this is why my research is built by using qualitative research method to review some of important literature review aims to identify and summarize real-life project communication management practices investigated and described in available readings and integrating findings .

4- Results and Discussion

In this literature review, the majority of communication management methods were found to be related to dispersed teams. This is mostly due to the communication issues that those types of project teams face. Distance and a lack of face-to-face communication are among the obstacles, as are difficulties in establishing confidence and relationships, time zone disparities, cultural differences, and a lack of shared laws, misinterpretation of written text, ignoring communication and lack of communication expectations (Bilczynska -Wojcik, 2014). In some cases, cooperating partners' language skills are so poor that fluent communication is impossible, especially in teleconferences (KomiSirviö & Tihinen, 2005).

Bilczynska-Wojcik addressed communication management practices used in the virtual teams she studied in her dissertation. The following were among them (Bilczynska-Wojcik, 2014):

- 1- Direct oral communication: face-to-face communication – used infrequently due to high costs; videoconferencing – used frequently;
2. technology management: a virtual space where teams can quickly exchange information at any time (website, internal messenger, groupware, project tracking software) – heavily used on a daily basis;
3. communication technology: storing and providing immediate access to project communication and information – used on a regular basis;
4. asynchronous and synchronous communication – used on a daily basis (instant messaging, GoToMeetings, e-mails, and phone calls on occasion)
5. encouraging team members to express their feelings and talk informally to create confidence and relationships; using basic rules, such as responding to a request for information within a certain timeframe;
6. communication management strategies including on clearly defined roles and responsibilities within the team from the start; frequent face-to-face meetings with team members, preferably through videoconferencing ; project information center (wiki page, shared virtual space) for knowledge sharing and access to information for all team members; The virtual team's manager is responsible for selecting the appropriate mode of communication based on the mission, project level, and individual team member ;Timetable for communication – particularly for teams working in different time zones ; contact, follow-up, and feedback management ; forming relationships with others to create trust .

One of the writers, who had prior experience working with distributed teams, suggested seven primary communication strategies to help distributed teams build confidence, trust, and encouragement. These strategies include (Douras, 2010): keeping promises and responding to employees promptly, setting close contact schedules with remote employees, sticking to appointments, giving information and explanations for any requests, asking rather than saying, writing constructive e-mails, and seeking advice, thoughts, and input from team members.

Another survey found that Singaporean companies in China use substantial communication management practices. The following are some of the adopted methods (Ling et al., 2007): More face-to-face communication than written communication; high-quality communication

among team members and communications planning ; timely dissemination of information and adequate generation, processing, dissemination, storage, and disposal of project information; maintaining a positive public image and public relations by being responsive to Chinese values and culture; establishing a shared working language among team members and finally working with customers, consultants, and contractors with whom they have previously worked well.

Modi et al. (2012) make a valuable contribution to communication mechanisms used and implemented in distributed agile teams, listing five communication practices that complement distributed agile methods: Regular visits and staff rotation to build trust and team cohesion ; using multiple contact platforms (shared daily stand-ups, pair programming across locations) to build a shared understanding ; offering various networking modes (creating "shared" places) to overcome geographical distance issues and provide real-time project progress (general purpose resources, information sharing tools, software engineering, and project management tools); attempting to maintain a similar team structure in all locations in order to minimize reliance on a single location; synchronizing work schedules in order to maximize overlap and contact bandwidth.

The final example of communication management techniques involves a multinational software development team using the Extreme Programming (XP) approach and using communication-rich methodologies. The authors propose four success factors for globally dispersed XP projects operating in a new problem domain based on a systematic review of their results. The following are examples of these practices (Layman et al., 2006):

1. The project manager's invaluable position as a contact bridgehead between the two groups and a daily spokesperson for both groups (having a key member of one team physically placed with the other team);
2. the significance of short, asynchronous contact loops as a sufficient substitute for synchronous communication;

3. customer authority that can be identified (and is well-defined); this is required to handle and address requirements-related issues.
4. high process visibility, which is critical for customers to efficiently direct the project. the programmers are working on a new and unfamiliar problem (continuous access to the process).as well as product details .

The aim of introducing the below table -1 for communication management practices categories is to emphasize the various roles that these practices play in project management, as well as the fact that there are several ways to help communication management within each category.

Communication management practicecategory	Communication management practice
strategic (connected with communication planning and project environment)	clear lines and responsibilities established up front
	cross-cultural competence
	high quality communication planning
	good public relations on behalf of the external team in the country of project realization
	adopting common working language among team members
	well-defined customer authority
	high process visibility for the customer
informational (regarding generation, collection, dissemination, storage, and disposition of project information)	"shared virtual space"/"project knowledge centre" – website/Wiki,groupware, project tracking software
	instant messenger, e-mail, GoToMeetings
	traditional phone calls
	communication time schedule (especially for teams in different timezones)
	using various communication channels (for better convergence)
emotional (concerning the building of trust andrelationships)	regular face-to-face communication, at least with the use of audio- or videoconferencing (often hindered by technical problems or low languageskills)
	encouraging team members to share feelings and chat informally – use ofsocial media ('virtual water cooler')
	kick-off meeting, review meetings, stand-up meetings (kick-off should be aface-to-face meeting, other can be IT supported)
	more face-to-face communication than written
	frequent visits and staff rotation
	asking team members for advice, opinions, feedback
practical (connected with clearand positive communication and behavior rules)	using basic communication rules (i.e. specifying time for sending reply,keeping promises, providing details and reasons for requests)
	desirable behavior and personal attitude (sticking to appointments,asking rather than telling, writing positive e-mails)
	similar team composition and work patterns at different locations
	having a key member of one team physically located with the other team
	short, asynchronous communication loops

Table 1 summarizes the communication management strategies defined through the literature review, categorizing them into four groups based on the main objective of each communication practice: strategic, informational, emotional, and practice

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