



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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Course

Code

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Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس ٢٠٢١-٠٥-١٨ في تمام الساعة ٩ مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
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- 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 ١٢.
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Introduction

In this research I choose to build up a hotel consists of nine floors and it will be a four stars hotel , and consists suites in every floor overlooking to the red sea , and separate rooms receive a tow hundred residents . the research it will take (initiation phase) and I will be project manger from contractor side

Project initiation is the first phase of the project management life cycle and in this stage, companies decide if the project is needed and how beneficial it will be for them. The two metrics that are used to judge a proposed project and determine the expectations from it are the business case and feasibility study.(1)

, The initiation phase encompasses all the steps you must take before a project is approved and any planning begins. The goal is to define your project at a high level and tie it into the business case you wish to solve.

You should be able to answer two questions: why are you doing this project and what is the business value you expect to deliver? Consider the feasibility of your project and all of the stakeholders that may be affected or require involvement. (2)

LITERATURE REVIEW:

Take major decisions that establish the direction and resource requirements, like the project charter and selecting the stakeholders, are made during this phase. The stakeholders arrive at a clear objective to ensure everyone stays on the same page in terms of how the project should proceed.

There will be multiple checks during and after the execution to prevent miscommunication and to ensure the project stays on track throughout its course. However, precious time and resources might get wasted which is undesirable.

Effective project management requires you to maximize benefits and minimize costs while delivering 'value' to the customer. Having a clear objective helps you achieve all this.(2)

Now that we have established what project initiation is and why it is so important, it's time to see what are the key steps in the project initiation checklist and how effective managers initiate their projects.

1. Creating a business case

The business case is an important document that explains how the project's goals align with the company's long-term plans. This document explains why should the company spend its technical, financial, and human resources on the specific project.

An ideal business case does not talk about any technical details of the project and focuses solely on the business aspects. It is made to convince the upper-management to approve the project and answers their concerns related to possible financial and business-related risks.

2. Conducting a feasibility study

After the approval of the business case, the next step is to determine the likelihood of the project's success after considering all the factors. This study identifies the high-level constraints and assumptions of the project and decides whether the project is worth it or not.

3. Establishing a project charter

The project charter is perhaps the most comprehensive and important part of the project initiation process. It answers the 3 Ws to identify the scope/objective, team members, and the possible timeframe of the project.

The charter is, in some ways, the first document of the project that identifies the necessary details like the goals and the constraints of the project. It also identifies the project scope and lists the required resources for the completion of the project.

4. Identifying stakeholders and making a stakeholder register

Communication and negotiations are a huge part of effective project management and a large part of a project manager's time is usually spent dealing with stakeholders. PMBOK identifies stakeholders as anyone who can be influenced or has an influence on the

project. Project stakeholders can either be internal or external and each type has its own communication requirement.

It's the responsibility of the project manager to ensure the means and frequency of the communication with each stakeholder according to their influence and interest in the project. A common practice is to maintain a stakeholder register or a stakeholder map to decide the frequency and means of communication for each stakeholder according to their influence and interest in the project.

5. Assembling the team and establishing a project office

No project can be started without a project team. Assembling a working project team and assigning them roles and responsibilities is a vital part of the project initiation phase. Assigning roles and responsibilities early on also increases the overall accountability of the entire team and can help you as a manager in the later phases of the project life cycle.

6. Final review

After performing everything, it's a good practice to review the entire project initiation stage to ensure you missed nothing. In later stages, you'll continue reviewing your work as monitoring and controlling is one of the five phases of the project management life cycle.

After the project initiation process is completed, you'll have to plan the entire project to ensure everything goes as smoothly as possible. To facilitate you and your team during the entire project management life cycle, there are multiple innovative tools and software available in the market.(٣)

Nowadays, project management professionals are favoring cloud-based SaaS software tools like Kissflow Project that can help you with each aspect of your project and can be accessed from anywhere. With its powerful analytical and reporting tool, you'll always be on top of all your projects. Try Kissflow Project for

identifying stakeholders (identify Stakeholders is the first process of the Project Communications Management Knowledge Area, and part of the Initiating process group. This process involves identifying and documenting all the stakeholders on the

project, including their interests, impact, and potential negative influences on the project the stakeholders are the owner and consultant and the contractor and the government and the residents)

THE METHODOLOGY

1- Expert judgment is a technique in the project planning process that refers to making a judgment based on skill, expertise, or specialized knowledge in a particular area. The expertise can be based on an individual's training or educational background, career experience, or knowledge of the product/market.

This expertise can come from:

- A member of the project team
- A project stakeholder
- Consultants
- Subject matter experts
- The project manager, etc.

Expert judgment can help when forming strategies around threat and risk response. It can also identify project opportunities. While expert judgment estimation is useful in the planning process, it is not a flawless technique.

Firstly, any number of biases can influence the judgment. In “Expert Judgment in Project Management: Narrowing the Theory-Practice Gap”, the author identifies overconfidence as “one of the most common forms of cognitive bias in experts.”

Additionally, expert judgment does not always rely on empirical evidence, making it inherently flawed as it pertains to fact-based decision-making.(4)

2- lessons learned : Capturing lessons learned should be an on-going effort throughout the life of the project. This mindset should be strongly encouraged by the project manager from day one. Whether we are using lessons learned to prepare for current projects or for identifying project management process improvements, we learn from project failures as well as project successes. By not learning from project failures we are doomed to repeat similar situations. By not maximizing on project successes, we miss opportunities to implement good processes and practices to successfully complete existing and future work.(5)

RESULT AND DISCUSSION

١. Identify and Define High-Level Business-Related Requirements, Outcomes, and Criteria for Success. Using the discussions plus any documentation created from the initiation phase, confirm the expectations of the customer in writing and include any or all of the following areas
٢. 2. Define Business Justification for Project. Given the confirmed high-level scope definition from Step 1 and using basic cost/benefit
٣. Clearly Identify Stakeholders' Low-Level Needs and Expectations, Including Boundaries for Project Budget, Duration, and Risk. Given the confirmed high-level scope definition from Step 1 and the project justification from Step 2,
٤. Define Project Manager Role and Authority. Knowing the organization's culture
٥. Create a Scope Document That Accurately Represents the Project Size and Specifics. Taking all the information from Steps 1, 2, 3 and 4, finalize the scope definition document,
٦. Build Consensus Among Stakeholders and Obtain Written Approval From Stakeholders. Using communication, influencing and negotiation skills, interview the stakeholders as appropriate during all the above steps.(6)

REFERENCES

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