

Project Title

Elite Hospital in kingdom of Bahrain

Everyone's smart university

Final Project-PMG697-MPM-Fall202

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Group Number ()

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Abstract

Successful implementation of integrated clinical information system requires modification of the institution's long-range strategic plans and its personnel's behavior. The changes warrant a concerted effort on the part of many different individuals: this paper describes the role of the Information Architect whose primary functions are to steer the process to fulfill stated objectives and build consensus where divergent forces are at work. The workings of the Architect are presented in context of a unique Middle Eastern institution currently undergoing automation of clinical information.

Note: To be refined in the final submission.



THE ELITE

G R O U P



Mission

To build and develop a medical center including all associated facilities to provide a state of arts health care and purpose to support the Bahraini community and the Gulf cooperation council countries (GCC).

Vision

The Elite hospital aims to be an Indispensable Complete Medical City that has a very capabilities to add up to the Quality of Life and sustainable development in the Kingdom of Bahrain and will be a shining diamond in Gulf cooperation council countries (GCC).

Objectives checked by SMART approach

To provide a model of excellence in healthcare in the Arabian Gulf: Applying modern and intensive programs of international standards.

To Strengthening the position of the Kingdom of Bahrain as one of the most important centers of global medical center by achieving its strategy in the next three years.

To Provide service for the future development of kingdom of Bahrain: by deliver access to all who need our services. Will developing and improving the administrative, financial, and technical health systems by 50% for the next year compared to this year.

To evaluating the hospital and medical clinics by publishing the evaluation results on quarterly basis.

To ensure the medical facilities are occupied with recommend services to support ongoing operation.

The following table will show objectives are evaluated by **SMART** tool:

Objectives	S	M	A	R	T
To provide a model of excellence in healthcare in the Arabian gulf: applying modern and intensive programs of international standards.	✓	✓	✓	✓	✓
To strengthening the position of the kingdom of Bahrain as one of the most important centers of global medical institution by achieving its strategy in the next three years plan.	✓	✓	✓	✓	✓
To provide service for the future development of the kingdom of Bahrain: by delivering plenty services.	✓	✓	✓	✓	✓
To be an advanced health landmark to provide diagnostic and therapeutic services to citizens of the GCC- countries: by achieving its vision within the next 5 years.	✓	✓	✓	✓	✓
Will developing and improving the administrative, financial, and technical health systems by 50% for the next year compared to this year.	✓	✓	✓	✓	✓
To evaluating the hospital and medical clinics by publishing the evaluation results on quarterly basis.	✓	✓	✓	✓	✓
To ensure the medical facilities are occupied with recommend services to support ongoing operation.	✓	✓	✓	✓	✓

Goals

Human Resources: Attracting, developing, and retaining the personnel needed to meet current and future needs. Innovating and providing sustainable medical and treatment services.

Health care

Providing high-quality health care to the patient in The Elite hospital through continuous follow-ups and updates of the patient's condition.

Training

Intensive focus on-job training (OJT) to elevate the competencies of all staffs.

Future expansion plan

Increasing the hospital capacity from 288 beds to 500 beds in the next development plan.

Key performance indicator (KPI) Lead & Lag

Strategic Objectives	Lead Measures	Lag Measures
○ Performance Goals ○ Performance measurement ○ Output measures ○ Provide instruments ○ Financial ○ Customer ○ Internal processes ○ Growth	-Achievable and realistic targets -Development and skills enhancement - HealthCare treatment targets - Software, and technology - Cost # of Compliance % of clinical defects -Improvement in working condition	-Organization get full use of this Goals - provide clinical excellence - Patients satisfaction - Modern approaches - ROA - Customer Satisfaction measure - % of good units completed - Employee satisfaction measure
Improve return on investment:	Translating the strategy to operation into specific, and measurable Objective.	Return on investment

The medical center is meet the requirement. - Transformation of data coming from various classification and different characters to Clinical measure. - Strategy of operation - Quality IT System - Healthcare Services.	Health care Services: • Variability of cost of procedures • Improve Human Resources Medical Technology: • Variability of cost of Medical Devices • Clinical errors • Ensuring medication availability Pharmaceuticals: • Prescription Drug prices • Evaluate patients	• Healthcare expenditures are used effectively • Patient Compliance • Social Determinants of healthcare. • Quality Services Rate % • Success or failures of care coordination • Customer Satisfaction % • Overtreatment
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Strategic Objective	Lead Measure	Leg Measure
Ingredient for Success	○ Learn and teach – faster, better. ○ Deals with adversity, is resilient. ○ Exhibits integrity, dependability, honesty. ○ Build culture and organization.	○ Relevant experience and track record ○ Motivation to excel ○ Commitment, determination, and persistence. ○ Tolerance if risk, ambiguity, and uncertainty. ○ Creativity ○ Team locus of control ○ Adaptability ○ Opportunity obsession ○ Leadership and courage ○ Communication.
Social Media	○ Create a system ○ Website ○ Application ○ create a profile ○ advertising ○ publicity	○ Website (sessions, page views, content downloads) ○ Advertising (impressions, clicks, spend) ○ Email marketing (opens, clicks, unsubscribe) ○ Social media (follows, shares, comments)
Maintenance	● Routine maintenance ● Compliance with safety rags ● Time spent practicing ● Coaching provided	● Reduce equipment failure ● Reduce safety incidents ● Increase accuracy efficient ● Increase retention of talent

This is key indicators can create a system to track outcomes these elements

Achievable

Setting goals those are obtainable. Realistic for reach.

Meaningful

Obtaining information that justifies continued tracking. It's also something that provides value to other or solves a problem for someone else.

Transparent

Metrics that are clearly understandable. Realm of the project and processes, it means creating a system in which all team members can access all relevant information about project easily and efficient.

Easy to communicate

Can unite team members and stakeholders to the project's strategy, objective, and budget.

Valid

Relevant to the organization's objectives, procedures of initiation, planning, execution, regulation, and closure as well as the guidance of the project team member.

Useful. Metrics that are beneficial to the organization's safety goals

Timely. Distributing information that is still relevant to the organization by supply chain and timeline is examined and development for the completion of a project delivery.

Technology engagement in the organization will keep record data for all functions in the organizational flow.

Improve strategic planning	Predictive analytic	Reduce fraud
Risk management	Enhance patient engagement	Develop new therapies
Improved patients' predication	Improve supply Chain	Learning & development
Medical imaging	Real time alerting	Career Hiring

Medical products and accessories

1. Leading Marketing practices of fast-growth hospitals to deliver products such as medical accessories, and services perceived as the highest quality to expanding segments.
2. Cultivate pacesetting new products and services new products and services that stand out in the market as best of the class.
3. Deliver product and service benefits that demand average or higher market pricing.
4. Create high impact, new product, and service improvements with development technology.
5. Rapidly develop broad product and services platforms with a complementary channel to help expand hospital geography.

Leading Management practices of fast growth hospital.

1. Use a collaborative decision-making style with the top management team.
2. Accelerate organizational development by assembling a balanced top management team with or without prior experience of working together.
3. Develop a team and align the number of management levels with the number of individuals in top management.
4. Establish entrepreneurial competency first in the functional areas of finance, marketing, and operations. Assemble a balanced board of directors comprised of both internal and external directors.
5. Repeatedly calibrate strategies with a regular board of directors' meetings.
6. Involve the board of directors heavily at a strategic inflection point.

Leading planning practices of fast growth hospital.

1. Prepare detailed written, monthly plans for each of the next 12 to 24 months and annual plans for three or more years.
2. Establish functional planning and control system that ties planned achievements to actual performance and adjust management compensation accordingly.
3. Periodically share with employees the planned versus actual performance data directly linked to the hospital plan.
4. Link job performance standards that have been jointly set by management and employees to the hospital plan.
5. Prospectively model the hospital based on benchmarks that exceed industry norms, competitors, and the industry leader.

PURPOSE OF THE DOCUMENT

The Project Charter will serve as an **internal** document that captures high level planning information (scope, deliverables, assumptions, etc.) about the Project.

The Project Manager creates the Project Charter in the Initiation Phase of the Project, in consultation with the Business Manager. Its purpose is to recognize the existence of the project and to begin the planning process required to accomplish the Project goals. It is not intended to be shared with the customer as a formal contract or legal document.

The Project Charter is an input to the Definition Phase of the Project where much of the information contained herein forms the basis for detailed project planning.

PROJECT CHARTER

Project Name: The Elite hospital

Project Number:1

Date: 4th SEP,2021

Revision Number:

PROJECT GOALS

To provide sustainable health care serving the kingdom of Bahrain and GCC-countries.

DELIVERABLES

This project Package main medical buildings shall include but not limited to: The Elite Main building (Clinical Service Block, Inpatient Block, and Outpatient Block, pharmacy), Service Building and Car Parking Buildings Structure, External works, Hard & soft landscaping till satisfactory completion of the works for Elite- Development of Package.

The approximate total built-up area of main medical buildings are as follows:

Clinic Building	26,195 M2
Inpatient Building	32,389 M2
Outpatient Building	23,005 M2
Service Building	5,000 M2

Parking Structure	18,000 M2
Pharmacy	2,500 M2

SCOPE DEFINITION

This project Package main medical buildings shall include but not limited to: The Elite Main building (Clinical Service Block, Inpatient Block, and Outpatient Block, pharmacy), Service Building and Car Parking Buildings Structure, External works, Hard & soft landscaping till satisfactory completion of the works for Elite- Development of Package.

This Elite hospital will consist of a 288-bed medical Center that is in compliance with the highest international standards and specifications in this field. Since the project will employ more than 15000 Labor, technicians, engineers, and employees. Saud Consult (SC) was selected for their long experience in leading role such mega project work in different environments and cultures. The detailed deliverables mentioned in deliverables section.

PROJECT MILESTONES

- Position of land
- Agreed scope of work including design
- Appoint of project management consultancy- PMC of consultant.
- Appoint of construction contractor
- Develop procurement plan
- Draft processes and policies
- Initial handover of facilities including testing and commissioning
- Commencement of operation
- Final hand over of facilities without any pending items. And the target date will be on Mar ,2024.

ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES

Assumptions

The expected weather will be favourable during all the project life cycle which is 30 months. All Work Permits and Power and water and wastewater measure will be provided by Kingdom of Bahrain. The Flow of Supply of materials and equipment, and furniture for the Elite hospital as expected during the whole project duration.

Constraints

Time

Final hand over of facilities without any pending items. And the target date will be on Mar ,2024.

Cost

The cost is limited, and a lot of things were added as Covid-19 made inflation and VAT added to the value more and custom clearance is more.

Quality

The design must stand for 100 years Green LEED Certificate Gold will be given to all buildings

Dependence

All Work Permits and Power and water and wastewater measure will be provided by f Kingdom of Bahrain.
The Flow of Supply of materials and equipment, and furniture for the Elite hospital as expected during the whole project duration.

Risk

Risk by closing king Fahad Cause way as the Supply Chain will be interrupted.
Risk from Covid-19 continuation.
Risk from the main contractor financial problems and not paying subcontractors, vendors, and Employees their salaries on time.

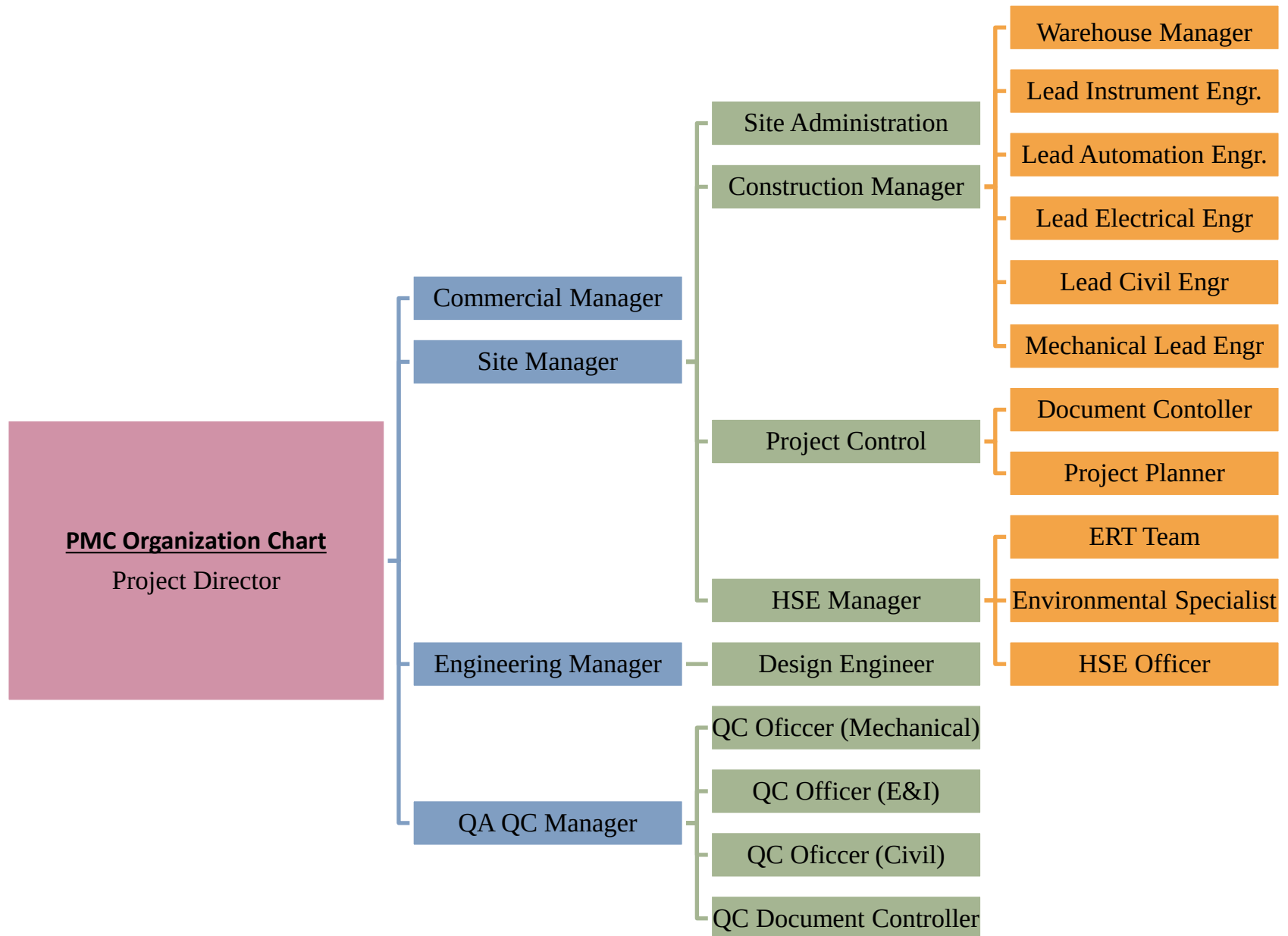
Reference any related documents that were used to define scope and assumptions – e.g., RFQ, RFP, Sales Proposal, etc.

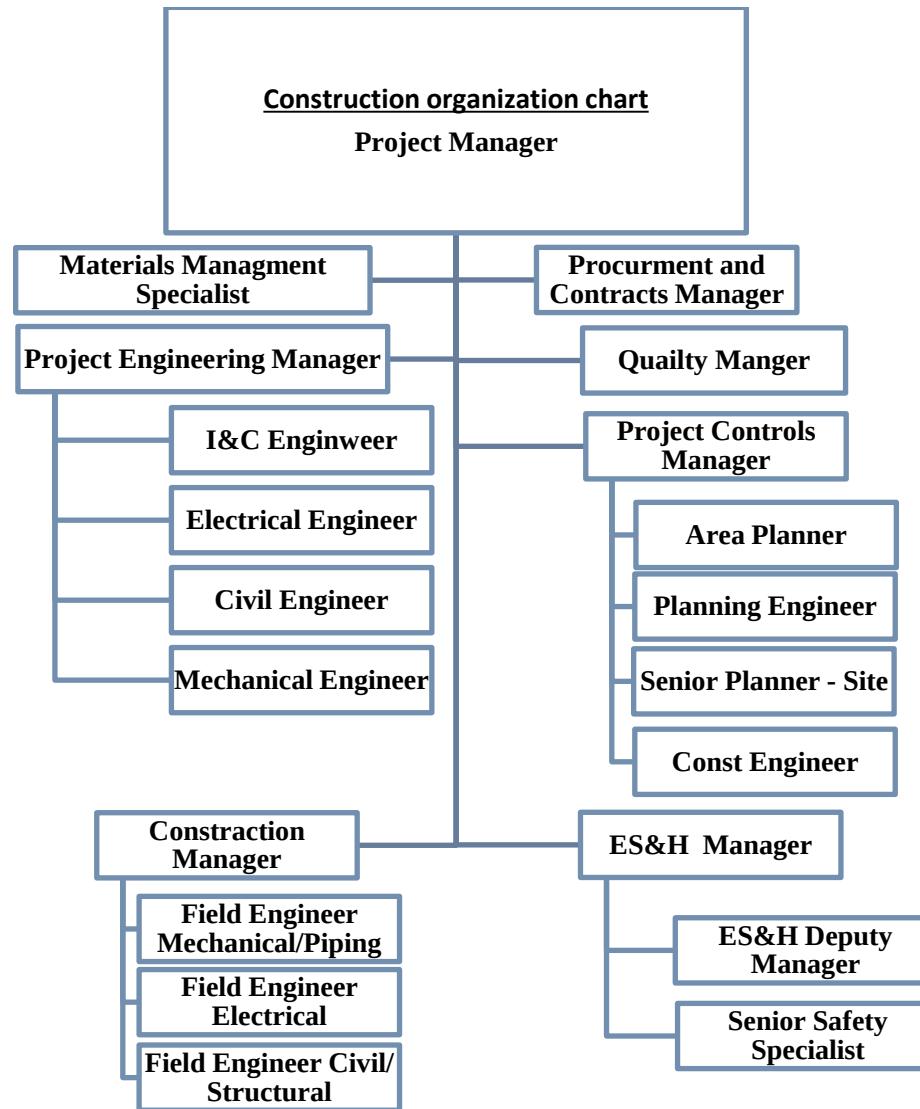
PROJECT ORGANIZATIONAL STRUCTURE

Identify the key stakeholders and team members by function, name, and role.

Function	Name	Role
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To do all construction work	Al Fozan (FTCO)	Job to coordinate with all contractor, Sub- contractor suppliers, proponent, and all related agency in Bahrain
Project management consultancy (PMC)	Saudi Consult (PMC)	Supervision and consulting
Proponent	The Elite team members	To follow up and check with PMC
PROJECT AUTHORIZATION		
Authorized by:	Business Manager	Date
Approved by:	Project Manager: Eng. Abdullah AL-Ghamdi	Date





Development of organization charts for the PMC Vision & Client

The daily operations unit is highly efficient. Patients who will perform endoscopic and surgical procedures enter it without booking rooms. Our exceptional staff provides high-quality care for patients admitted performing procedures ranging from simple to complex, such as: ENT surgeries, cardiac catheterization, endoscopic hernia repairs, and several gynecological surgeries. and general surgeries.

Daily operations are planned procedures that may require the use of operating room facilities and full general anesthesia, then patients are monitored for one day and discharged when it is safe to do so.

Our goal in the hospital is not only to provide care to our patients, but also the flexibility to match the times of their visits to us with their lifestyle and obligations, our daily operations unit benefits our patients a lot because it reduces the disruption to their daily lives with quick recovery and recovery times, and this also reduces the risk of disease infectious disease in hospital. In addition, these procedures without booking the patient's room are advantageous in terms of cost to patients and do not incur an additional burden of expenses, whether the payment is from the patient or the insurance company. (Johatch, M. 2014)

Basis for this Organization Charts

The basis for the Elite hospital is centralized. using a hierarchical structure because it makes the chain of command is clear and flows from the top down. It is establishing a clear retention of power and authority in terms of planning and decisions with the board . Managers hold power according to the level of management. Under the guidance of the approach, lines of communication are clear between managers and subordinate.

In this hierarchical structure, the board of directors is at the top, followed by the middle managers, finally the workers.

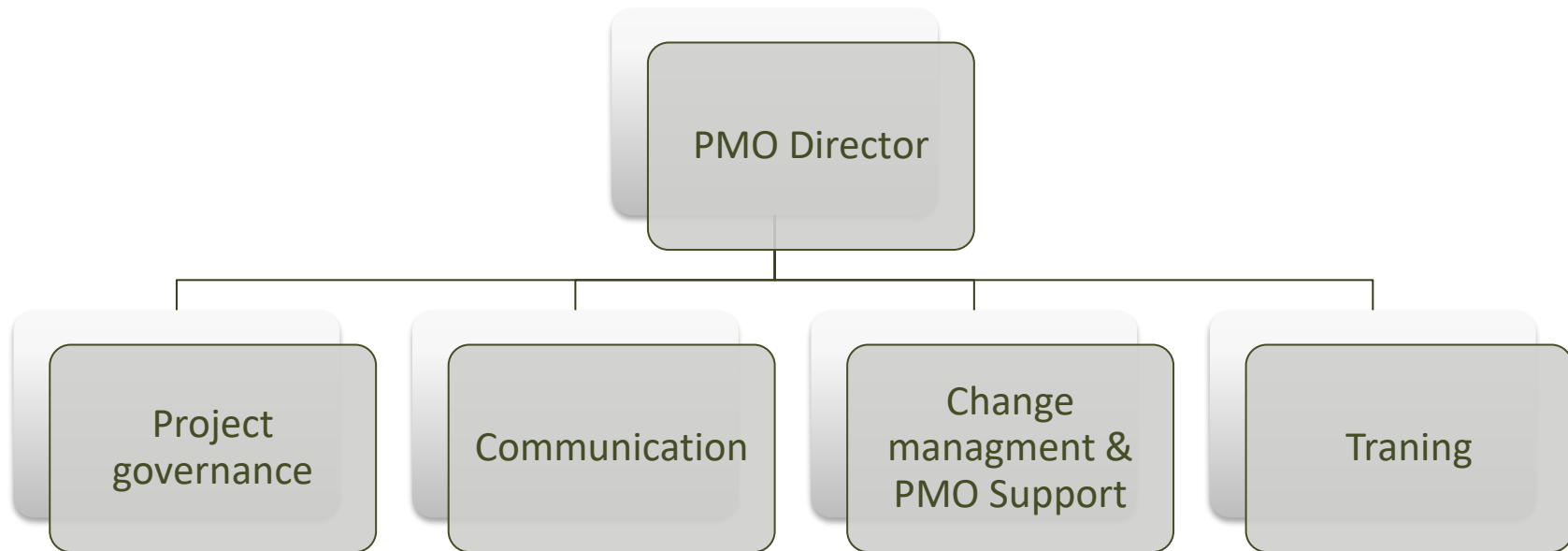
Board of directors

It constitutes the top layer of the hierarchy and consists of a group of elected representatives who represent the interests of the Elite stockholders. Their focus is on ensuring that the company achieves its strategic objectives and vision. Among the crucial functions of the Board of Directors is to set policies, take institutional decisions, and hold accountability among the concerned parties.

Middle managers. It is accountable to board of directors for their functions, and responsible for leading and providing guidance to lower level directors of departments.

Workers. They are located below the supervisor level, and they are non- executive employees .They are the employees of the organization who work in the Elite hospital and carry out the tasks that are required of them to do and the plans set by the administration.

Project management office (PMO) Model



To set a strategic vision for the year 2022, and beyond. The vision is between the patient care model and achieving clinical and training facilities. Taking the organization's vision and convert it to actionable goals requires significant resources, effort, cost, and coordination. That will create the integrative structure necessary for managing the goals of operational improvement and strategic developments is through a project management office (PMO).

The function of this PMO is supportive

The hospital expected to set a measure by leading and lagging for word healthcare organization standard.

A healthcare PMO is the implementation of project management to allow the organizations to output efficiently on strategic & and operational initiatives in several responsibilities will prioritize your organizational goals and coordinate them into the accuracy of project management especially for clinical features such as a section for surgery, pediatrics, obstetrics and gynecology in the medical center with separated parking spaces, accommodation for staff, and retail store.

Elites Hospital has many majors' involvement, specialty, and policies in the hospital rather are administrative, medical, engineering, etc. The requirement can be used to the organizational frame structure. That provides specialist support expertise, and guidance for the teams which is operating at all times, so supportive PMOs act in providing forms templates, guidance, best practice, training, access to information, and supervision to keep track of lessons learned. The pieces of knowledge can apply to all projects in the Elites.

Its assumes to the governance process in theory that involves the PMO in all project, regardless of size, allow asses the scope; allocated resources; and verify time, budget, risk impact assumptions, and maintaining standardize processes in the organization before the project is undertaken.

Seven pillars of clinical governance

Clinical Effectiveness

It is a term that engulfs all activities, services that support clinicians and healthcare professionals to enhance the Medical Quality. This can be achieved by:

- A framework of informing, changes, and monitoring and controlling medical Practice
- Guidelines, Audit, and safety of all Staff, and patients.
- The Important of Quality by clinical audits

Clinical Information

Clinical Information is a system in all modern clinic and hospitals called **Clinical Information System (CIS)**, which is designed to be used for all care environment, As an example like the critical and serious cases like such as an **Intensive Care Unit (ICU)**. Four core components of CIS:

- EHRS (Electronic Health Records), Listing all patients records
- COPE System (Computerized Order Provider Entry)
- Digital Evidence
- Decision-Support Tools

Risk Management

It is the improvement and Quality and safety of health-care services by identifying, Qualifying, and quantifying and listing them and give all responses to them as patients and all staff and employees are the center of care for all these measures.

Education & Training

It is important staff have continual training to ensure they are up to date with the latest skills, knowledge, and research – linking into Clinical Effectiveness and Research.

This always allows them to provide the best care possible.

- Achieve further education through degrees or diplomas
- Attend events, lectures, webinars, and courses

Audit

Audits are carried out to monitor the quality of clinical care being carried out. They measure against set guidelines and any deviation are examined and improved upon. After some time, audits are repeated to ensure that actions taken to improve have worked, and organizations are quality assured.

Patient & public involvement

To communicate with patients and the public to focus on the quality of care and any possible problems that may occur: This can be achieved by:

- Patient surveys.
- Representatives for patients on practice and hospital boards

Staff management. This ensures correct staffs are hired for the exact jobs including any staffing matters such as performance, are addressed as well as encouraging staff to actively participate in the work environment.

Healthcare Compliance is referred to process all legal, professional, and ethical comply

(Regulation, Compliance, and Auditing)

The first step to creating healthcare compliance is ensuring everyone in the organization understands how to contribute to overall healthcare compliance and strive for rules and regulations every day. When the mistake happens and put measure to prevent those mistakes to happen again. Compliance refer to law, process, policy, rules, regulation, and guideline. It is critical for all healthcare organization to develop and implementing effective compliance department in the hospital or any organization. It brings a wide benefit or mutual goals to the organization to reduce a fraud and abuse. Also enhancing healthcare operation and improving the quality of health services. Therefore, reducing the overall cost of healthcare services. Compliance help the hospital to fulfill their legal duty. The resources guide to compliance to measures the various following element: -

- Standards, policies, and procedure
- Compliance Program Administration
- Screening and Evaluating of Employee, Physician, Vendors and other Agents
- Communication, Education, and Training on compliance Issues
- Monitoring, Auditing, and Internal Reporting System.
- Discipline for Non-Compliance
- Investigations and Remedial Measures.

The Compliance as a program standard has a reason to the hospital or any organization with such compliance standard, ethic standard, policy, an operation to the organization charter under the act of the law, and promoting the quality of the care by sufficient resources and authority to the individual designated as an above. The employee

should exercise and engage the diligence to the compliance. One of the most important recently healthcare compliance is providing effective communication to provide services as volunteering includes mandatory training.

A Human Resource Audit is an examination of the human resource policies, practices, and systems of hospitals, firms (or divisions) to eliminate deficiencies and improve ways to achieve goals. A human resource audit evaluates the human resource activities used in an organization. The audit may include one division or an entire hospital or company.

- It helps align the human resources department's goals with larger organizational strategies.
- It is almost invariable to uncover better ways for the department to contribute to societal, organizational, and employee objectives. This, in turn, clarifies the human resource department's duties and responsibilities.
- It ensures timely compliance with legal requirements.
- It discloses how well managers are meeting their human resource duties.
- It uncovers critical human resource problems and possible solutions.
- It reduces human resource costs through more effective procedures.
- It provides specific, verifiable data on the human resource department's contributions.
- It stimulates uniformity of human resource policies and practices.
- It helps review and improve the human resource department's information system.
- It enhances the professional image of the department among various stakeholders.

Human resource research grows more important with each passing year. Several reasons account for this. First, human resource work carries with it many legal implications for the employer. Failure to comply with equal employment or safety laws, for example, subjects the organization to lawsuits. Second, people costs are significant. Pay and benefits often are major operating expenses for most employers. Improper compensation plans can be costly, even fatal, to the company's survival. Third, the department's activities help shape an organization's productivity and its employee's quality of work life. Fourth, the critical resource in many organizations today is not capital, but rather, information, knowledge, and expertise. This means that an audit of the caliber of a critical resource. Human

resource is necessary for the success of the organization. Finally, the growing complexity of human resource work makes research necessary. Today, more than ever before, human resource activities aimed at productivity improvement, succession planning, and organizational cultural change are critical to competitive survival. More and more executives expect the department to make strategic contributions and place the function at a higher level in the organization hierarchy. (2000)

The scope regulation of human resources extends beyond just the human resource department's actions. The department does not operate in isolation. Its success depends on how well it performs and how well its programs are carried out by others in the organization. Consider how supervisors in a firm reduced the effectiveness of the performance appraisal process. The team is responsible for assessing the effectiveness of the human resource function and review how well managers comply with human resource policies and procedures and labor laws. To bring an assessment of employee satisfaction with a variety of work-related matters and implications for human resource practices and systems. Most human resource specialists should do the following:

- Identify who is responsible for each activity.
- Evaluate how objectives associated with each activity support organizational strategies.
- Review the policies and procedures used to achieve these objectives.
- Examine whether policies and procedures are being followed correctly.
- Develop a plan of action to make improvements and report them to all concerned.
- Follow up on the plan of action to ensure continued compliance.

In the end, reviews how well managers comply with human resource policies and procedures. If managers ignore these policies or violate employee relations laws, the compliance should uncover these errors so that timely corrective action can be taken.

Major area covered in Human Resource Compliance and Audit

Human Resource Management Information System

Human rights legislation

-information on compliance

Job analysis information

-Job standards
-Job descriptions
-Job specifications

Human Resource Plans

-Supply and demand estimates
-Skills inventories
-Replacement charts and summaries

Compensation Administration

-Wage and salary levels
-Benefit package
-Employer provided services

Staffing and Development

Recruiting

-Source of recruits
-Availability of recruits
-Employment applications

Training and orientation

-Orientation program
-Training objectives and procedures
-Learning rate

Selection

-Selection ratios
-Selection procedures
-Human right legislation compliance

Career development

-Internal placement success
-Career planning program
-Human resource development effort

Organization Control and Evaluation

Performance appraisals

- Standards and measures of performance
- Performance appraisal techniques
- Evaluation interviews

Human resource controls

- Employee communications
- Discipline procedures
- Change and development procedures

Labor management relations

- legal compliance
- Management rights
- Dispute resolution problems

Human resource audits

- Human resource function
- Operating managers
- Employee feedback on HR.

How does your small business achieve success?

A common approach to setting goals in management is the Smart Goals (S.M.A.R.T Goals) approach, which holds that ideal goals are goals that meet the following five conditions:

Specific

Objectives should be clearly defined and not ambiguous or unambiguous.

Measurable

Objectives should be measurable for you to be able to check progress.

Achievable

You may be overwhelmed with enthusiasm and decide to achieve great goals and do it all. But the truth is that setting goals at hand, and then achieving them, is better than setting great goals that you are unable to achieve any of them.

Relevant

The goals should be directly related to what you want. Do not set unnecessary goals, as this will distract your focus, and drain your time, which may be the first thing that you spend on the necessary things. You should ask yourself the following questions before adopting any goal:

Time-bound

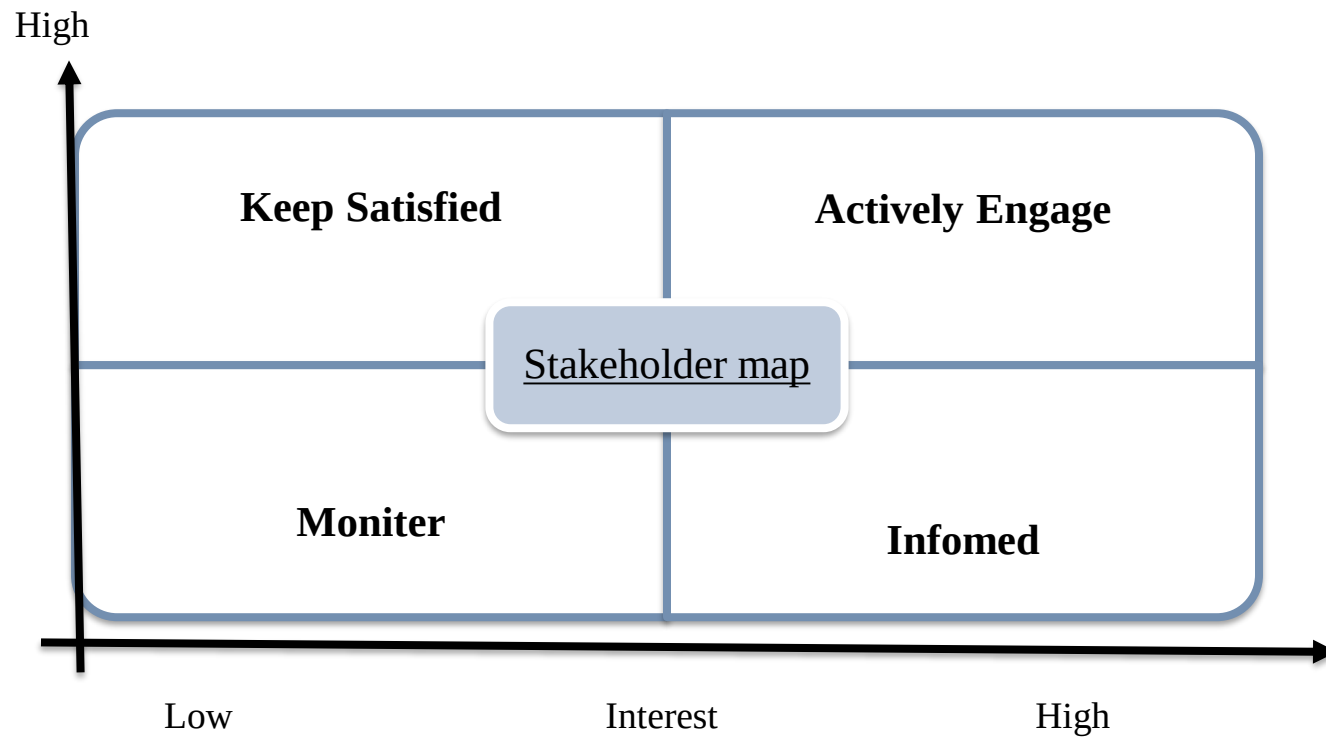
You must set a deadline for your goals so that you do not fall into the trap of procrastination. Before adopting any goal, you should specify its deadline precisely and clearly. For example, suppose you want to create an online store, here is an example of the goals you can adopt.

Compliance Model						
Project Name		The Elite	Owner	Arabian Gulf University	Main Contractor	SaudConsult, AlFouzan
Date		2019	Day		Ref.	
Requirements				Compliance		
No	Goal / Deliverable	Responsible	Details of Deliverables	Goal / Deliverable	Compliant (Yes/No/NA)	Remarks
1	Improve quality of medical car	Elite leaders	continuous follow-ups and updates of the patient's condition & Provide the latest medical facilities	Improve quality of our services	Yes	
2	achieve the highest desired competencies from training and education outputs	Medical College Administration	Intensive focus on training and education of (Health College) students through practice and the use of the latest learning methods	achieve the highest desired competencies from training and education outputs	Yes	
3	Increasing the hospital capacity	The hospital top management	Increase the number of beds from 288 to 500	Increasing the hospital capacity	Yes	

No	Description	Project stage	Status	Check
1	Has the project strategy plan been designed	Start	Closed	✓
2	Has the project charter been created	Start	Closed	✓
3	Has the scope of the project been defined	Start	Closed	✓
4	Have you Hold a project kick-off meeting	Start	Closed	✓
5	Have you Identify project roles and responsibilities	Start	Closed	✓
6	Have you created a baseline for project plan	plan	Open	✓
7	will the plan satisfy all stockholders expectations	plan	Open	✓
8	Does the project team need any training	plan	Open	✓
9	Does the plan include all major project tasks	plan	Open	✓
10	Is the critical path clear	plan	Open	✓

11	Has a risk register been created	plan	Open	✓
12	Have All documents been organized	achieve- close	Open	✓
13	Is Project retrospective been done	achieve- close	Open	✓
14	Have deliverables been handed off and signed off by stakeholders	achieve- close	Open	✓
15	Has feedback been collected	achieve- close	Open	✓
16	Has the project been completed	achieve- close	Open	✓

Stakeholder Register			
Project title		The Elite Hospital	Project Number 1
ID	Name	Contact person	Phone Number
1	Suppliers	Ahmed Hafaz	00 973 3940 2651
2	Designer	Kazi	00 973 3401 877
3	Contractor	Kazi	00 973 3401 877
4	Saudi government	Mohammed Al Hussain	00966 504252684
5	Ministry of health (End user)	Main office	937
6	Sulaiman AL Habib	Admin office	004-4297777
7	Causeway authority	CEO- Office	00966-138538221
8	Citizens of Bahrain	National institute	973-17111666
9	Saudi Bord	Main office	920019393
10	Insurance company	Main office	920000456



Stakeholder assessment matrix

Stakeholder	Risk	Influence	Interest	Project Phase					Engagement level
				Initiation	Planning	Execution	Control	Closes	
Suppliers	H	L	H		H	H	H	H	During the project phases
Designer	M	L	M	L	L	L	L		Initiation & planning
Contractor	H	H	H			H	H		Execution & control
Government affairs	L	L	L				L		Control
Ministry of health (End user)	H	H	H	H	H	H	H	H	All the project phases
Dr. Sulaiman AL Habib hospital	L	L	L	L	L				Initiation & Planning
Causeway authority	L	L	L	L					Initiation
Citizens of Bahrain	M	L	L						As needed
Insurance company	H	H	H	H				H	Initiation & closing

Every year in all projects set their corporate goals with every intention of achieving them. The measurements depend on the organization yearly, quarterly, or even long-term by measuring results, outputs, and outcomes. It implies the promise of expansion and the building of long-term value and durable cash flow streams as well. The lead indicators are always more difficult to determine than lag indicators for operation results. I will change from operational to the indicators to sponsor the project. Lead indicators frequently require an investment to implement an initiative prior to a result being seen by a lag indicator. What has become clear over years is the result in enhanced project building performance overall.

Employee satisfaction and motivation is a well-proven lead indicator of the government of Bahrain's satisfaction of high performing processes. Is a good lead indicator for cost-efficient development of the hospital management, and center strategy? The great thing about leading indicators is that they are proactive in nature and need an operation. They report when the hospital and employees are open, so the indicators will be noticed and improve the environment. Lag indicator without a lead indicator will give no indication as to how a result will be achieved and proven no early warnings about tracking towards strategic goals. First, we lead then we lag indicators for software program, hospital models, and social media for the hospital project.

Culture of the organization

Culture of organization is a comprehensive guide to making culture a major strength/weaknesses of your organization, from what culture is and why it's important to a roadmap you can follow to create a culture that delivers results time after time.

Culture and values

What defines us as a hospital, as management, as employees, as leadership, as people is our behaviors and attitude. The foundation of what we do is based on our values: safety, accountability, excellence, integrity, respect, transparency, and patient centric. By our behavior and our values always reflect our highly efficient and effective performance

Safety

Safety is one of the main parts of Elite hospital culture. We are constantly focusing and improving our capabilities to eliminate the harm that can be prevented by Elite Hospital

Accountability

We have clearly defined the accountability that falls on all levels in the organization. Every employee in the elite hospital bears responsibility for his actions in the performance of his duties towards the organization, this contributes to achieving a high level of health care

Transparency

Is one of the pillars inside Elite Hospital. It helps deliver better service and high-quality results to our patients and stakeholders by sharing information and data to achieve the value of accountability

Excellence

At Elite Hospital, we excel in providing outstanding quality health care services, and a very satisfying experience for patients as we are agile in addressing and providing high quality service

Integrity

The integrity of services and business in Elite Hospital is based on the ethical standards of our staff and employees in our daily work. It is one of the essential assets, it is the mirror for us, it is our reputation. The basis of the integrity of the organization is the personal integrity of each individual in the organization

Patient centric

Medical care for our patients is our priority. We provide all the needs and preferences of the patient and help them make decisions by providing them credible medical consultations, to have a distinctive experience.

Respect

A culture of respect is an essential component of Elite Hospital that helps to perform better and more creatively. Through the collaboration and commitment of healthcare team members in helping to create a healthy environment for patient care as people. We show respect by equalizing all patients as persons

Personal behaviors of the student that may affect the project

Manage your time

People spend so much time managing and economizing on their money that they forget that their real capital is time. Perhaps what distinguishes successful people from others is that they are good at managing time and making the best use of it. They invest their time in developing themselves, developing their expertise, transforming their ideas into projects, and then developing and developing those projects. Here are some time management tips:

Respecting time: You should view time as a scarce and important resource and make good use of it.

Set your priorities: Not all activities are equal, some are more important than others, prioritize, and start with them.
Avoid multitasking: Some people think that if they work on more than one task at the same time, they will increase their productivity. Unfortunately, this myth is very common among people, and the fact is that many studies contradict this belief, and even prove the exact opposite. Some of these studies estimate that multitasking reduces productivity by as much as 40%.

Financial management

%29of small businesses fail for financial reasons, and the reason may not necessarily be a lack of resources, but rather a mismanagement. Perhaps a project that started with a small budget has succeeded where projects that started with larger budgets have not succeeded. Managing your financial resources is one of the necessary skills that you must learn to ensure that the sources of financing your project, and all the resources you have, are spent in order to maximize the use of them and accelerate the growth of the project.

Accurately calculate costs: One of the common mistakes' entrepreneurs make when planning to set up a project or start-up company is that they miscalculate the true costs and expenses of the project. They often expect budgets that are much smaller than the real ones. Take your time and calculate the costs accurately. Some advice that you always multiply the amount you expect by 3 to get the real amount you will need.

Keep track of expenses: You should have a clear idea of your daily, weekly, monthly, and incidental expenses. Prepare periodic reports on expenditures, and constantly check that there is sufficient cash flow.

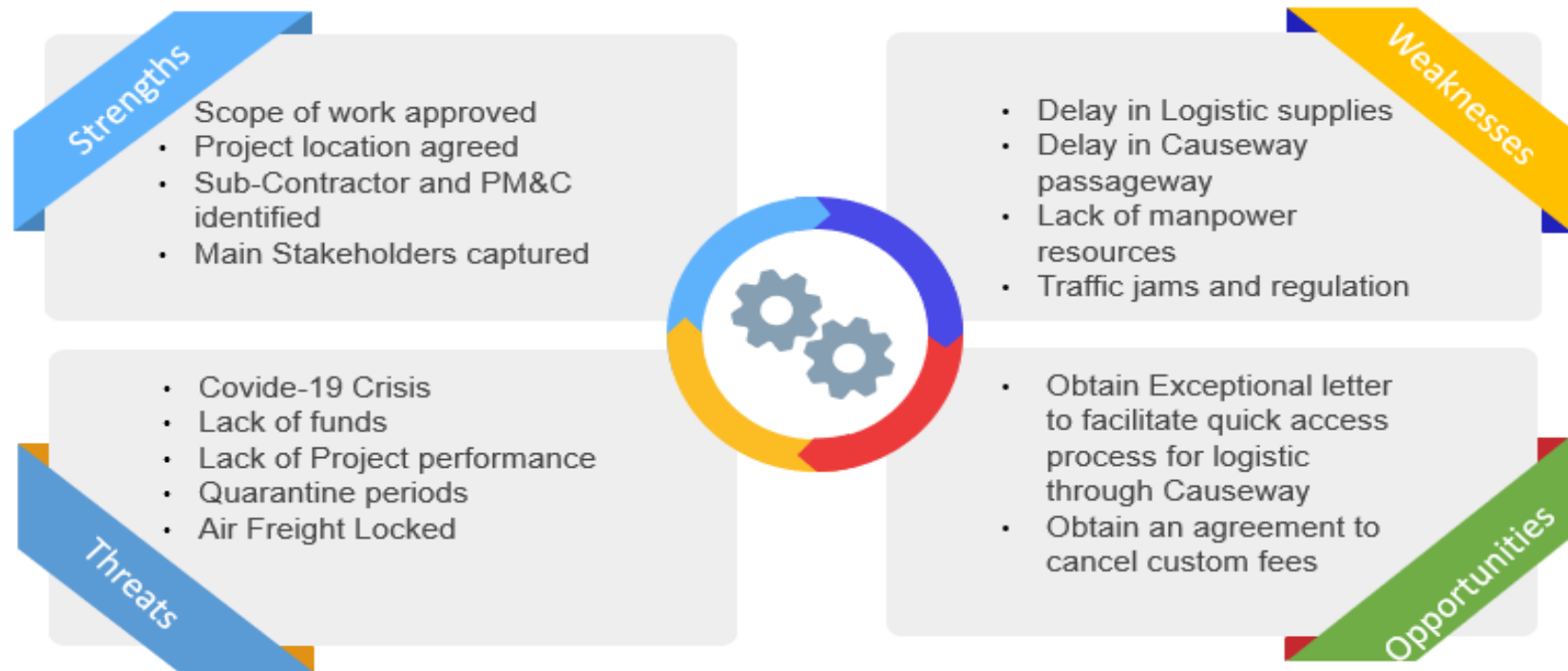
Kill the costs: Eliminate unnecessary costs and limit the necessary costs by using modern technology.

Set your goals

After you develop a business plan for establishing your project or company, and before you start working on it, you have to answer the following question: How do I know if my project will be successful 6 months or a year from now? This question is very important. The best way to answer it is by setting clear goals for the project from the start. These goals will serve as a benchmark against which to measure the success of your project.

Setting goals is not as easy as you think, the lesson is not writing a random list of goals, the challenge is writing realistic, ambitious, and thoughtful goals. Goals should not be too big and unrealistic, so failure is inevitable that they will frustrate you later. And small goals should not be easy, in the end it is a form of challenge for you and your team, otherwise you will lose enthusiasm and passion.

SWOT Analysis



Strength, Weakness, Opportunity, and Threat (SWOT) Analysis (*Emet GUREL ,2017*)

Behaviors that are inconsistent with moral integrity

Maintaining documents, records, and records

Employees are obligated to maintain all documents, documents and records that are in their custody, and they must take care of permanent files and files of work papers and keep them in accordance with the rules and procedures followed, and the employee may not destroy these documents and documents except after obtaining written approval from the competent authority

Professional secrecy

All data, information, and documents that the employee has access to during the performance of his job duties. They are confidential business and all employees are prohibited from disclosing information and data related to them, and this prohibition remains in place even after the employee leaves the service.

Loyalty and loyalty to one's country

The employee's commitment to loyalty and loyalty to the facility, not to offend in any way to the facility or its symbols, and to abide by the rules and principles of the facility and its laws.



PESTLE	Factors	Pros	Cons
Political	-Taxation -Political stability -Freedom of the press -Trade policy instruments	-No capital taxes -Political stability is normal -Reducing customs costs on imported goods in accordance with the advantages of the common GCC agreement	-Impact of general tax -Freedom of the press is restricted by the government
Economical	- Economic growth- - Inflation - - Unemployment- -COVID-19 pandemic - Exchange rate	- GDP is on the rise -The BHD is pegged to the USD at a rate of BHD 1 per USD 2.659	-Unemployed rate on the rise due to COVID-19 . -Inflation rate on the rise
Social	-customs and traditions - Culture- - Health and safety- - Social classes- - illiteracy- - education level-	- Working according -to Islamic principles - Health awareness- - illiteracy rate is low - -Education level is high	-Ownership rate of housing is low
Technological	-Innovative -Advances in Technologies -Technology awareness -Telecommunications infrastructure.	-The level of technological advancement is positively -The level of awareness of technology is high	-The increase in electronic penetration, which leads to an increase in the cost of protection -The risk of a lack of privacy -Internet outages
Legal	-Islamic law - -Changes to legislation -Work rules	-Labor laws are clear -Laws comply with Islamic law	-Major changes in laws -Issuance of new regulations and laws

	-Health and safety laws		-Surprising decisions made by the state
Environmental	-Weather and climate -Waste disposal laws -environmental policies recycling policy-	-Support for renewable energy -Working with International standards for recycling	-Desertification arising from the degradation of limited arable land -seasonal drought and dust

Political factor:

The organization should analyze political stability and trend before starting operation .

Economic factors:

Before investing in Kingdom of Bahrain the organization must analyze inflation rate, GDP, purchasing power.

Social factors:

The organization should focus on the needs of its patients, and make updates constantly

Technology factors:

The organization should focus more on modern technologies used in hospitals, to provide the best health care

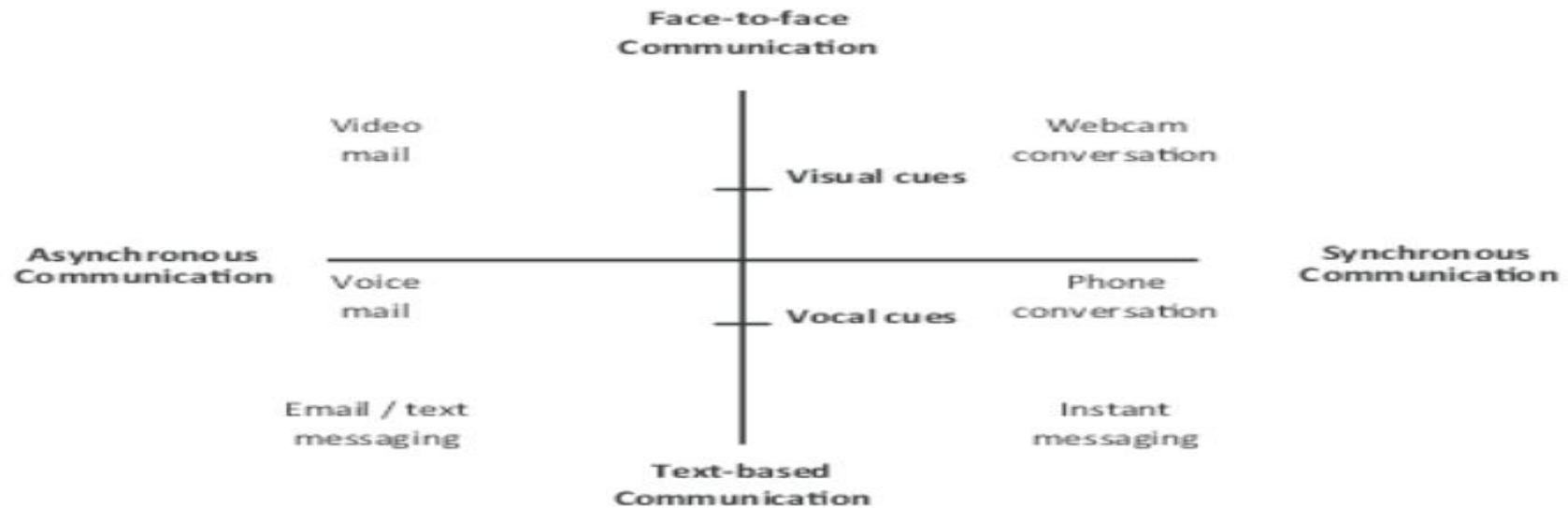
Legal

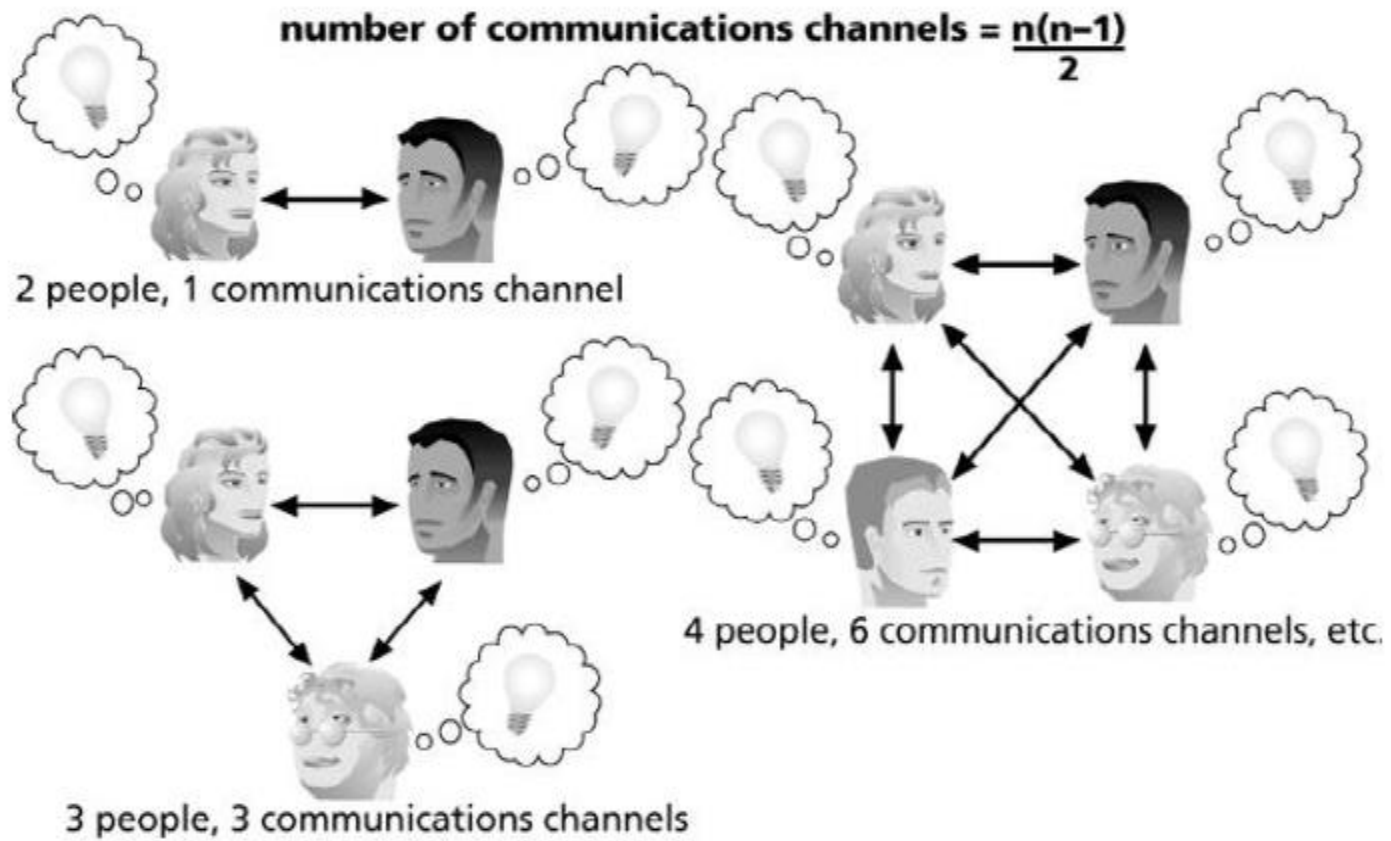
The organization should avoid indulging in any legal controversy.

Environmental factors. The organization shall dispose of medical waste in the correct manner and avoid the use of prepared materials to preserve the safety of the environment.

Project communication plan

Deliverable info (What)	Receipt (Who)	Delivery method (How)	Schedule (When)	Who's Responsible (Owner)
Suppliers	High	Email / Phone	Daily	All
Designer	Medium	Email	Weekly	Designer
Contractor	High	Email / Phone	Daily	Contractor
Saudi government	Low	Face To face	Quarterly	Project manager
Ministry of health (End user)	High	Face To face	Quarterly	Project manager
Sulaiman AL Habib	Low	Email	As needed	Project manager
Causeway authority	Low	Face To face	Quarterly	Project manager
Citizens of Bahrain	Medium	Social	As needed	Project manager
Saudi Bord	Low	Face To Face	AS needed	Project manager
Insurance company	High	Email/Phone	By week	Project manager





3 wrong scenarios of communication.

1. Conveying Important Messages by Email

In 2006, Radio Shack laid off 400 workers by email with no notice. Here the mode of communication was poorly chosen, as email is not appropriate for a layoff notice. In addition, the notice itself was overwritten and hard to follow.

2. Communications Sent in Anger

A prime example of bad communication occurred in 2001 at medical software company the Cerner Corporation, where the CEO sent an angry email to the entire team berating staff members for coming in late and leaving early, and threatened to take revenge by taking away benefits. The email was posted on the Internet, resulting in a huge drop in the company's stock price.

3. Lack of Consideration and Follow-Through

Bad business communication often occurs when one person fails to return telephone calls or emails, and especially when he fails to say thank you for favors done or to report back when expected to do so.

Stakeholder assessment matrix									
Stakeholder	Risk	Influence	Interest	Project Phase					Engagement level
				Initiation	Planning	Execution	Control	Closes	
Suppliers	H	L	H		H	H	H	H	During the project phases
Designer	M	L	M	L	L	L	L		Initiation & planning
Contractor	H	H	H			H	H		Execution & control
Government affairs	L	L	L				L		Control
Ministry of health (End user)	H	H	H	H	H	H	H	H	All the project phases
Dr. Sulaiman AL Habib hospital	L	L	L	L	L				Initiation & Planning
Causeway authority	L	L	L	L					Initiation
Citizens of Bahrain	M	L	L						As needed
Insurance company	H	H	H	H				H	Initiation & closing

Legend L = Low, M = Medium, H = High

Transformational Leadership

The leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision. And such type of this project prefers this leadership style to achieve the required goal. Below are some of the advantages of transformational leadership style .

- It leads to a lower employee turnover rate.
- Transformational leadership places high value on corporate vision.
- High morale of employees is often experienced.
- It uses motivation and inspiration to gain the support of employees.
- It is not a coercive approach to leadership.
- It places high value on relationships.

Proposals of Motivation Methods

Motivation can be internal or external influences that contribute to productivity, satisfaction at work and meaningful contribution to projects. To keep workplace environment productivity and performance high, it is very important to keep your team members energized and motivated. Engaging team members will allow you to create an entire culture where members are motivated to develop and succeed in their roles. this is one of the leadership skills needs to apply it during the project life cycle.

1. Create employee recognition programs

Employee recognition programs support create an emotional connection between you as leader and your team members. human needs of self-esteem and a sense of belonging within a team. Awards for specific achievements of major milestone. It is best if this program can be developed with tangible rewards,

2. Instill purpose and passion

To motivate employees through passion and purpose, it's important you clarify and communicate your company's "big picture" goals and values. connect individual goals and achievements to these larger business objectives. Additionally, you can practice giving honest, constructive guidance that contributes to fostering a company culture where employees feel safe being open and honest.

3. Give your employees autonomy

To encourage autonomy within your workplace include creating choices within restrictions; establishing and rewarding trust; granting employees ownership over tasks and utilizing their unique skills; accepting their input on scheduling; and providing them with the training, technology, and other tools to proficiently do their job.

4. Design an inspiring workspace

Way of motivating team members is to create a pleasant, functional, and comfortable workspace. People spend a most of time on the job, and they will be happier to do so if they are working in a pleasant environment.

5. Stay positive

Focus on the positive as much as possible. One rule of thumb is to praise publicly and correct privately. If clients have shared positive feedback with you, make sure to disseminate it to your team so they can see their work is appreciated. Encourage your team members to take their breaks and to keep coffee and decent snacks. Never underestimate the value of food-based advantages.

RACI- depending on delegation of authority (DOA)

Sr No	Activity	Weight	Budgeted amount ~SAR In Million	Director	President	CEO
1	1.1 Clinic Building 1.2 Value: 1 > 50 ~Mn 1.3 Value: 50>100 ~Mn 1.4 Value: 100>200 ~Mn	20%	130	I	C	A&R
2	1.2 inpatient Building 1.5 Value: 1 > 50 ~Mn 1.6 Value: 50 >100 ~Mn Value: 100 >200 ~Mn	20%	130	I	C	A&R
3	1.3 Outpatient Building 1.7 Value: 1 > 50 ~Mn 1.8 Value: 50 >100 ~Mn Value : 100 >200 ~Mn	30%	195	I	C	A&R
4	1.4 Service Building 1.9 Value: 1 > 50 ~Mn 1.10 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	10%	65	C	A&R	I
5	1.5 Parking area 1.11 Value: 1 > 50 ~Mn 1.12 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	5%	32.5	A&R	C	I
6	1.6 Pharmacy 1.13 Value: 1 > 50 ~Mn 1.14 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	15%	97.50	C	A&R	I

Managing Conflict

Five Methods for Managing Conflict has many sources in the workplace. It is borne out of differences and will arise in any situation where people are required to interact with one another. Dealing with conflict effectively is a key management skill. This article outlines five different approaches to conflict management and the situations they are most appropriate for:

1. Accommodation

This is a lose/win situation. The accommodation approach is generally used when one party is willing to forfeit their position. It is best used in situations where: One party wishes to indicate a degree of fairness. People wish to encourage others to express their own opinion. The issue or problem is more important to the other party concerned. It is more important to safeguard the relationship rather than argue about the issue.

2. Compromise

This is a win/lose – win/lose situation, i.e. everyone involved gains and loses through negotiation and flexibility. Each will win some of what they desire while at the same time giving something up. The main goal of this approach is to find common ground and maintain the relationship. Compromise is best used: To achieve an agreement when all parties have equal power. To reach a temporary resolution in more complicated matters. To achieve a settlement when time or other circumstances are constrained.

3. Avoidance

This is a lose/lose situation. Neither party takes action to address the issues involved in the conflict, meaning that it will remain unresolved. This approach is best used: If all concerned feel that the issue is a minor one and will

be resolved in time without any fuss. When the parties need a chance to cool down and spend time apart. If other people are able to resolve the conflict more effectively than the parties concerned. When more time is needed before thinking about dealing with the issues. If the impact of dealing with the situation may be damaging to all parties involved.

4. Competition

This is a win/lose situation. One party attempts to win the conflict through dominance and power. This approach is best used: When all other methods have been tried (and failed). In emergency situations when quick, immediate and decisive action is called for. In situations where unpopular changes need to be applied and discussion is not appropriate.

5. Collaboration

This is a win/win situation. It is the most effective but most difficult way of managing differences. It requires trust and commitment on all sides to reach a resolution by getting to the heart of the problem. All parties need to be willing to empathize and try to understand each other's situation. Collaboration is most appropriate: When all parties are willing to investigate alternative solutions together that they may not necessarily have thought of on their own. When trying to get to the source of problems that have continued for a long time. When upholding objectives that cannot be compromised on any side while still preserving the relationship. When parties from different backgrounds and experiences are involved.

We therefore applied the following techniques to eliminate the conflict situations as follows:

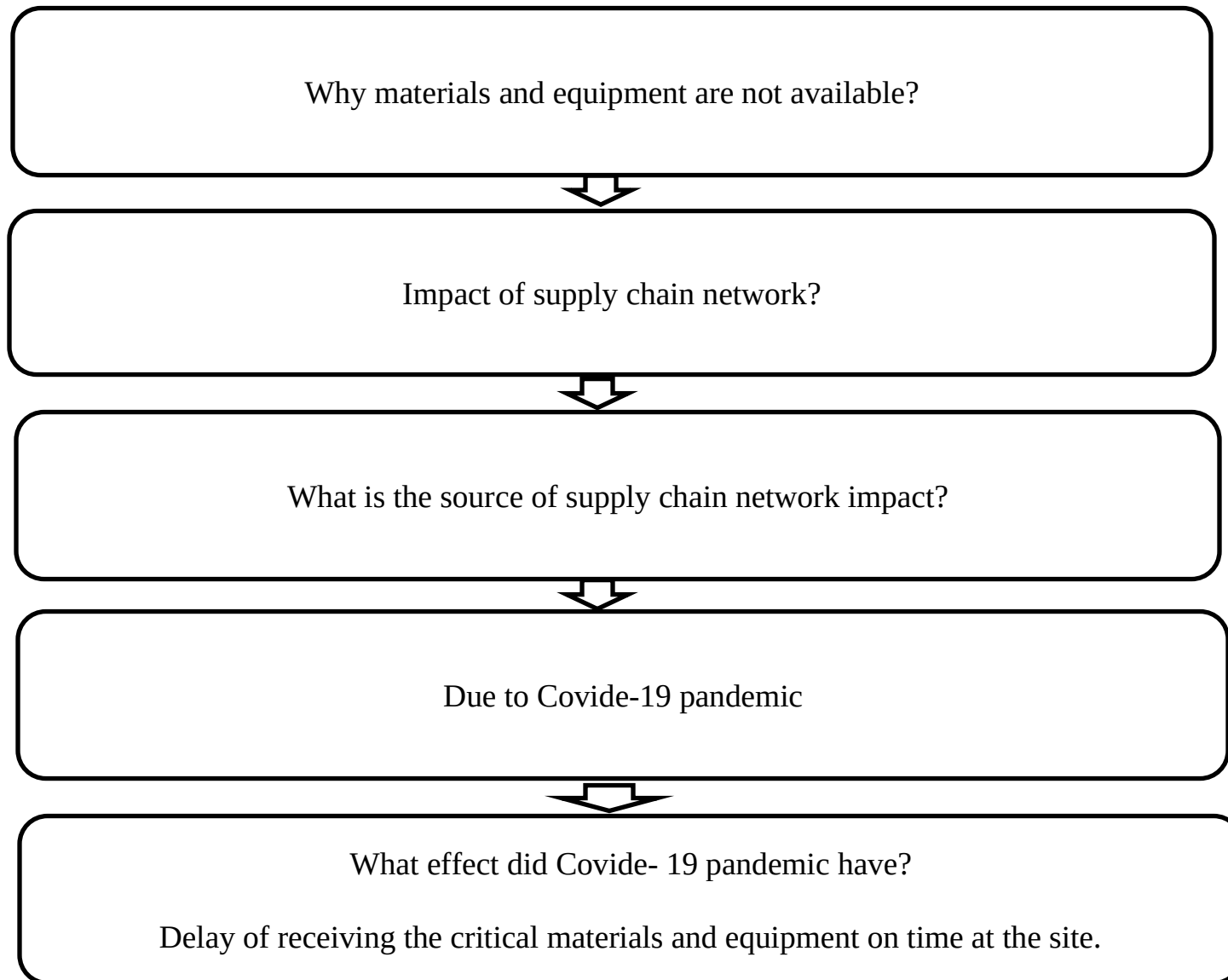
- Construction waste and backfill were some of the significant difficulties of the project. The amount of backfill and construction waste was large even with the provision of waste containers. The entry of trucks inside the center to transport them was difficult, especially during the rush hour of sectors in the city. After several unsuccessful attempts to obtain a permit to transport waste, we got flexible conditions in the evening and nighttime periods, enough to haul all the debris without causing any crowding in the city.
- Moreover, the number of cars crossing the Causeway has been increasing year after year over the past years. The transfer of equipment from Saudi Arabia to Bahrain with customs clearance through the Causeway was also one of the company's most challenging challenges, especially on holidays. After extensive analysis, planning, and cooperation with the Causeway administration in the two countries, there was only one solution: transport the equipment by making a queue of trucks to cross the Causeway at specific times in the early morning.

The structural organization of the companies working on the project was not at the expected level either. Plus, this confusion affected the project's work. Every high manager, engineer, and worker works without a schedule, and the skyline (completion of the work) controls the work. Through a meeting between companies and the different departments. Communication is made to determine the structural organization, the distribution of tasks, and the conditions of each work so that there is no delay or confusion in the delivery of work. Furthermore, by creating a schedule and skyline using programs so that everyone knows the time of starting/finishing and completion of work by date/time. (Rashmi Kodikal , 2014)

Strategy conflict

No	Conflict source	Strategy	Reason of preference
1	Personal differences	Use a collaboration approach to team management	Because the focus on cooperation makes these conflict disappear
2	Objectives and priorities	Establish SMART objectives	Because it gives a clear direction for achieving goals and arranging priorities
3	Role incompatibility	Avoid task overlap and define responsibility clearly	Because it prevents any confusion
4	Communications	Use the right communication tools, set communication standards	To ensure that there no defect or misunderstanding in communication
5	Authority	Clearly define authority and responsibility at the beginning of project	To ensure that is no confusion, and certainty of how the authority must make the decision
6	Project Team members	Use collaborative approach	To ensure the commitment and collaboration of the team throughout the project life cycle
7	Task- oriented	Increase the level of trust among team members	Because it provides them a sense of safety, and increases their level of commitment
8	Resistance to change	Use the persuasion approach, communicate the reason behind the change	To ensure that the reason of change is understood and accepted
9	Stakeholders involved hold equal power	Compromise	Because this strategy brings quick results, lower stress

Root Cause Analysis



Human resources

1. Hire the right people

When you are building a distributed team, it is important to keep a couple of things in mind. First, remote work is not for everyone. According to Buffer's State of Remote Work 2018 survey, loneliness, collaborating – or actually a lack of – and distractions at home are the main things remote workers struggle with.

Secondly, for a distributed team to function, its members need to have a high degree of self-discipline. After all, they are not surrounded by hard-working, inspiring colleagues. At least not physically. Neither is there a manager around whose presence alone would be enough to finally get them started on that tedious task.

2. Clear expectations

There are several elements that play a role here. Hiring someone to join a distributed team is different from hiring someone to join a team that is based in an office together (obviously). Make sure your job advert is as unambiguous as possible to avoid people getting the wrong expectations about the job.

Once a new hire has joined your distributed workforce, it is important they know exactly what is expected of them.

Therefore, it can be a good idea for their team manager to:

Let them know what their goals are for the coming week.

Let them know what tasks they ideally complete on a weekly basis.

Let them know to whom they can reach out if they have an issue.

Let them know when they are expected to respond to emails etc. and when they should be reachable.

3. The Importance of Communication

Of course, clear expectations and communication go hand in hand. And yes, it is always important to communicate with your employees. But when your organization is working with a remote team, communication is even more essential. After all, your distributed team does not physically share the same space. So, if on top of that there is no or little communication, it is easy for them to start feeling forgotten, become less engaged, less productive, and

eventually leave. So, here are some simple rules & tools you can implement in your company's remote work policy: A team messaging tool is indispensable. Slack is a good example but there are heaps of other team communication tools. While you are at it, suggest that teams create a 'fun' channel in Slack, a place where employees can share random things such as jokes, funny videos, and everything else that is not work-related. A great way to boost engagement!

Have regular team meetings and *always* use video for them. I purposely mention the use of video here. When you are a distributed team – and, as mentioned above, often work alone – it is nice to see a bunch of friendly faces every now and then. Even if those friendly faces are looking at you through a screen.

Regarding those regular team meetings, try to hold them on different times. This is particularly relevant for distributed teams that are based in different time zones. By changing the meeting times, it is not always the same people based in, for example, the United States that must get up early or stay online late to attend the meeting.

4. Face time

You might not be aware of it, but a big part of our communication is non-verbal. Hence the importance of face time...and why I underlined the importance of video calls. Especially if your entire team works remotely, managers will miss out on a lot if they do not at least regularly see their team members on a video call. It makes building a relationship with your remote workforce a lot easier too.

In your company's remote work policy, tell managers to aim for a weekly call (minimum) of about an hour with their remote employees. That should give them enough time for a bit of 'bonding' chat, work issues, personal matters if they come up, and the remote employee's career path.

Pro tip: Make sure team managers do not cancel these calls!

Nothing beats the real thing though. Organize a meetup at least twice a year so that your distributed workforce gets to mingle in real-life. This is a great way to boost employee engagement at the same time.

5. Team Building

Back to these team messaging tools we mentioned. Some companies use Slack, others use Skype or WhatsApp (or a bunch of other apps) but that is not the point. When there is no physical office coffee machine where colleagues can joke around and no canteen to have lunch in, these messaging tools are the virtual version of both the coffee machine and the canteen.

What I mean to say is, that when it comes to a distributed workforce, the team building that used to take place in the office, must take place online. As HR professionals, it is important to think about this and to come up with a plan. That plan will without a doubt include a combination of technologies – like video and chat tools – but also face-to-face office parties (if we can still call them like that?) a couple of times a year.

Crashing and Fast-tracking process

When you have problems with project performance, you need to know where they look so that you can put them to analyze. Weak relationships between the different people on the project team will lead to problems such as poor communication, lack of commitment, not getting tasks done, and more. Address this through team building and focus on building trust across the team. Be sure to handle conflict on the project team. This is the hardest thing to do in virtual teams, but if you put the effort in and set a good example, you will slowly turn relationships around. The vision of the project is not clear.

When you do not know where you are going, your project can explode in any number of directions. This will affect performance because the best projects have a clear goal, clarity of vision and that means everyone understands why they are participating in the project. It is relatively easy to fix a blurred project vision. The project goals and objectives must be documented in the project charter. Go back to that (or create one if you do not already have one) and make sure everyone understands what they are up to. If they are unclear, then work as a team to sort out exactly what it is that you intend to achieve with this project and document it in a logical way. There is never enough time when managing a project.

That is why we make schedules - to try to control the time, it is just enough to get your results by the deadline. But even the best laid plans tend to deviate, to paraphrase the poem. Project managers do not have the luxury of quoting poems to stakeholders when they are off track. Project changes are common, but it is the responsibility of the project manager to ensure that these changes do not produce a negative impact on the project schedule. This is the time when the triple constraint usually begins, Scope, time, and budget. If one falls behind, the others must make up for the slack. There are many ways to tweak things in your project to make up for lost time.

This includes adding additional resources along the way, a method called project crashes. A project crash occurs when the duration of a project is shortened by reducing the time of one or more tasks. Troubleshooting has been completed. Of course, this also adds to the cost of the project. Therefore, the base project of the project is the base project. Just as the triple constraint says, if you reduce the duration of a project, or its time, the costs will have to increase in turn. It is a tradeoff.

The project management accounts for the triple constraint crash, to achieve this you have to include additional resources (as mentioned above) or reduce project requirements or scope. However, such stringent measures cannot be implemented without the sponsor or primary stakeholder's approval of the changes. The result of project disruption can be a change in the critical path and the emergence of a new, different critical path. Project downtime management requires going back to the project schedule to make sure you are aware of the changes that have occurred there due to the project downtime.

Project crash as a term is not set in stone, and it can mean a few different things. It can refer to spending more money to get things done faster. It can also refer to precisely identifying the critical path, and providing more resources there, without necessarily considering efficiency. Or you can review the critical path and see if there are any activities that can be shortened by the resource flow. The relevant method for truncation of your table is called fast track. This occurs when tasks that were originally scheduled to run separately are nested. But this course of action should not be taken without first analyzing the feasibility and risks. No matter which path you take, it is always wise to think and analyze.

One reason to use project crashes is if the project is unrealistically scheduled, and this isn't apparent until the project is actually executed. This can happen even at the planning stage if the sponsor, client, or stakeholder insists on a non-possible due date. Another reason is that during the process of change control analysis (which shows the impact on time, cost, scope, or other project factors), a problem arises that must be addressed immediately. As issues arise during project management that derail it, the project manager must figure out a way to close the schedule baseline.

As mentioned above, other than project crashes, there is the Fast Track method. Although we're discussing project crashes, it's important to touch on when Fast Tracking is best. Sometimes you can use either, but if the project really has an excess budget and you don't have the funds, Fast Tracking is the likely option. Track resource costs, all of your resources can be selected, from teams to supplies, equipment, and more. When you add hourly rates to the project, you can see them across all features of our program. Once your team logs their hours, we calculate the actual costs for you. Then, they can be compared to your planned costs, so you know right away if you're on target.

Fast Tracking	Crashing
Uses the already planned Resources	Adds more new Resources
Does not always increase the Cost	Always Increases the Cost
Phases or Activities are performed in Parallel	Phases or Activities are performed in Sequence

Analyze the main reason for crashing your project is to get the project done faster. It involves more adjustment or human resource to critical path activity to shorter project duration without change in project scope.

Fast tracking involves changing the sequence of activities so that some activities are performed simultaneously. It increases the risk involved because it ignores discretionary dependencies and performs additional parallel activities. It does not always increase the cost of the project.

Project schedule it involves compressing or shortening the project schedule without reducing the scope of the project to meet schedule constraints imposed by the client or sponsor. It is not always possible to compress the schedule without increasing the cost of the project.

When the project has unrealistic time-frame or schedule end dates.

During Integrated Change Control process to analyze the impacts on the Project Schedule (Time), Cost, Scope, Risk, Resources, Quality and Customer Satisfaction.

During project planning, when the management or the customer requires a completion date that cannot be met.
During executing, when the project manager needs to bring back the project in line with the schedule baseline or for approved change requests.

Crashing it involves adding more or adjusting physical and human resources to the Critical Path Activities to shorten the project duration without changing the Original Project Scope.

	<i>Traditional Measures of Project Success</i>	<i>New Measures of Project Success</i>	<i>Evolved Measure of Project Success</i>
<i>Management Emphasis</i>	On the Project	On the Product	A comprehensive measure of project success that combines the project management measures of time, cost, and scope, with the product measures of client satisfaction, utilization, and benefit to the organization. The time frame for this project success measure is both short-term (taken during the project life cycle and at the completion of the project) and long-term (assessed at some point in the future when organizational benefits can be measured).
<i>Focus</i>	Project Management and Implementation	Economic, Financial, and use of Product or Service	
<i>Success Perspective</i>	On the Process	On the Deliverable	
<i>Perspective of</i>	PM and Project Team	Client/End-user	
<i>Measured by</i>	Internal factors	External factors under client's control	
<i>Type of factors</i>	Tactical factors	Strategic factors	
<i>Measurements</i>	Time, Cost, Scope	Client satisfaction, Organization benefit	
<i>Assessed</i>	At project completion	At some time in the future	
<i>Time frame</i>	Short-term	Long-term	

Project Performance Factors

- Project size
- Project policies and procedures
- Communication
- Clearly defined project mission
- Changes in project goals
- Priority of the project
- Top management support
- Project planning tools and techniques

Project Success Factors

- Completing within cost
- Completing within time
- Meeting project scope
- Meeting quality
- Meeting customer satisfaction
- Meeting customer needs
- Senior Management expectations
- Financial success
- Commercial success

Organization PM Maturity Indicators

- Formalized and established project management procedures
- Project portfolio management
- Project management office (PMO)
- Project Manager is a qualified PMP

(<https://www.semanticscholar.org/paper/Linkages-among-project-management-maturity%2C-PMO%2C-Anantatmula-Rad/a95af59978480673a921da457b239f4c5271098e/figure/2>
<https://www.greycampus.com/blog/project-management/fast-tracking-vs-crashing-key-techniques-for-project-schedule-compression>)

General rules for the negotiation process

Rule 1: Prepare

Preparation starts with defining if this is a potential collaborative situation so that you can select the better strategy. Therefore, you spend time researching information, analyzing data, identifying interests and positions. Lastly, you must consider the relationship you want to build.

Rule 2: Information Exchange and Validation

The Information exchange stage occurs when you begin to engage the other side, share information and explore options that address interests – what you each need, as opposed to positions – what you each ask for later in the Bargaining Stage. **Four Critical Assessments** are made in the Exchange Stage:

1. **Trustworthiness** – Are they honest and dependable?
2. **Competency** – Are they credible and able?
3. **Likeability** – Can you work well together?
4. **Alignment of Interests** – Are your interests aligned with theirs?

Rule 3: Bargain

Bargaining is where the "give-and-take" happens. If you think success means all take and no give, you will not gain real value. You make and manage your concessions in bargaining. When you give and take that which satisfies both parties' interests, you will build a lasting relationship and a fruitful outcome.

Rule 4 – Conclude

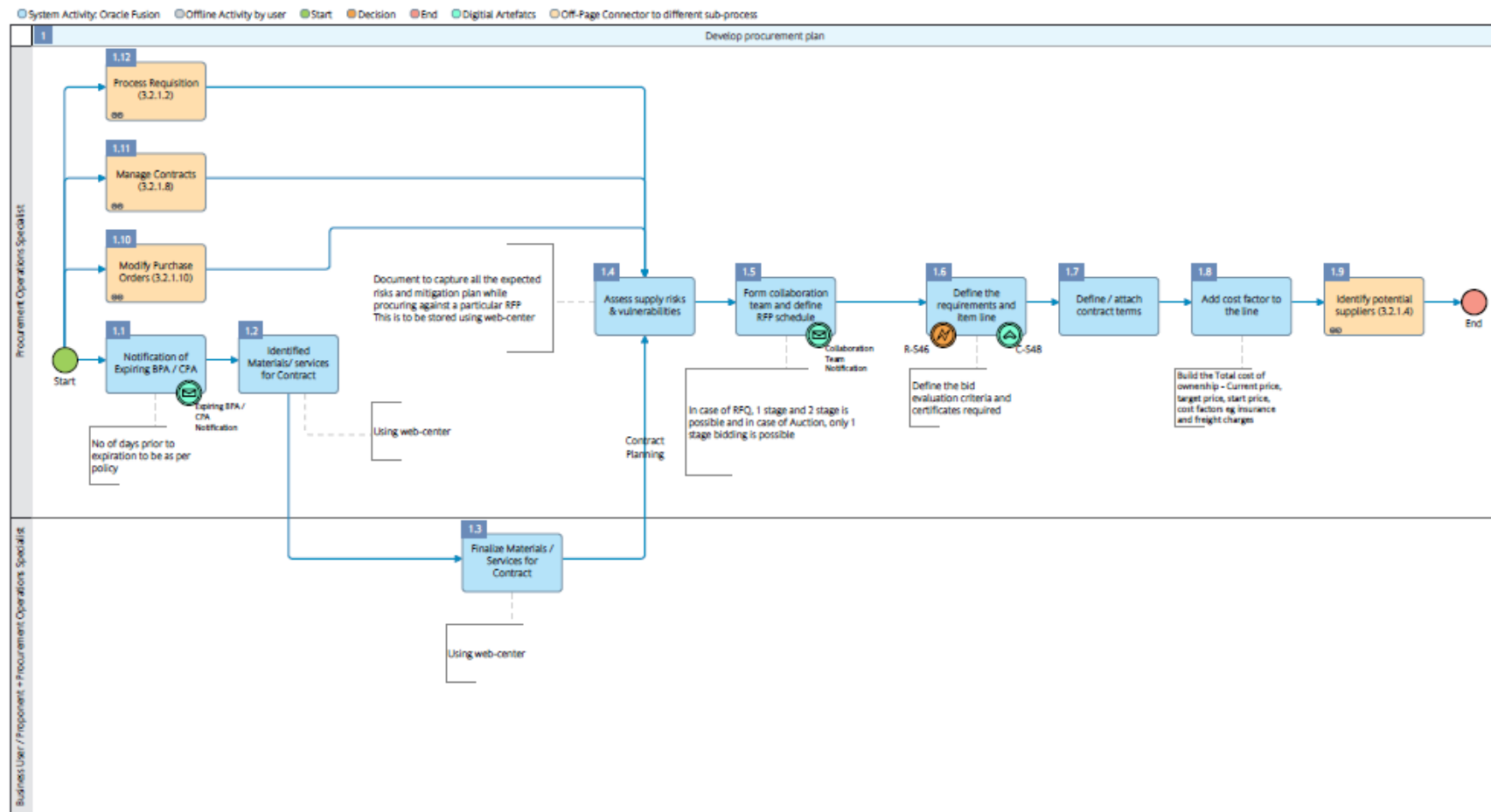
Conclude is the point in the process when you reach an agreement. It is important to find out if the other side has the capability to follow agreed terms and conditions. This is the time to document in writing the common interests and produce a comprehensive summary of the agreement. Sometimes you have to consider strategies here to lock-in a commitment. Be sure to agree on next steps as well. And never forget to thank the other party for their willingness to negotiate – even when no agreement is reached.

Rule 5 – Execute

Rule 5 is implementation of the agreement. This stage may also be viewed as preparation for the next negotiation opportunity. You must ensure that you follow through on promises made to strengthen the relationship and to build trust. This will lead to easier negotiations next time around. And remember that during execution you are likely to apply the total negotiation process and Best Negotiating Practices (BNPs) to unexpected events, failures in performance and the inevitable change. ([Negotiation Fundamentals | WatershedAssociates.com](#))

Negotiation Plan

This process is to create a plan for procuring materials and services, plan what to buy, when, and from what sources. It includes project requirements, the procurement team, the justification for the procurement, a timeline of events, and an explanation of the supplier selection process. Outline specific.



Activity	Action By	Input(s)	Output(s)	System Mapping	Technology to be used
1.1 Notification of Expiring BPA / CPA	Procurement Operations Specialist	Existing BPA / CPA expiry dates	Procurement Operations Specialist is notified about expiring contracts	Sourcing	Oracle Cloud Application
1.2 Identify Materials/ services for Contract	Procurement Operations Specialist	- Category profile is developed by analysis of historical spend and demand forecast - Expiring BPA/ CPA contract	Material and services are identified for BPA / CPA	Sourcing and WebCenter	Oracle Cloud Application
1.3 Finalize Materials / Services for Contract	- Procurement Operations Specialist - Proponent	Identification of materials and services for BPA / CPA	Finalized materials and services for BPA / CPA along with inputs from Business users	Sourcing and WebCenter	Oracle Cloud Application
1.4 Assess supply risks & vulnerabilities	Procurement Operations Specialist	Material and services finalized for BPA / CPA	Supply risks and mitigation plan are identified and documented	Sourcing and WebCenter	Oracle Cloud Application
1.5 Form collaboration team and define RFQ schedule	Procurement Operations Specialist	Supply risks and mitigation plan are documented	- Team is identified and onboarded for RFx - RFQ scheduled is defined	Sourcing	Oracle Cloud Application
1.6 Define the requirements and item line	Procurement Operations Specialist	- Team is identified and onboarded for RFx - RFQ scheduled is defined	Requirements and line items are added to the RFQ	Sourcing	Oracle Cloud Application
1.7 Define / attach contract terms	Procurement Operations Specialist	Requirements and line items are added to the RFQ	Terms and conditions are attached to the RFQ	Sourcing	Oracle Cloud Application