

## Office Building Project



Group No: 37

Submitted to: Dr. Walid Soliman

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## **1. Strategy**

### **1.1. Mission Statement**

Our mission is to create a better future, improve life quality, and achieve remarkable results that meet our shareholder requirements by providing advanced, reliable, and practical engineering solutions and services for construction projects according to the highest safety and quality standards.

### **1.2. Vision Statement**

Our vision is to be the leading organization for engineering and construction works in Saudi Arabia.

### **1.3. Strategic Objectives**

1. Increase the annual profit by 15 percent by the third quarter of next year, estimated at SR 23 million.
2. Improving the organization's market reputation to be among the top 10 leading engineering companies in Saudi Arabia by the end of the year.
3. Achieve the highest levels of safety standards by applying the Saudi Building Code in whole construction and building works by 100 percent before finishing any project.



## 1.4. Key Performance Indicators (KPI's)

This section shows the performance measurement indicators, Lead or Lag. As mentioned in Table 1:

Table 1: Key Performance Indicators (KPI's)

| Code #                                                                                                                                              | Objective Strategy                                                                                                                                       |                                                                                      |                                                                                                                                              |           | KPI Group                | Performance Level     |         |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------|-----------------------|---------|--------|
| 101                                                                                                                                                 | Increase the annual profit by 15 percent by the third quarter of next year, which is estimated at SR 23 million.                                         |                                                                                      |                                                                                                                                              |           | Financial Performance    | <=69 %                | 70%-99% | 100%=< |
| KPI Description                                                                                                                                     |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Accountable           |         |        |
| This scale allows you to identify if cost of generating revenue at the project is running over or under the expected baseline that was forecasted   |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Project Manager Amjad |         |        |
| Lead Measure                                                                                                                                        |                                                                                                                                                          | Lag Measure                                                                          | Equation Description                                                                                                                         |           |                          |                       |         |        |
| 1- Acquire new projects                                                                                                                             |                                                                                                                                                          | Gross Profit Margin                                                                  | Is the percentage of each dollar earned after costs have been subtracted $\text{Margin} = (\text{Total Profit}) - (\text{Total cost}) / 100$ |           |                          |                       |         |        |
| 2- Resource allocation and rental                                                                                                                   |                                                                                                                                                          | Cost Variance (CV)                                                                   | Compare your Planned Budget vs Actual Budget at a given point in time. $\text{CV} = \text{Actual Budget} / \text{Planned Budget}$            |           |                          |                       |         |        |
| KPI Measures                                                                                                                                        |                                                                                                                                                          | Quarterly Targets (measured across three quarters to reach target goal at next year) |                                                                                                                                              |           |                          |                       |         |        |
| Unit                                                                                                                                                | Target Goal                                                                                                                                              | Q1                                                                                   | Q2                                                                                                                                           | Q3        | Q4                       |                       |         |        |
| Percentage %                                                                                                                                        | 15%                                                                                                                                                      | 5%                                                                                   | 10%                                                                                                                                          | 15%       | --                       |                       |         |        |
| Code #                                                                                                                                              | Objective Strategy                                                                                                                                       |                                                                                      |                                                                                                                                              |           | KPI Group                | Performance Level     |         |        |
| 102                                                                                                                                                 | Improving the market reputation of the organization to be among the top 10 leading engineering companies in Saudi Arabia by the end of the year.         |                                                                                      |                                                                                                                                              |           | Financial Performance    | <=69 %                | 70%-99% | 100%=< |
| KPI Description                                                                                                                                     |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Accountable           |         |        |
| This metrics help in improving customer loyalty while reducing the change rate.                                                                     |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Project Manager Amjad |         |        |
| Lead Measure                                                                                                                                        |                                                                                                                                                          | Lag Measure                                                                          | Equation Description                                                                                                                         |           |                          |                       |         |        |
| 1- Monitoring customer satisfaction                                                                                                                 |                                                                                                                                                          | Feedback Surveys                                                                     | Asking customers about their experience on various channels.                                                                                 |           |                          |                       |         |        |
| Code #                                                                                                                                              | Objective Strategy                                                                                                                                       |                                                                                      |                                                                                                                                              |           | KPI Group                | Performance Level     |         |        |
| 103                                                                                                                                                 | Achieve the highest levels of safety standards by applying the SBC in whole construction and building works by 100 percent before finishing any project. |                                                                                      |                                                                                                                                              |           | Processes Performance    | <=69 %                | 70%-99% | 100%=< |
| KPI Description                                                                                                                                     |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Accountable           |         |        |
| This project metric indicates whether you've committed to the highest level of quality standards or not and get quick overview of your performance. |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          | Project Manager Amjad |         |        |
| Lead Measure                                                                                                                                        |                                                                                                                                                          | Lag Measure                                                                          | Equation Description                                                                                                                         |           |                          |                       |         |        |
| 1- Choosing the right materials                                                                                                                     |                                                                                                                                                          | Missed Milestone Ratio                                                               | Calculated as: $\text{Number of Missed Milestones} / \text{Number of All Milestones}$                                                        |           |                          |                       |         |        |
| 2- Ensure Safety and Compliance lists                                                                                                               |                                                                                                                                                          | Percentage Of Tasks Completed                                                        | Calculated as: $\text{Number of competed Tasks} / \text{Number of All Tasks}$                                                                |           |                          |                       |         |        |
| 3- Check and closeout earlier                                                                                                                       |                                                                                                                                                          |                                                                                      |                                                                                                                                              |           |                          |                       |         |        |
| KPI Measures                                                                                                                                        |                                                                                                                                                          | Targets measured across project life cycle to reach target goal before closure phase |                                                                                                                                              |           |                          |                       |         |        |
| Unit                                                                                                                                                | Target Goal                                                                                                                                              | Initiation                                                                           | Planning                                                                                                                                     | Execution | Monitoring & controlling | Q4                    |         |        |
| Percentage %                                                                                                                                        | 100%                                                                                                                                                     | 10%                                                                                  | 30%                                                                                                                                          | 90%       | 100%                     | --                    |         |        |



## 1.5. Project Charter

Table 2: Project Charter Model

PROJECT PLAN

|          |            |
|----------|------------|
| Version: | 1.1        |
| Date:    | 01/09/2021 |

### 1. SUMMARY

| Project Name              | Jeddah Tower                                         |
|---------------------------|------------------------------------------------------|
| Executive Sponsor         | Gulf Engineers for Construction projects             |
| Project Manager or Lead   | Amjad Mohammed Ahmed                                 |
| Project Start – End Dates | Project Start: 01/09/2021<br>Project End: 30/06/2023 |
| Project Purpose           | Constructing an office building tower – 30 floors    |
| Budget /Resources         | 250 million Saudi Riyal                              |
| Approved Date             | 15/08/2021                                           |
| Approving Body            | 04/09/2021                                           |

### 2. SCOPE

Purpose: constructing an office building tower consisting of 30 floors and a 2500-meter square located in AL Madinah Road in front of Hira mall, which will be providing a remarkable milestone for the headquarters of the leading companies in Jeddah.

Background (optional): to help provide a suitable environment for the companies and employees and assist in facilitating the transition process of companies to Jeddah as it is one of the goals of the 2030 vision.

Inclusion/ exclusion criteria: it will provide a car parking area, restaurants, gym, and it excludes the external space that will contract to another specialized company.



### 3. BENEFITS

- Acquisition and hosting of leading companies headquarters in Jeddah
- Achieving a yearly revenue of 20 million Saudi Riyal.
- Increasing the company assets in the region to reach a total of 2.5 billion Saudi Riyal.
- Providing an environmentally sustainable tower with achieving the required energy-efficient standards as per the international energy codes.

### 4. PERFORMANCE METRICS

| Indicator                                      | Baseline                                 | Benchmark                 | Target                                                          | Rationale                                                      |
|------------------------------------------------|------------------------------------------|---------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|
| Improving the contractor and tower materials   | As per the Saudi building code           | Ritz Carlton Jeddah hotel | Passing the required tests by excellent mark                    | Contributing to constructing a high-quality tower              |
| Assuring the tower safety and reducing hazards | As per the Saudi code and OSHA standards | Damac Jeddah tower        | Covering more than 80% of the tower same with safety procedures | Assuring the residence safety and increasing tower reliability |



## 5. MILESTONES & DELIVERABLES

| Deliverables            | Main Tasks                                                                     | Start      | End        |
|-------------------------|--------------------------------------------------------------------------------|------------|------------|
| Tower designs and plans | Getting the final designs for the foundation and tower body.                   | 15/09/2021 | 30/11/2021 |
| Tower foundation        | Completing tower foundation and preparing to start floor 1                     | 01/11/2021 | 15/12/2021 |
| Floor 15                | Completing half the tower and starting the finishing work for completed floors | 15/12/2021 | 15/06/2022 |
| MEP work                | Completing the mechanical and electrical work for the entire tower             | 20/08/2022 | 30/03/2023 |

## 6. POTENTIAL ISSUES & RISKS

| Issue / Risk                   | Description                                                                                               | Probability<br>(H, M, L) | Impact<br>(H, M, L) |
|--------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------|---------------------|
| Project duration               | Not finishing the construction in the required duration.                                                  | H                        | M                   |
| Worker's safety and injuries   | Injure workers due to falling or physical hurting because of the height.                                  | L                        | H                   |
| Materials quality and standard | Not achieving the required standards and conditions by contractors will affect the tower's future quality | M                        | M                   |



## 7. PROJECT BUDGET/ RESOURCES

The project budget by different private companies and investors will fund 250 million Saudi Riyal. Including Jeddah holding company, Falcon financial fund, and Mohammed Alghamdi in different proportions will acquire on specific determined dates.

## 8. Project Team

| Role                        | Name               | Business Area                       |
|-----------------------------|--------------------|-------------------------------------|
| Projects led                | Amjad Ahmed        | Project management                  |
| Controlling                 | Mojahed Alali      | PMO                                 |
| Procurement Manger          | Abdullah Ba Nkaita | Contracts and<br>Procurement Office |
| Planning and Finance Manger | Amal Yahya         | Planning and Finance<br>Office      |
| Implementation Manger       | Anas Abdulrab      | Implementation Office               |
| Purchasing manger           | Muhanad Almutrafi  | Purchasing Office                   |
| Contracts Manger            | Badr Albasiri      | Contracts Office                    |

## 9. AUTHORIZATION

|                                |                                             |                  |
|--------------------------------|---------------------------------------------|------------------|
| Approved by Project<br>Sponsor | Gulf Engineers for<br>Construction projects | Date: 03/09/2021 |
| Approved by Project<br>Manager | Amjad Mohammed Ahmed                        | Date: 03/09/2021 |



## 2. Governance, Structures and Processes

### 2.1. Organizational Structure

This section shows the organizational structure for the teams and units of the project. As mentioned in Figure 1:

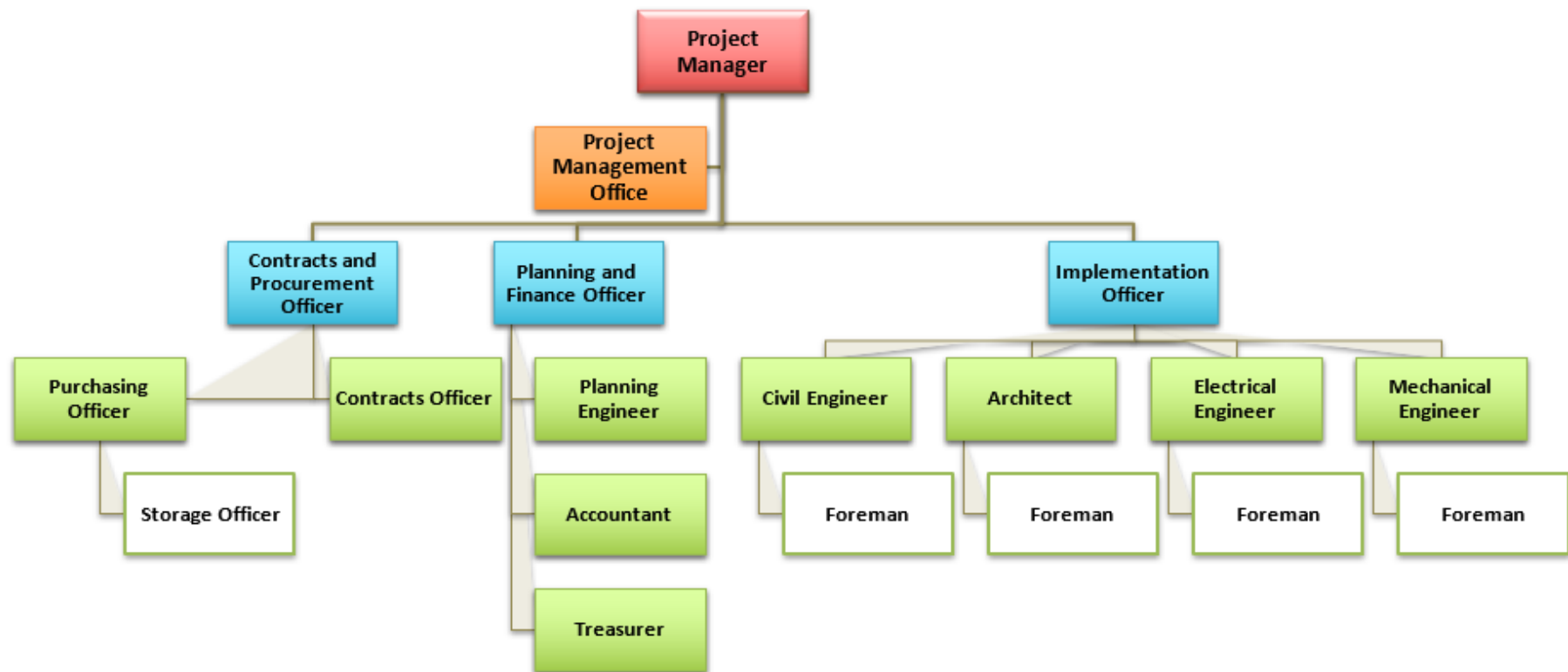


Figure 1: Organizational Structure



## **2.2. The Practical and Scientific Bases, Which Adopted in Developing the Structure**

We relied on a hierarchical chart for this project. Everyone understands what's expected of them, their authority, and what they need to accomplish in a well-organized project. It offers the framework for a project's execution. A project would be in chaos without it. The structure of the project is known as the project organization. It's done independently, with specialists and employees from various divisions contributing. These people report to the project manager. Organizing a project is a method. It establishes a framework for making project-related choices. It determines how the project will be carried out, including its expenses, timelines, employees, and tools.

After that, the project stakeholders presented with the project organization. The way diverse tasks are split, resources are distributed, and units/departments coordinated in an organization is organizational structure. An organizational structure consists of a set of formal tasks assigned to individuals and departments. A formal reporting relationship and a design established to ensure effective coordination of employees across departments/units through authority, dependability, responsibility, and accountability. These are essential to developing organizational structures and workflow based on their clear understanding of all employees.



## 2.3. Project Office Model

### 2.3.1. The 3 types of PMO

This model shows the 3 types of PMO. As mentioned in Figer 2:

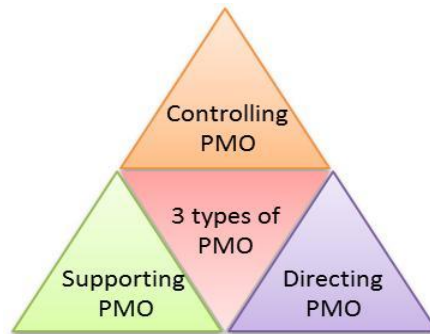


Figure 2: Project Office Model, Source by: (Bakkah Learning, 2021)

### 2.3.2. PMO Office (Controlling)

PMO Office's General Objective Providing a positive and supportive environment that follows the best international standards and systems in project management achieves the highest efficiency, effectiveness, transparency. It ensures that projects remain within the established scope, budget, and schedules and achieve the highest benefits and the least level of damage to society and the surrounding environment. In addition, it applies the requirements of health, safety, and environment in implementing projects, according to our project's strategic plan priorities and objectives, with a high level of efficiency.

### 2.3.3. PMO Office's Tasks

- Preparing a methodology and framework for the project management office in the company that is compatible with global methods in project management.
- Effectively managing and following up on current and new projects and initiatives, aligning them with the strategic plan, and applying the best



quality, safety, and environmental requirements. With the ability to achieve comprehensive improvement on all businesses.

- Define the project governance structure, including the administrative processes, skills, roles, and project management responsibilities.
- Improving the ability to manage projects consistent and standard manner by standardizing project management procedures to facilitate work and optimize the use of resources.
- Raising the level of transparency by following a unified system applied to all projects.
- Assist and support the executive departments to ensure the completion of the project according to the contractual period, within the scope of work and the specified cost.
- Follow up on performance indicators and project completion.
- Follow-up and support on project outputs for all units associated with the secretariat.
- Preparing a unified methodology to follow up the project phases.



### 3. Compliance, Standards and Regulations

#### 3.1. A Check Compliance Model

This section shows the check compliance model before delivering the project outputs. As mentioned in Table 3:

Table 3: Check Compliance Model

|              |                                                                      |             |                         |                                                                         |                                          |         |
|--------------|----------------------------------------------------------------------|-------------|-------------------------|-------------------------------------------------------------------------|------------------------------------------|---------|
| Project Name | Jeddah Tower                                                         | Owner       | Amjad Mohammed Ahmed    | Main Contractor                                                         | Gulf Engineers for Construction Projects |         |
| Date         | 19/09/2021                                                           | Day         | Sunday                  | Ref.                                                                    |                                          |         |
| Requirements |                                                                      |             |                         | Compliance                                                              |                                          |         |
| No.          | Goal / Deliverable                                                   | Responsible | Details of Deliverables | Goal / Deliverable                                                      | Compliant (Yes/No/NA)                    | Remarks |
| 1            | Have deliverables been tested / reviewed?                            |             |                         | Contractual agreements between owners, contractors, and subcontractors. | Yes                                      | none    |
| 2            | Are deliverables in line with requestor needs and expectations?      |             |                         | Insurance and bonding requirements.                                     | Yes                                      | none    |
| 3            | Are all the project issues and corrective actions resolved / closed? |             |                         | Safety regulations.                                                     | Yes                                      | none    |
| 4            | Were transition activities performed as planned?                     |             |                         | Credit and background checks.                                           | Yes                                      | none    |
| 5            | Are deliverables fully operational?                                  |             |                         | Wage and union payroll agreements.                                      | Yes                                      | none    |



### 3.2. Check List Model

This section shows the checklist model for the three stages of the project (Start- Plan- Achieve close). As shown in Table 4,5,6 and 7:

Table 4: Check List Model (Initiating)

| Initiating Phase-Exit Checks |                                                                                                |                       |       | Date:                      | dd/mm/yyyy |
|------------------------------|------------------------------------------------------------------------------------------------|-----------------------|-------|----------------------------|------------|
|                              |                                                                                                | % of Phase Compliance | 0%    |                            |            |
| #                            | Description                                                                                    | Answer                | Score | Comments                   |            |
| 1                            | Has a Project Initiation Request been documented and approved?                                 | No                    | 0     | <Add a justification here> |            |
| 2                            | Are the project context, scope, deliverables and expected outcomes documented?                 | No                    | 0     |                            |            |
| 3                            | Has a Project Owner (PO) been identified?                                                      | No                    | 0     |                            |            |
| 4                            | Are project benefits and success criteria documented?                                          | No                    | 0     |                            |            |
| 5                            | Are the benefits and success criteria measurable?                                              | No                    | 0     |                            |            |
| 6                            | Have all the key project stakeholders been identified?                                         | No                    | 0     |                            |            |
| 7                            | Are all the initial roles and responsibilities defined?                                        | No                    | 0     |                            |            |
| 8                            | Has the Project Steering Committee (PSC) been established?                                     | No                    | 0     |                            |            |
| 9                            | Have at least 4 alternative solutions been analysed e.g. using a SWOT analysis?                | No                    | 0     |                            |            |
| 10                           | Are major assumptions, constraints and risks identified?                                       | No                    | 0     |                            |            |
| 11                           | Have project synergies and dependencies been analysed?                                         | No                    | 0     |                            |            |
| 12                           | Has the project Total Cost of Ownership (TCO) been estimated in FTE and €?                     | No                    | 0     |                            |            |
| 13                           | Are both requestor and solution provider costs included in the project TCO?                    | No                    | 0     |                            |            |
| 14                           | Are project funding sources (budget lines) identified for each cost element?                   | No                    | 0     |                            |            |
| 15                           | Have project savings been estimated in FTE and k€?                                             | No                    | 0     |                            |            |
| 16                           | Has a Business Case been documented and approved by the Project Owner (PO)?                    | No                    | 0     |                            |            |
| 17                           | Is there a Project Manager (PM) assigned to the project?                                       | No                    | 0     |                            |            |
| 18                           | Are requestor needs documented and linked to project deliverables?                             | No                    | 0     |                            |            |
| 19                           | Is project roadmap (start and end dates) for major milestones and deliverables documented?     | No                    | 0     |                            |            |
| 20                           | Is project approach / methodology identified?                                                  | No                    | 0     |                            |            |
| 21                           | Are Risk, Issue and Decision Logs setup?                                                       | No                    | 0     |                            |            |
| 22                           | Have the identified risks an associated response strategy been approved?                       | No                    | 0     |                            |            |
| 23                           | Are major resources needed to execute the project identified as well as requirements detailed? | No                    | 0     |                            |            |
| 24                           | Have security, document management and data protection constraints been assessed?              | No                    | 0     |                            |            |
| 25                           | Has a Project Charter been documented and approved by the Project Steering Committee (PSC)?    | No                    | 0     |                            |            |
| 26                           | Is the project currently delivering to schedule?                                               | No                    | 0     |                            |            |
| 27                           | Is the budget allocated sufficient at this point of the project?                               | No                    | 0     |                            |            |
| 28                           | Is the project ready to proceed to the Planning Phase?                                         | No                    | 0     |                            |            |
| Total score for compliance   |                                                                                                | 0                     | 0     |                            |            |



Table 5: Check List Model (Planning)

| Planning Phase-Exit Checks |                                                                                                                                                                   |        |       | Date:                       | dd/mm/yyyy                                                                          |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|-----------------------------|-------------------------------------------------------------------------------------|
| % of Phase Compliance      |                                                                                                                                                                   |        |       | 0%                          |  |
| #                          | Description                                                                                                                                                       | Answer | Score | Comments                    |                                                                                     |
| 1                          | Is the Stakeholder Matrix complete with all the relevant stakeholders' names and contact details?                                                                 | No     | 0     | <Add a justification here.> |                                                                                     |
| 2                          | Are all project roles and responsibilities detailed?                                                                                                              | No     | 0     |                             |                                                                                     |
| 3                          | Is the project scope broken-down in manageable components that allow accurate estimation of resources, work effort and duration?                                  | No     | 0     |                             |                                                                                     |
| 4                          | Is it clear the link between project scope / deliverables and work packages / activities / tasks?                                                                 | No     | 0     |                             |                                                                                     |
| 5                          | Are project management and business implementation activities considered in the Project Work Plan?                                                                | No     | 0     |                             |                                                                                     |
| 6                          | Are all the activities / tasks assigned to someone?                                                                                                               | No     | 0     |                             |                                                                                     |
| 7                          | Were all the activities / tasks and related effort validated by the task owner / domain expert?                                                                   | No     | 0     |                             |                                                                                     |
| 8                          | Are all project costs / effort estimated and detailed at task level?                                                                                              | No     | 0     |                             |                                                                                     |
| 9                          | Are all project work packages, activities and tasks scheduled?                                                                                                    | No     | 0     |                             |                                                                                     |
| 10                         | Is the critical path identified?                                                                                                                                  | No     | 0     |                             |                                                                                     |
| 11                         | Are project performance indicators and metrics defined?                                                                                                           | No     | 0     |                             |                                                                                     |
| 12                         | Is the Project Work Plan baselined and approved by the Project Steering Committee (PSC)?                                                                          | No     | 0     |                             |                                                                                     |
| 13                         | Are all the communication items (e.g. meetings and reports) defined as well as their frequency?                                                                   | No     | 0     |                             |                                                                                     |
| 14                         | Has a Communications Management Plan been documented, as a separate document or included in the Project Handbook?                                                 | No     | 0     |                             |                                                                                     |
| 15                         | Is the project management approach detailed and documented in a Project Handbook?                                                                                 | No     | 0     |                             |                                                                                     |
| 16                         | Has an escalation process been documented and tailored to risk, issues and change management?                                                                     | No     | 0     |                             |                                                                                     |
| 17                         | Has a Project Change Management Plan been documented, as a separate document or included in the Project Handbook?                                                 | No     | 0     |                             |                                                                                     |
| 18                         | Are the risk assessment thresholds defined, including the risk appetite?                                                                                          | No     | 0     |                             |                                                                                     |
| 19                         | Is a Risk Management Plan documented, as a separate document or included in the Handbook?                                                                         | No     | 0     |                             |                                                                                     |
| 20                         | Is an Issue Management Plan documented, as a separate document or included in the Handbook?                                                                       | No     | 0     |                             |                                                                                     |
| 21                         | Is there a Change Log in place?                                                                                                                                   | No     | 0     |                             |                                                                                     |
| 22                         | Were quality requirements, assurance activities and metrics defined and approved by the Project Steering Committee (PSC)?                                         | No     | 0     |                             |                                                                                     |
| 23                         | Has a Quality Management Plan been documented, as a separate document or included in the Project Handbook?                                                        | No     | 0     |                             |                                                                                     |
| 24                         | Are all the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner (PO)?                                              | No     | 0     |                             |                                                                                     |
| 25                         | Has a Deliverables Acceptance Management Plan been documented, as a separate document or included in the Project Handbook?                                        | No     | 0     |                             |                                                                                     |
| 26                         | Has a configuration management procedure been documented?                                                                                                         | No     | 0     |                             |                                                                                     |
| 27                         | Are the project management processes communicated to the Project Core Team (PCT) and to the major project stakeholders?                                           | No     | 0     |                             |                                                                                     |
| 28                         | Are all types of resources (people, software, infrastructure, facilities, outsourcers, materials, services,...) identified and their effort and period estimated? | No     | 0     |                             |                                                                                     |
| 29                         | Are training needs identified?                                                                                                                                    | No     | 0     |                             |                                                                                     |
| 30                         | Has a Resource Plan been documented, as a separate document or included in the Project Handbook?                                                                  | No     | 0     |                             |                                                                                     |
| 31                         | Are all the activities that will be performed by the business/requestor side identified and estimated?                                                            | No     | 0     |                             |                                                                                     |
| 32                         | Has a Business Implementation Plan been documented?                                                                                                               | No     | 0     |                             |                                                                                     |
| 33                         | Are the transition activities planned and agreed with the involved stakeholders?                                                                                  | No     | 0     |                             |                                                                                     |
| 34                         | Is a Transition Plan documented?                                                                                                                                  | No     | 0     |                             |                                                                                     |
| 35                         | Are outsourcing activities and deliverables defined as well as evaluation criteria?                                                                               | No     | 0     |                             |                                                                                     |
| 36                         | Is there an Outsourcing Plan documented, as a separate document or included in the Handbook?                                                                      | No     | 0     |                             |                                                                                     |
| 37                         | Are all project plans approved?                                                                                                                                   | No     | 0     |                             |                                                                                     |
| 38                         | Is there a Project Handbook documented?                                                                                                                           | No     | 0     |                             |                                                                                     |
| 39                         | Are all the major deviations from the Project Charter approved by the Project Steering Committee (PSC) / Appropriate Governance Bodies (AGB)?                     | No     | 0     |                             |                                                                                     |
| 40                         | Is the project currently delivering to schedule?                                                                                                                  | No     | 0     |                             |                                                                                     |
| 41                         | Are all resources available for the executing phase?                                                                                                              | No     | 0     |                             |                                                                                     |
| 42                         | Is the allocated budget sufficient at this point of the project?                                                                                                  | No     | 0     |                             |                                                                                     |
| 43                         | Is the project ready to proceed to the Executing Phase?                                                                                                           | No     | 0     |                             |                                                                                     |
| Total score for compliance |                                                                                                                                                                   | 0      | 0     |                             |                                                                                     |



Table 6: Check List Model (Executing)

| Executing Phase-Exit Checks |                                                                                                                                  |                       |       | Date:                       | dd/mm/yyyy |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------|-----------------------------|------------|
|                             |                                                                                                                                  | % of Phase Compliance | 0%    |                             |            |
| #                           | Description                                                                                                                      | Answer                | Score | Comments                    |            |
| 1                           | Are resources and budget available to complete activities and to transfer deliverables to the requestor side?                    | No                    | 0     | <Add a justification here.> |            |
| 2                           | Have activities been performed as defined and scheduled in the Project Work Plan?                                                | No                    | 0     |                             |            |
| 3                           | Were artefacts produced, updated and revised as planned?                                                                         | No                    | 0     |                             |            |
| 4                           | Were the quality assurance and control activities performed as planned?                                                          | No                    | 0     |                             |            |
| 5                           | Have deliverables been tested / reviewed?                                                                                        | No                    | 0     |                             |            |
| 6                           | Were outsourcing processes and outputs monitored and reviewed?                                                                   | No                    | 0     |                             |            |
| 7                           | Are tests results, issues and corrective actions documented?                                                                     | No                    | 0     |                             |            |
| 8                           | Are all major risks mitigated?                                                                                                   | No                    | 0     |                             |            |
| 9                           | Were security and data protection issues taken into account?                                                                     | No                    | 0     |                             |            |
| 10                          | Have all the approved changes been implemented?                                                                                  | No                    | 0     |                             |            |
| 11                          | Are deliverables in line with requestor needs and expectations?                                                                  | No                    | 0     |                             |            |
| 12                          | Are all the project issues and corrective actions resolved / closed?                                                             | No                    | 0     |                             |            |
| 13                          | Are all deliverables (including supporting deliverables such as documentation) ready to be approved by the Project Owner (PO)?   | No                    | 0     |                             |            |
| 14                          | Were transition activities performed as planned?                                                                                 | No                    | 0     |                             |            |
| 15                          | Has required training been conducted?                                                                                            | No                    | 0     |                             |            |
| 16                          | Were the relevant stakeholders informed about the delivery of projects outputs?                                                  | No                    | 0     |                             |            |
| 17                          | Were project performance indicators and metrics captured and assessed?                                                           | No                    | 0     |                             |            |
| 18                          | Were the business implementation activities performed as planned?                                                                | No                    | 0     |                             |            |
| 19                          | Have all the communication items (meetings, reports,...) been implemented as planned?                                            | No                    | 0     |                             |            |
| 20                          | Did the Project Owner (PO) formally approve deliverables (final approval)?                                                       | No                    | 0     |                             |            |
| 21                          | Are deliverables reviews and approvals documented and performed by the appropriate person (Project Owner, domain expert,...)?    | No                    | 0     |                             |            |
| 22                          | Are deliverables fully operational?                                                                                              | No                    | 0     |                             |            |
| 23                          | Is there a formal transfer of responsibilities to the Project Owner (PO) and operations teams?                                   | No                    | 0     |                             |            |
| 24                          | Has a list of planned maintenance / operational actions been provided to the requestor / operations team?                        | No                    | 0     |                             |            |
| 25                          | Was the transfer of responsibility announced to all stakeholders?                                                                | No                    | 0     |                             |            |
| 26                          | Have all deliverables and artefacts been placed in the project repository, e.g. test results, sign-offs, training materials,...? | No                    | 0     |                             |            |
| 27                          | Is project configuration management effective?                                                                                   | No                    | 0     |                             |            |
| 28                          | Are operational/maintenance activities ready to start?                                                                           | No                    | 0     |                             |            |
| 29                          | Is the project ready to proceed to the Closing Phase?                                                                            | No                    | 0     |                             |            |
| Total score for compliance  |                                                                                                                                  | 0                     | 0     |                             |            |



Table 7: Check List Model (Closing)

| Closing Phase-Exit Checks  |                                                                                                                                                  |        |       | Date:                                              | dd/mm/yyyy                                                                          |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|----------------------------------------------------|-------------------------------------------------------------------------------------|
| % of Phase Compliance      |                                                                                                                                                  |        |       | 0%                                                 |  |
| #                          | Description                                                                                                                                      | Answer | Score | Comments                                           |                                                                                     |
| 1                          | Did a Project-End Review Meeting take place?                                                                                                     | No     | 0     | <Add here the justification for the answer given.> |                                                                                     |
| 2                          | Were final project performance indicators and metrics assessed and compared to project baselines?                                                | No     | 0     |                                                    |                                                                                     |
| 3                          | Are project benefits and unachieved goals assessed and remaining benefits forecasted?                                                            | No     | 0     |                                                    |                                                                                     |
| 4                          | Was client / requestor satisfaction assessed?                                                                                                    | No     | 0     |                                                    |                                                                                     |
| 5                          | In case some risks or issues couldn't be closed, are they re-assessed and follow-up actions recommended?                                         | No     | 0     |                                                    |                                                                                     |
| 6                          | Are follow-up actions assigned to people and a formal transfer of ownership performed?                                                           | No     | 0     |                                                    |                                                                                     |
| 7                          | Were all the hand over activities to the operations mode performed?                                                                              | No     | 0     |                                                    |                                                                                     |
| 8                          | Are support and maintenance activities running as planned?                                                                                       | No     | 0     |                                                    |                                                                                     |
| 9                          | Did all the relevant stakeholders give feedback on the overall project experience?                                                               | No     | 0     |                                                    |                                                                                     |
| 10                         | Were lessons learned and post-project recommendations captured?                                                                                  | No     | 0     |                                                    |                                                                                     |
| 11                         | Is the Project-End Report documented and delivered to the relevant stakeholders?                                                                 | No     | 0     |                                                    |                                                                                     |
| 12                         | Are project artefacts and other supporting documentation organised and archived in a central repository?                                         | No     | 0     |                                                    |                                                                                     |
| 13                         | Is project archiving following the EC internal policy for records management and archives?                                                       | No     | 0     |                                                    |                                                                                     |
| 14                         | Were all the configuration management procedures completed?                                                                                      | No     | 0     |                                                    |                                                                                     |
| 15                         | Were all the security management procedures completed e.g. copies of project data and restriction of project members access to systems and data? | No     | 0     |                                                    |                                                                                     |
| 16                         | Was the project formally accepted by the Project Steering Committee (PSC) / Project Owner (PO)?                                                  | No     | 0     |                                                    |                                                                                     |
| 17                         | Have project team members performance been assessed?                                                                                             | No     | 0     |                                                    |                                                                                     |
| 18                         | Is the project team officially released?                                                                                                         | No     | 0     |                                                    |                                                                                     |
| 19                         | Have project costs stopped?                                                                                                                      | No     | 0     |                                                    |                                                                                     |
| 20                         | Is the project ready to be closed?                                                                                                               | No     | 0     |                                                    |                                                                                     |
| Total score for compliance |                                                                                                                                                  | 0      | 0     |                                                    |                                                                                     |



## 4. Power and Interest

### 4.1. Stakeholders Register

This section shows the stakeholders' register and form groups for them. As mentioned in Table 8:

Table 8: Stakeholders' Register

| Stakeholder Register |                                                                  |                                  |                                |               |          |           |                                 |                 |
|----------------------|------------------------------------------------------------------|----------------------------------|--------------------------------|---------------|----------|-----------|---------------------------------|-----------------|
| Project Name         |                                                                  | Office building                  | Project Manager                | Amjad Abulrab |          |           | DATE                            | SEP 2021        |
| #                    | Name                                                             | Designation                      | Role                           | Category      | Interest | Influence | Comms requirements              | Comms frequency |
| 1                    | Abdullah                                                         | Director                         | Sponsor                        | Internal      | H        | H         | - Vido conferencie<br>- E-mail  | Weekly          |
| 2                    | Amjad                                                            | Project Manager                  | Projects led                   | Internal      | H        | H         | - E-mail<br>- Phone<br>- visual | Daily           |
| 3                    | Mojahed                                                          | PMO                              | Controlling                    | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 4                    | Abdullah                                                         | Contracts and Procurement Office | Procurement Manger             | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 5                    | Amal                                                             | Planning and Finance Officer     | Planning and Finance Manger    | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 6                    | Anas                                                             | Implementation Officer           | Implementation Manger          | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 7                    | Muhanad                                                          | Purchasing Officer               | Purchasing manger              | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 8                    | Badr                                                             | Contracts Officer                | Contracts Manger               | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 9                    | all stuff                                                        | Projects stuff                   | Supervision and implementation | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 10                   | several companies                                                | Customers                        | Tenants                        | External      | H        | L         | - E-mail<br>- Phone             | Monthly         |
| 11                   | - National Water Company<br>- Municipal<br>- Electricity Company | Government                       | Support Services               | External      | L        | L         | - E-mail<br>- Phone             | Monthly         |
| 12                   | several companies                                                | Sup contracts                    | Suppliers                      | External      | L        | H         | - E-mail<br>- Phone             | Weekly          |



## 4.2. The Two Networks: (Strength/Interest) and (Influence/ Strength)

This section shows the two networks: (Strength/Interest) and (Influence/ Strength). As mentioned in Figure 3:

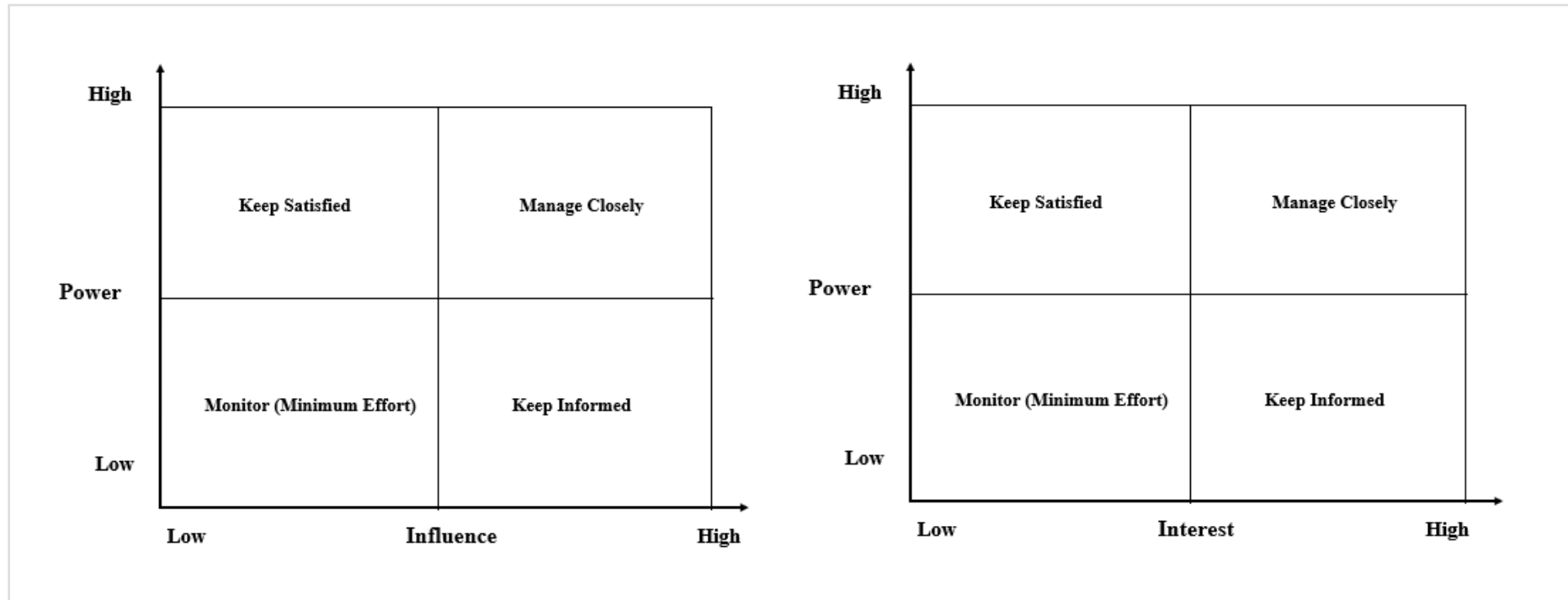


Figure 3: (Strength/Interest) and (Influence/ Strength), Source by:(Al-Muhaimid, 2018)



### 4.3. The Logical Diagrams for the Register of the Stakeholder

This section shows the logical diagrams for the register of the stakeholder. As mentioned in Figure 4:

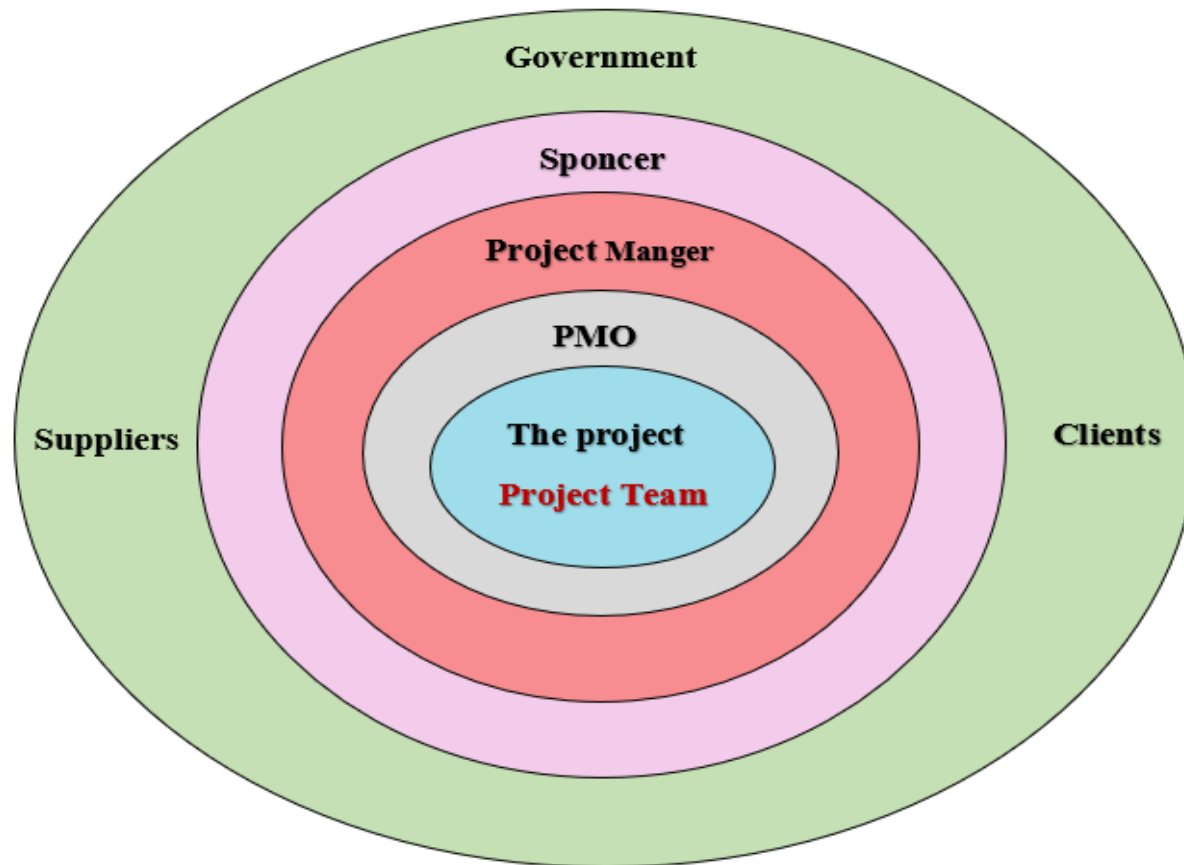


Figure 4: Logical Diagrams for the Register of the Stakeholder



## 5. Culture and Values

### 5.1. The Culture of the Organization

Culture can manifest in many ways, but it is bi-directional, both top-down and bottom-up. Culture may be key to attracting and retaining talent and overcoming labor shortages. As the construction industry strives to create more diverse and inclusive work environments, four areas will help grow a strong culture.

#### *5.1.1. Develop a Culture of Commitment to Every Aspect of Security*

Security is manageable and begins in the heart of your business. Discussions on the safety of the toolbox and the wearing of the helmet are essential, but that does not go very far. The right personal protective equipment (PPE) for all bodies (harnesses, gloves, etc.) is required to create a safe and inclusive environment. A one-size-fits-all solution doesn't work for everyone and taking action to show your employees that their safety is your number one concern creates confidence.

#### *5.1.2. Building a Diversified and Inclusive Workplace*

**Diversity:** Diversity is what we look like: race, ethnicity, sex, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

**Inclusion:** is that authentic self – where a person can present themselves, shares a different point of view, and have mechanisms to do so effectively.

#### *5.1.3. Building a Learning Environment*

Lifelong learning drives you and gives you new perspectives. If you're not learning, you're not improving. It's essential to go outside your comfort zone and try something new. From presenting a webinar to participating in a conference,



and networking, learning takes many forms. As well as find the most suitable method for you.

#### ***5.1.4. Launch a Formal Sponsorship and Mentoring Program***

An important element of cultural change that promotes greater inclusion and safety is to foster interactions between individuals. That requires the creation of sponsorship and mentoring programs to find internal champions. By designating a champion, it will open the door to possibilities and allow you to succeed. It's about getting a seat at the table and developing skills to help you succeed in the future.

## **5.2. Proposals that Can be Adopted to the Organization Values**

### ***5.2.1. Organization's Values***

In light of the race of organizations to prove their identity and mission, that reveals their activity and effectiveness. The value dimension has become one of the most important pillars of success that underpins the strategic plans because it has a great role in activating the administrative process and improving labor productivity to ensure the growth of the organization and achieve its goals. That is why many scientific studies, both ancient and Modern, have focused on the importance of organizational and personal values in organizations and their impact on job performance and work efficiency.

Views on the definition of the concept of values varied according to different cultures and strategic objectives of institutions. "Francis and Woodcock have pointed out that values are beliefs about what is good or bad and what is important or unimportant" (Francis & Woodcock, 1995).

Al-Amyan (2002, p. 312) stated that "common agreements between members of the organization on what is desirable or undesirable in the workplace



or work environment, in which these values guide the behavior of employees within different organizational circumstances, including: equality between employees, attention to time management, attention to performance, respect for others. Etc.”

### ***5.2.2. Characteristics of Organizational Values***

- It is the basis of the components of a healthy human personality. The more values together are reflected on personality and vice versa.
- Being a guide in making decisions, and a benchmark for judging things.
- Combines proportionality, constancy and change variables.

### ***5.2.3. Evolution of Organizational Values***

The development of the stages of organizational values according to the development of managerial thought is manifested by:

**Rational Stage:** One of the values that prevailed over management thought is the individual should be treated as a machine and can be stimulated his performance through the material, which reflected in raising his efficiency and quality of his performance in the organization.

**Emotional Phase:** Managers realized that emotions play an important role in improving performance. So, this Phase took care of the human resource in the work environment and took into account the values of human relationships due to its positive results.

**Confrontation Stage:** This stage emerged due to of the strength gained by professional unions in the 1950s due to the loss suffered by large organizations following the chaos and disruption of some workers.



**Consensus Phase:** This phase was based on the principle of freedom of action when Douglas Macgregor's 1960 book "the human side of the Enterprise" appeared, which greatly influenced management thought through his theory of managers divided into (x, y). X-rated managers Judge workers as lazy, deceitful, and not like work, while y-rated managers view workers as positive, work-loving, and trustworthy (McGregor, 1960).

**Management Phase with Objectives:** As a result of previous situations, this phase has emerged, characterized by values based on participation between management and workers in terms of organizational processes to achieve compatibility between the organization's needs and workers.

**Organizational Development Stage:** A set of organizational values has emerged related to human relations and psychological aspects, namely, analysis of management ideas and using the scientific approach to draw up future plans.

**Realistic Stage:** This stage emerged as a combination of past development in organizational values. It led to emerge old ideas such as self-responsibility and opportunity (Francis & Woodcock, 1995).

#### ***5.2.4. Terms of Organizational Values***

- To be tested and commitment among several alternatives shared by all personnel to avoid conflict and discord.
- To align with the ideas, trends, and values of employees to ensure adherence to them.
- Their number should be specific and clear away from ambiguity so that employees can realize them and achieve the institution's goals.



- To be consistent, unchanged, and not affected by situations and emergencies so that workers are keen to apply them on the ground.
- These values should enhance the performance of employees and have a direct impact on their attitudes and behavior according to the organization's objectives.

#### ***5.2.5. Organizational Values Tool Metrics***

There is a measure of organizational values according to the classification (Francis & Woodcock, 1995). Where values are classified into 12 values through 4 groups, and each group has three values, which are as follows:

1. The values of the management of the organization are strength, elite, and reward.
2. The values of mission management are efficiency, effectiveness, and economy.
3. The values of Environmental Management are Defense, Competition, and investment of opportunities.
4. The values of relationship management are law and order, task forces, and Justice.



### ***5.2.6. Types of Organizational Values***

#### **Classified values into four groups:**

- Rational goal value: it relies on the principles of classical theories such as planning and attention to production.
- Human relations values: concerned with the human aspect of Human Resources Development.
- Open system values: the organization's reliance on the principle of flexibility in its resources and its conviction that it is a part of the external environment.
- Internal process values: the administrative activities carried out by the organization to manage information and control.

The subject of values is one of the most important trends of modern management and is not new to our local society, especially since its faith and culture adopts many values and principles that are part of its composition. However, Saudi Arabia's Vision 2030 has contributed to clarifying the organizational values that achieve its future vision and strategic objectives.



## **6. Self-Reflection and Self-Management**

### **6.1. The “3” Personal Behaviors That Can Influence on the Project**

Nowadays, with the evolving of project management science and continuous improvement. It becomes crucial to care about the technical part of management and take care of the team members and their behaviors, which will be reflected directly on the project performance and affect process effectiveness. Behaviors are mostly linked with habits as long as it's always happened spontaneously and instantaneously. And its results of different factors that affect human behaviors for a long time. Therefore, it will be dominant on the person and his acts, so we must expect to work with different personalities and take the benefits of positives of each type of personality.

There are three types of human behaviors: self-oriented, interaction-oriented, and task-oriented, and we can specify the character of each one of type of them, including positives and negatives in the following points:

#### **1. Self-Oriented Behavior**

- Healthy selfishness.
- Willingness to take risks.
- Courage to express beliefs, even ones that are unpopular and inconsistent with the majority's opinion.
- Self-confidence.
- Motto: if my ideas are implemented, we will achieve optimal results.
- Dominating discussions.
- High willingness to represent the team and its performance outside the team.
- A strong need for recognition.



## **2. Interaction-Oriented Behavior**

- Ensuring that all members are involved.
- Facilitating cooperation and emphasizing common issues.
- Paying attention to the atmospheric changes in the team.
- Eagerness to look for compromise.
- Restoring harmony in a team is more important than achieving a good result.
- Underestimation of the importance of productive conflicts.
- Not paying attention to needs and negative feelings.

## **3. Task-Oriented Behavior**

- A strong focus on completing tasks.
- Organization of work processes.
- Taking care of the flow of professional information.
- Accurate description and summarization of substantive issues.
- Ignoring relationships, dynamic group processes, and displaying affection.

## **6.2. Study Behaviors, Identify Their Reasons, and How They Can be Eliminated**

As we said that there are negativities in each type; for example, for the first type of self-oriented, it is known that they like to control and dominate the discussions once they participate in it and prevent and discourage other members from contributing and to preventing this from happening. The project manager should interfere to limit this from affecting the contribution process, determine a specific duration for this member, and then move to another member. Also, this type needs to be recognized. It's better than the project manager trying to show his gratitude for team members and illustrating how much members are



contributing and their effect on the project success, and presenting physical awards for the special members, which will encourage the other next times.

The interaction-oriented type of people do not share their opinions and feelings with others, so they do not know what they are thinking about and therefore lose their points of view about the different aspects of the project. Also, they do not pay attention and value to other members' opinions. All of this could affect the effectiveness of the team and project performance either directly or indirectly. And the manager and members should encourage these members to express their opinions and share them about project items and mention what they think about what they should be doing.

Finally, the task-oriented people are oriented directly toward caring purely about their tasks without considering their relationships with other members. And do not care about building a constructive environment inside the team, which may reflect directly and quickly on the team performance. The project manager should help give him an idea about the importance of building good relationships between members and show him how that can do in conjunction with maintaining his focus on performing different tasks in a great way and complete fulfillment.

### **6.3. Professional Assessment Using SWOT Analysis**

This method illustrates different aspects, including strengths and weaknesses from the inside and opportunities and threats from outside. As shown in Figure 5:



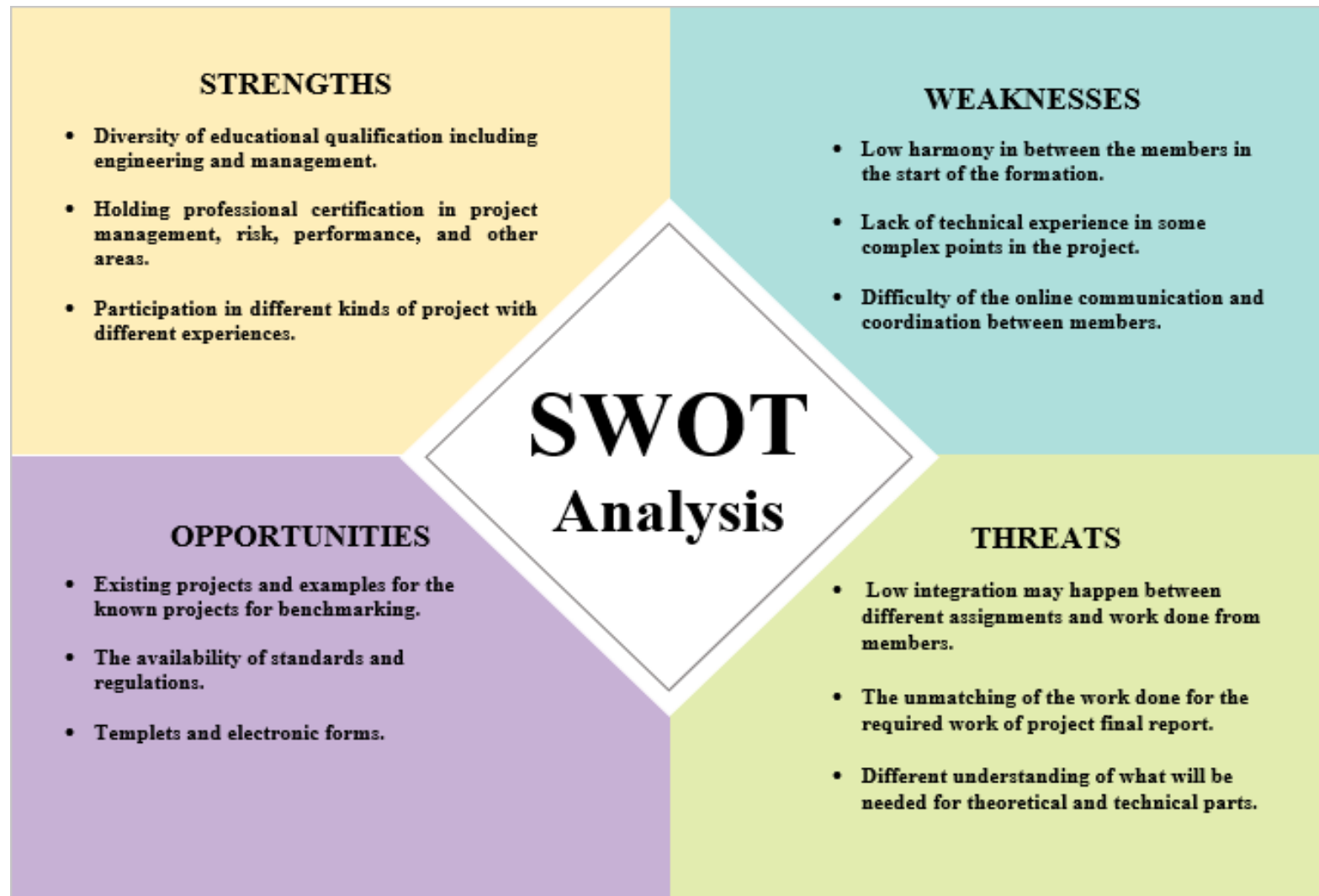


Figure 5: Assessment by Using SWOT Model



## **7. Personal Integrity and Reliability**

### **7.1. The “3” Behaviors Contradict the Moral Integrity**

Certainly, the construction industry is highly competitive and complex. We can confirm that most construction professionals were confronted with unethical (corrupt) behavior during their working years. These unethical practices occur in many ways at the individual, trade, and government levels. We will refer to three immoral behaviors:

1. Bribes.
2. Personal financial interests.
3. Nepotism.

### **7.2. The Analyze the Financial, Social, and Technical Influence, of Such Behaviors on the Works of the Project and the Relationships**

Corruption is not a local phenomenon, but a worldwide phenomenon that varies from one country to another and from one society to another. Corruption affects national investment as well as the rate of economic growth in terms of attracting foreign investors. On the part of the business owner, if they own a large business and have multiple projects. First, with respect to the financial impact, he will lose profits and his shares will go down.

Moreover, if there are sponsors, you will lose them without legal problems that you will be exposed to due to corruption. Second, in terms of social impact, you will lose respect for individuals and your position. Furthermore, the business or organization you own will lose your respect for your employees, and no one will respect you for what you have done. It had to do with the level of ownership of the institution or the business.



## 8. Personal Communication

### 8.1. Stakeholders Register

This section shows the stakeholders' register. As mentioned in Table 9:

Table 9: Stakeholders' Register

| Stakeholder Register |                                                                  |                                  |                                |               |          |           |                                 |                 |
|----------------------|------------------------------------------------------------------|----------------------------------|--------------------------------|---------------|----------|-----------|---------------------------------|-----------------|
| Project Name         |                                                                  | Office building                  | Project Manager                | Amjad Abulrab |          |           | DATE                            | SEP 2021        |
| #                    | Name                                                             | Designation                      | Role                           | Category      | Interest | Influence | Comms requirements              | Comms frequency |
| 1                    | Abdullah                                                         | Director                         | Sponsor                        | Internal      | H        | H         | - Vido conferencie<br>- E-mail  | Weekly          |
| 2                    | Amjad                                                            | Project Manager                  | Projects led                   | Internal      | H        | H         | - E-mail<br>- Phone<br>- visual | Daily           |
| 3                    | Mojahed                                                          | PMO                              | Controlling                    | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 4                    | Abdullah                                                         | Contracts and Procurement Office | Procurement Manger             | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 5                    | Amal                                                             | Planning and Finance Officer     | Planning and Finance Manger    | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 6                    | Anas                                                             | Implementation Officer           | Implementation Manger          | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 7                    | Muhanad                                                          | Purchasing Officer               | Purchasing manger              | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 8                    | Badr                                                             | Contracts Officer                | Contracts Manger               | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 9                    | all stuff                                                        | Projects stuff                   | Supervision and implementation | Internal      | L        | H         | - E-mail<br>- Phone             | Daily           |
| 10                   | several companies                                                | Customers                        | Tenants                        | External      | H        | L         | - E-mail<br>- Phone             | Monthly         |
| 11                   | - National Water Company<br>- Municipal<br>- Electricity Company | Government                       | Support Services               | External      | L        | L         | - E-mail<br>- Phone             | Monthly         |
| 12                   | several companies                                                | Sup contracts                    | Suppliers                      | External      | L        | H         | - E-mail<br>- Phone             | Weekly          |



## **8.2. The Personal Communication and the Effective Communication**

### **8.2.1. *Personal Communication***

It is the process of exchanging information between certain people in the proper manner, which aims to enable the project manager and other members to communicate efficiently and effectively in different situations with individuals and diverse cultures, and includes various communication mediums like E-mails, presentations, calls, written forms, etc. (Al-Muhaimid, 2018).

### **8.2.2. *Effective Communication***

It is defined as the ability to convey understanding and meaning to another effectively and efficiently. So that the information received is as close to the intended meaning (Cervone, 2014).

## **8.3. The Shapes, Models, and Channels of the Personal Communication**

### **8.3.1. *Shapes***

The communication shape is determined by the number of people involved. Accordingly, there are five shapes of personal contact: Interpersonal Communication - Group Communication - Mass Media Communication - Intercultural Communication - and Interpersonal communication, which is usually used in administrative transactions when two or more people communicate to exchange information, solve problems, and determine perceptions.



### 8.3.2. Models

The communication model provides a wholesome understanding of a system or structure. By helping people identify and understand the components and relationships of the communication process being studied, which are usually different from one project to another. and change according to the different phases of project life cycles. The essential sequence of communication model steps is represented in the following Figures 6 and 7:

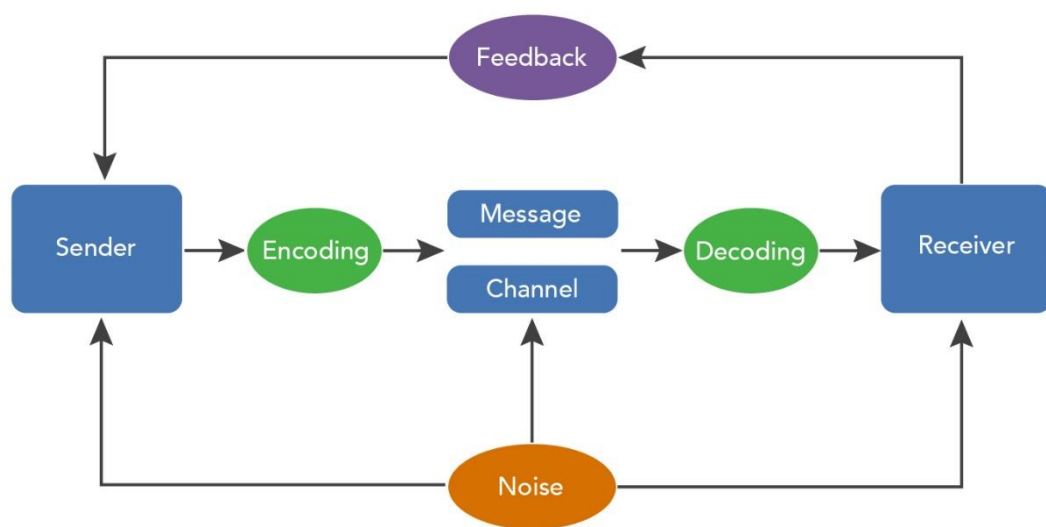


Figure 6: Communication Model (1)

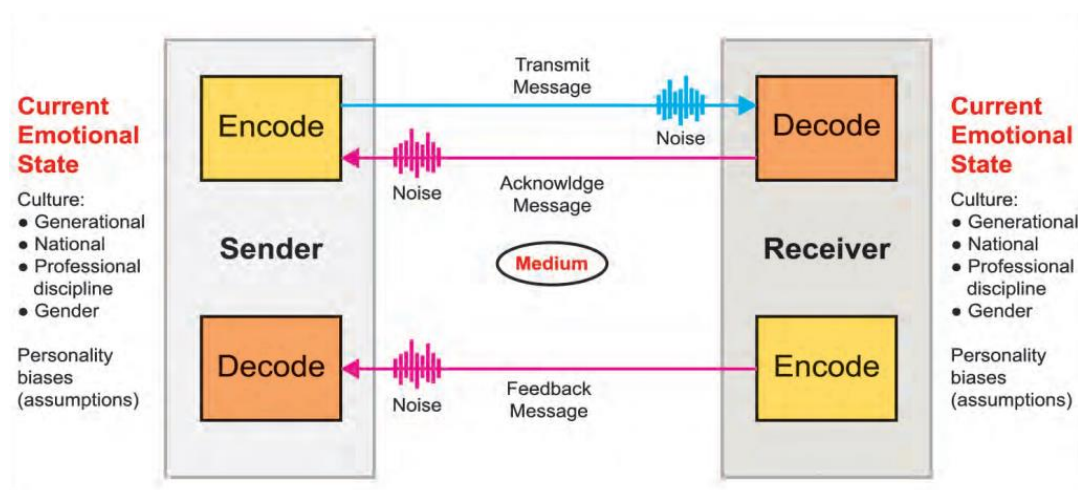


Figure 7: Communication Model (2)



### **8.3.3. Channels**

A communication channel is a path through which messages must travel between sender and receiver. The organization will create verbal, non-verbal communication formal, informal channels, and with every increase in the number of team members, the number of communication channels increases, the level of complexity.

## **9. Relationships and Engagement**

### **9.1. The Communication Matrix**

A communication matrix with stakeholders includes an outline of what deliverables will be collected and how they will be filed, meeting times, and the medium will be used. As shown in Table 10 below will identify the communications requirements for successful project management



Table 10: Communications Matrix

| Communication Type              | Objective of Communication                                                                     | Medium                          | Frequency                    | Audience                                               | Owner           | Deliverable                               |
|---------------------------------|------------------------------------------------------------------------------------------------|---------------------------------|------------------------------|--------------------------------------------------------|-----------------|-------------------------------------------|
| Kickoff Meeting                 | Introduce the project team and the project; review project objectives and management approach. | Face to Face                    | Once at start of the project | Project Sponsor<br>Project Team<br>Stakeholders        | Project Manager | Agenda<br>Meeting Minutes                 |
| Project Team Meetings           | Review the status of the project with the team.                                                | Face to Face                    | Every Monday at 9:00 A.M     | Project Team                                           | Project Manager | Agenda<br>Meeting Minutes                 |
| Monthly project Status Meetings | Report on the status of the project to management.                                             | Face to Face<br>Conference Call | Monthly                      | PMO                                                    | Project Manager | Slide updates<br>Project Schedule         |
| Project Status Reports          | Report on the status of the project, including activities, progress, costs, and issues.        | Email                           | Monthly                      | Project Sponsor<br>Project Team<br>Stakeholders<br>PMO | Project Manager | Project Status Report<br>Project Schedule |



## 9.2. The 3 Wrong Scenarios of Communication

1. When one of the employees or managers deliberately refuses to speak or work with someone on a particular task without providing reasons, this attitude is a passive-aggressive behavior at work.
2. If employees report the issue they are facing in the workplace. But their direct manager doesn't let them explain the problem in detail or respond to the complaints. The problem may be ignored, and the employees will likely feel resentment because their voices don't account.
3. The Blame Game appears when pointing the fingers between co-workers to avoid accepting fault by assigning that responsibility to someone else for a misdeed, failure, or undesirable outcome.

## 9.3. Stakeholders Assessment Matrix

This assessment matrix appears the project management team's stakeholder management status during the execution phase, which classifies the stakeholder into two types of current status (C), and desired status (D). This process facilitates tracking the actual engagement levels of stakeholders. As shown in Table 11:



Table 11: Stakeholders Engagement Assessment Matrix

| Stakeholder                                 | Unaware | Resistant | Neutral | Supportive | Leading |
|---------------------------------------------|---------|-----------|---------|------------|---------|
| Director - Abdullah                         |         |           | C       |            | D       |
| Project Manager - Amjad                     |         |           |         | C          | D       |
| PMO - Mojahed                               |         |           |         | C&D        |         |
| Contracts and Procurement Office - Abdullah |         | C         | D       |            |         |
| Planning and Finance Officer - Amal         | C       |           |         | D          |         |
| Implementation Officer - Anas               |         | C         |         | D          |         |
| Purchasing Officer - Muhamnd                |         |           | C       | D          |         |
| Contracts Officer - Badr                    |         | C         | D       |            |         |



## **10. Leadership**

### **10.1. The Leadership Model Which is Preferred to the Project**

#### **Leadership**

"Best Leadership Style" in each management position in the construction industry. Because the project manager's leadership style affects the project's success, it is expected the individual project manager/CEO experiences will reflect the appropriate leadership style and support future study. To minimize a misunderstanding of leadership methods and harmonize responses. A description of the three main leadership patterns, authoritarian, participatory, and free, was provided to assess the effectiveness of each type of decision-making for each level of a management position, particularly the project executive, project manager, and supervisor.

#### **1. Preferred Leadership Style for the Executive Project**

Project executives have generally documented relationships with others, evidence of a combination of leadership focused on the president and subordinates and moving toward a more intensive participatory leadership style.

In participatory leadership, the leader provides a flexible and adaptive environment for employees in the decision-making process. Although the leader allows employees to be independent of decision-making, the problem identified by the leader is presented to subordinates. In other words, the leader involves the entire decision-making process and encourages the subordinate to propose solutions. In this way, the project executive can establish a mentoring relationship with all members of the company.



## **2. Project Manager's Preferred Driving Style**

The results for most studies indicate that construction industry project managers are in positions that require a focus on control. So, their preferred leadership methods tend to be a president-focused authoritarian leadership style.

## **3. Supervisor's Preferred Driving Style**

The third position analyzed was that of the supervisor. In contrast to the two higher management positions, the result of the survey indicates that the preferred leadership style of the position tends more to be authoritarian. Executives tend to be authoritarian, while managers tend to like them to show more authoritarian leadership.

## **10.2. The Reasons for Which Such Model is Preferred**

The traditional view of leaders who set goals, make decisions, and direct troops reflect an individual view and may change. Professionals, especially those in management positions in the construction industry, often need to deploy different leadership styles that reflect appropriate hierarchical views depending on the management position they hold within the company. Construction is a largely pre-planned activity aimed at reducing waste time and costs.

Some studies have revealed that project managers and supervisors tend to lead more authoritarian leadership methods for project management positions and a more participatory leadership style. Construction staff relies on advanced personal skills to deal with many stakeholders and departments they work with. These collaborations must also operate at different levels in the hierarchy and meet different performance requirements. Identifying the appropriate leadership methods for each management position is directly linked to performing at a high



level and thus enjoying a successful career in the industry. Leaders are often slightly higher than their peers regarding legitimate authority, especially in the construction industry.

As a result, much of their leadership depends on influence and persuasion, not on power and orders. There are several alternative ways in which builders can act themselves to achieve the objectives of the project and succeed professionally. How leadership development programs can prepare and mentor qualified professionals as part of their ongoing leadership education.

### **10.3. The “5” Proposals for the Motivation Methods that are Compatible with the Nature of the Project**

Each manager is not a leader, managing is sometimes an instinct, and it is not hard to acquire and master it. We will highlight five steps in motivating the team:

- 1. Appreciate Your Employees:** Building a successful business is respected and ethical. Treating your employees with respect and appreciation will result in reciprocity and practicality.
- 2. Motivate Employees:** If you want your employees to work hard and diligently, motivate them with financial rewards, if available, or holidays. In addition, an award for the ideal employee during the month is made through voting.
- 3. Praise for Good Work:** If a good employee works hard and receives neither thanks nor appreciation, they will lose their passion for the work. You should praise the employee for the good work they do in front of their



colleagues to give them a boost to development and to make their colleagues work harder.

**4. Taking Notes to Each Other:** The work does not succeed at one person work; it succeeds through an integrated team, as a single hand. You need to cultivate teamwork and collaboration between them. The success of the project also belongs to them.

**5. Provide Employees with a Space:** Provide employees with space at work. We all have our ways of eating cake. If you want to invent freedom with your motto, do it. The most important thing is to do as he instructed.



## 11. Teamwork

### 11.1. RACI Model

This section shows the RACI Model for 3 Administrative Measures of the Project. As mentioned in Table 12:

Table 12: RACI Model

|                   | <b>R</b>        | <b>Responsible</b> | <b>A</b>           | <b>Accountable</b> | <b>C</b>              | <b>Consult</b>    | <b>I</b>         | <b>Inform</b> |
|-------------------|-----------------|--------------------|--------------------|--------------------|-----------------------|-------------------|------------------|---------------|
| Activities        | Roles           |                    |                    |                    |                       |                   |                  |               |
|                   | Project Manager | PMO                | Procurement Manger | Finance Manger     | Implementation Manger | Purchasing Manger | Contracts Manger |               |
| Risk Register     | <b>R</b>        | <b>A</b>           | <b>I</b>           | <b>C</b>           | <b>C</b>              | <b>I</b>          | <b>I</b>         |               |
| Licenses Tracking | <b>R</b>        | <b>A</b>           | <b>I</b>           | <b>I</b>           | <b>C</b>              | <b>I</b>          | <b>C</b>         |               |
| Price Monitoring  | <b>A</b>        | <b>C</b>           | <b>I</b>           | <b>R</b>           | <b>I</b>              | <b>I</b>          | <b>I</b>         |               |



## 12. Conflict and Crisis

### 12.1. The Conflict and Crisis

#### 12.1.1. *Conflict*

It is essential to define and classify conflict and crisis, as this is key for devising any credible and effective response. Conflict is commonly of three major varieties: Interpersonal Conflicts, Internal conflicts, and External Conflicts.

- **Interpersonal Conflicts:** Interpersonal conflict involves conflict between two people, often due to mutual hatred or personal conflict.
- **Internal Conflicts:** Internal conflict arises between internal groups within the organization due to a difference in viewpoints or a difference in the decisions taken.
- **External Conflicts:** External conflict occurs between members of the organization and members outside the organization for financial or contractual reasons.

#### 12.1.2. *Crisis*

The crisis is considered a critical and decisive moment related to the organization's fate and a problem that represents a severe difficulty for the decision-maker. For this reason, the crises expected to face the project classified to develop a comprehensive plan to confront these crises if they occur, which are as follows:

- **Financial Crisis:** Represented by the financial failure of the project and the lack of resources or the reluctance of banks to finance the project.



- **Internal Crisis:** It is represented in the emergence of disputes or problems within the individuals or crew of the project. It results in the suspension of the project's work in all its stages.
- **Local Crises:** Which result from natural disasters, wars, economic crises, or the rise in building materials and service fees.
- **Global Crises:** Crises that arise due to world wars or the spread of epidemics and diseases or any decisions that affect the state.

## **12.2. To Provide 3 Expected Scenarios of the Conflicts Events in the Project**

### ***12.2.1. Scheduling Conflicts***

One of the common conflicts inside any project is scheduling conflicts. It happens mostly in all projects and results in delays the entire timeline if it is not solved by applying the required procedures as soon as possible; as we know, all the activities are connected. That means we must be careful not to be in this situation; it results in a stressful environment inside the project and produces other conflicts in other areas related to this issue. In the end, scheduling conflicts can affect the final outcomes of the project and the planned revenue and profits.

### ***12.2.2. Resources Scarcity Conflicts***

This issue is important, and we should pay attention to it because it frequently happens inside projects due to the lack of efficient resources inside companies. It will be a source of disagreement and trust problems between employees if it does not eliminate from the start preparing for this situation earlier; it happens when the different departments disagree about the needed resources for their tasks, either human or equipment or any important resources.



### ***12.2.3. Uncertainty Conflicts***

Since the project contains a lot of factors, especially in the beginning phase are surrounded by uncertainty, such as budgeting allocation, tasks assignment, and resources allocation, this will need extensive management. And will lead to a stressful environment due to the ambiguity and causing a lot of different conflicts between the stakeholder about various subjects. And need a collaboration of all the team to reach a more reliable and stable point.

## **12.3. The Optimal Strategies to Deal with Each Conflict, and Specify the Reason of Preference**

### ***12.3.1. Optimal Strategy to Deal with Scheduling Conflict***

We must address this conflict if it happens as soon as possible and communicate it to the stakeholders; about the current situation and the expected changes on the schedule. Also, to discuss what went wrong this time led to conflict and how to avoid it next time. Plan and determine the new dates of the different activities; if there is any change in coordination with the other stakeholders and responsible persons, then start applying it. This approach ensures the communication and participation of all the responsible stakeholders in the process and getting their new buy-in.

### ***12.3.2. Optimal Strategy to Deal with Resources Scarcity Conflicts***

Identify our current situation according to the available resources and what we need now and expect the required resources in the project's future. Determine the prioritization of the tasks and prepare a list of the stand-by resources that may immediately join if they are needed. Also, using the new technologies available in this area can help in the management and planning the resource allocation and



their expected solutions. In this way, we will have a clear idea about the current situation and a better idea about what we can do to avoid the problems and disagreements inside the project.

### ***12.3.3. Optimal Strategy to Deal with Uncertainty Conflicts***

The entire team needs to know the current project's situation and what needs to be handled first according to their importance. And ensure that there are no internal conflicts inside the team that may stand in front of the project progress. Then set an agenda for what is needed for now and set weekly and monthly goals than being clear about the specific roles. And responsibilities and following that by handling predetermined meetings to check the project status and progress.

## **12.4. Root Cause Analysis**

This section shows the Root Cause Analysis for the 3 Expected Scenarios of the Conflicts Events in the Project. As mentioned in Figure 8, 9 and 10.

### ***12.4.1. Fishbone Analysis for Scheduling Conflicts***

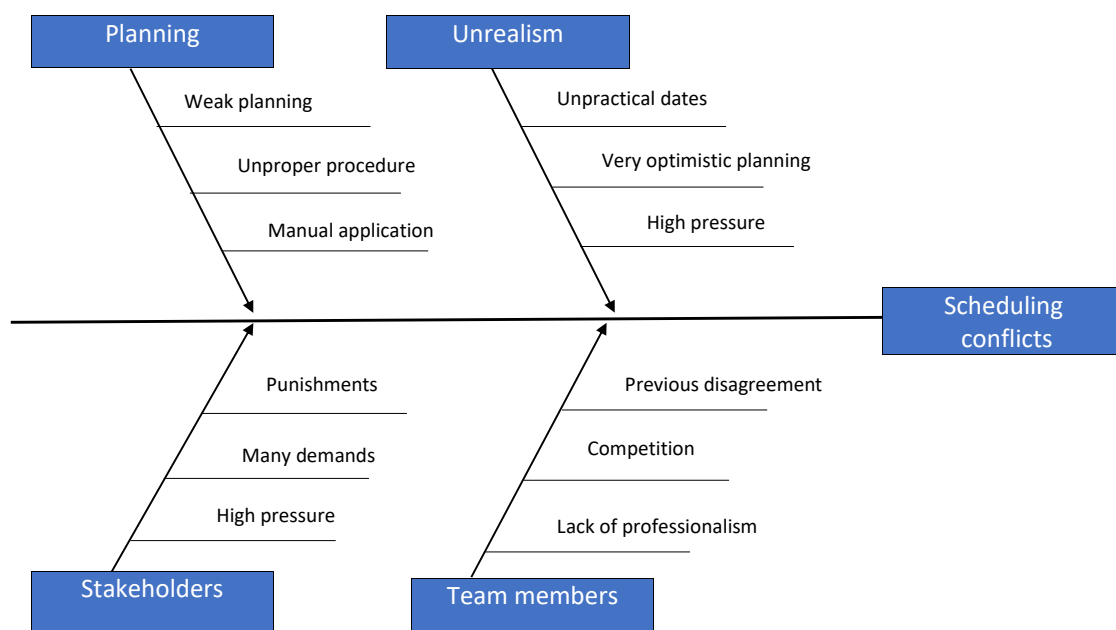


Figure 8: Fishbone Analysis for Scheduling Conflicts



### 12.4.2. Fishbone Analysis for Resources Scarcity Conflicts

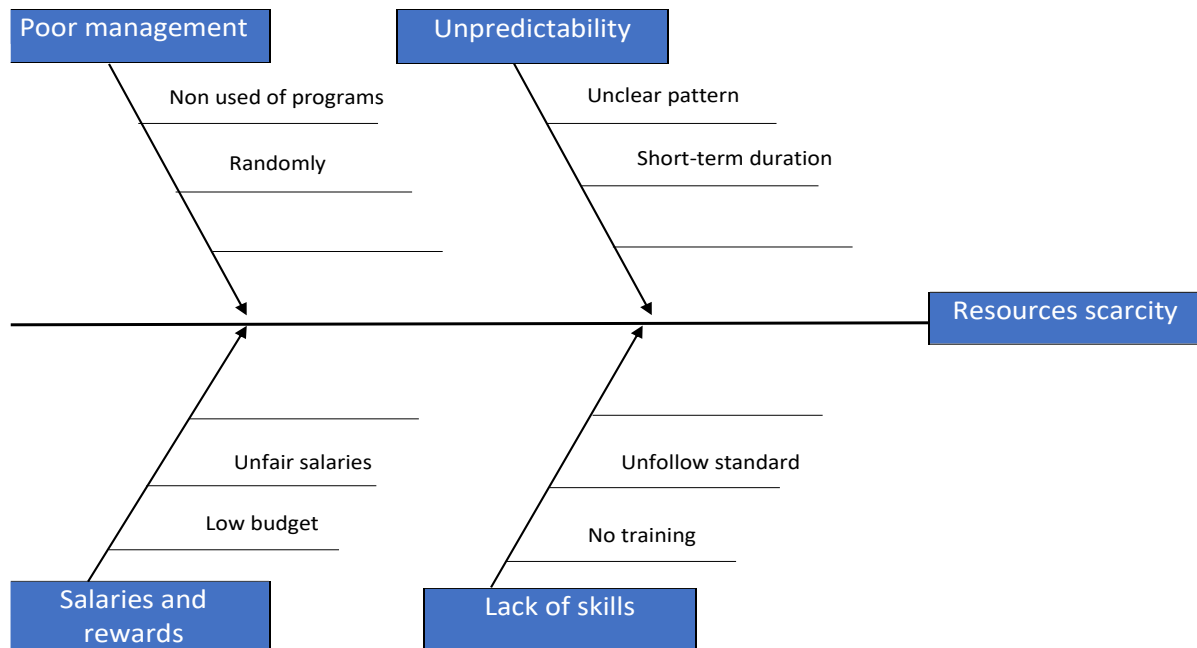


Figure 9: Fishbone Analysis for Resources Scarcity Conflicts

### 12.4.3. Fishbone Analysis for Uncertainty Conflicts

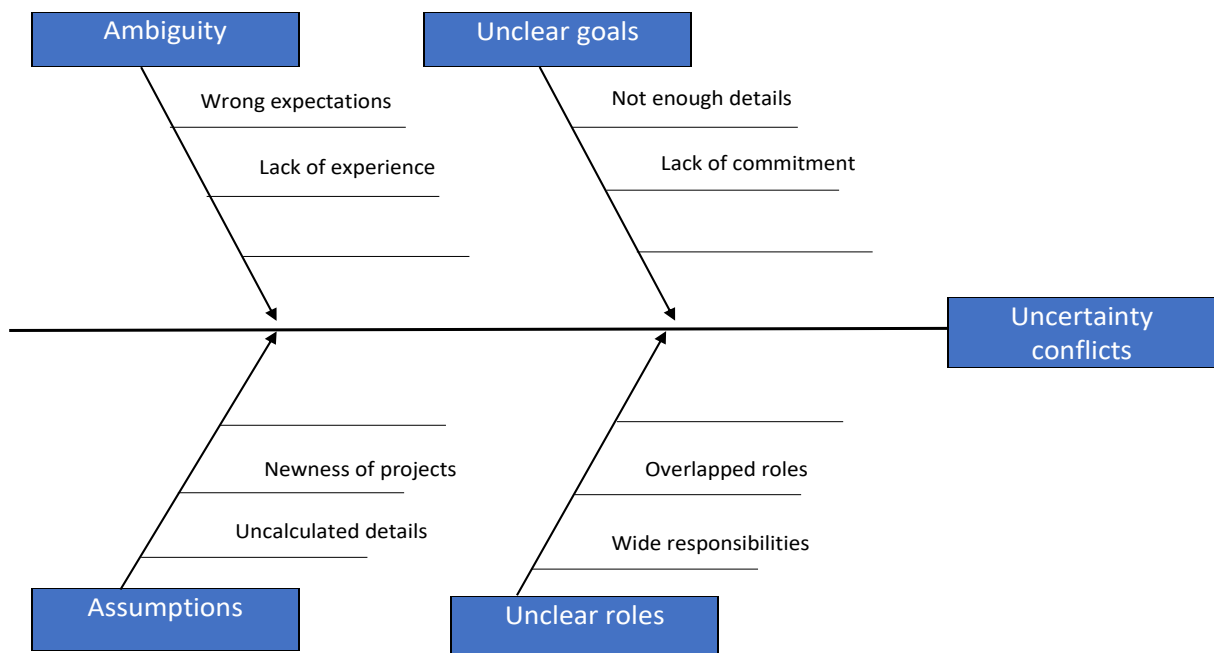


Figure 10: Fishbone Analysis for Uncertainty Conflicts



## 13. Resourcefulness

### 13.1. Distribute the Human Resources on the Functions

This section shows the distribute human resources on the functions. As mentioned in Table 13:

Table 13: Distribute Human Resources on the Functions

| No | Job title              | Responsibilities   Tasks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Authority                              |
|----|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 1  | Project Manager        | <ul style="list-style-type: none"> <li>• Responsible for the project's overall success as agreed by meeting scope, schedule, and budget objectives.</li> <li>• Improves Project Initiation document and project plan on high-level deliverables, schedules, and budget.</li> <li>• Establishes a detailed plan for the project and team and tracks progress against the estimated plan</li> <li>• Manages the change that happens in the scoping process.</li> <li>• Assigns tasks to members and monitors and tracks the progress, and ensures deliverables quality</li> </ul> | Absolute power over the entire project |
| 2  | PMO                    | <ul style="list-style-type: none"> <li>• Provides administrative support.</li> <li>• Identifies, develop, and consultant PM maturity.</li> <li>• Defines if a new project is fit for changing organization.</li> <li>• Linking project strategy to project execution.</li> <li>• Documents lessons learned for continuous improvement.</li> </ul>                                                                                                                                                                                                                               | Limited authority                      |
| 3  | Contracts Officer      | <ul style="list-style-type: none"> <li>• Ensures attention to detail and accuracy.</li> <li>• Maintains and operates an accurate District-wide contract tracking and management system.</li> <li>• Assists in writing specifications for goods, the scope of work for services, and statements of work for complex projects.</li> <li>• Ensure appropriate performance standards, quality, and delivery.</li> <li>• Supervises and trains contracts staff.</li> </ul>                                                                                                           | Limited on contractors works           |
| 4  | Financial Officer      | <ul style="list-style-type: none"> <li>• Develops a contingency plan during tough economic conditions.</li> <li>• Managed the accounting and financial departments with assets.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                      | Limited on financial matters           |
| 5  | Implementation Officer | <ul style="list-style-type: none"> <li>• Leads technical project activities.</li> <li>• Manage engineering project trams using metric</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                | Limited on engineering works           |
| 6  | Procurement Officer    | <ul style="list-style-type: none"> <li>• Prepared Procurement Plan, bidding documents, procurement notices.</li> <li>• Prepared and processed purchase orders in an efficient manner.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | Limited on purchases                   |
| 7  | Projects Stuff         | <ul style="list-style-type: none"> <li>• Ensure clear understanding of assigned tasks and estimate effort and time duration for assigned deliverables.</li> <li>• Report potential delays immediately and provide alternative plans.</li> <li>• Complete assigned tasks on time, on budget, and at specified quality</li> <li>• Attend all meetings.</li> </ul>                                                                                                                                                                                                                 | Don't have authority                   |



### 13.2. Analyze the Influence of Conducting Crashing and Fast-Tracking Process on the Time Table in Addition to Representing the Table After Achieving the Two Measures

There are two schedule compression techniques:

#### 1. Crashing

The PMBOK Guide, a 6th edition, defines crashing as a technique that shortens schedule duration at the lowest incremental cost by adding resources. A time-cost trade-off, also known as crashing, is the process of accelerating a project in order to reach an early completion date (PMBOK Guide, 2017). The involves of this technique is to accelerate the execution of the project by utilizing more resources. A crash in a project depends on assessing the cost-time trade-off, particularly for activities on the critical path (Pinto, 2007).

All of these initiatives reduce the project's timeline, with a cost associated, of course. Nevertheless, Pinto (2010) argues that “The most common method for shortening an activities duration involves the decision to increase project resources”, compared to working overtime. As mentioned in Figure 11:

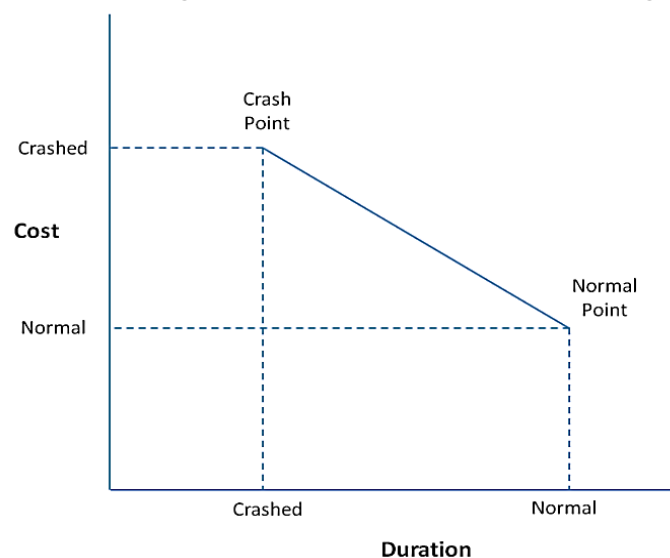


Figure 11: Time-Cost Trade-Offs for Crashing Activities, Source by: (Pinto, 2010)



In crashing, you review the critical path activities and look for tasks that can be completed early with extra resources, providing the highest compression with the least cost. Or, to put it differently, you insert labor, resources, anything that can make you speed up the process, crashing the activities. They show in Figure 12 below:

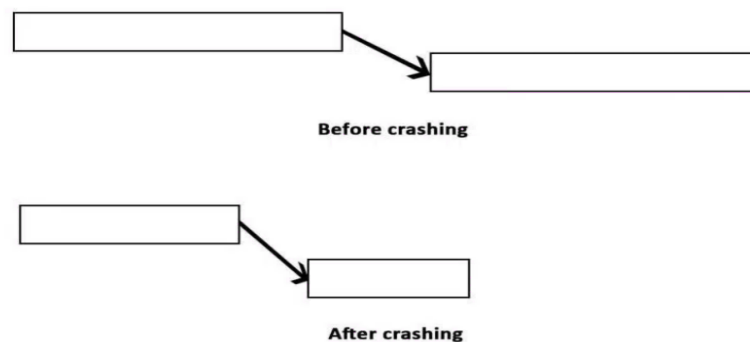


Figure 12:: Before and After Crashing Activities

## 2. Fast- Tracking

Fast-tracking is defined in the PMBOK Guide, 6th edition, as a schedule compression technique where activities or phases typically performed sequentially are performed in parallel for at least part of their duration (PMBOK Guide, 2017). A fast-tracking approach involves reviewing the critical path and identifying the vital activities. Afterward, you analyze and determine which tasks can be partially or entirely paralleled. Fast-tracking can dramatically reduce a project's time, but it can also increase the risks of rework and schedule delays.



Here to compress the schedule, the project manager uses fast-tracking because it does not cost more, and resources in this project are limited. However, it increases risk as activities overlap. Also, A clear example of that would be starting the activities of Electrical before the Framing activities are completed. They show in Figure 13 below:

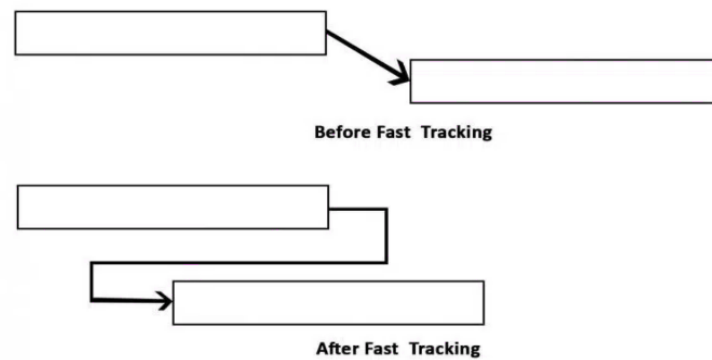


Figure 13: Before and After Fast-Tracking Activities



These are shown in Table 14 and Figure 14 below, representing after achieving the fast-tracking measure in the project:

Table 14: After Achieving the Fast-Tracking Measure in the Project

| NO | Task Name                    | Duration | Type |
|----|------------------------------|----------|------|
| 1  | Office Building Project      | 478 days |      |
| 2  | Initiation Processes         | 21 days  |      |
| 3  | Proposal and Documentation   | 21 days  | -    |
| 4  | Planning Processes           | 88 days  |      |
| 5  | Design                       | 43 days  | (FS) |
| 6  | Contracts / Bids             | 22 days  | (FS) |
| 7  | Permits                      | 45 days  | (SS) |
| 8  | Execution Processes          | 370 days |      |
| 9  | Site Preparation             | 23 days  | (FS) |
| 10 | Foundation / Framing         | 74 days  | (FS) |
| 11 | Plumbing / Electrical / HVAC | 127 days | (FS) |
| 12 | Inspections                  | 37 days  | (SS) |
| 13 | Insulation / Drywall         | 40 days  | (FS) |
| 14 | Roof / Exterior Finishes     | 23 days  | (FS) |
| 15 | Painting                     | 20 days  | (FS) |
| 16 | Flooring                     | 20 days  | (SS) |
| 17 | Interior Finishes            | 22 days  | (FS) |
| 18 | Fixtures / Appliances        | 22 days  | (FS) |
| 19 | Landscaping / Design         | 22 days  | (FS) |
| 20 | Closure                      | 22 days  |      |
| 21 | Acceptance                   | 13 days  | (FS) |
| 22 | Final details / Closure      | 10 days  | (FS) |

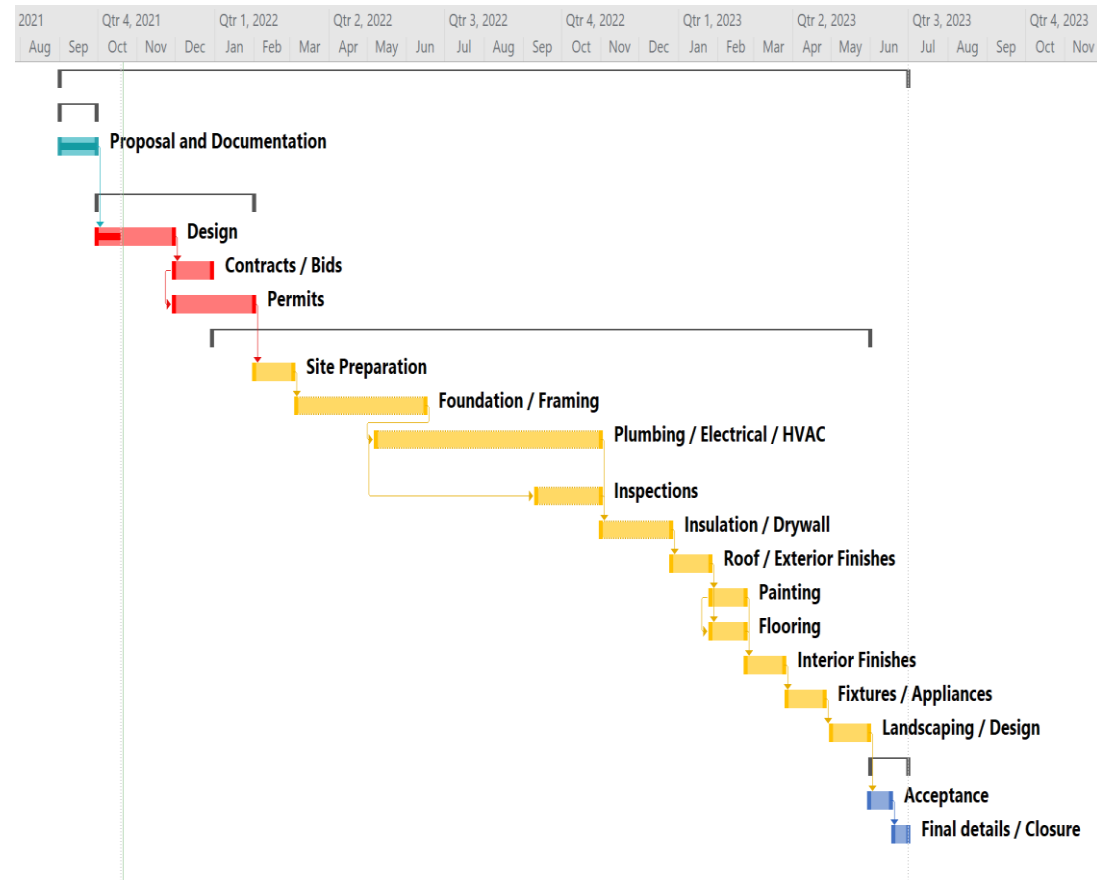


Figure 14: After Achieving the Fast-Tracking Measure in the Project



## 14. Negotiation

### 14.1. The General Rules for the Negotiation Process

The negotiating process is based on many different styles and tactics. The negotiation process includes five common processes, followed by the most successful negotiations:

- 1. Readiness:** Identify your priorities from the negotiations and ask what you want to do following the discussion? Anticipate potential outcomes and state where you stand on all outcomes, positive or negative. If you expect negative results, come up with the answer. Also, plan out the features you will offer. Identify where, when, with whom, and under what restrictions negotiations will be conducted.
- 2. Information Sharing:** Share your information with whom you are negotiating. Share your goals, vision, and interests. In exchange, no information about who you're negotiating with.
- 3. A Clarification:** Once you have completed the information sharing, seek clarification if the image is not clear to you. Tell them your needs and objectives as well. Of course, the discussion should be quiet, and the objective should be for both sides to achieve a satisfactory result.
- 4. Negotiating and Problem Solving:** This is the gist of the negotiating process. Let the two sides make the first offer. You should talk about the offer and propose offers tailored to your needs. And the bargaining process ends as you negotiate away from your emotions. Moreover, the flexibility of negotiating through concessions is not important for you. The ultimate objective is to achieve a win-win outcome.



**5. Conclusion and Implementation:** After completing the negotiating process, both parties should thank each other for discussing whether the outcome was positive or negative. Even if you fail to achieve a satisfying result, the most important thing is to maintain relationships. As well, there should be expectations for the implementation of the agreement. And it will be written into a written contract to follow up and make sure that is what both parties have agreed upon has been implemented.

## 14.2. 2 Negotiation Plans

This section shows 2 Negotiation Plans. As mentioned in Table 15:

Table 15: 2 Negotiation Plans

|                                    | Owner's                                                                                                                                                       | Opposite                                                                                                                                                                                 |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Assumptions</b>                 | Identify the important priorities you expect to be accurate but not sure of them. These can be verified during the information sharing phase.                 | Provide measures to be taken by the other party. Also, ensure you correct any misconceptions.                                                                                            |
| <b>Less Acceptable Arrangement</b> | Figure out which concessions you can give up and which ones suit you. Be careful to share your expected trade-offs with the other party they should not know. | Guess their concessions so you can study their financial situation. Know their regulatory and compliance with nominations. Are there delays in the work they do in operations or plants? |



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