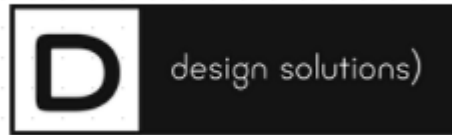


Interior design company project (Design Solutions)



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Table of contents

Content	Page
1. Introduction	6-7
1.1 Strategy	7-10
1.1.1 Company vision statement	7
1.1.2 Company Mission statement	7
1.1.3 Company objectives	7-8
1.1.4 Performance measurement indicators	8
1.1.5 Project charter model	9-10
1.2 Governance, Structure, and process	10-12
1.2.1 Organizational structure for the teams and units of the project	10-11
1.2.2 Practical and scientific bases, adopted in developing the structure	11-12
1.2.3 Project's office model	12
2.1 Governance, Structure, and process	12-14
2.1.1 Check compliance model	12-13
2.1.2 Check List model (Start- Plan- Achieve- Close)	13-14
2.2 Power & Interest	15-16
2.2.1 Stakeholder register groups	15
2.2.2 Two networks: (Strength/Interest) and (Influence/ Strength)	15
2.2.3 Stakeholder register	16
2.3 Culture and Values	17
2.3.1 Culture of the organization	17
2.3.2 Organization's values	17

3.1 Self-reflection and self-management	17-20
3.1.1 "3" personal behaviors of the student	17
3.1.2 Study of behavior and reasoning	17-19
3.1.3 Self-professional assessment	19-20
3.2 Personal integrity and reliability	20-21
3.2.1 "3" behaviors that contradict moral integrity	20
3.2.2 Analysis of financial, social, and technical influence	20-21
3.3 Personal communication	21-29
3.3.1 Register of the stakeholder	21-23
3.3.2 Personal communication	24-26
3.3.3 Shapes, models, and channels of personal communication	26-27
3.3.4 Communication matrix	27
3.3.5 "3" wrong scenarios of communication	28
3.3.6 stakeholder assessment matrix	28-29
4.1 Leadership	29-30
4.1.1 Leadership model description	29
4.1.2 Reasons for preferred model	29-30
4.1.3 "5" proposals for the motivation methods	30
4.2 Teamwork	30
4.2.1 RACI model for 3 administrative measures of the project	30
4.3 Conflict and crisis	30-33
4.3.1 Conflict and crisis identification	30-31
4.3.2 "3" expected scenarios of the conflict's events in the project	31
4.3.3 Optimal strategies to deal with each conflict	31
4.3.4 Root Cause Analysis	32-33
5.1 Resourcefulness	33-35
5.1.1 Human resources distribution	33-34
5.1.2 Analysis of the influence of conducting Crashing and Fast-tracking process	34-35
5.2 Negotiations	35-36
5.2.1 General rules for the negotiation process	35-36
5.2.2 "2" negotiation plans	36

Tables list

Table #	Table name	Page
1	Compliance form to verify receipt of project outputs	13
2	Checklist "Getting Started" phase	13
3	Checklist " planning " phase	13
4	Checklist " achieve " phase	14
5	Checklist " Close " phase	14
6	Stakeholder register	16
7	Communication plan	27
8	Stakeholders status	28
9	RACI model	30
10	Conflict identification	31
11	Human resources distribution	33-34

Figures list

Figure #	Figure name	Page
1	Organizational Structure	11
2	Personal data	12
3	Influence network	15
4	SWOT	19
5	SWOT analysis	20
6	Stakeholders	23
7	Influence and interest matrix	28
8	Project management triangle	34
9	Crashing	35
10	Fast tracking	35

1. Introduction

The vision of the Kingdom of Saudi Arabia for the year 2030 reinforced the focus on paying attention to various different and diverse fields. The vision also focused on paying attention to the field of oil only, through the Kingdom of Saudi Arabia undertaking the planning process and providing financial spending in order to establish residential and commercial projects, which these projects need in the field of interior design. The Kingdom of Saudi Arabia is considered the center of the largest market for construction operations in all the countries of the Middle East, which represents the largest market based on the field of interior design, which represents a market share of about (3.5) billion dollars.

Many specialists in the field of decoration and interior design confirmed that this field achieves high profitability in the local Saudi market. This results from the large financial capabilities of all institutions that make them able to spend significantly on improving and renewing their facilities and features, as well as opening many other branches, which makes this a great and important opportunity to enter the field of interior and exterior design and others.

Project idea

The idea of the project depends on preparing and equipping an office for decoration, as the project works on designing and implementing many diverse works for interior design, by providing the latest international designs for decorations. This is done by relying on highly experienced and skilled engineers in all designs, finishing and decoration works, as well as the highest degree of professionalism in the process of dealing with customers. Also, the project is based on implementing new concepts in the interior designs of all villas, apartments, companies, exhibitions, as well as shops, restaurants, pharmacies, and others, through the application of designs on a technical basis.

Project Services

The project is based on providing many distinguished services to clients, which are as follows:

First: Basic Services:

- World-class interior and exterior design.
- Modern finishes and the latest decorations.
- Technical and design consulting.

Second: Technical Services:

In light of the interest in social networking sites and internet networks in the current era, the project provides technological services in order to facilitate services for customers, which are as follows:

- Creating an official website for the project, which is one of the important means in order to increase the interests of customers.
- Providing the possibility of communicating with the company through an electronic application for the project.

Third: Financial Services:

“Mashrooat Project” offers many facilities for the payment process for the company's clients, which are as follows:

- (1) The possibility of paying in the form of (cash): through the following means:
 - Immediate payment in cash.
 - Electronic payment through the use of (Visa).
 - Electronic payment via (Apple Pay).
- (2) The possibility of paying in installments (instalments): by the following means:
 - Installment through banks.
 - Installment through financing checks.

Fourth: Supplies:

The procurement process is divided into two parts:

- (1) Internal supply.
- (2) External supply, which is represented in:
 - Construction tools.
 - Furniture.
 - Kitchens
 - Electrical Tools.
 - Plumbing Tools.

1.1 Strategy

1.1.1 Company vision:

We look forward to creating a globally recognized, sustainable and attractive interior design company that provides the latest innovative designs and high-quality finishes.

1.1.2 Company Mission:

We aim to continue utilizing our many years of professional experience to consistently provide exclusive design services that achieve the complete satisfaction of our partners and clients' requirements.

This vision has been the core of our history and the cultural value of design and it remains the key to our horizons.

1.1.3 Company objectives

- 15% growth in sales during the first fiscal year
- 200 new customers during 2022
- Create a rewarding and valuable experience that combines functionality, high quality and innovation for our customers. We want the experience of every partner and customer to be modern for life, by applying the following points:
 - Introducing a sophisticated and durable design.
 - Exclusive design and feel for our signature classic interiors.
 - Create well-designed exteriors and interiors built with the highest quality materials to last.
 - Create and integrate designs with unique features that the customer cannot get from the competition.

- Our creativity and smooth driving service, that's why we don't compete in the market in price.

1.1.4 Performance measurement indicators:

Performance indicators are a set of qualitative and numerical indicators and values through which we can evaluate the performance of everything that happens in the organization, evaluate the performance of employees in the company, departments, plan, or evaluate goals and tasks.

Performance indicators or KPIs are one of the most important pillars of management and planning, and the most important means that ensure the achievement of our goals in our company, Design Solutions, and help focus, not distraction and constant attention.

These indicators are very important in measuring the performance of individuals - the performance of the company - the performance of plans in addition to the performance of programs and technology, and everything that needs evaluation and follow-up in general at the company. therefore, the performance measurement indicators are one of the very important pillars in the administrative, planning and executive processes in the company.

Determining Performance Measurement Indicators in Design Solutions Company:

Performance measurement indicators can be divided into several types, according to the indicator:

Numeric: Related to a number, for example, Getting 50 new customers during the current year.

Qualitative: related to things that cannot be measured in number, such as the improvement of the performance of employees in the company.

It can be divided according to Company Divisions:

Such as indicators of human resources management, indicators of management and indicators of marketing department.

It can be divided according to the Balanced Scorecard:

Indicators related to clients, indicators of internal operations, indicators of the financial dimension.

It can be divided according to denomination:

Performance measurement indicators, key performance measurement indicators, results measurement indicators.

For this, we must determine the appropriate division with the objectives of our plan and the vision and type of our organization, as all types lead to one result, which is the ability to monitor, evaluate and follow up on the course of operations and the plan of the company.

1.1.5 Project charter model:

We can define a project charter as the process of creating a document that gives official permission to launch the project and also gives the project manager or company the authority to start using project resources.

As the project charter template is the special document and the approved reference for project managers and professional companies who do not accept and cannot do their role and powers without it, as it is the ambiguous document that many wondered why we need it in our company, what is its nature and how we write it, and even they differed in the way it is translated, some of them Some said it is the charter, some said it is the basic document, and some said otherwise.

The project charter template in our company, Design Solutions, consists of the inputs, which are the things that must be taken into account, that is, the things that must be available to our company to be able to start this process.

The project charter of our company, Art Décor, especially if the project is a direct contract, you and the client may agree to create a special decoration for his villa, or to install a network for him, often when he asked you for this, he gave you a description, gives you the work items and sometimes we call it the agenda items or a work description, etc.

Selection and appointment of the project manager

Project manager skills and characteristics:

The project manager is one of the most important elements that influence the success of projects. Therefore, we aim to attract and hire a project manager with a set of skills to be met. These skills are represented in cultural and social skills through the availability of the following points ⁽¹⁾:

- Leadership skill: where the project manager is able to manage and lead the employees in order to manage the work in an accurate and correct manner.
- Negotiation skill: through the ability to deal with customers and to have the language of bargaining and tact in speaking.
- The skill of inclusion in teamwork: to be characterized by the ability to provide an appropriate work environment that promotes and encourages teamwork, which helps to save time and effort in accomplishing various and diverse tasks at work.

Main tasks of the project manager

The main tasks of the project manager:

There are some basic tasks and responsibilities that are assigned to the project manager, which are represented in the following points:

- Preparing the estimated budget for the initial project costs.
- Preparing a preliminary schedule for all the tasks and activities that the project will implement.

¹ Muhammad Al-Amri, Choosing a Project Manager, Project Management, Encyclopedia of Success Skills Articles, (2012). <https://sst5.com/Article/1681/56/-The-Project-Manager>

- Attracting and assigning employees to the project.
- Preparing a list of all the resources and materials needed for the implementation of the project.

Project Budget

The establishment of the interior design project depends on a source of financing (personal financing), as the project budget is estimated at about (300,000) Saudi riyals. The ownership of the company is divided equally between two partners in an interior design company project, meaning that each partner has a share equal to (50%) of the profits and losses.

Expected timetable for project implementation:

Work to implement the project within a month (30) days, and the tasks and work to be implemented during this month are clarified through the following table ⁽²⁾:

1.2 Governance, Structure, and process

1.2.1 Organizational structure for the teams and units of the project vision:

The development of the Organizational Chart in our company contributes to the achievement of many goals that in total contribute to achieve the company's vision and goals as The effective organizational Chart contributes to identify the important functions for the implementation of goals by unifying and coordinating the efforts of employees and directing them to move in one direction toward achieving these goals in Design Solutions Company.

The organizational guide is a working document through which defining the frameworks that the administrative levels in our company operate through, with a clear identification of responsibilities, tasks and limits of powers for the different jobs at each administrative level, where our company must work to update its organizational guide continuously, especially in the following cases:

- Changing strategic directions in Design Solutions or its operating business template.
- Creating new positions due to the change of the company's business.
- The occurrence of major changes in our company, for example, such as adding new activities and removing or redistributing some tasks and duties.
- Rebuilding the internal organizational Chart of the various departments.

² Sameh Muhammad, Timetables, Administration and Industrial Engineering website, (2008).
<https://samehar.files.wordpress.com/2008/11/gantt.pdf>

The Form of the Organizational Structure in Our Company Design Solutions:

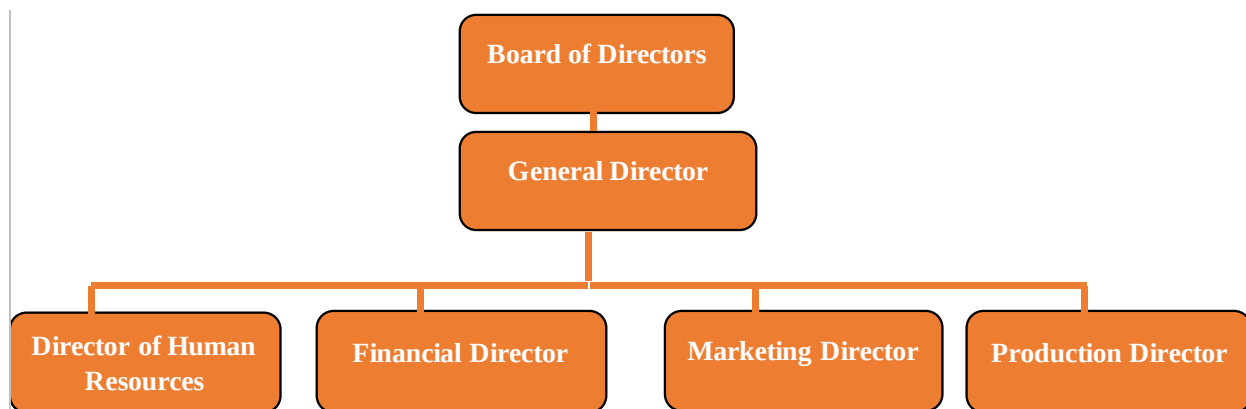


Figure #1

1.2.2 Practical and scientific bases, adopted in developing the structure:

- **Determine the Main Objectives of Our Company:**

The first step in the process of organizing and determining the foundations in developing the organizational structure is to know the main and subsidiary objectives of our company, as the process of setting objectives greatly helps in determining organizational needs and in preparing the appropriate organizational structure for the company.

- **Determine What to Do:**

The second step in the process of organizing and determining the foundations in the development of the organizational structure is to study the mission of our company, Design Solutions, as these tasks are the means that lead to achieving the objectives.

- **Business Allocation and Distribution:**

The third step is to determine how to divide the work to be done in the company, and to group the various activities into organizational units appropriate to the company's resources, potential, and conditions.

- **Determine the Competence of Each Organizational Unit:**

The competence of each organizational unit must be determined, and the job description must be assigned to each job in the organizational unit in the company, as this requires determining the tasks, duties, and responsibilities of

each job, as well as the scope of control for each administrative center separately, i.e. the number of individuals who are directly related to the director.

- **Determine the Necessary Authority:**

In this step, the extent of authority to be delegated to the directors in the company is determined. For example, the marketing director may decide to give the sales officer the authority to sell on the account, not exceeding \$500, and anything more than that must be contacted and consulted with the director in this regard. We must also determine appropriately the relationships of authority and responsibility between the various organizational units, and achieve coordination between the various departments and administrations, to focus efforts and eliminate overlap and duplication of work.

1.2.3 Project's office model:

It is one paper or more or an electronic page that includes fixed information that needs to be completed through spaces that are next to it or below it to be filled in so that the fixed information has a specific meaning.

An Example of an Employee Information Form in Our Company:

Model No. 5	Personal Information	Personal Data Form
Photo		
Name:		
Date of Birth:	Nationality:	
National ID No.:	Place of Birth:	
Profession:	Place and Date of its Issuance:	
Passport No.:	Education:	
Job Title:	Place and Date of its Issuance:	
Marital status:	Job Number:	
Department of Administrative Affairs		

Figure #2

2.1 Governance, Structure, and process:

2.1.1 Check compliance model:

Compliance form to verify receipt of project outputs:

A mini-model has been adopted by UAT "test acceptance user" and this model is used in the closing stages and to ensure compliance with the requirements in electronic applications or operating systems

Table#1

To measure compliance is to assess compliance	Compliance assessment		
	1	2	3
File download speed			
speed of arithmetic operations			
Colors of the main page of the program			
The program supports the Arabic and English languages clearly			

Excellent 1, acceptable 2, needs improvement 3.

2.1.2 Check List model (Start- Plan- Achieve- Close):

The checklists were divided according to the project life stages into four sections:

- Checklists in the "Getting Started" phase

Table#2

To be verified		yes	no
1	Alignment of the objectives of the program with the vision and mission of the organization		
2	Is the budget clearly defined		
3	Is the feasibility study realistic for the program		
4	Have all team members agreed to the project charter		
5	Have all legal limits for work been clarified		

- Checklists in the "planning" stage

Table#3

To be verified		yes	no
1	Was WBS done for the project		
2	Is the completion time of the activities consistent with the date specified in the project charter		
3	Is the allocated project budget the same as the considered budget		
4	Are the human resources in the organization sufficient for the project		
5	Has the project scope been approved by the senior management		
6	Has the team charter been established and approved		
7	Have the previous lessons been used in other projects		

- Checklists in the "achieve" phase

Table#4

To be verified		yes	no
1	Have the necessary permits been obtained from the Ministry of Commerce		
2	Have the necessary permits been obtained from the Communications and Information Technology Commission		
3	Have the necessary approvals been obtained from the ios & android operating systems		
4	Is the risk response plan effective		
5	The number of risks encountered in implementation is close to the number monitored in planning		
6	The amount of change between planning and execution		
7	Quality compatibility with international standards in quality		

- Checklists in the 'Close' stage

Table#5

To be verified		yes	no
1	Have all required outputs been delivered		
2	Has the risk register been updated to include all risks		
3	Were lessons learned recorded		
4	Have the needs of the program been reviewed by the product management		

2.2 Power & Interest:

2.2.1 Stakeholder register groups:

Those involved in the project were divided into two main lists:

Inner group:

- 1- IT manger
- 2- Risk manger
- 3- Quality manager
- 4- Project manager
- 5- Executive manger
- 6- Financial management of the organization
- 7- Design experts

External group:

- 1- Communications Commission
- 2- Ministry of Commerce
- 3- Application development company
- 4- Customers
- 5- Operating systems hosting the application

2.2.2 Two networks: (Strength/Interest) and (Influence/ Strength):

B Shareholders Designers & engineers	A Employees Clients 	High importance
C Business Owners in governmental organizations	D government Authorities	Low importance
Low influence	High influence	

Figure #3

2.2.3 Stakeholder register:

Table#6

Position	Contact information	Communicator	Internal / external	The influence	Interest	Communication Method
IT MANGER	IT MANGER@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
RISK MANGER	RISK MANGER@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
QUALITY MANAGER	QUALITYMANAGER@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
PROJECT MANAGER	PROJECT MAANAGER@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
EXCUTIVE MANGER	EXCUTIVE MANGER@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
Financial management of the organization	Financial management@DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact
Design experts	Design@ DESIJNSOLUTION.COM	Project manger	Internal	Normal	high	direct - Email - connection official contact

2.3 Culture and Values

2.3.1 Culture of the organization:

The company benefits from having a professional and creative team with expertise and knowledge of various cultures, which provides a more comprehensive and creative view of the designs that the company is implementing, in order to ensure the application of the company's basic principle based on providing many distinctive designs that are characterized by sophistication in their style, which will contribute to this in achieving its competitive advantage among all subsidiaries of this field.

2.3.2 Organization's values:

There are some of the most advanced and superior quality principles and standards in every exterior and interior design of the project by applying the following:

- Act with integrity, by providing honest and transparent processes from start to finish.
- Commitment to providing the latest and best designs.
- It is seen as a reputable, high-profile company.
- Keeping our promise.

3.1 Self-reflection and self-management

3.1.1 "3" personal behaviors of the student:

The largest challenge that faces project managers is falling in mental/physiological issues that encounter more problems while executing projects.

Most important issue is personal behaviors that he practices in the early stages that impact all parts of project phases as well as results.

These behaviors are as follow:

1. Personal bias to decisions in any project phases.
2. Negligence in looking to aspects from previous projects that could affect the execution of current project.
3. Improper selection of project team member.

3.1.2 Study of behavior and reasoning:

Project managers might take personal bias without taking in consideration other opinions which lead to deficiencies dealing with problems generated either in planning, estimation or execution the projects which could result in failing the project.

Main reasons behind these behaviors might be because:

- a. Over self-confidence
- b. Lack of trust in others/team members.
- c. Afraid of failure.
- d. Character/personal issues.

To avoid such behaviors, there must be the following:

- a. Proper selection of project manager.
- b. Considering potential results for such behaviors from previous experience.
- c. Activate the monitoring on the decisions making process to ensure better results and alignments.

Appropriate planning is one of the phases to protect from failing in executing the project. Neglecting this part will lead to undesirable results and eventually to project failure.

Main reasons behind this behavior might be because:

- a. Lack of information due to unenthusiastic efforts.
- b. Unclear vision because of absence of proper search of risks & costs.
- c. Lack of experience and missing lesson learnt from previous projects.
- d. Lack of understanding of projects scope and deliverables.

To avoid such behaviors, there must be the following:

- a. Design proper template for all project's processes & procedures and to be audited frequently.
- b. Review and audit the planning activity be expert if needed.
- c. Review of previous projects and their final reports if applicable.

One of critical decisions the PM must make is selection of project team members. If the selection was not appropriately taken place, this will lead to unpleasant results.

Such selections will lead to the following:

- a. Conflicts between project team members.
- b. Lack of cooperation, support and transparency.
- c. Overwhelm specific member with activities as a result of his good performance.
- d. Lack of experience leading to difficulties completing the tasks.

To overcome such behaviors, the following should be considered:

- a. Proper selection based on the knowledge, experience and commitment.
- b. Communication mechanism to be identified for following up activities progress.
- c. Set SMART KPI's to evaluate performance.

3.1.3 Self-professional assessment:

It is a strategic analysis plan in several areas such as business management and human development, and we divide this analysis as I wrote the four letters in English into S-W-O-T, and it can be defined as follows:

- Strength: the strength elements in the project that distinguish it from other projects.
- Weaknesses: Weaknesses in the project.
- Opportunities: which can come from outside the project and may lead, for example, to increased sales and also can lead to increased profits.
- Threats: They can come from outside the project and cause disturbances to the project.

Figure #4



SWOT	
Opportunities: • Empowering and increasing the number of working engineers which is related with Vision 2030. • Technical excellence with modern service in the field of design and engineering.	Strength • Providing consulting services to various geographical regions through a unified platform. • Multiple designers participating to present different works. • The advantage of quick communication with the customer due to the presence of an effective communication system with customers.
Threats • Unwillingness of customers to deal with the platform and loss of confidence due to the newness of the platform. • The possibility of electronic loopholes in the system, which leads to slow service provision.	Weaknesses • Not having sufficient experience in launching consulting services through an existing platform, and this may lead to poor quality. • The inability to provide services to all customers, especially to remote areas and villages, due to the geographical dimension.

Figure #5

3.2 Personal integrity and reliability

3.2.1 “3” behaviors that contradict moral integrity:

Embezzlement, forgery, and altering data.

3.2.2 Analysis of financial, social, and technical influence:

Financial Behaviors:

- a. Excessive cost due to delay of timely delivery.
- b. Financial responsibilities/commitment to overcome problems during execution.

Technical Behaviors:

- a. Impact on efficiency of all project activities due to lack of moral contradictions.

Social Behaviors:

- a. Loss of trust from customer.
- b. Loss of reputation.

3.3 Personal communication

3.3.1 Register of the stakeholder:

The stakeholder register is used to identify those persons and organizations affected by the project and document relevant information about each stakeholder. Related information may include Name, position in the organization, role in the project, Contact information, List of key stakeholders' requirements, List of stakeholders' expectations, potential impact on project, and classification or Rating of each stakeholder. A stakeholders' record is a dynamic project document.

Stakeholders are likely to change, their level of impact, requirements, and classification throughout the project. At first you won't have enough information to complete the registration. As the project begins, you will gain additional information and an understanding of each stakeholder's requirements, expectations and impact and a stronger stakeholder record. The information contained in the stakeholder register must be designed to meet the needs of the project. For example, some projects may have internal and external stakeholders, while others may have only internal stakeholders. The following sample is just one approach to identifying and documenting stakeholder information. The stakeholder register receives information from: The Project Charter, Procurement Documents, which is linked to the

stakeholder analysis matrix, and provides information to: Requirement's documentation, Quality Management Plan, Communications Management Plan, risk Management Plan, and stakeholders Register.

The identification of project stakeholders is very important in the planning and management of the project because it is linked to several project inputs and outputs and the key advantage of this process is that it allows the project manager to determine the appropriate focus for each project stakeholder or group of stakeholders.

It is important for the success of a project to identify those involved early in the project or phase and analyze their levels of interest and individual expectations as well as their importance and impact. This initial assessment must be regularly reviewed and updated, with a wide variety of stakeholders depending on size, type, and complexity. Although the project manager's time is limited and should be used as effectively as possible, stakeholders must be classified according to their interests, influence, and participation in the project, bearing in mind that the impact or influence of the project concerned may occur or become apparent only at late stages in the project or phase. This allows the project manager to focus on the relationships needed to ensure success, this is through project-specific inputs:

1. **Project charter:** Provides the necessary information about internal and external parties associated with the project that are affected by the project result or implementation such as the project manager, workers, department managers, groups involved in the project, and other individuals or organizations affected by the project.
2. **Procurement documentation:** The project (application of furniture) is the result of procurement activity and the parties in the contract are the primary stakeholders in the project. Other connected parties such as suppliers should be considered part of the project list.
3. **Factors surrounding a project that may affect the process of identifying those involved in a project include, but are not limited to, the following:** (Regulatory structure, culture, regulations, building standards and specifications, government, or industry standards)
4. **Sources of the organizational process:** The sources of the organizational process influence the process of identifying those involved in the project, and the previous stages of implementation and the records of those involved can be used from previous projects.

Steps for analyzing the concerned:

- Identify who is involved in the project and what information is relevant to them (their roles, departments, interests, knowledge, expectations and influence or decision-making capacity). It is usually easier to identify the key project stakeholders. Most affected by the project's consequences are the managers and main client, and the other stakeholders can be identified from a managerial position during the interview of the concerned and the list expanded until all potential stakeholders are included

- Analyze and classify the potential impact or support provided by project professionals so that the appropriate strategy is identified and in the larger context for the project concerned and prioritize to ensure that the effort is effectively utilized to manage and communicate their expectations.

- Assess how key stakeholders respond or react in a variety of situations to plan how they can influence them to improve their support and mitigate potential negative effects.

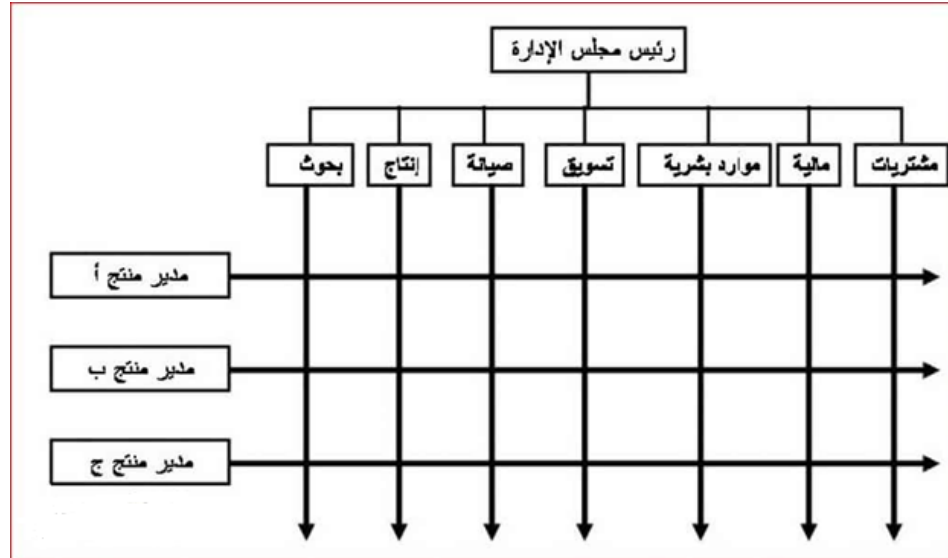


Figure #6

The identification of project stakeholders results in some outputs (the stakeholders' registry) and includes all details related to the specific stakeholders including, but not limited to, the following:

- **Identification information** (name, job position, location, project role, contact information, Assessment Information most important requirements, Key expectations, expected degree of impact, Phase in the most important lifecycle.)
- **Project classification internal and external, supporting/neutral exhibits etc.** consult and update the stakeholders' record regularly as stakeholders may change – or identify new stakeholders. Throughout the life cycle of the project

The concerned management plan is therefore a component of the project management plan and identifies the management strategies required for effective participation by stakeholders, which may be formal, informal, or concise in broad headings or detailed project needs as well as data collected in the respective registry.

3.3.2 Personal communication:

The information must be shared among the project stakeholders through several communication methods, categorized as follows:

Push calls: They are sent to specific recipients who need to receive the information. This method ensures that information is distributed but does not guarantee that it reaches or is understood by the intended audience. This type includes letters, memos, reports, emails, faxes, voice mail, BLOGS, press release, etc. the customer reports are sent to keep the project owner informed of the progress of the project

Attract communications: Used with large amounts of information or with very large audiences and requires recipients to access communications content at their own discretion. These methods include websites, e-learning, lessons learned bases, knowledge stores, and others. An example of such contacts was a request from the consultant or designer for technical aspects of the project.

Interactive communication: Two or more parties that conduct multi-directional information exchange. This is the most effective method of ensuring a common understanding by all participants on specific topics and includes meetings, phone calls, instant messaging, video conferences, etc. such as contact by implementation team members or senior management.

Project stakeholders may need to discuss, agree, and approve the choices of communications methods used with any project based on communications requirements, cost, time and knowledge limitations, and the availability of the required tools and resources that may be used in the communications process.

Meetings are a means of communication through chat and dialog with the project team to determine the most appropriate way to update and communicate project information and to respond to requests from different stakeholders for such information. These are conducted face-to-face, online, and in different locations, such as conversation and dialog sites, commonly through meetings, and most project meetings involve meeting stakeholders for the purpose of solving problems or making decisions. Although informal discussions are considered a meeting, most project meetings come more formally through a pre-coordinated time, space, and agenda, with meeting minutes and other standard documented information with a specific list of issues to be discussed and distributed in advance specifically for the meeting. This information is then distributed to other appropriate stakeholders as needed and the Communications Management Plan is a component of the project management plan and explains how communications for the project are planned, coordinated, followed up and adjusted. The plan includes the following information:

Contact requirements for stakeholders

- Information to communicate, including language, format, content, and level of detail

- Why this information was distributed
- The time frame and frequency with which information is distributed and an acknowledgment of receipt or response is received by the person responsible for delivering and communicating the information
- The person responsible for authorizing the publication of confidential information
- The person or groups receiving the information
- Methods or techniques used to communicate information such as memos, email and/or data
- Active assigned resources Communications including time and budget
- The escalation process that defines the time frames and the name series (administrators who are involved in the escalation of problems that cannot be resolved at the lower level of the job.
- How to update and revise the communications management plan as the project develops and progresses
- Glossary of common terms
- Project flow maps and workflows with a potential hierarchy of delegation, report list, meeting plans, and other communication restrictions usually derived from specific regulations or legislation, technology policies, regulatory policies, etc.

Effective personal communication of projects:

It is a complex creation of furniture application and the reliability of software development, there must be healthy and effective relationships between people working together because communication is not enough, so many decisions are shared and a lot of work is done collaboratively, and if good relationships are not available, any available amount of communication will not be important.

As project managers spend a lot of time communicating with individuals and groups, they are inevitably more responsible for effective communication than other members of the team. Good project managers provide ongoing resources of good communications and health relationships, greatly increasing the effectiveness of everyone they connect with

Doing so does not require a person who works only in contact with others, the gamer's character, a brilliant humor, or magic powers that may help.) It starts by recognizing that communications and relationships are critical to success and that you will want to understand where most communications problems occur and learn how to deal with them this following list covers many communication problems, briefly describes why they occur, and offers some simple tips to avoid or solve them.

"We are not in a position to do so," he said, according to the Washington Post

Hypothetical: For example, when a businessperson asked why he did not send e-mail, it assumed that he knew what he was supposed to do, that he knew when he was supposed to send it, and that he knew what it was inside. They should also somehow notify you that they have done so. Good communication before reproaches that person involves making these assumptions clear that good communication usually clarifies assumptions during discussion of key points, e.g., when contacts are made, and confirms them back before the deadline.

In addition to the fact that it is not possible to use the new technology, it is not possible to use the new technology to create a new system of technology that will enable it to be used to create a new system of technology. Look for a story or analogue to give a rough framework that people can follow. Add detail to a stage where you don't need to be like it

In the first place, it is the first time that we have been in the United States that we are in the process of being a member of the United States. You must accept the possibility that they know something important that you don't. Your goal is not to force them into a site, but to achieve the best possible project result

Dictation: People who give orders to others are simply. They do not explain information or questions about the matter or respond to it with cynicism, and the reasons for those decisions are clear and have not been unexplained that the issuing of orders is timely but should be an exception. Instead, he struggled to make decisions in an environment where people had the right to ask good questions, suggesting challenges for what you considered logical

Conflict of problems: Communication can convince many other problems and is the only case where others can show their feelings about other things. What comes in response to a request can be an expression of feelings that are not related to the request

Attacks Personal considerations: When a party moves the debate away from the subject and toward an individual, situations turn into personal matters. This is called personal attacks. This is not fair to the other because it requires him to defend his opinion as well as his personal behavior. Personal attacks are cheap methods, with many different forms. The person who launched her often feels hurt and sees an attack as the only way to win controversy. It is then up to a more mature person to intervene and resolve the dispute.

3.3.3 Shapes, models, and channels of personal communication:

Good communication with stakeholders ensures a successful project, and the communication plan is often completed before the start of the project and communication methods include the following

- Oral communication
- The language of the body that expresses messages
- E-communication and written communication like using e-mail. Etc.

The content and views of the message are more important than the communication method itself and formal meetings may be an important part of the communication process, but they must be managed correctly and practically on a project, and it can only be time consuming, such as meeting.

3.3.4 Communication matrix:

Effective communication is one of the most important elements and requirements for the success of any project, regardless of its objectives or the field in which it operates, as effective communication methods and tools would enhance cooperation between team members and thus facilitate the delivery of information and save time and effort in correcting errors resulting from misunderstanding or lack of access. Information in the correct and required form for stakeholders.

First, we have to identify the stakeholders and the available methods of communication before developing a communication plan:

Table#7

Stakeholder	Contact purpose	Contact Tools	Time	Concerned person
CEO	Project Presentation	Live meeting	8 AM – 5 PM Monthly	Project manager
Project sponsor	Project	Live meeting Online meeting	8 AM – 5 PM Weekly	Project manager
Steering committee	Project Presentation	Live meeting Online meeting	8 AM – 5 PM Monthly	Project manager
Technical team	provide update and notes regarding the application version	Live meeting Email	8 AM – 5 PM Biweekly If needed	Project manager Project coordinator
Quality team	check and review the output	Live meeting Email	8 AM – 5 PM Weekly	Project team
Ministry of commerce	Obtaining the necessary permits and requirements	Online meeting Email	8 AM – 5 PM If needed	Project manager

because the communication matrix is a living component of the project's continuity on the right track, this matrix must be updated throughout the life of the project to ensure that information is communicated to the concerned parties.

3.3.5 “3” wrong scenarios of communication:

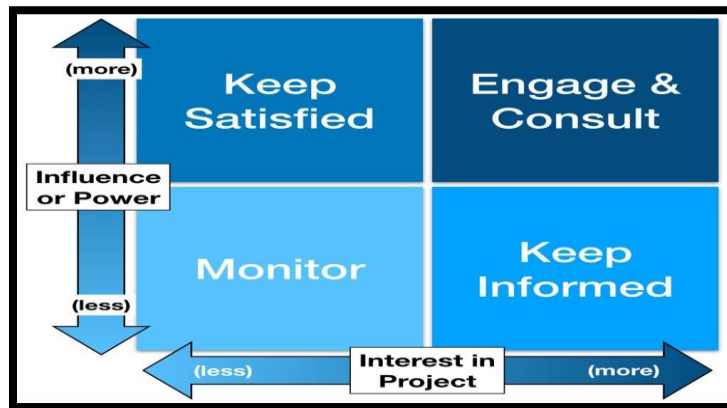
1. Sharing project reports with stakeholders with out-of-date or accurate information.
2. Holding a meeting with the stakeholders and the project team without preparing a specific meeting agenda, which causes time loss and deviation from the meeting's goal
3. Delay or failure to update project information such as the communication matrix and stakeholders at the correct time, which would affect the timely delivery of information to the concerned parties

3.3.6 stakeholder assessment matrix:

Stakeholder Matrix analysis identifies and describes stakeholders. This analysis is used during the planning, development, implementation, evaluation and analysis stages.

The table below shows the most important common matrix for analyzing and updating project stakeholders:

Figure #7



Table#8

Stakeholder	Leading	Supportive	Neutral	Resistant	Unaware
CEO		D	C		
Project sponsor	D			C	
Steering committee		D			C
Technical team		D	C		
Quality team	D	C			

Ministry of commerce			D		C
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Current Stakeholder Status "C"

Desired status stakeholders to reach "D"

4.1 Leadership

4.1.1 Leadership model description:



Transformational / Visionary Leadership Style

- The transformational leadership style is **one of the most implemented styles**. It has integrity, defines clear goals, encourages clear steps to communication and expressive.
- This type of leader inspires their team to work together towards a common target.
- **Transformational leaders combine the best practices and are leaders who are trusted and can motivate others.**
- The transformational style requires a number of different skills. And its primary focus is to **make change happen in our self, others, groups, and organizations.**

Pros:

- This style of leadership **encourages, motivates and supports** employees, often involves **recognizing and rewarding** people for their good work.
- Enhance innovation.
- Good for teams that have recently experienced failure

Cons:

- Can become **unrealistic and overly optimistic**.
- Conflicts if other strong individual in the organization with competing vision

Emphasis is either on harmony or productivity, focus is on the leader, team, or individual.

The Transformational / Visionary Leadership Style emphasizes harmony and focuses on the leader.

4.1.2 Reasons for preferred model:

- The leader focuses on setting **a positive vision for the future**.
- Team members **are infused with a sense of purpose and excitement**.



- leaders who stimulate and inspire (transform) followers to achieve **extraordinary outcomes**.

4.1.3 "5" proposals for the motivation methods:

1. Encourage, motivate, and supports employers; often involves recognizing and rewarding people for their good work.
2. Enhance innovation.
3. Use Emotional Intelligence.
4. Establish good communication among team members, internally and externally.
5. Consider additional training for team members who need to improve their performance.
6. Team-building activities

4.2 Teamwork

4.2.1 RACI model for 3 administrative measures of the project:

Table#9

RACI Chart	Person				
	Executive Director	Project Manager	Quality Manager	Risk Manager	IT Manager
Create charter	C	R	I	I	I
Collect requirement	I	R	A	C	R
Submit change request	I	A	R	R	I
Develop test plan	I	R	A	I	R
R = Responsible A = Accountable C = Consult I = Inform					

4.3 Conflict and crisis

4.3.1 Conflict and crisis identification:

Conflict:

- It is a misunderstanding that occurs between project team members or members and internal stakeholders. It is caused by miscommunication, doubt or uncertainty.
- Working as a team and with a variety of stakeholders, there are bound to be conflict.
- Conflict in projects is inevitable.
- Conflict is natural.
- Conflict can be a positive benefit to the project and outcomes, if managed properly.
- can be seen as a gift of energy, in which neither side loses and a new dance is created. *Thomas Crum*

- It is a natural ingredient in every organization.
- The ability to manage conflict is considered to be a core leadership competence and can help project teams to grow and advance. However, conflict management is one of the most difficult soft skills that someone can master and develop.

Table#10

GOOD conflict	BAD conflict
• Produces new ideas. • Solves continuous problems. • Gives opportunity for people to expand skills • Allows creativity, and • Improves performance	• Lowers team energy or morale. • Reduces productivity. • Prevents job accomplishment. • Creates destructive behavior, and • Fosters poor performance.

Crises:

- It is the effect of a situation or event that challenges the strength of the individual and makes him compelled to change. A point of view or readjustment to oneself or the outside world.
- can also be defined as an advanced and detailed stage of conflicts that represent a breaking point. The conflict turns for the better, or the conflict increases and turns for the worse.

4.3.2 "3" expected scenarios of the conflict's events in the project:

1st scenario in conflicting resources: Conflict between two team members because of accessing resources, such as technology, office supplies and meeting rooms.

2^{ed} scenario in conflicting goals: A team member has conflict with the quality manager because the member has some individual goals out the scope.

3^{ed} scenario: Conflict between two team because of the crashing and Equipment's need

4.3.3 Optimal strategies to deal with each conflict:

1st scenario the project manager decided to use Smooth/Accommodate which emphasizing areas of agreement rather than areas of difference.

2^{ed} scenario the project manager decided to use Force/Direct which is Pushing one's viewpoint at the expense of others; usually enforced through a power potion to resolve an emergency. Often results to a win-lose situation.

3^{ed} scenario the project manager decided to use Collaborate/Problem Solve which Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus. Result in a win-win situation.

4.3.4 Root Cause Analysis:

Analysis of conflicts has more than a method such as Fishbone Diagram, Why-Why Diagram, and Ishikawa Diagram which helps to identify the main or Root Cause of problem. In this case we decide to use the 5-Why Diagram

Problem Statement (1st scenario in conflicting resources): Conflict between two team members because of accessing resources, such as technology, office supplies and meeting rooms.

1. Why did the conflict happen?

Because there was different roles and responsibilities between the two team members.

2. Why did it different roles and responsibilities?

Because of the knowledge and experience of each team members and

3. Why didn't we hire a same level of knowledge and experience of the team members?

To achieve the project goals in better quality

4. Why we need to achieve the project goals in better quality?

Because of the vision, strategy, and goals of the company.

In short, after answering the questions; the project manager decided to use **Smooth/Accommodate** approach to avoid the conflict

2^{ed} scenario in conflicting goals: A team member has conflict with the quality manager because the member has some individual goals out the scope.

1. Why did conflicting goals happen?

Because each individual has his/her own idea of development.

2. Why everyone has his/her own idea of development.

Because the quality manager following the requirements and/or standers for the project and its deliverables. On the other hand, the team member did not have enough knowledge of it.

3. Why did the quality manager follow the requirements and/or standers for the project?

Because he/she is accountable for it.

4. Why did the quality manager accountable?

because of verifying the project deliverables and work meet the requirement specified by key stakeholders for final acceptance.

5. Why he/she needed to verify the project deliverables and work meet the requirement?

Because of controlling quality and outputs of the project.

In short, after answering the questions; root cause of the problem is the team member, so the project manager decided to use **Force/Direct** approach to avoid the conflict

3^{ed} scenario: Conflict between two team because of the crashing and Equipment's need

1. Why did the conflict of equipment's needed happen / Why did it arise?

Because of time-to-market pressures in another project.

2. Why did unforeseen delays time-to-market pressures happen?

Because a new technology was appeared, and we need to use the equipment's as Fast-tracking in another project.

3. Why did we need to use Fast-tracking in another project?

Because the project was Constrained.

4. Why did the other project NOT Constrained?

Because of the sponsors' requirements.

5. Why did we needed to understand the requirements?

Because its part of the Project Charter which we follow for the deliverables.

In short, after answering the questions; the project manager decided to use **Collaborate/Problem** approach internally to avoid the conflict.

5.1 Resourcefulness

5.1.1 Human resources distribution:

Table#11

Role	Discretion
CEO	Responsible of managing the company overall operations
CFO	Responsible of managing the company overall financial actions
IT manager	Responsible of managing the company IT actions
Risk manager	Responsible of managing the company risk analysis
Quality manager	Responsible of managing the company quality checks

Operation manager	Responsible of managing the company daily operations
Project manager	Responsible of managing the company projects
Admin	Assisting the project manager
Designer	Responsible of visualization of the required work
Engineer	Responsible of designing and directing all engineering activities

5.1.2 Analysis of the influence of conducting Crashing

and Fast-tracking process:

all projects have 3 main constraints that needs to be frequently monitored to ensure the success of the project. Those main constraints are as follow:

1. Time constraints:

Time constraints refers to the timeline for project completion, such as the deadline for each phase of the project and the implementation date of the final deliverable

In order for project to be successful proper time management techniques needs to be implemented effectively.

2. Scope constraints:

Scope constraints refers to the project specific goals, deliverables, characteristics, and capabilities, as well as the tasks required to complete the project exactly without additions and projects success require a proper monitor for and detailed requirements to avoid any creeping of scope.

3. Budget constraints:

Budget constraints refer to the maximum amount allowed to be spent on a particular project and successful projects are properly monitored to ensure tasks and activities are within the approved budget.

This is the important triangle in project management that every project manager is dealing with.

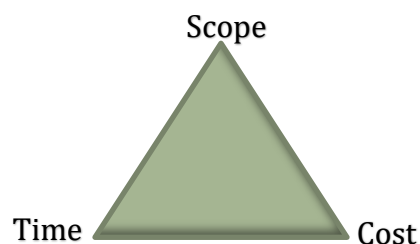


Figure #8

The deference's between using Crashing or Fast tracking depend on the activity and priority of important activity.

Crashing:

This technique is used when You want to reduce the duration of your project activities by spending less time on one or more tasks. Crashing is executed by increasing the resources of the project. This will take less time than planned for the task but it will increase the cost.

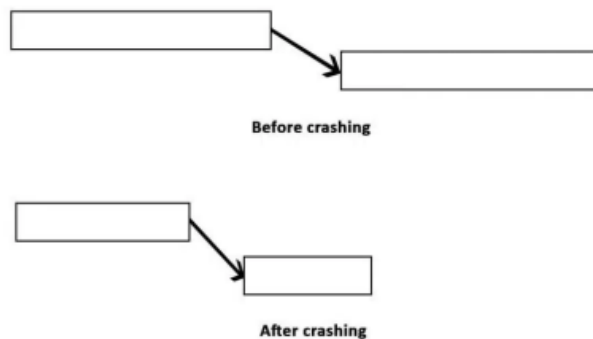


Figure #9

Fast tracking:

This technique is used when you want to reduce the duration of activities that normally run sequentially to run in parallel. This will take less time than planned for the tasks but it will increase the risk.

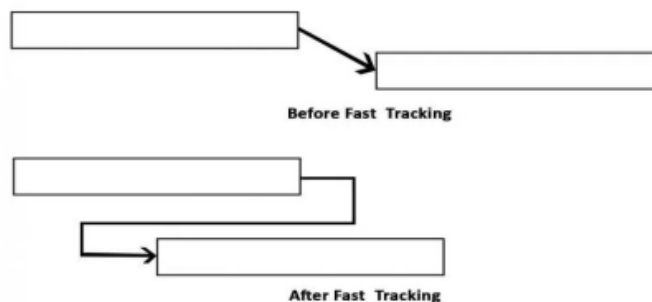


Figure #10

It is necessary sometimes to use one technique or the other to reduce the duration of tasks to meet the deadline and expedite the process but this shouldn't be the normal attitude of project managers due to the cost and risk increase associated with using these techniques.

The project manager needs to monitor the progress of the project and the approaching deadlines and apply the needed technique to the critical path of the project when necessary.

5.2 Negotiations

5.2.1 General rules for the negotiation process:

It is important to assume that everything about the project is negotiable and the project manager must be an experienced negotiator. And to be a good negotiator is to be prepared and have done your homework before engaging in the negotiation process.

It is important to strengthen the skill of negotiation for any project manager because there are many aspects in project management that require the use of negotiation skills with the project's clients, management, or stakeholders at some point during the project.

Moreover, the negotiation lifecycle can be defined into 5 main categories:

- Deciding to negotiate
- Preparing to negotiate
- Negotiating
- Exciting
- Following up after the negotiation

5.2.2 "2" negotiation plans:

Negotiation can be difficult sometime but with practice and determination the project manager can become a great negotiator.

There are many negotiation techniques that can be used to gain the needed results.

An example for such is a Win-Win negotiation when both sides gain benefits.

Another technique is Win-Lose negotiation or distributive negotiation where each side are trying to maximize their profit in the cost of the other side.

Another popular example of negotiation is Co-worker negotiation which we are doing daily to resolve disagreement at work.

In our project we are going to use the Win-Win and Co-worker negotiation techniques.

1st plan Win-Win technique:

We are going to focus on providing our customer with the best benefits that they can get in the market with the best pricing to satisfy them with getting appropriate deals while making some profit that cover the cost of doing the business.

2nd plan Co-worker negotiation technique:

Depending of the project we will focus on providing our staff and team with appropriate compensations when doing the work on time or earlier with off days or some valuable benefits to them rather than monetary compensations.

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