



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Assignment 1 (Spring 2021)

Student Name	Abdalmohsen Abdulaziz Othman	اسم الطالب
Students I.D	2021201768	الرقم الجامعي

Section

Master

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Course Code

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Advanced Project Management

Instructions:

- ☐ يغلق الواجب يوم الإثنين ١ مارس في تمام الساعة ٩ مساءً.
- ☐ الواجب سؤال واحد مقالي من ٤ درجات.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية تكون باللغة الانجليزية.
- ☐ يرجى ضرورة التحويل إلى صيغة pdf بعد الانتهاء من الواجب ورفعته على المودل.

Instructor's Name:

Eng. Amaal Aburumman

Assignment (1)

You are employed as a supervisor at the local mail distribution center. The center wishes to develop a new staff recruitment and selection process, to be implemented within the next three months. You have been assigned the responsibility of project manager.

Your Task

Explain (130 to 150 words) how you as the project manager should plan, manage, and control communication, with the team members to achieve deliverables. Give reasons.

Best of luck..

Primary Stakeholders

Customers

Merchandise offering
Personal loans
Service levels
Product delivery
Credit offering

Employees

Providing safe, and secure services that offer great value
Providing appropriate service information
Offering excellent customer relations and support
Training and skills development
Remuneration and benefits
Performance management
Personal development
Managing customer information appropriately

Shareholder

Trading and financial performance
Dividend payments
Capital management
Prospects

Secondary Stakeholders

Suppliers
Product exclusivity and innovation
Product availability
Quality and safety standards
Delivery lead times

Continuity and efficiency of supply
Payment terms and accreditation of suppliers
Supplying products in a stable manner

Regulatory Bodies

Legislation
Regulation
Compliance
Governance practices

Community

Financial support
Staff donations
Volunteering support

;

Project Manager - Job Description

Oversee the planning, implementation, and tracking of the project

Plan the project

- Define the scope of the project in collaboration with senior management

- Create a detailed work plan which identifies and sequences the activities needed to successfully complete the project
- Determine the resources required to complete the project
- Develop a schedule for project completion that effectively allocates the resources to the activities
- Review the project schedule with senior management and all other staff that will be affected by the project activities; revise the schedule as required
- Determine the objectives and measures upon which the project will be evaluated at its completion

Staff the project

- In consultation with the appropriate manager, recruit, interview and select staff and/or volunteers with appropriate skills for the project activities
- Manage project staff and/or volunteers according to the established policies and practices of the organization
- Ensure that personnel files are properly maintained and kept confidential
- Ensure that all project personnel receive an appropriate orientation to the organization and the project
- Contract qualified consultants to work on the project as appropriate

Implement the project

- Execute the project according to the project plan
- Develop forms and records to document project activities
- Set up files to ensure that all project information is appropriately documented and secured
- Monitor the progress of the project and make adjustments as necessary to ensure the successful completion of the project
- Establish a communication schedule to update stakeholders including appropriate staff in the organization on the progress of the project
- Review the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards

Control the project

- Write reports on the project for management and for funders
- Communicate with funders as outlined in funding agreements
- Monitor and approve all budgeted project expenditures
- Monitor cash flow projections and report actual cash flow and variance to senior management on a regular basis (monthly/bimonthly)
- Manage all project funds according to established accounting policies and procedures
- Ensure that all financial records for the project are up to date

- Prepare financial reports and supporting documentation for funders as outlined in funding agreements

Evaluate the project

- Ensure that the project deliverables are on time, within budget and at the required level of quality
- Evaluate the outcomes of the project as established during the planning phase

Q4. Find an example of a vision or mission statement, or a strategic plan or operational plan. Examples of each of these can be found online. If you are currently employed, you can select one of the statements or plans of the organization in which you work.

Analyze the vision or mission statement, or strategic or operational plan you have found to identify the organisation's objectives. Describe a project that might be implemented to achieve the organization's objectives. Clarify and explain how the project would help to achieve the organization's objectives.

Include in your answer whether you could be required to consult with other personnel within the organization to source information regarding other projects underway.

Our Vision

To be the Top Performing and Most Admired Refinery in Asia

Objectives

- Benefit our shareholders
- Realise the potential of our people
- Meet our customer requirements
- Maximise refinery margins

The vision for the company supports its objectives selected above. As a top performing and most admired refinery, this vision supports the objective of benefiting its shareholders and realizes the potential of its people. When the company becomes a top performer it benefits its shareholders and also realize the potential of its people. It will also meet the other two selected objectives of meeting the requirements of their customers and maximizing refinery margins.

It is however necessary to consult with insiders whether it has undertaken some projects to be a top performer and admired refinery in Asia.

Q5. You work for an organization that makes and sells baked goods. You have been appointed project manager of a team whose task it is to develop a new product for sale. This might be a new cake, biscuit or type of bread. Determine the resources needed to undertake the project. Explain how you would go about sourcing and accessing these resources.

Resources:

People

Project tasks are performed by people and thus are important resource that must be available for the project to start and succeed. People resource will need skilled, semi skilled and unskilled people.

Candidate identification is very important because if the wrong person is recruited, it might be

very expensive and impact negatively on the project success. People resources will be resourced from employment bureaus and through advertisements in the local dailies when the specifications of the people required have been drawn.

Equipments

Different equipment will be required to carry out the project and these will include items like computers, printers, telephone, internet links and other communication systems among others.

The equipment will be sourced a tendering process or asking for quotations from repeatable suppliers.

Financial

Financial resource is needed for the provision of every activity that will be undertaken. It is needed to buy equipment, pay people salaries and facilitate daily operational expenses. The funds will be sourced from the main office which can source it from a bank or budget allocation to the project.

Q6. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Identify appropriate project management tools and describe how they can be accessed. Provide an example of the tool and outline how it relates to your project.

Appropriate project management tools:-

Examples of the appropriate tools include computers, printers, internet, telephone,
The tools relate to the project as follows:-

Computers

Desktops and laptops will be needed especially for every team member. It facilitates

communication and report preparation.

Printers

This will be needed to print reports and other documents. This is because some mails or documents are not easy to read as soft copies.

Internet facilities

This will need sharing of information and ideas. It will also facilitate monitoring, supervision of the work.

Telephone

This will facilitate communication and consultation processes.

Mail and distribution system

This is important for the project and

Copier

Documents will be copied and thus the need for a copier

Q7. You are working on a project to move the contents of an office from one location to another. You will need to move heavy furniture such as desks, filing cabinets, lounges and photocopiers. What are the potential risks? Formulate a risk management plan for the project and consider any relevant legislation.

Potential risks

Breakages

Accidents

Loss of documents

Risk management plan

Objective: Provide a management framework to ensure that all levels of risks and uncertainty are managed.

Process: Actively identify, analyze and manage risk throughout

Risk assessment:

Risks identification: All will be involved but will be lead by the team members and will include culture of the organization, environmental factors and management plans and objectives, deliverables, assumptions etc.

Method of identification: Brainstorming, SWOT analysis, interviewing, questionnaires etc.

Risk analysis: Assess all the risks identified for the range of possible range of income. Prioritize risks according to their level of importance. Use both qualitative and quantitative analysis.

Risk response planning: Assign risks falling within the thresholds set to the owners to monitor and control

Methods of addressing major risks: avoid, mitigate, accept, transfer etc.

Risk contingency budgeting: Prepare advance budget to manage risks

Q8. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Develop a project budget for this project.

Project budget

Allowances	10,000
Transport/travelling	6,000
Equipments:	
Desktop	40,000
Laptops	80,000
Printer	3,000

Copier	5,000
Internet services	10,000
Telephone	<u>10,000</u>
Total	<u>164,000</u>

Q9. A team of people who might be able to help with the project, how they would be consulted and take their views into account when planning the project.

Finance personnel

The finance officer offer advice on issues of finances. The officer will guide on budget preparation and financial monitoring. I will consult the officer to help in putting a sound financial system in place so that there is no budget overrun.

ICT Personnel

The personnel will be consulted on matters of communication. As it is, efficient system of communication is very essential amongst the project members as well as the project itself and thus the importance of the personnel. He will give advice on some of the ICT equipment to be purchased.

Risk Officer

The risk officer will be consulted on risks and give guidance on how to assess and mitigate risks. He will be consulted in preparing the risk plan for the project.

Logistics Officer

The officer is critical in the business of mail distribution and thus will be consulted on technical matters as how best or quick to deliver mails. The officer will be consultation on issues of distribution and logistics.

Human Resource person

The officer will be consulted on matters of human resource. This is very important given that human resource is the most important asset of the organization.

Legal Officer

The officer will give direction on legal matters

Q10. When consulting team members you need to take into account that not all team members will speak English as their first language. Why do you think it is necessary to communicate with people from diverse backgrounds in an appropriate or different way? You might need to undertake your own research to answer this question.

The key to communicating effectively with people from diverse backgrounds is to be flexible and always keeping an open mind in unfamiliar situations.

When communicating with these people one needs to be alert to the different ways people interact and seek to understand the protocols of diverse cultural groups.

One also needs to be ready to learn and adapt while demonstrating consistency and reliability.

It is necessary to endeavour to speak clearly and slowly, if necessary, but do not shout unnecessarily or treat others as though they do not understand. If there are difficulties in

communicating with people from other cultures, do not treat other people as though they are unintelligent.

Q11. How to finalize the centre's project plan and identify any necessary approval to commence.

How to know when project plan is finalized

I would begin by identifying the vacancy and further evaluation its need in terms of whether it is necessary in the distribution centre. Recruitments provide opportunities for aligning staff skill sets to initiatives and goals, and for departmental and individual growth. Proper planning and evaluation of the need will lead to hiring the right person for the role and team

My next step of action would be to develop a position description as well as develop a recruitment plan. A position description is the core of a successful recruitment process. It is used to develop interview questions, interview evaluations and reference check questions. Each position requires a documented Recruitment Plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure a wide applicant pool.

I will also select a team to work with drawn from various departments in the centre. This will be to ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias. As a project manager I will identify members who will have direct and indirect interaction with the applicant in the course of their job.

I will then post the position on the various avenues with the aim of attracting suitable candidates or explore various job portals to search for suitable candidates. In order to identify the widest and talented applicant pool, the team will engage in sourcing and outreach activities.

My next step would be to review the applications and develop a shortlist. It is recommended that all the team members review all applicants to ensure more than one person assesses their qualifications and that individual opinion or biases are avoided.

I would then conduct interviews, select and hire the best suited candidates for the job. An interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both. It should be ensured that a thorough interview process is conducted and that all necessary data to properly evaluate skills and abilities is available. Once the interviews have been completed, the team will meet to discuss the interviewees. Team members will need to assess the extent to which each one met their selection criteria. Upon completion of the recruitment process the offer to the selected finalist is made.

I would identify the necessary approvals to commence the project by not only identifying vacancies but by evaluation their worth in the centre in terms of what value they would add.

My approach to gaining approval would be to try as much as possible and justify the processes and costs involved.

My project plan is finalized when the entire team is satisfied with the candidate hired and the successful candidate is issued with an employment contract.

Q12. Your organisation's premises has been flooded causing damage to carpets, furniture and computer equipment. You have been appointed the project manager for the clean-up and repair of the premises.

- a. Identify the responsibilities that each of your team members might have and explain what action you would take to ensure project team members are clear about their responsibilities and the project requirements.

Team members

The team members will be human resource officer, finance officer and risk officer.

Responsibilities of team members

Human resource

The human resource officer is in-charge of staff and any communication with staff is best communicated through him. It is important to note that the risk should be associated to all staff and thus the involvement of human resource officer. Some need for internal training will also be required for all staff on risk assessment and mitigation so that they know how to react and mitigate risks.

Finance Officer

There will be need for funds to go about the process of managing the risk. The finance officer is therefore required to plan for such problems.

Risk officer

The risk officers will advise on risk assessment and mitigation. He will give guidance on how to mitigate such risks and recommend ways on how all personnel can be trained.

- b. Explain why you would use your chosen strategy for informing team members of their responsibilities.

The strategy of informing team members of their role is to ensure that risk is mitigated and that there is preparedness. It is also good to fix responsibilities.

Q13. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. What type of recordkeeping system would you establish and maintain throughout the project? Why would you use this type of system? Why would you think it is superior to other recordkeeping systems?

Answer

The objective of record keeping is retrieval. For compliance purposes it is essential not only to retain records but to be able to access them for self-audit. The purpose of record keeping is for both compliance purposes as well as to monitor the centre's selection process. Therefore, all records must be maintained in such a way that they can be maintained and retrieved in accordance with the date of selection.

The type of record keeping I would establish and maintain is retaining hard copy records (unless and “soft” records such as electronic databases.

Q14. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. How would you monitor and manage project finances, resources (human, physical and technical) and quality? Do not limit your ideas to methods used in the next. Why would you use these methods? Why do you think it is superior to other monitoring methods?

Monitoring and managing project finances and resources

1. Ensure there is a budget for the project and every activity of the project
2. Ensure that there is approval process in place so that before any incurrence of any expenditure, there is approval
3. Ensure there is a sound procurement system in place so that everything is purchased by order

from selected vendors

4. Ensure there is a sound system to ensure that purchases being paid for are against items ordered and received for the project
5. Ensure items are received before payment is processed
6. Ensure there is independence in processing project documents such that if it is payment, the invoice from suppliers is processed through the system rather than being sent to the project members
7. Ensure that there is estimated costs of expenditure and other purchases
8. Ensure that payment is disbursed to the suppliers without the project team playing any role except confirmation that the items being paid for were received

Q15. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Complete a progress report that could be forwarded to stakeholders.

Progress report

The project commenced as planned and is going on well. We have met five times and we still require some resources to move at the required pace. The team members of the project are drawn from different departments and include, finance, human resource, ICT, Logistics, Legal Office and Risk. We meet as a group every week on Mondays. We however keep communicating and consulting so frequently on mails and talk over the phone.

We had asked for approval of the budget but we have not been assured that everything will be availed.

We wish to express our fear that we might not meet the deadline if the resources are not availed timely.

We also recommend that we be facilitated by transport so that we can move around when it is necessary.

Thank you

Project Manager

Q16. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Identify and list any potential risks that might result in project outcomes not being met. How would you undertake risk management as required to ensure project outcomes are met? What risk management strategies would you put in place?

The principle that positions are filled on the basis of merit is fundamental to the recruitment and selection process.

Key potential risks that might result in the project outcomes not being met include; an employee or panel member manipulating selection procedures to secure the appointment of a close friend or family member.

There could also be instances of a selection panel member failing to declare a conflict of interest

and acting to advance the interests of an applicant who is a close friend or a relative.

Another risk would be the head of a selection committee appointing members to the selection panel whom they can influence in order to ensure their favoured candidate will be selected.

Falsifying qualifications or employment history to enhance his or her prospects of securing a position by an applicant is also a risk that could affect the project outcomes.

As a project manager, I would undertake risk management to ensure project outcomes are met by;

- 1) Training all relevant employees in the policy and procedures to ensure they are aware of their accountabilities.
- 2) Introducing policy and procedures for recruitment and selection.
- 3) Including in the policy sanctions for any breach of the policy and procedures.
- 4) Reviewing the policy regularly.
- 5) Making reference to recruitment and selection in all of the centre's documents such as codes of conduct.
- 6) Including recruitment and selection as a risk to be assessed in the centre's internal audit and corruption risk management processes.

The risk management strategies I would put in place include;

- 1) Keeping information confidential prior to the interview.
- 2) Verifying qualifications of job applicants as part of their claim to a position prior to appointment.
- 3) Informing all applicants in clear terms that falsely claiming qualifications will lead to their dismissal and/or prosecution for any relevant offence.
- 4) Ensuring all applicants sign a certificate declaring that the qualifications they assert are genuine and that they acknowledge any falsely claimed qualifications can lead to their dismissal.
- 5) Including a provision that permits an employer to terminate the employment of an applicant who falsely claims qualifications in all letters of appointment or other

contractual documentation.

- 6) Retaining interview notes made by each member of the selection committee on the recruitment file.
- 7) Recording verification of all academic and professional qualifications.
- 8) Including independents from outside the organization on the selection panel.
- 9) Filling vacancies promptly so that periods during which employees undertake more senior duties are not unduly extended, to the disadvantage of other potential applicants.
- 10) Screening pre-employment candidates and undertaking thorough reference checks. Each referee should be asked the same questions relating to the selection criteria and responses documented.
- 11) Verifying personal details with original documentation or certified copies.
- 12) Advertising positions widely enough to maximize the potential field and including appropriate selection criteria.

Q17. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Identify the project deliverables that you need to achieve to successfully carry out the project. Do not limit your answer to the final deliverable; include deliverables that need to be achieved throughout the project. Include both tangible and intangible deliverables.

Project deliverables

The project deliverables included a report containing computerization of systems of mail processing and other processes in the company. It was thus to deliver a computerized system of the company operations which is expected to result in cost reduction through staff rationalization. In the end, the company operational costs are supposed to reduce by 20% and staff by 15%. The recommendations of staff to be trained were also identified as per departments. The items to be purchased to achieve the objective were also listed.

Increased quality service is also one of the deliverables and is expected to be seen when the report is implemented. There will time reduction in delivering services to customers.

Q18. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. What documentation might you need to complete before the project ends? Who would you need to obtain sign off from? How would you obtain any necessary sign offs for concluding the project? Make sure your responses are specific to the project you are basing your answers on.

Documentation before the project ends

It is important to document every activity of the project so that it is clear of what was done. Documentation gives a report of how the project was carried out and how much was spent as compared to budget. The documentation to be completed will include the charter, management plan, scope, schedule plan, work plan, quality assurance and risk plans.

The project sign off should be obtained from the project sponsor who in this case is the Local mail

distribution manager. The sign off is obtained after presenting a critical report of the project containing; project name, project manager, start and completion date, project duration, project sponsor, goals, deliverables, team members and those affected by the report.

Q19. You are employed as a supervisor at the local mail distribution centre. The centre wishes to develop a new staff recruitment and selection process, to be implemented within the next 3 months. You have been assigned the responsibility of project manager. Review project outcomes and processes against the project scope and plan and involve team members in project review. Team members involved in home or personal life projects might include family members or friends. Provide a summary of your findings.

Summary finding of review of project outcomes and processes against scope and plan

The project was late by one month caused by delays in acquiring some items. Some key personnel needed for the projected were also recruited late. The resignation of a team member also delayed the process. The scope of the project was adjusted underway when one of the user departments raised issues thus variations from the initial plan.

There was no cost overrun as per the initial budget. However the adjustment made came with

some costs as some machines were to be bought.

Q20. When do you need to consider health and safety when managing a project? What are the aims of health and safety legislation?

Health and safety is needed all the time a project is being managed and is therefore considered at every stage of the project. However more emphasis is at the initial stage of the project where risk is assessed so that the health and safety measures being put in place can mitigate all the associated risks. Consideration should therefore be at all stages of the project implemented.

Aims of health and safety legislation

Minimize health and safety risks

Manage risks to employees

Resolve safety and health disputes

Ensure protection of employees at the place of work

Ensure employers put in place proper systems in place to mitigate health and safety risks