

Project Name (INSUREUS)



Group Number (6023)

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Second Semester

2021 – 1442

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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Introduction:

Insurance is a way of managing risks. When you buy insurance, you transfer the cost of a potential loss to the insurance company in exchange for a fee. We are a new digital platform (INSUREUS) specialize in digitizing the traditional way of conducting the Insurance business to be able to compete in Saudi Arabia digital growing market. With the new technology available in the market, websites, smart devises and platforms will make it easier for the customers to digitally compare and buy insurance with Competitive price, and coverage with minimum effort to show our customers that **We Care**.

Section 1: Strategy

1. Vision Statement:

To be the first Provider delivering excellent service with Competitive price by high protection and care in Saudi Arabia.

2. Mission Statement:

Deliver protection to our clients through reliable, affordable, and innovative digital solutions.

3. The project objectives in a SMART model:

Diversify the customer base by covering multiple areas of insurance types by contracting with insurance companies specializing in different fields to increase the spread and expansion Profits are made within two years of launching the project by contracting with 2 different insurance companies each year.

- **Specified by:** contract with 8 insurance companies.
- **Measurement method:** By a number of insurance Providers added per year.
- **Can be achieved:** By contracting with the top insurance players in the market.
- **How much Important goal for the organization:** Covering the largest number of customers, which means increasing profits and spreading in the region
- **realizable time frame:** 2 years so that each year is added 2 different insurance Providers.

Smooth customer journey by using the software will make it easy to increase the number of users who are well-known for the project by contracting with technical solutions to support updates and development on a regular basis and to measure user satisfaction and take their views on the first six months of the program.

- **Specified by:** User survey.
- **Measurement method:** The number of users using the website Service's.
- **Can be achieved:** By contracting with a solution company that is technical to support updates periodically.

- **How much Important goal for the organization:** To increase the number of clients.
- **realizable time frame:** In the first six months of the program's work.

Increasing the rate of successful issued policies to more than 70% by providing insurance coverages compatible with the client's needs during the first year, by an agreement with a team of qualified experts to study the market in the region and provide the reasons for failure and develop appropriate solutions; to raise the quality of outputs and increase the reputation of the service provided.

- **Specified by:** Development of complete financial studies.
- **Measurement method:** Tracking the successful issued policies reach 70%.
- **Can be achieved:** A specialized Benchmark team for the labor market during the past two years, and finding out the causes and developing solutions for it.
- **How much Important goal for the organization:** Raising the efficiency of work, increase the quality of insurance coverage and increasing the reputation of the services provided through the Platform.
- **realizable time frame:** 1 year from the date of launching the program.

Increase the number of users by 20% per month for the first six months of e-marketing and competitive prices for the service provided.

- **Specified by:** Increase users and convert them to new customers.
- **Measurement method:** A 20% monthly increase in users.
- **Can be achieved:** Through digital marketing and competitive prices for the services provided.
- **How much Important goal for the organization:** Increase the annual profits.
- **realizable time frame:** Five months from the start of the platform, so that the monthly increase is 20%, meaning that in the next five months the number of users of the platform is twice that of the first month of launch.

4. The project performance measurement indicators (Lead/Lag):

Performance indicators are quantifiable values that determine the effectiveness of the project in achieving its goals. In (INSUREUS) platform project KPI leading the previous measurement indicators were chosen as a way of measuring the reach of the project compared to the desired targets. KPI leading focuses on measuring and optimizing performance before you connect to the goal to ensure that the goal is achieved in the appropriate way and time.

Target goal	Time frame for achieving the goal	Repeat a measurement	Equation
contract with 8 insurance companies	2 years	Every 6 months	Must add 2 insurance companies per year
Smooth customer journey	6 months	Every Month	Negative customer reviews must be less than 10% of the total number of comments
Increase the rate number of issued policies by 70%	1 year	3 months	track all number of issued policies, so that percentage of successful policies reaches 70%.
Increasing the number of users 100%	1 year	Every month	The number of users must increase on a monthly basis by 20% over the previous month

Table 1 performance measurement indicators

Looking at the table at the top of the equation column, is the main point that I have to get to, but in the event that it fails to achieve the equation, it is supposed to be necessary for the monitoring task force to make recommendations to make errors and ensure that they are achieved in the next period.

5. The project charter model:

It is a project sponsor document that grants formal project authorization and full authority to the project manager to use the organization's resources for project activities.

Project title	insureus	Starting date	2-02-2022
Project manager		Completion date	1-08-2022
Project budget	550,000 SAR		
Project profile			
Build, Design and Providing a smart digital platform, that gives the customer the freedom to compare and choose Among the many insurance products of insurance companies			
Project master list			
Agreement on the project charter		02-02-2022	
Planning phase of the project		05-03-2022	
Kickoff meeting		27-03-2022	
Experimental tests on application		06-06-2022	
Launch of the platform and project closedown		01-08-2022	
Risks			
Quick load of the platform		Refusal of the permit by the government authorities	
Natural disaster 'corona'		Delay the submission of the requirements by vendors	
Appropriation			
Obtaining the necessary licenses from the communications and information technology commission			
Obtaining the necessary licenses from the ministry of commerce			
Attachments		Working group	
The sponsor		Project manager	
Finance director		Cast members	

Table 2 project charter

Section 2: Governance, Structure and process

1. The project organizational structure for the teams and units:

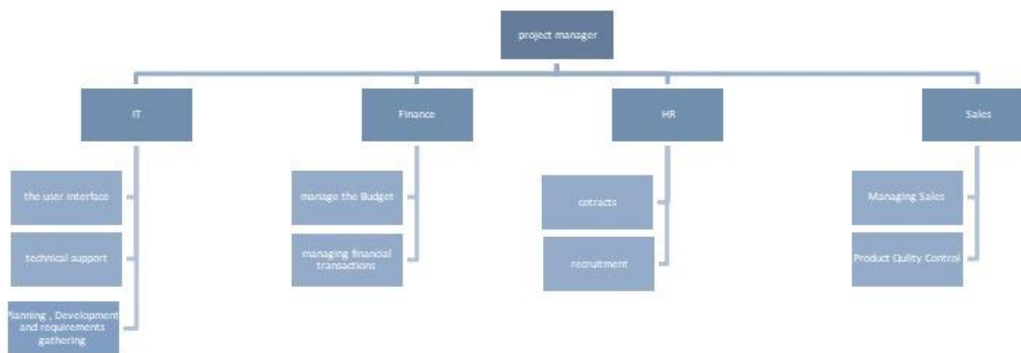


Figure 1 Organizational structure for the teams and units

2. The practical and scientific bases adopted in developing the structure:

The organizational structure of the project's work has been developed according to the SDLC system normally applied in projects for operating systems or electronic applications, as well as on the nature of the platform work, which requires the provision of legal matters for the drafting of contracts between experts working temporarily with (Insureus) or between insurance companies and clients.

3. The most appropriate PMO office to manage the project and the reason:

The Project Management Office program for this project is a wave called Directive PMO and is characterized by a high level of project control. **“Compliance, Standards and regulars”**

Section 3: Compliance, standards and regulations

1. The compliance model before delivering the project outputs:

A miniature of user access test UAT has been adopted. This is a model used in closing stages and ensuring compliance with requirements in electronic applications or operating systems.

To measure compliance	Conformity assessment		
	Excellent	Acceptable	Needs improvement
The Fills loading speed measure			
Quotation speed measurement.			
Platform performance			
The program support in clearly Arabic and English			

Table 3 compliance model

2. Check List model for the project stages (Start– Plan– Achieve– Close)

Verification lists by project life cycle were divided into four stages:

- Verification lists in the "start" phase:**

To Be Verified		Yes	No
1	Dose the project objectives Align with the vision and mission of the organization.		
2	Is the budget clearly defined?		
3	Is the feasibility study realistic for the project?		
4	Have all team members agreed to the project charter		
5	Have all legal limits been clarified for the project		

Table 4 Verification lists in the "start" phase

- Verification lists in the "planning" phase:**

To be verified		Yes	No
1	Was the WBS done for the project?		
2	is the closing time of all the activities align with the date specified in the project charter?		
3	Is the allocated budget the same as the budget considered?		
4	Are the human resources for the organization sufficient for the project?		
5	Have the scope of the project been approved by the top management?		
6	Has the project charter been prepared and approved?		
7	Were the previous lessons learned from previous projects been used		

Table 5 Verification lists in the "planning" phase

- **Verification lists in the " implementation" phase:**

To be verified		Yes	No
1	Have the necessary permits been issued from the Ministry of commerce.		
2	Have the necessary permissions been issued from CITC communications & information technology commission		
3	Has the crisis approval been taken over the operating systems for platform		
4	was the risk response plan effective?		
5	Are the number of risks encountered in implementation comparable to the number monitored in planning?		
6	The amount of change between planning and execution		
7	Is the projects existence compatible with the global codes of quality		

Table 6 Verification lists in the " implementation" phase

- **Verification lists in the "closing" phase:**

To be verified		Yes	No
1	Has all the required project outputs been delivered?		
2	Has the risk log been updated periodically to include all risks?		
3	Have the lessons learned been recorded?		
4	Has the platform requirements been reviewed by the product management		

Table 7 Verification lists in the "closing" phase

Section 4: Power and Interest

1. Stakeholder register and groups:

The stakeholder registry has been divided to two main groups:

Internal group	External group
CEO	CITC
IT department	Ministry of commerce
Finance department	Platform (Vendor)
HR department	Client
Sales department	Legal office

Table 8 Stakeholder register and groups

2. Strength / Interest and Influence / Strength networks:

- | | |
|----------------------|------------------------|
| 1 CEO | 7 CITC Authority |
| 2 IT department | 8 Ministry of commerce |
| 3 Legal office | 9 Platform (Vendor) |
| 4 HR department | 10 Client |
| 5 Sales department | |
| 6 Finance department | |

(Manage closely. Keep informed. Satisfied. Monitoring)

A. Strength and Interest matrix:

Given the matrix in the corresponding form, all stakeholders were distributed in numbers according to their strength and interest in the project.

Manage closely 2-3-4-6-7-8

Keep informed 9

Satisfied 1

Monitoring 5-10

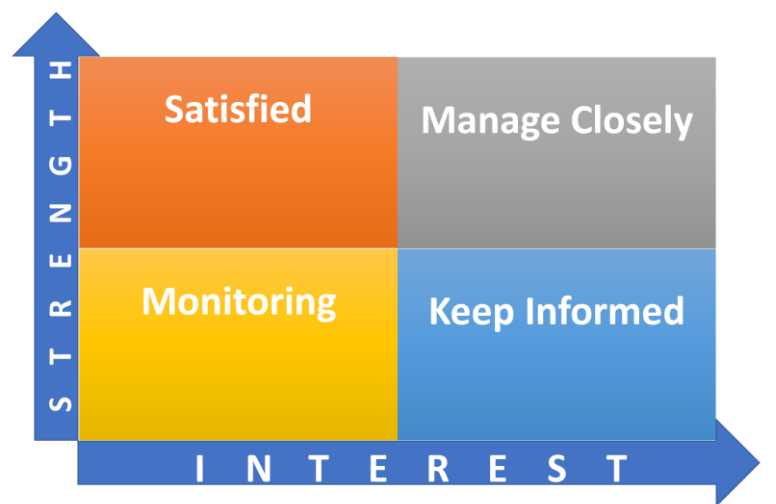


Figure 2 Strength and Interest matrix

B. Strength and Impact matrix:

Given the matrix in the corresponding form, all stakeholders were distributed in numbers by their strength and impact on the project.

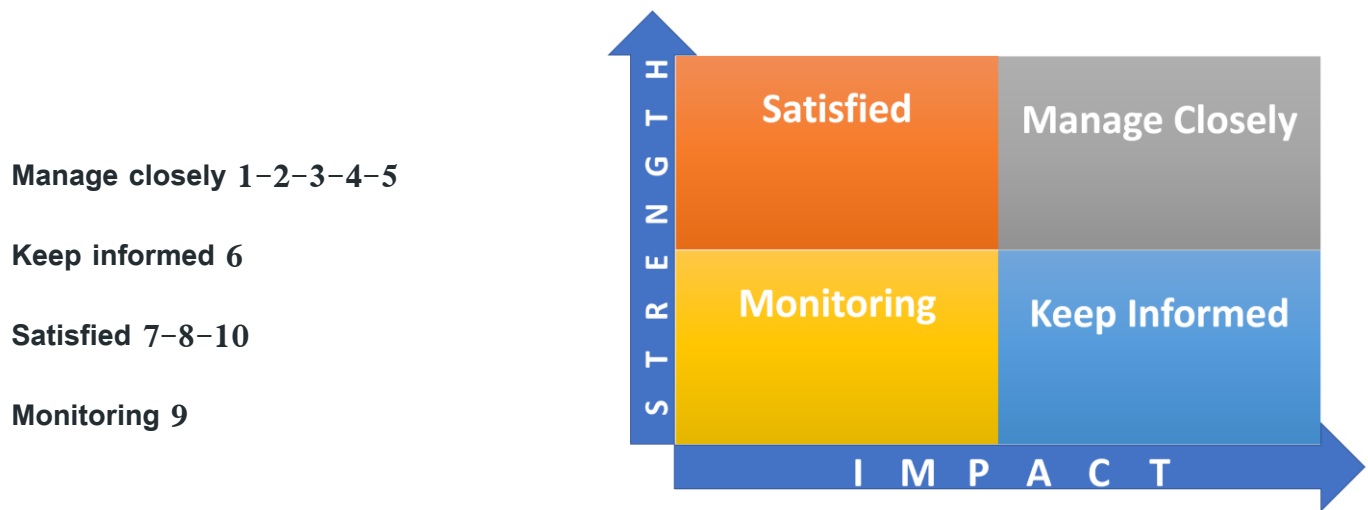


Figure 3 Strength and Impact matrix

3. The logical diagrams for the stakeholder registry:

position	Contact information	Contact person	External Internal	Impact	Interest	communication method
CEO	CEO@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
IT department	IT@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Legal Office	Through the MOJ legal offices registry	Project manager	External	High	Low	Email Direct contact Official contact
HR Department	HR@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Sales Department	SALES@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Finance Department	FINANCE@INSUREUS.com.sa	Project manager	Internal	High	Low	Email Direct contact Official contact
CITC	0114618000	Legal department	External	High	Low	Direct contact Official contact
Ministry of commerce	920000667	Legal department	External	High	Low	Direct contact Official contact
Platform vender	Team&vender.com	IT project manager	External	High	Low	Direct contact Official contact
Customers	Social media	Client service	External	Low	Low	Informal communication

Table 9 Logical diagrams for the stakeholder registry

Section 5: Culture and Values

1. The culture of the organization:

An economic organization's culture is based on teamwork, encouraging initiatives and motivating its members through career stimulation, providing scientific and practical courses, hosting resource persons, working workshops aimed at sharing science and utility and raising the scientific value of members of an economic organization.

2. Proposed adopted values of the organization:

Developing the workplace and making it a fertile environment for productivity by providing entertainment techniques, scheduling workshops on a weekly basis to increase learning and efficiency, and applying ISO quality to increase the quality of business within the project.

Section 6: Self-reflection and self-management

1. Personal behaviors that can influence the project:

Miscommunication at work will negatively impact the psychological state of the team and their productivity, which will have negative consequences for the project objectives and in the worst cases will lead to project failure.

Some of the negative behaviors that could affect the project:

- Individual work.
- Poor communication.
- Low level of training.

2. Personal behaviors study reasons and how to be eliminated:

Individual work: Individual work is one of the most common causes in the working environment. Methods to dispose this kind of behavior include giving tasks to two or more individuals to insure group work. Another

method is to use a leadership approach to stimulates collective action insuring the participation of all working groups.

Poor communication: After going back to the book of PMbok6, it describes the communication within the project, whether it's between the project manager and the task force or between the project manager and the stakeholders, if the communication fails, it will lead to the failure of the project by default. Including and not limited to: misidentification of stakeholders, lack of clear formulation of the communications management plan and failure of the Action Team to comply with the communication plan.

Low level of training: Proper training solves the lack of expertise of the Task Force. And by assessing the level of expertise of the Task Force and developing a training plan for each member will ensure that the required information and skill is available to them.

3. Self-professional assessment using SWOT model:

Factors to be analyzed	Points to be analyzed	Description of the points to be analyzed	Supporting advantages/ Challenges	Recommendation /Objectives
Strength	Diversity of the working teams	The project team diverse Culture, Behavior and Backgrounds	A supportive feature through which you can look at the project from different angles and achieve integration	Supporting the diversity of the team and enhancing its shared culture
	Limited products	Product range and provided service are limited	A supportive feature through which you can recognize the best for our clients.	Focus on product variety and bring it up to quality standards

	Effective communication	effective communication with smooth & modern technology	A unique Feature to support and enhance communication & information exchange between the teams	Maintaining and strengthening effective communication and taking advantage of the diversity of communication methods
	Organizational chart	Clear organizational structure and specific functions	A supportive feature through which you can determine responsibilities and reduce conflicts	Maintaining organizational structure and detailing tasks more in detail
Weakness	Lack of business experience	Lack of suitable or comprehensive business experience among team members	Lack of understanding the market leads to a low level of presence and customer satisfaction	Providing the task force with various courses in market studies
	Commitment, cooperation and discipline	Lack of discipline and team cooperation to complete the task & comply with the time limit	It's a problem of failing to deliver business on time leads to low-quality deliverables which will affect client satisfaction	Constant motivation and follow-up of the agenda and the use of diverse methods of problem solving
	Geographical locations of the teams	Members of the global team are from different cities and geographical regions	Causes a problem in communication which affect the time needed to work on the project between team members	Project schedule, meetings, delivery, use of flexible work and appropriate leadership style

Opportunities	Increasing business activities in the market	The number of sold policies will indicate whether there is a high turnout or not.	A supportive feature that needs to be invested	Intensifying advocacy and partnerships with engineering offices to bring in clients
	The statistics and digital data	Providing open-source data and information sources	A supportive feature that enhances the relevance and accuracy of the studies to be invested	Partnerships and contributions to information and statistics organizations
	Information technology	Providing modern communication systems helps communicate and reduces costs	A supportive feature that needs to be invested in client service	Connect with tech companies to design a business model that serves the client everywhere
Threats	Loss of trust in the handling of electronic sites by some clients	There are a number of clients concerned about dealing with electronic sites and questioning their credibility and output	Dealing with the threat and registering in MAROOF service of the ministry of commerce to raise the level of trust	Submission of documents required to register in 'MAROOF' service
	Electronic virus attacks	The possibility of an attack or a cyber threat affecting privacy and confidentiality or loss of information	Dealing with threats increases client confidence	Involvement with information technology companies that are strong and privileged in support and data protection

Table 10 self-professional assessment using (SWOT) model

Section 7: Personal integrity and reliability

1. Some behaviors that challenge moral integrity:

- Accepting bribes.
- leaking work data to a competing company.
- Presenting false reports on the project progress

2. The analysis of the financial, social, and technical influence:

Accepting bribes: Acceptance of bribes from suppliers, vendors or the company responsible for data protection in order to accept incomplete or non-compliant work which will result in financial loss. since after the transition to the operational phase, defects will start to appear in the software, increasing the cost of upgrading the program, resulting in ongoing financial losses. And in terms of social morality, it runs counter to the Islamic morality and to the values that every Muslim must have, making the person who accepts bribes an unwelcome member in the working environment and a person whose honesty and morality are questionable.

• **leaking work data to a competing company:** The process of leaking work data clearly harms the quality of work and also creates quality and experienced competitors in the labors market, which clearly affects the profits of the program as well as the number of clients. For the technical part, it creates a constant and strong rivalry with competitors requiring updates to the program and changes at the level of the Group of Experts.

• **Presenting false reports on the project progress.:** The project manager presents false project progress reports to cover up a problem. It could be about schedule, quality or budget. This delays the resolution of said problem, and it might lead to the failure of the project or an increase in the budget. For the technical

part, Acceptance of these reports could clearly affect the quality of the work and the provision of all requirements to be found in the project.

Section 8: Personal communication

1. The stakeholder registry:

Position	The data for communication	Internal / External
CEO	CEO@INSUREUS.com.sa	Internal
IT Department	IT@INSUREUS.com.sa	Internal
HR Department	HR@INSUREUS.com.sa	Internal
Sales Department	SALES@INSUREUS.com.sa	Internal
Finance department	FINANCE@INSUREUS.com.sa	Internal
Legal Office	Through the MOJ legal offices registry	External
Ministry of Commerce	2944444 – 1900	External
CITC	19966	External
Customers	Social media	External
Platform Vendor	Team@vender.com	External

Table 11 Stakeholder registry in the project

2. The personal communication and the effective communication:

personal communication: It is the process of exchanging ideas, opinions and information through communication channels for some purpose. It requires the presence of two or more parties, the sender on one side, the receiver on the other.

Effective communication: It's the productive communication between the sender and the receiver, and the interest in feedback, which means that the receiver receives the right information at the right time from the right person through the various communication channels

3. The shapes, models, and channels of personal communication:

stakeholders	Form No1	Form No2	Form No3	Form No4	Form No5
Internal Group					
CEO	Committees meeting	Official letter			
IT Department	Committees meeting	Email	presentations		
HR Department	Committees meeting	Email	workshops	presentations	
Sales Department	Committees meeting	Email	presentations		
Finance Department	Committees meeting	Official letter			
Legal Office	Committees meeting	Official letter	Remote meetings.		
External Group					
Ministry of Commerce	Committees meeting	Official letter	1900		
CITC	Committees meeting	Official letter	19966	workshops	presentations
Customers	Declarations social media	Email	SMS	Unified number	
Platform Vendor	Committees meeting	Email			

Table 12 The shapes, models, and channels of personal communication

4. The communication matrix:

Stakeholders	Purpose of communication	Contact time	Communicate with	Communication style
Executive Director of the Organization	Report on the status of the project –Guidance	Monthly	Project manager	Email Direct contact Official contact
IT Department	Update project status and give notes	Weekly	Project manager	Email Direct contact Official contact
HR Department	Employment & Benefits	Monthly	Direct to the employee	Email Direct contact Official contact
Sales Department	Reporting & discussing opportunities	Monthly	Project manager	Email Direct contact Official contact
Finance Department	Expenditure	If needed– Monthly	Project manager	Email Direct contact Official contact
Legal Office	Taking legal opinion, Regulations and laws	If needed	Project manager	Email Direct contact Official contact
Ministry of Commerce	Taking permits and requirements	When needed	CEO	Direct contact – Official contact
CITC	Taking permits and requirements	When needed	CEO	Direct contact Official contact
Economic Experts	Agreements and notes	If needed	Project manager	Email
Customers	Study of needs and expectation	when needed	Customer service	Informal communication
Platform Vendor	technical & IT requirements	when needed\ weekly	Project manager & IT department	Email –Official contact

Table 13 The communication matrix

5. Communication flier scenarios:

- Submitting incorrect report to the CEO of the organization with inaccurate information of the project status.
- the projects manager gives informal guidance that affect the project operation or change objectives.
- Delay in giving instructions or reporting in time.

6. Stakeholder assessment matrix:

Stakeholders	In command	Support	Neutral	Opposed	Unaware of
Executive Director of the Organization		D	C		
IT Department		D		C	
HR Department			C		
Sales Department	D	C			
Finance department		D		C	
Legal Office			D		C
Ministry of Commerce			D		C
CITC			D		C
Customers		D			C
Platform Vendor	D	C			
The current status of stakeholder's "C"					
The stakeholder Planning statues "D"					

Table 14 Stakeholder assessment matrix

Section 9: Leadership

1. The leadership model used in the project leadership:

Democratic leadership style

2. The reasons for choosing this model:

Because we have high functional team with vast experience therefore empowering team collaborative work and group decision to get high quality work.

3. The proposals for motivation methods:

- Best employee of the month.
- Creating collaborative work place, with high transparency in decision making.
- Giving the team confidence and the appreciation needed for their ideas and creativity.
- Organizing periodic gathering to deepen the team relationship and harmony.
- Using flexible working time and implement one day every week working remotely.

Section 10: Teamwork

1. RACI model for some administrative measures in the project:

Action	CEO	Project manager	IT
Agreement on project plan	R	A	C
Requirements gathering	I	C	R
User interface design	I	C	A
R: Responsible – A: Accountant – C: Consulted – I: Inform			

Table 15 Administrative measures using RACI model

Section 11: Conflict and crisis

1. The project conflict and crisis:

Conflict occurs between project team members or between the stakeholders result from miscommunication, doubt, or uncertainty. On the other hand, crisis is an event that challenges the team members or the project resulting in a change or an adjustment on the team level or the project level.

2. Scenarios of conflict events in the project:

- A conflict occurred with the IT department and the vendor implementing the platform because miscommunication on IT requirements which caused the IT to reject the package because the package did not match the IT requirements.
- A conflict between the finance and IT on project budget for additional software licenses.
- High management requesting new changes in the platform design in the platform resulting in possible delay or budget increase.

3. The strategies to deal with each conflict and the reason for preference:

The first scenario using the Win – Win “collaborating” strategy: The project manager will conduct a workshop between IT and the vendor to clarify all the project requirements to both parties.

The second scenario using the Win – Win “competing” strategy: The project manager will review the project budget and the project requirements if the emergency budget can be used to cover the needed license or the project manager will conduct a meeting with IT to find inhouse solution as alternative plan if the first solution can't be implemented.

The third scenario using the Win – Lose “accommodating” strategy: The project manager will review the project time line and try to avoid the situation by encouraging cooperation and share the status of the project and what effect will accrue if this change has been implemented while explaining to high management the needed support if this change will be implemented.

4. The root Cause Analysis

The first scenario:

- **Why was the output rejected?**

The platform layout is different than what in the IT requirements.

- **Why did the vendor get the wrong idea?**

The lack of effective direct communication with the IT only written requirements was provided.

- **Why there was no effective communication?**

Because the vendor did not request any meetings or workshops.

- **Why did the vendor request communication sessions (workshop, meetings, calls)?**

Because they believe that written documentation meets their requirements.

- **Why did not the vendor follow the written requirements document?**

The document was written as a high-level requirement document there was no request for technical requirement document.

In conclusion, closing the gap between the IT and the vendor will result in decreasing the number of defect packages delivered by the vendor and in the same time the IT will be updated with the progress of the project deliverables with this more harmony will be between the teams.

The second scenario:

- **Why the software licenses were not paid by the IT?**

Not included in the project budget.

- **Why the software licenses were not included in the project budget?**

the software licenses at that point weren't needed but after reevaluating the project and the deliverables the IT discovered the need for additional licenses.

- **Why there is a conflict with the IT?**

Because the lack of effective communication and poor evaluation of the project taking in consideration the project requirements.

- **Why there is no effective communication with the Finance?**

The project manager anticipates that adding the software licenses to the IT requirements without considering the software licenses as a part of risk plan.

- **Why there is no effective communication with the IT?**

Because there is no periodic updating of the project's risk plan with the IT.

In conclusion, it is necessary to update the project risk plan regularly during the project lifecycle to avoid any conflicts and keep the project teams updated.

The third scenario:

- **Why did the high management request the new changes?**

To fill a competition window in the digital market.

- **Why did this change did not include in the initial project plan?**

The digital market changes by the minuets so unexpected changes can accrue.

- **Why hasn't the detail of the budget that have been assigned to the technology company for the IT section?**

Because they didn't share the budget files and the details of the contract to the communication administration plan inside the project

- **Why did the communications plan was not shared with higher management with the breakdown of the plan?**

High management usually get informed about the status of the projects in high level.

- **Why did the higher management get informed only in high level without going in details?**

reports get summarized every time the reports get too higher in the management line.

In conclusion, higher managements need to be onboarded in the project plan and the milestones of the project stating the risk involved in every milestone to keep the management matrix inform and updated.

Section 12: Resourcefulness

1. The Distribution of human resources on functions:

No	Human resources HR	Mission 1	Mission 2
1	CEO	CEO of the company	• Negotiation • Create a business plan and strategy
2	IT manager	TI department	• Technical support • Planning, development and requirements gathering
3	Finance manager	Finance department	• Budgeting • Managing financial transactions
4	HR manager	HR department	• Contracts and procurement
5	Seals manager	Sales department	• Managing Sales and product quality control

Table 16 Human resources functions Distribution

2. The influence of conducting Crashing and Fast-tracking process:

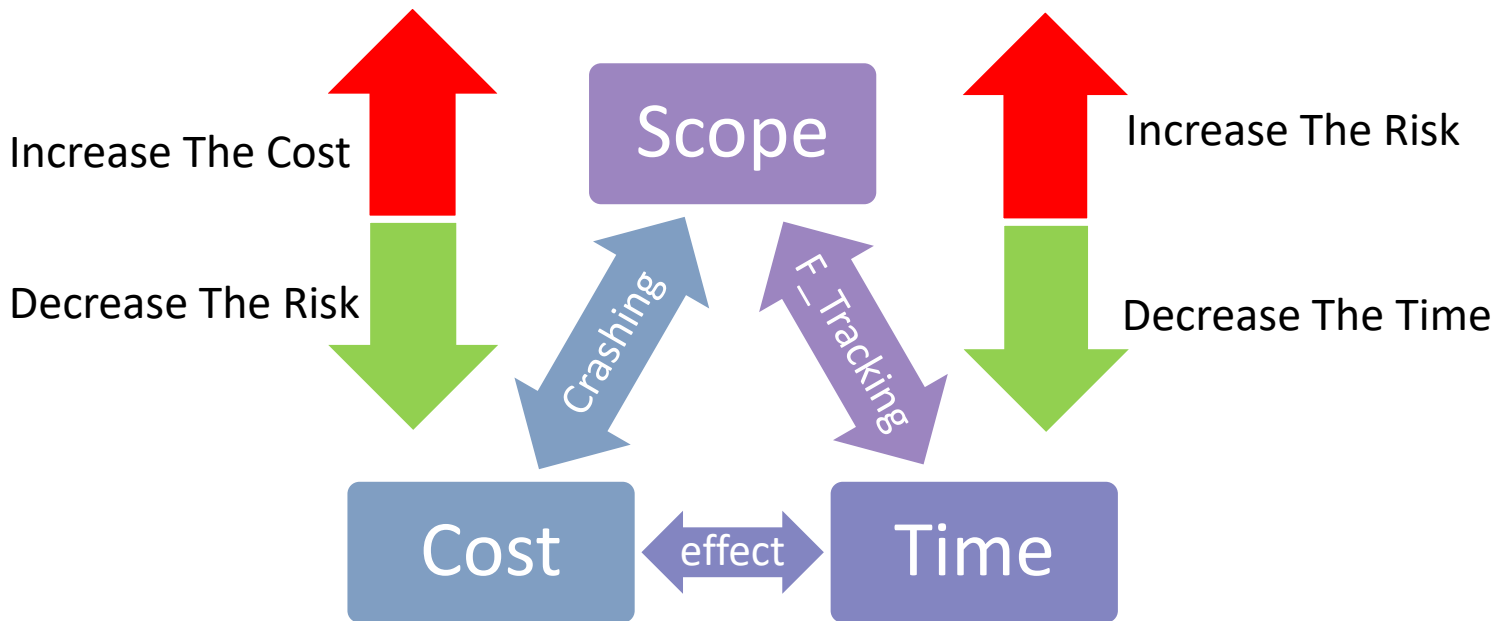


Figure 4 The influence of conducting Crashing and Fast-tracking process

Section 13: Negotiations

1. The general rules for the negotiation process:

One of the things that business leaders have to do is to develop the negotiating methods so, there is a need to make sure that the gains are realized, negotiating in a balanced and unrushed manners does not affect the relationship in both sides so, to summarize the negotiation rules:

- Research the other party before the negotiation.
- Prioritize your interests and consider the goals for your negotiation while setting a clear objectives & goals.
- Consider a win-win outcome and the offers with the most favorable results for both parties.
- The other party should feel the understanding of their perspective by being Nurture-honest-respectful and clear lines of communication.

2. The negotiation plans:

- **First negotiating plans:** Our strategy, is to show our capabilities and maturity with strong market studies and the diverse expertise within our team.
- **Second negotiating plans:** Using BATNA, (by using plan B) is the path to be taken by the negotiating party if they don't reach a satisfactory agreement. To make our deals much stronger and our principled strategies will embrace guidance.



Figure 5 ZOPA

Section 14 Project design

1. Identify the Triple constraint of the project.

The triple constraint of project management has been given many names – the Project Management Triangle, Iron Triangle, and Project Triangle. Whatever name you call it, it's the same thing.

You cannot change a project's budget, scheduling, or scope without affecting at least one of the other two parts



How it works:

- To bring up the completion end date (time), you can spend more resources (money) to finish work faster or clip features (scope), So that there is less work to do before the new deadline.
- To finish the project within budget (cost), eliminate extra work and finish the project later (time) or cut features (scope).
- To add features to a product (scope), you can extend the deadline to make new work time (time) or add people to get it done faster (cost). or you can also do both.

Quality: It is the fourth part of the project triangle. It is located in the middle, where any change on any side effects it. and here we can mention about our project, for example, if you are ahead of the schedule, some of the additions that were cut may be replaced or allow more time for existing tasks. With this extra time and scope, the result may be a better project. There is no global standard for quality. For any given project, quality is defined within the project itself. For some companies, keeping the project on budget is a measure

The most important quality

2. Set up a list of the project success factors.

The methods of estimating the success of the project differ from one entity to another, depending on the relationship of this entity or people to the project and its location. The following are the most important factors affecting the success of the project:

1. Clarity of project objectives.
2. Senior management support.
3. Project scheduling and planning.
4. Customer consultation.
5. The staff working on the project.
6. Clarity of technical aspects.
7. Control and back feeding.
8. The quality of project communications
9. The ability and knowledge to solve problems

Therefore, the amount of success or failure of a project can be measured using one or more of the following metrics:

- The ratio of return to expenditure on the project, as the higher the return on the project, the more successful the project will be, of course taking into consideration other factors.
- The ratio of works that violate the specifications to the total works of the project, as the success increases as this percentage decreases, and vice versa. Must the project be reaching a certain acceptable percentage.
- The duration of the project completion, the closer the actual project completion period is to the planned project, the more successful the project will be.
- Percentage of complaints against the project or the project implementer, the lesser the criterion for success.

#	Stakeholder	Project success criteria
1	company owners	profit criterion for the project
2		Implementation of the project within the limits of cost and time
3		Project implementation speed and quality

4		Quality of execution and equipment
5		Execution speed

Table 17 Project success criteria

1. Develop and identify work breakdown structure.

Work breakdown structure is a hierarchical deconstruction of work that focuses on the work that the project team will carry out to achieve the project objectives, reach the desired results, and focuses on delivering the results. Also, to make it easier to manage large projects, breaking them down into smaller pieces that different team members work on Simultaneously, improving team productivity and facilitating project management.

WBS should have the following characteristics:

- **Definable:** The project participants can easily describe and understand.
- **Manageable:** Contains clear business units for which a responsible individual can be assigned the authority to be responsible and manage.
- **Estimate able:** The time required to complete the work can be estimated, and the cost of the resources required to complete the project can be estimated.
- **Independent:** Contains minimal overlap or dependence on other continuous elements.
- **Integra table:** Integrates with other project work items, with the ability to create higher cost estimates and new schedules that include the entire project.
- **Measurable:** It can be used to measure progress, has a defined start and end date, and measurable interim milestones.
- **Adaptable:** Flexible enough to easily add or delete a specific scope of work in a framework of WBS.

Section 15 Requirements and objectives

1. Identify Requirement traceability matrix

Requirement traceability matrix is a tool used in project management to track compliance of results with main requirements. Also used at all stages to ensure that the project remains within the framework of the project framework of requirements.

<YOUR COMPANY NAME>

HP Quality Center Report

Requirements Traceability Matrix

Requirements Traceability Matrix		Root Folder: Contract processing		Requirements															
				Requirement															
				#	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Root Folder: Modeling		Total	Req	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		Covered		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Test	#	Test	Relate	4	4	4	4	4	4	4	2	2	2	1	0	0	0	0	0
Contact processing - path 2	1	1	X	10	X	X	X				X	X							
Contact processing - path 1	2	1	X	8				X	X	X									
Agree on	3	1	X	2	X														
Check	4	1	X	2		X													
Create contact	5	1	X	2			X												
Determine	6	1	X	2				X											
See customer off	7	1	X	2					X										
Send contact	8	1	X	2						X									

Figure 6 Requirement traceability matrix

This matrix will follow all requirements,

- Track all requirements and whether or not they are being met by the current process and design.
- Assist in the creation of the RFP, Project Plan Tasks, Deliverable Documents, and Test Scripts.
- Help ensure that all system requirements have been met during the Verification process.

The Matrix should be created at the very beginning of a project because it forms the basis of the project's scope and incorporates the specific requirements and deliverables that will be produced. The Matrix is considered to be bi-directional. It tracks the requirement "forward" by examining the output of the deliverables and "backward" by looking at the business requirement that was specified for a particular feature of the

product. The RTM is also used to verify that all requirements are met and to identify changes to the scope when they occur.

Requirements <--> RFP <--> Design/Task <--> Deliverables <--> Verification

The use of the RTM enhances the scope management process. It also assists with the process control and quality management. RTM can also be thought of as a process of documenting the connection and relationships between the initial requirements of the project and the final product or service produced.

How do you create an RTM?

In each of the steps shown above, each requirement must be unique and clearly defined. The requirement is then part of each critical component of the project. The references throughout the entire process must be consistent and unique. In order to ensure that this occurs, the Matrix traces each requirement and creates a relationship between each of the processes.

Unique Req ID	Requirement description	Source /Requestor	Org /Dept	Business Justification/Need	WBS Deliverable	Test Strategy	UAT Responsibility	Status	Active/ Inactive Flag	Comments
1	Change the table component on the dashboard to a graph.	Ella Allen	Sales	Better representaion of the data and improved readability	Task 1.1 Task 4.7	Use cases to be developed.	Follow the test steps as defined in use cases and report any defects.	Done	Active	Jan 5:- Testing started. Jan 8:- Defected reported. Jan 9: Defect fixed Jan 10: UAT Continued
2	Add a drop down list for the regions	Tonya Harper	Sales	Will enable Area managers to understand their market more accurately	Task 1.2	Load testing to be done.	Load runner to be used to simulate a load and the regions will be verified for accurate representation	In Progress	Active	Make sure US territories hawaii and peurto rico are included in a separate regional unit.
3	Create a new category hierarchy to sorting the result set	Sammy Butler	Pricing	Will help the pricing department by automating the selection of categorized data.	Task 1.3	Assigned business users to perform unit testing as well as UAT	Check the categories in the base tables in the EDW.	Hold	Cancelled	It was determined that Pricing requirements were out of scope for this phase
4	---	---	---	---	---	---	---	---	---	---
5	---	---	---	---	---	---	---	---	---	---
6	---	---	---	---	---	---	---	---	---	---
7	---	---	---	---	---	---	---	---	---	---
8	---	---	---	---	---	---	---	---	---	---

Table 18 RTM 1

ID	Ass. ID	Requirements Description	Business Need, Justification	Project Objective	Requested By	Department	WBS Element	Specification	Design	Test Cases
1	1.1	Login Page	Clients need way to access protected content	Create Minimum Viable Program	Dmitriy N.	Content	2	Finished	Finished	1001
1	1.2	Forget Password Link	It will greatly reduce workload of support team	Create Minimum Viable Program	Dmitriy N.	Content	2.1	Finished	Finished	1002, 1003
1	1.2.1	Landing Page	A must-have starting point for a client.	Create Minimum Viable Program	Dmitriy N.	Content	3	Finished	In Progress	
1	1.2.2	Log Out Link	For security reasons we need to log out users.	Create Minimum Viable Program	Security Officer	Technical Control	2.2	Not Started	Not Started	
2	2.1	Welcome Email Sequence	A must-have initial information after purchase	Create Minimum Viable Program	Dmitriy N.	Content	3	Not Started	Not Started	
2	2.2	Unsubscribe Link	Required by anti-spam act.	Create Minimum Viable Program	Email Service Provider	Control	3.1	Not Started	Not Started	

Table 19 RTM 2

It is including:

- **Req:** Requirement Number; for each project requirement, begin to list them on the RTM in a numerical order and group them by function.
- **Name:** Enter the name and brief description of the requirement.
- **RFP:** Request for Proposal (RFP); specify the identification number of the requirement as listed in the RFP.
- **DDD:** Deliverable Definition Document (Also referred to as the Deliverable Expectation Document–DED); use the RFP requirement number as a reference for the DDD that is created for the requirement.
- **PPT:** List the MS Project Subtask and Task numbers that are associated with the requirement.
- **TS:** Test scripts should be prepared for the actual testing process.
- **Verification:** Use this field to record completion of the signoff process.

1. Specify the methods used in requirement collection.

Input:

- **Project Charter:** The project charter records an overview of the project and the high-level requirements that will be used to formulate Detailed requirements.

- **Feasibility study:** It shows the necessary, expected and optional criteria that must be met to meet the business needs.
- **Agreement:** The agreement for the project or contract will include another source of project requirements and results.

Tools and Technology:

- **Data collection.**
- **Brainstorming:** Lots of creativity, different ideas, free speech
- **The interview:** Live chat, pre-set and impromptu questions, one-to-one, many-to-many, access to confidential information and that for people who specialize in like Insure US project
- **Focus group:** Same field (same job), one or more experts in the quality of the project
- **Questionnaire:** The audience is diverse and geographically dispersed and suitable for statistical analysis and this type does not fit with our project because it does not give specialized information
- **Benchmarking:** Identify best practices and make suggestions for improvement. Standards can be internal or external, in the same type of construction or in different facilities.
- **Voting:** unanimously agree that everyone agrees, the majority agree more than 50%, in general the number of decision-making groups is set, it is usually used when there are more than two candidates.
- **Multi-criteria decision analysis:** Decision Matrix, Multiple Criteria, Evaluation and Ranking of Past Performance.

1. Develop the hierarchical structure of the objectives of the project

Any objectives for any project contain a set of levels of objectives:

- **Policy Objective:** The overall policy objective is to "Diversify the customer base by covering multiple areas of insurance types by contracting with insurance companies specializing in different fields to increase the spread and expansion Profits are made within two years of launching the project by contracting with 2 different insurance companies " We then ask: How is this to be accomplished? That brings us to the next lower objective, the strategic objective.
- **Strategic Objective:** One way that the INSURE US is trying to increase production, the policy objective, is by producing "Increasing the rate of successful issued policies ". This is the strategic objective for the project. Of course, there may be other strategic objectives and additional projects that also support the overall policy objective. Again, we ask: "How is the ""Increasing the rate of successful issued policies "" to be obtained?" The answer takes us to the next lower level of objective in the hierarchy, i.e., the project objective.
- **Project Objective:** The project objective in most cases is the same as the deliverable for the project. In this case, it is to "Increase the number of users by 20% per month for the first six months of e-marketing and competitive prices for the service provided”.

Section 16 Scope

1. Develop, identify, and prepare the scope statement.

Scope Statement

The State Scope Project is a document used to develop and enhance a general understanding of the project scope among project stakeholders. This is a suitable mechanism to prevent the so-called tendency of the project scope to continue to expand. Clarity and clarity are critical to This document. It is useful to build an initial or introductory project scope document during the project launch phase, and then build a further document Detailed as work progresses on this project. After the creation of this document, no modification

or change can be made to it without assessing the consequences of such modification and authentication of the new domain. (Institute, 2019) The project scope statement includes several of components that we mentioned here in our research paper and will be mentioned in the following information not for the sake of Repetition, but for the sake of clarification that the foregoing represents the preparation and management of this scope of the project. "Scope" refers to all businesses and operations related to the production of the project's products, and the material presented in the statement may be related to operations as a planning file or reports meetings. Project scope management includes the processes of determining which tasks are related to the project and which are not, and thus Ensures that the project team and stakeholders have the same idea of the project components and the processes that will be set up to implement them.

There are five basic processes in project scope management:

1. ***Gathering the requirements:*** This process includes defining and documenting the features and functions of the parts produced in the project and the existing processes for their production. The work team makes a file for the stakeholders' demands, the requirements of the work plan and a file to keep track of the requirements, what has been done and what has not been done yet.
2. ***. Defining the scope:*** includes reviewing the project contract, requirements files to create the scope statement, adding more information on developing requirements and changes to requests after approval. The main output of scoping is a project scope statement and updates to files the project.
3. ***Defining a business division structure (which we talked about earlier):*** WBS (which includes dividing the project outputs into sections and contents smaller to facilitate its management. The primary outputs of this process are a business breakdown structure and updates to requirements files.
4. ***Scope Verification:*** This includes the formal acceptance of project deliverables. The main stakeholders of the project, such as clients and sponsors by accepting and approving it.
5. ***Scope Control:*** Involves controlling changes to project scope throughout the life of the project – a challenge for many projects. Changes in scope usually affect the ability of the business team to reach the set time and cost goals, and therefore will have to the project manager must carefully weigh the cost and benefits of the project and its updates

Terms and requirements:

- It is the condition or ability that the user needs to solve a problem or achieve a goal.
- It is a condition or ability that must be satisfied or contained in a system or part of a system to satisfy a contract, standard, specification, or other official documents that are required to be met.
- It is a documented representation of conditions, capabilities, and capabilities.

There are several ways to collect requirements, including:

- *Conducting individual interviews with stakeholders.* This method is often effective, despite its potential, but it may be costly and time-consuming.
- Conducting focus groups or workshops, the use of decision-making techniques to gather information is usually the quickest and least costly method compared to individual interviews.
- Use questionnaires to collect requirements in the event that the concerned authorities provide comprehensive information for all the questions asked.
- The use of observation as a method for gathering requirements, is especially effective for projects that involve improving business processes and procedures. Factors that may influence the amount of effort put into gathering requirements: **project size, complexity, and importance.**

Documentation of requirements

The requirements are documented by first reviewing the project contract as it includes the high-level requirements of the project, and the contract may refer to other documents Include requirements.

The stakeholder register is then reviewed to ensure that everyone has a say in defining the requirements.

Scope definition

Defining the scope is the second stage in the project scope management process. The success of the project depends on this stage as it helps improve the accuracy of time, cost and resource estimates and also sets a baseline for performance measurement and project monitoring. A good

definition of scope helps in better communication and understanding of work responsibilities. The tools and techniques used in scoping include expert opinions, product analysis, and identification of alternatives and tools and means to facilitate the work. The main output of the scope definition is a statement of the project scope and its updates. Key inputs to preparing a project scope statement include: project contract, requirements documents and assets used in company operations such as policies and procedures related to scope data as well as project files and lessons learned from previous similar projects. Although the contents may vary, the project scope statement should include, at a minimum, a description of the project scope, user acceptance criteria, and detailed information on all project deliverables. It is also useful to document other information relevant to the scope such as project boundaries, limitations, and assumptions about the project. The scope of the project must also have a supporting reference for information about it, such as the specifications of the facility that will affect what is implemented and the organization's policies that may affect how it is implemented. The team must update the project scope statement, and these updates may also require changes to other project documents. The updated Project Scope Statement is an important document for developing and confirming a common understanding of the project scope. This statement describes in detail the work carried out on the project and is an important tool to ensure customer satisfaction and to prevent scope creep.

DESCRIPTION		Clause		
performed a new digital platform (INSUREUS) specialize in digitizing the traditional way of conducting the Insurance business to be able to compete in Saudi Arabia, digital growing market. will make it easier for the customers to digitally compare and buy insurance with Competitive .price, and coverage with minimum effort	Project Scope Description			
All forms of the project are delivered as implementation allows 1 tripartite owner maintenance and operation of the project	Graphics/Diagram	1	Output	
Delivery of all documents and approvals related to the project to the Vendor or developer.	Documents	2		
Catalogs of devices and equipment are delivered to the owner’s representative.	Hardware and Equipment Catalogs	3		
During operation, the work team is trained if necessary.	Staff training	4		
The client will get the best deal insurance document.	Assumptions			
Ensuring the import of services and supplies necessary for the project that are not available locally like servers and Network ,Hub Lists of workers' names are sent for approval, after doing the technical interview	Constraints			

Table 20 Project Scope Description

2. Develop, identify, and explain Scope creeping

Creep Scope: Scope Leakage, Scope Stretching, A phenomenon in project management that refers to continuous or uncontrolled changes or growth in the scope of a project at any point after the project has begun. This can happen when the project scope is not properly defined, documented or controlled. It is generally considered harmful. Scope lag is related to, but distinct from, activity lag because activity creep refers to activities and their benefits while scope crawl refers to an entire project.

Scope creep can occur as a result of:

- Poor control of managing changes to keep up with what the customer requires Lack of an adequate initial identification of what is required to achieve project objectives.
- Weak project manager or executive sponsor.
- Weak communication between the parties, inflexible use of the project's parts.

3. Illustrate product analysis management.

Product analysis is an important and necessary process for projects that have phases and parts as part of the delivery. It is a tool used to determine the scope of a product. This basically means that when analyzing the product by its scope, questions can be asked about the project Further, the project team is also encouraged to formulate answers describing characteristics and functions relevant to the project to be implemented. Product analysis includes different sets of tools for product analysis. These techniques include systems analysis, product deconstruction, system engineering, requirements analysis, value analysis, and value engineering. Mythology of product analytics: (Customer Orientated)

- Going to the market and researching customer needs
- Customer demographics.
- Analyzing competitors and how they work.
- History of the market.

- All the above contribute to making a competitive strategy such as the quality of the product offered to customers and the price of the product.

Logic Diagram

- Used for developing project management schedule and are also called Project Schedule Network Diagrams or Logical Network Diagrams. It is the most powerful way to analyze logical relationships between different activities.
- Here the sample of Logical Diagram:

Section 17 Time

1. Develop the functions list or the activities included in each work package in WBS

A work breakdown structure (WBS) is a work breakdown tool that you use to break down your project into manageable sections, or subtasks. There are several rules that help divide a project into sections, one of which is an interesting rule, the 80/8 rule, which means that a work item at the lowest level should not require more than 80 working hours or less than 8 working hours. The WBS also helps in creating ideas and relies heavily on them during planning, as it provides a blueprint that outlines the cost, schedule, and hours of work and identify the risks.

2. Illustrate the relationships between the activities

Any project includes a set of activities being implemented to achieve the purpose of this project, these activities must be carried out according to a certain sequence, and this sequence may be compulsory or optional to serve a certain logic. There are several factors that affect the choice of one relationship over another, including the nature of activities or the application of a standard Here we can talk **about four types of relationships:**

FS or Finish to Start:

It means that the next activity does not start before the end of the previous or current activity.

SS or Start to Start:

It means that the next activity does not start before the previous or current activity starts.

FF or Finish to Finish:

It means that the next activity does not end before the completion of the previous or current activity, regardless of the start time of this activity.

SF or Start to Finish:

It means that the next activity “Yes Next” cannot be completed before the implementation of the work of the previous or current activity begins. This relationship is rare.

3. Develop the logical diagram of the project activities, and identify the critical path

One of the relatively recent methods and there are several ways to draw the method Diagram Network in project management is the network that represents the project in the science of project management, the most important of which is the ADM – Method Diagramming Arrow (which uses the arrow to represent the activity, i.e. the activity is on the arrow) AOA – Arrow on Activity The way to represent the activity with an arrow encountered some difficulties, especially that the wrong use of dummy activities in the network may lead to a wrong representation of the relationship between activities. Regarding the representation of dummy activities, where the wrong use of the dummy activity, it could lead to the dependence of an activity on an activity last without need or vice versa, and fake activities may increase the complexity of the network and the accounts related to it. or make a non-critical activity a critical activity. The emergence of the foreground scheme method came at the hands of John Fondahl (in 1961) as a solution to the problems related to dummy activities. this method has no need for illusory activities and its ability to highlight the overlap between activities in a better way.

Critical Path Project Management

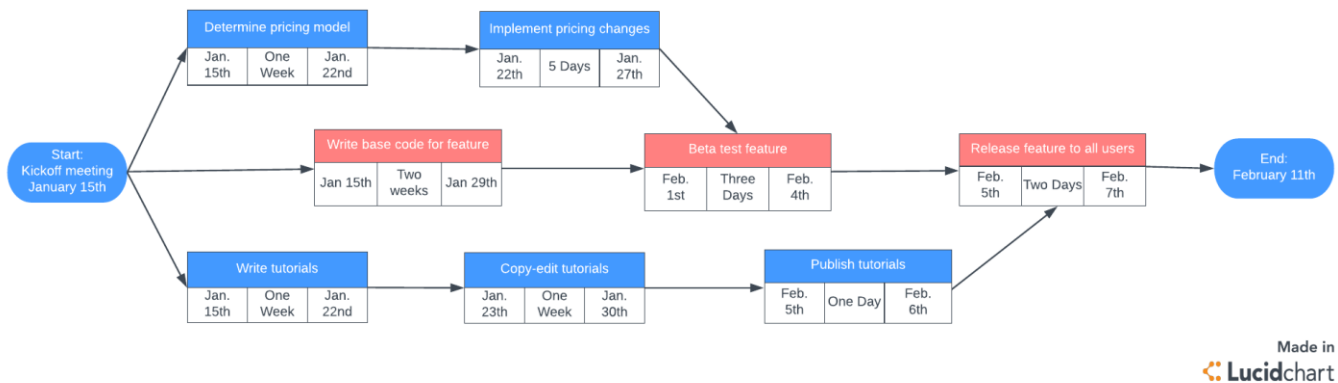


Figure 7 critical path

What is the critical path?

All activities in the project were represented according to the relationships between them on the network diagram, the activities represented by the nodes (circles), while the arrows represented the beginning or end of each activity, the critical activity is the activity that if there was a delay during the implementation, it leads to the delay of the whole project by the same amount, The critical path is the path that connects the critical activities and it starts from the beginning of the project and ends at the end of the project, and it is the longest path in terms of time in the network diagram. task on this path. **The steps for applying the critical path method are:**

- Knowing all the activities that the project brings together.
- Know the relationships between these tasks.
- Draw the tasks on the wireframe.
- Estimate the time required to complete each task individually.
- Determine the critical path on the wireframe.
- Update the network diagram periodically during project implementation.

4. Prepare Gantt chart and Milestones model.

This Excel Gantt chart helps you plan, track, and synchronize project activities. Based on a sample Gantt chart, this project plan template is used as a simple visual representation to show ways to manage a project over time. You can enter start dates, duration, and current status for each task and share with your team to have the task owner take charge.

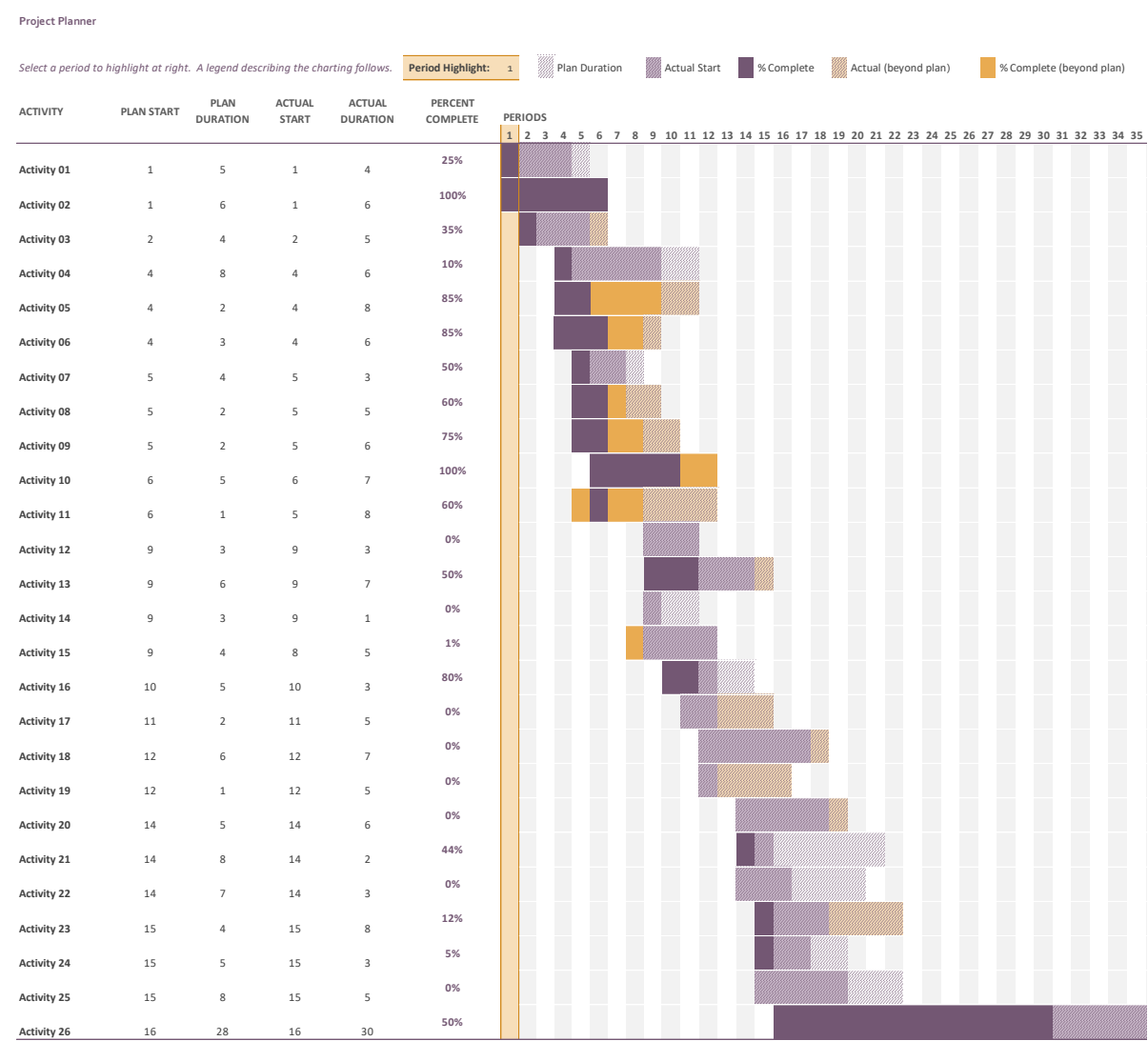


Figure 8 Gantt chart and Milestones model

Section 18 Quality

1. Clarify Deming model for quality.

Deming creates what is called the Deming Cycle of Quality and its steps are: Plan, Do, Check, Act. Deming focuses on the management philosophy in his model. He believes that quality management must be present at the roots of the institutional thought of companies, projects, or any entities that are attempted to be obtained. At a distinct level and quality, (Deming, 1982) he created his theory of quality consisting of a number of points. Deming develops any quality control program in the so-called Deming cycle model of continuous quality. Deming cycle is an iterative method of management, the purpose of which is to obtain continuous improvement of a product, process or service in the organization. The first thing that should be clear is the awareness of management and employees of adopting a mentality of continuous improvement. This optimization mindset will be the basis for achieving significant increases in efficiency and productivity. Implementation of this model starts from identifying the feasible for improvement and setting goals to be achieved. The processes of planning and implementation of activities, verification of results and taking action on what has been learned are presented.

2. Develop the SIPOC model and Ishikawa for one of the issues of the project outputs.

A SIPOC diagram is a form of process mapping and is a term used to describe the task of setting project goals and monitoring the quality of their implementation, and in some cases, the detailed steps on how to achieve those goals. It's a simple, yet effective way. Ensure that every member of the project team – in addition to the executive leadership – is on the same page. It also provides an overview of the project at a glance. Leadership uses it to quickly explain the project and provide common points of reference for all team members. It can also help identify problems, isolate unwanted areas, or add a little modification. Example of a SIPOC scheme: Here is an example of how a SIPOC scheme works. We will use a classic model to

review one process or one part of a project, which is to establish an independent center within the company to provide assistance to clients in selecting the appropriate insurance as their cases.

Resource: Vendor – Developer – Insurance Company – central bank.

Inputs: Computers – Printer – Servers – Software for making statistics on the number of insurances issued for each client and each case.

Process: Make a design suitable for use with the design of entrances and exits to the center in proportion to the type of patients, then start searching for qualified suppliers for the same related supplies and then direct the engineers concerned to carry out the work and review the quality of supplies for an optimal implementation of the center’s construction works.

Outputs: insurance document

Client: Patients – Travelers

ISHIKAWA model

Ishikawa plans, cause and effect diagram, or fishbone diagram; It is a hologram, and the first name of the Japanese scientist Karuishikawa, who was the first to use this method in the sixties. He also called it the “effect & cause” method, since it is used to list all possible causes, for a specific (problem) effect and to find the relationship between the effect and its causes. Because of the shape of the diagram, which resembles the skeleton of a fish, it was given the name of a fish bone, and since it searches for the root of the problem, it has earned its last name. But this method is defective because it does not give solutions.

website out of service for some time	
The main reason related to	Possible cause
Vendor	1. Doesn’t have the prober license. 2. Their experience does not match the requirement.
Development	3. The staff number haven’t enough to do such big project. 4. Still do not have good help tools.

Work time	5. Time been doesn't match for the of sure team as Vendor have some of them working remotely. 6. No overtime allowed after working time.
Software	7. The software dos not updated. 8. Some of Bugs not solved. 9. No Compatibility.
System monitoring	10. Team did not have good tool to do this activity. 11. No available team do monitor the system 24*7.
Disaster Recover	12. Backup failed for 2 days 13. no DR site for high availably

Table 21 website out of service for some time

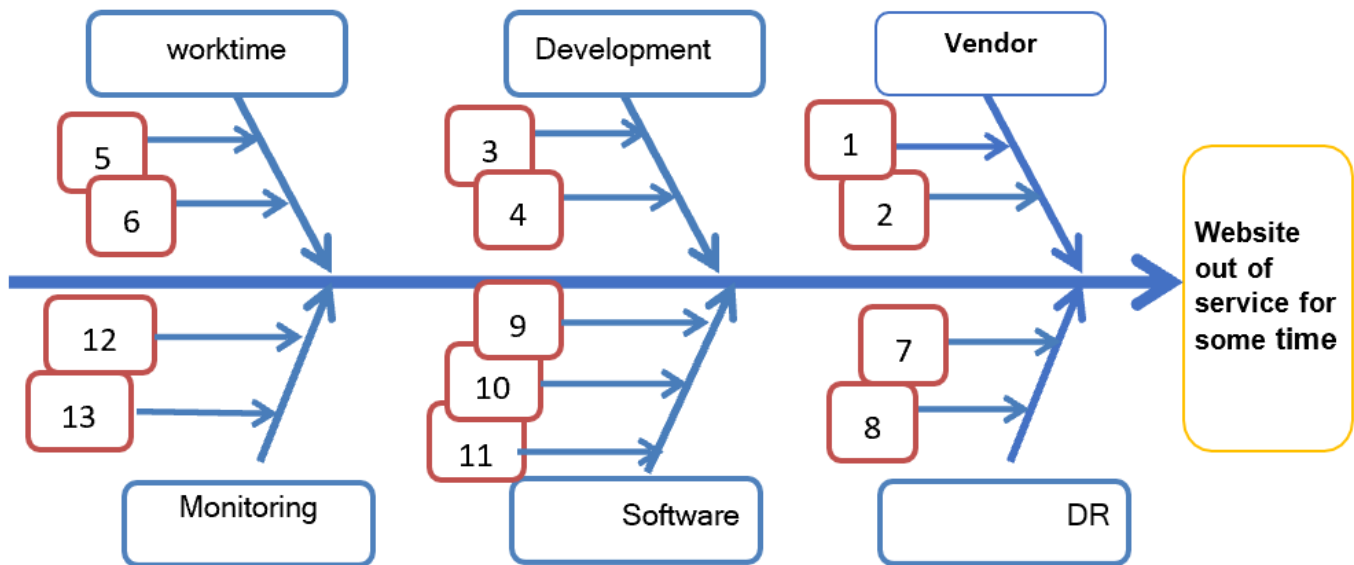


Figure 9 ISHIKAWA model

Section 19 Finance

Establish Cost Breakdown Structure, and the project balance by WBS.

The project budget can be estimated from the information & data established through the technical studies And In addition to the marketing studies. Therefore, project cost management will consist of a series of operations aimed at confirming the completion of the project within the designated budget. Therefor it is important to note the crucial procedures to undertake to manage the project costs which are:

- The project Budget: The starting budget is set at SR550,000 (five hundred and fifty thousand. Saudi ryal) which is broken down to:

- SR400000 is an annual budget that covers office rent, staff & labor cost and benefits, office maintenance & petty cash, travel & event hosting expenses and third party's consultee expenses.
- SR150000 which covers: software & web development, marketing, government licenses and approval fees and related third parties' private financial licenses.

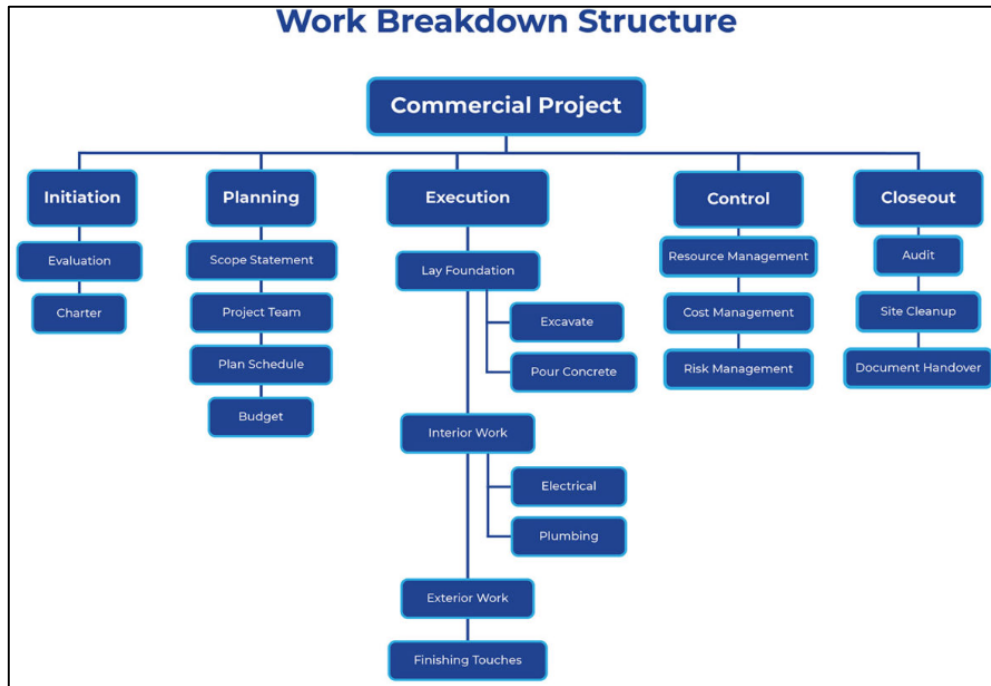


Figure 10 Cost Breakdown Structure (1)

Section 20 Resources

Explain the concept of Resource Leveling and Smoothing.

Some resources that can be reusable are not limited, therefore the time frame must be adjusted to accommodate the resource limited by time constraint. And there are two methods to achieve compatibility between limited resources and time constraints: Resource smoothing. And Resource leveling. And to better understand this concept. The resources available for project might be limited especially at the beginning of the project. therefore, to better use those resources and maximize their effectiveness, A simple table is developed to determine the allocation for each resource and better understand these roles.

The concept of Resource Leveling and Smoothing:

Resource smoothing is used when the time constraint takes priority. The objective is to complete the work by the required date while avoiding peaks and troughs of resource demand. Resource levelling is used when limits on the availability of resources are paramount. It simply answers the question ‘With the resources available, when will the work be finished?’. Few re–usable resources are limitless, so the time schedule has to be adjusted to take into account the limited availability of resources over time. There are two approaches to reconciling resource limits and time constraints; resource smoothing (or time limited resource scheduling) and resource levelling (or resource limited scheduling). Resource smoothing is used when the time constraint takes priority. The objective is to complete the work by the required date while avoiding peaks and troughs of resource demand. A smoothed resource profile will be achieved by delaying some work. This will remove some flexibility from the schedule and its ability to deal with unavoidable delays, but the advantage is usually a more efficient and cost–effective use of resources. Resource levelling is used when limits on the availability of resources are paramount. It simply answers the question ‘With the resources

available, when will the work be finished?’ In many situations a mixture of levelling and smoothing may be required. This is particularly true in the program and portfolio dimensions.



Figure 11 Resources Leveling & Smoothing

Section 21 Procurement

Develop the procurement execution process, and contractor selection.

The project team has developed a process to determine & streamline the process to execute procurements for the project when needed:

Procurement process flow example

fahad | April 14, 2022

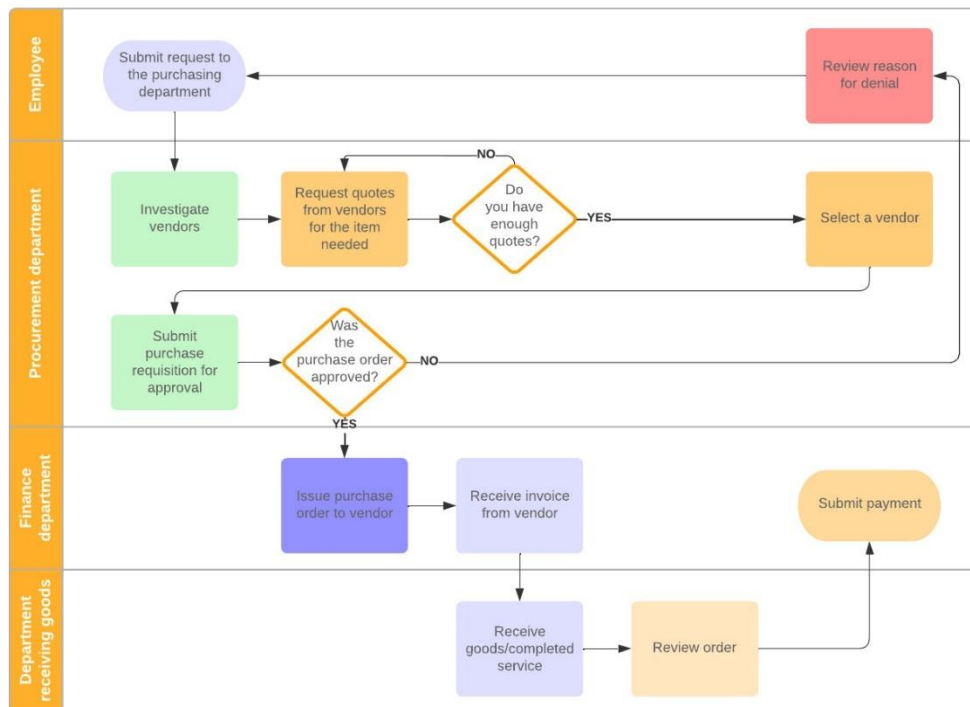


Figure 12 procurement process flow example

Project contractor selection process:

The project right out of the gate will require some 3rd party products & services to meet the project needs ranging from project software & web development, installing office technical hardware, office utilities and various other construction or installation jobs that require Similar selection and awarding process to project

procurements, for this, the contractor selection process is also streamlined and simplified and can make use of the project procurement table shown in figure above.

Identifying performance measurement:

Performance measures are based on data, and tell a story about whether the project is achieving its objectives and if progress is being made toward attaining policy or organizational goals. And for this the company must first set the goals it wants to achieve before it can measure its performance based on KPIs. It should create goals and objectives in relation to all aspects of the company's operations, including things such as expenditures, asset management. (KPI is a type of performance measurement that helps understand how the organization or department is performing)

Change Request model in any industry, its commonly known that rarely does a project move forward as planned happens that way. Change is a constant and must be managed like any other aspect of the project. A change request form controls the process of dealing with those changes.

Section 22 Plan and control

1. Prepare agenda– Invitation and virtual record of a virtual meeting.

This template best shared by email before and after the virtual meeting to document any changes or comments and agreements:

Date	DDMMYYYY	Time	(00:00) AM-PM
Link to virtual meeting			
Zoom-meeting or Teams-meeting			
List of attendees and their titles or positions		Introductions	
- o Name – Titles – Position - o Name – Titles – Position - o Name – Titles – Position - o Name – Titles – Position		Short introduction about the meeting	
AGENDA			
o Meeting agenda			
Approval list of Prior Meeting Minutes			
- o Department Name (approval) - o Department Name (approval) - o Department Name (approval) - o Department Name (approval)		- o Name – Titles – Position (approval) - o Name – Titles – Position (approval) - o Name – Titles – Position (approval) - o Name – Titles – Position (approval)	
Approval list of Current Meeting Minutes			
- o Department Name (approval) - o Department Name (approval) - o Department Name (approval) - o Department Name (approval)		- o Name – Titles – Position (approval) - o Name – Titles – Position (approval) - o Name – Titles – Position (approval) - o Name – Titles – Position (approval)	
Executive Summary of the meeting (for ongoing meetings)			
High level summary on what will be this meeting about (for new meeting)			
Follow-Up from Previous Meeting			
Previous minutes of meeting (for ongoing meetings)			
New Business Items			
New actin items for new meeting			
Action Items			
The previous meeting actions (for ongoing meetings)			
Next Meeting's Agenda			
Filled after the meeting and shared to the participants			
Announcements			
Any announcement that will impact the meeting peruse			
Business Comments			
Participants comments			
Adjustments or Highlights			
Adjustments or Highlights that needed to be considered that will affect any previous action or approval			

Table 22 Invitation and virtual record of a virtual meeting

2. Identify performance measurement

3. Develop Change Request model

CHANGE REQUEST FORM			
Date	DD/MM/YYYY	Time	(00:00) AM-PM
Project Name		Requested By	
Customer KYC from (IAM)		Sales department	
Request Name		Request ID	
Sales department manager		CR – 202203030001	
Current Situation		Change Description	
Currently we rely on the customer to input the correct KYC information with many customers have corrupted information or incorrect information.		we need to have un integration with IAM Saudi National Digital Identity Management to retrieve the customer KYC form National Information Center.	
change impact (IT Department)			
<u>Budget Assigned:</u>		<u>Vendor base / In-house development:</u>	
☒ Yes	☐ No	☐ Vendor	☒ In-house
<u>Timeline:</u>		<u>Change Impact:</u>	
		Critical ☒ – Medium ☐ – Low ☐	
<u>Resource Needed:</u>		<u>Change priority:</u>	
		Regulatory ☒ – High ☐ – Med ☐ – Low ☐	
Risk Assessment (Risk Department)			
<u>Change Risk Assessment:</u>		<u>Risk Score:</u>	<u>Risk Impact:</u>
		A – 88	High
		<u>Risk Categories:</u>	<u>Risk Sub Categories:</u>
		Technology	Regulatory Requirement
Accounting Cycle (Finance Department)			
Stakeholders Signs			
Risk Department manager Date & Signe	Finance Department manager Date & Signe	Risk Department manager Date & Signe	
IT Department manager Date & Signe		Sales department manager Date & Signe	

Figure 13 Change Request Model

Section 23 Risk and opportunities

1. Identify Risks (threats) and opportunities and give examples.

The risk concept in 2022 has been exposed to new risk elements with all the digitalization and the technological race to simplify and minimize the customer effort in providing services and such issue has created new type of risk digital risks along with the traditional risks. In this project we have identified the financial uncertainties, legal liabilities, technology issues, strategic management errors, accidents and natural disasters with the fifth type the digital risk. Examples of risk threats and opportunities in this project:

- Financial uncertainties: exceeding the budget located to this project.
- Legal liabilities: delay in getting the work license from the regulator.
- Technology issues: the platform done time
- Strategic management errors: outsourcing the IT department
- Accidents and natural disasters: epidemic or disease outbreak similar to COVID 19 incident.
- Digital: Cyberattacks

2. Prepare Risk register.

Risk identification ID	FU	LL	TI	DG	SME	AND
Risk sources	Financial uncertainties	Legal liabilities	Technology issues	Digital	Strategic management errors	Accidents and natural disasters
Risk description	Exceeding the budget located to this project	Delay in getting the work permit from the regulator	Platform crashes	Cyberattacks	Outsourcing the IT department	Epidemic or disease outbreak similar to COVID 19 incident
Risk categories	Financial	Legal	technology	Cyber	strategic	external
Risk analysis	Moderate	Catastrophic	Moderate	Catastrophic	Negligible	Catastrophic
Risk probability	Possible	Possible	Certain	Certain	Possible	Rare
Risk priority	High	Extremely high	Extremely high	Extremely high	Low	moderate
Risk response strategy	Mitigate Impact	Actively Accept	Mitigate Impact	Avoid	Escalate	Passively Accept
Risk Ownership	Finance department	Legal department	IT department	IT department	CEO	Risk department
control	Regularly check	Optioned before the start of the project	Monitoring the performance regularly	Software update and optimisation up to date	Understand the business needs	BCM business continuity management

Table 23 Risk register table

3. Qualitative Risk Analysis

	Rare	Unlikely	Possible	Likely	Certain
Catastrophic	M	H	E	E	E
Major	M	H	H	E	E
Moderate	L	M	H	H	E
Minor	L	M	M	H	H
Negligible	L	L	L	M	M

(L) Low, (M) moderate, (H) High, (E) extremely high

Table 24 Qualitative Risk

	Rare	Unlikely	Possible	Likely	certain
Catastrophic	AND		LL		DG
Major					
Moderate			FU		TI
Minor					
Negligible			SME		

(FU) Financial uncertainties, (LL) Legal liabilities, (TI) Technology issues, (DG) Digital, (SME) Strategic management errors, (AND) Accidents and natural disasters

Table 25 Qualitative Risk Analysis

4. Specify Risk response strategies.

Risk Response Strategy is an action plan on what you will do a Risk on your project. The main risk response strategies for threats are Mitigate, Avoid, Transfer, Actively Accept, Passively Accept, and Escalate a Risk.

Avoid Risk: means you need to do something to eliminate the cause of the threat.

Mitigate Impact/Probability of a Risk: means you do something to reduce the impact or the probability of a threat

Transfer Risk: means that you need to take action to make another party responsible for the risk.

Actively Accept Risk: means that you need to develop a (contingency) plan and make reserves for a risk.

However, you will only act if and when the risk happens

Passively Accept Risk: Risk Response Strategy means you'll do really nothing. If a risk happens, you will need to decide if there is a workaround. Or you would simply soak up the impact.

Escalate Risk: means do something to get engagement from a stakeholder who can eliminate or mitigate risk.

Section 24 Stakeholder

Prepare Stakeholder engagement assessment matrix.

Stakeholders	Leading	Supportive	Neutral	Resistant	Unaware
Executive Director of the Organization		D			C
IT Department		D		C	
HR Department		D	C		
Sales Department	DC				
Risk Department		D	C		
Finance department		D		C	
Legal Office			D		C
Ministry of Commerce			D		C
CITC			D		C
SAMA			D		C
Customers		D			C
Platform Vendor	D	C			
Current level of engagement per stakeholder “ C ”					
Desired level of engagement per stakeholder “ D ”					

Table 26 Stakeholder engagement assessment matrix

Section 25 Recommendations:

We have included some of the common recommendations to be considered in the planning, execution, and maintenance of any digital project:

- aligning with overall strategy.
- running an Agile project
- Maintenance over innovation
- Bureaucracy
- Communication across departments
- Wasting time on small tasks
- Lacking the right skills
- Designing without purpose
- Complexity
- core features
- few resources
- project implementation cost

Section 26 project summary:

To summarize the project insures is a digital platform as an aggregator consist in delivering best price and good quality services. The PMO team was able to overcome many obstacles and achieving embrative team work. Observing the market needs and the latest technology to present a project plan that covers most of the project elements with comprehensive details to be able to deliver it on project management standards. Insurance is a way of managing risks. When you buy insurance, you transfer the cost of a potential loss to the insurance company in exchange for a fee. We are a new digital platform (INSUREUS) specialize in digitizing the traditional way of conducting the Insurance business to be able to compete in Saudi Arabia digital growing market. With the new technology available in the market, websites, smart devises and platforms will make it easier for the customers to digitally compare and buy insurance with Competitive price, and coverage with minimum effort to show our customers that We Care.

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