

Mid-Ocean University

College of Management

Master of Project Management



Scheduling & Time Management Challenges in Shipbuilding Projects

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Abstract

Developing a schedule management plan. Defining project activities. Linking project activities to each other (sequence of activities). Estimating the duration of implementation of each activity according to the resources loaded on the activity. Developing the schedule with appropriate tools (scheduling programs). Following up and monitoring the schedule throughout the duration of project implementation.

Projects have become the way of the working world, as computers and mechanization have given people the opportunity to focus on new things – new products, new services, new organizations. Since there is a need to create things, there is a need to create projects. Unfortunately, control over projects can be lost easily and in a short time, which leads to a huge waste of the budget and repeated delays in project delivery, which is dangerous. Therefore, good project management skills allow them to deliver projects. High quality, on time and within the established budget. For shipbuilding projects, the reputation of any company responsible for the process of shipbuilding depends on who can deliver goods or perform services on time and within the budget.

Lost translates into a loss of revenue for both the company and the customer! Proper activity planning can reduce the possibility of such losses to a minimum, and clear identification of activities early in any project helps discover missing activities. This unit of study explains that the process of time management in the field of project

management is a process in It is extremely important as project management aims to implement projects within a specific time frame according to the contract concluded between the parties to the contract and the estimated cost of the project and the required quality. Therefore, effective time management in construction projects is considered a necessity to achieve the project objectives within the budget specified for it, as increasing the project duration means increasing the costs for the project. Which reduces its planned profitability.

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Chapter One

The General Frame

Introduction

The Study Problem

The Importance of Studying

Objectives of The Study

Study Hypotheses and Variables

Study Methodology

Reasons for Choosing the Topic

Limitations, Population and Sample of The Study

Terms and Concepts

Previous Studies

The Introduction:

Projects have become the way of the working world, as computers and mechanization have given people the opportunity to focus on new things – new products, new services, new organizations. Since there is a need to create things, there is a need to create projects. Unfortunately, control over projects can be lost easily and in a short time, which leads to a huge waste of the budget and repeated delays in project delivery, which is dangerous. Therefore, good project management skills are considered an advantage for project managers. At the present time, which allows them to deliver high-quality projects on time and within the established budget, proper planning of activity can reduce the possibility of such losses to a minimum, and clear identification of activities early in any project helps to discover missing activities, project monitoring. Controlling is the process by which actual project performance is tracked compared to planned project management activities. Project monitoring and compliance can be considered one of the basic processes that may occur at all stages of the project, from the start of operation until the closure or termination of the project. The project monitoring and control process is considered a relatively easy task for small projects, but it is a difficult task that requires a great effort to monitor and control how operations are progressing for large projects. Planning the shipbuilding process in the port of Jeddah in the Kingdom of Saudi Arabia. Measuring the performance of good management in containing the risks and challenges faced in terms of scheduling

and time management and working to confront them and reduce their negative effects on the company's performance. The earlier the management anticipates the challenges, analyzes them, and develops strategic options to confront them, the less the effects. Negativity that may contribute to poor project management performance, increased costs and weak competitive position in the shipbuilding industry among competitors. Since the beginning of the first decade of the twentieth century, many institutions have sought to search for planning and time management rules, as many companies have sought in an increasing number of projects with diverse business activities, which requires leadership based on analyzing time management planning methods using modern technological systems and confronting them. Constraint management is a process of identifying, evaluating, and monitoring planning defects that project management is exposed to, that undermine its market balance among competitors, and affect its capital. Here, the challenges of scheduling and time management in shipbuilding projects in the Kingdom of Saudi Arabia will be studied.

The Study Problem:

Project management in shipbuilding within the port of Jeddah in the Kingdom of Saudi Arabia is considered to be many challenges, and the most important of these challenges is scheduling time management processes, which is considered one of the new pillars in the science of modern business management, due to the challenges and fluctuations faced by many business institutions, and perhaps the collapse of many.

Sometimes due to their inability to cope with the good planning and scheduling of time management processes for the projects of these companies, which forced many business institutions to approach the confrontation on the basis that each of the projects has its own challenges, pattern of operations, methods of time management, as well as the problems it faces, and they established an independent management. Its organizational structure is based on managing project operations and planning and managing the time required to complete the project. It carries out expensive practical research and studies that fall on the company, as the management of shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia. The departments that are characterized by dynamism, movement, and continuous growth are not far from this controversy surrounding learning from past lessons from economic and financial crises, environmental and political disasters, in Dealing with challenges and risks after they occur, and what modern business administration has imposed on business institutions in adopting the approach to managing operations management and time scheduling, in order to contribute to predicting the period available for project implementation, measuring the specific completion rate and its impact on business and project management in business institutions, and developing solutions and proposals to reduce Among those obstacles that lead to wasting time or delaying the completion of the project, and mitigating its impact on the performance of its projects and its strategic objectives, this was what justified the researcher to conduct an exploratory study to identify the application of time management and scheduling in

shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, and what It showed that he was weak in applying it, so he proceeded to do this study.

The problem of the study is summarized in answering the following main question:

What are the scheduling and time management challenges in shipbuilding projects in Saudi Arabia?

The following sub-questions branch out from the main question:

1. What are the results of the analysis of time management challenges on shipbuilding projects in the port of Jeddah, Saudi Arabia?
2. What are the results of the evaluation of scheduling and time management challenges on shipbuilding projects in the Port of Jeddah, Saudi Arabia?
3. What are the outcomes of decision making and meeting scheduling challenges of time management on shipbuilding projects in Jeddah Port, Saudi Arabia?
4. What are the results of time management scheduling challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience)
5. What are the results of continuous control in time management on the shipbuilding process in Jeddah Port in the Kingdom of Saudi Arabia?

Research Importance:

Scientific importance:

The most important points of theoretical and scientific importance are as follows:

- ❖ In that it discusses an issue that is considered one of the biggest issues that concern the development of maritime transport companies in the Kingdom of Arabia, as the port of Jeddah represents the main place in the Kingdom for providing shipbuilding services.
- ❖ The importance of planning and time management in influencing the economies of countries. The study may be useful in enriching the Arab library with modern studies that will benefit researchers, scientific research centers and specialists.
- ❖ Explaining the importance of evaluating time management and scheduling operations and their role in enhancing the performance of the shipbuilding process within the port of Jeddah in the Kingdom of Saudi Arabia, and thus it will be the basis on which scholars and those interested in the field of scheduling and time management in the shipbuilding process will build.

Practical importance:

The most important points of practical and applied importance are as follows:

- ✓ Time management and its role in enhancing the performance of shipbuilding scheduling operations within the Port of Jeddah in the Kingdom of Saudi Arabia
- ✓ The importance of the research is that it deals with one of the most important components of the economic sector, which is represented by the operations of the shipbuilding industry, which works on many activities that serve the national economy.
- ✓ Protecting its activities from any poor planning of the time management scheduling process for the completion stages that may affect it or hinder its continuity, and this will negatively affect the costs of operations and the completion of shipbuilding within the port of Jeddah in the Kingdom of Saudi Arabia.
- ✓ Through this study, we are trying to search for the most important ways and successful methods to address or avoid them in order to maintain planning for time management processes and the scheduled completion rates for the shipbuilding process in the port of Jeddah in the Kingdom of Saudi Arabia and develop them further and further.
- ✓ The importance of working to stabilize it and increase its production efficiency and competitive capabilities, including contributing to the national product and serving supply chains in the Kingdom.

Research Aims:

The research aims to identify the various challenges in scheduling and time management processes in shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, and to create a system of indicators and measurement for them so that they can be analyzed, evaluated, and their effects determined. And setting all the procedures and strategies that must be followed to be able to manage them within a system of standards that reduce the negative effects of their occurrence or lead to preventing or avoiding their occurrence in the future. The objectives of the study are as follows:

- ❖ Benefiting from the results of the analysis of time management challenges on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia
- ❖ •Benefiting from the results of evaluating the challenges of scheduling and time management on shipbuilding projects in the Port of Jeddah in the Kingdom of Saudi Arabia?
- ❖ •Leveraging the results of decision making and meeting the challenges of scheduling and time management on shipbuilding projects in Jeddah Port, Saudi Arabia?
- ❖ Study the results of time management scheduling challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience)

- Benefiting from the results of continuous control in time management on the shipbuilding process in Jeddah Port in the Kingdom of Saudi Arabia

1. Spreading the culture of scheduling and time management in both large and small projects.
2. Facilitating obtaining accurate information related to the rates of achievement of performance indicators of strategic and operational plans.

Research Hypotheses and Their Variables:

Industries of vital importance operate in the field of shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, where scheduling and time management processes are among the main activities in completing projects as planned, and there are many challenges facing this management that can lead to disastrous results. The primary goal of managing scheduling operations is to schedule the time needed for projects, which is one of the areas that helps determine and evaluate the percentage of completion and stages of operating operations and coordination between those stages, whether it is related to designing maps of the flow of production requirements and the required working hours, proper planning for managing it, and scheduling the time available to complete the project, as the study conducted. The main hypothesis states: - *There is a correlation between scheduling challenges and time management in shipbuilding projects in the Kingdom of Saudi Arabia.*

Based on the main hypothesis, the sub-hypotheses were formulated as follows:

Hypothesis 1:

There is a relationship between the results of the analysis of time management challenges on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

Hypothesis 2:

There is a relationship between the results of the evaluation of scheduling challenges and time management on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

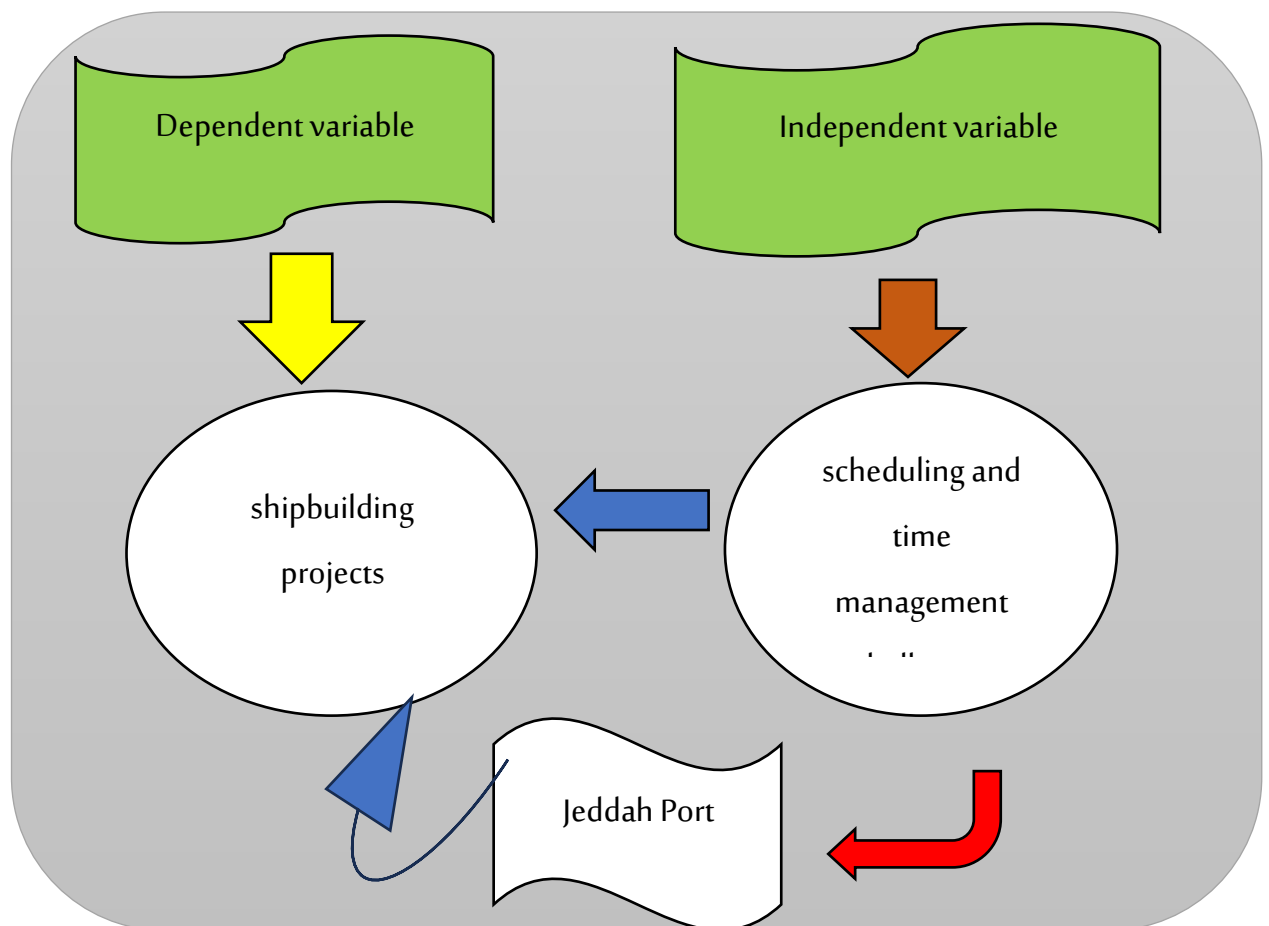
Hypothesis 3: There is a relationship between studying the results of time management scheduling challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience).

Study variables:

The figure represents the relationship between the independent variable (scheduling and time management challenges) and the dependent variable (shipbuilding projects).

These variables can be explained as follows:

- Independent variable: scheduling and time management challenges.
- Dependent variable: Jeddah Port shipbuilding projects in the Kingdom of Saudi Arabia.



Study Methodology:

In order to achieve the objectives of the study and give positive answers to its questions, the study used the descriptive approach to describe the problem and objectives of the study and review some previous studies and analyze them in order to arrive at a preliminary definition of the content of the study tool. In analyzing the problem at hand and testing the adopted hypotheses, we followed the use of the descriptive analytical approach, as the study relied on it as it is one of the most widely used approaches in studying phenomena. Social Humanitarian Society, where it presents the concept of scheduling and time management challenges, as well as the performance of projects working in shipbuilding within the port of Jeddah in the Kingdom of Saudi Arabia, where the descriptive approach is a tool and method for analyzing and describing time management and its role in enhancing the performance of projects working in shipbuilding in the port of Jeddah in the Kingdom of Saudi Arabia. Saudi Arabia.

Information Sources:

1. Secondary sources:

In the theoretical framework of the study, a group of scientific theses was used in addition to research and studies published in magazines and websites.

2. Primary sources:

The questionnaire was relied upon and is considered the main tool for the study in order to collect data and information.

Limitations, Study Population and Sample:

The study population consists of workers in shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia. Given that this population is limited, the study will use the random sampling method by applying it to a sample of directors, deputy directors, and senior administrators in the project management of shipbuilding in the port. Jeddah operating in the Kingdom of Saudi Arabia.

Time limit: academic year 2023 AD

Spatial limit: Jeddah Port in Saudi Arabia

Objective Limit: Scheduling and Time Management Challenges in Shipbuilding Projects in the Kingdom of Saudi Arabia.

The human limit: managers and workers in shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

Reasons For Choosing the Study Topic:

The reasons we chose this topic are:

- Lack of research and studies dealing with this topic, especially in the field of shipbuilding projects
- The importance of shipbuilding projects in supporting supply chains in the Kingdom of Saudi Arabia as an essential component of the economic sector.
- Shipbuilding projects operating in the Kingdom of Saudi Arabia are increasingly exposed to multiple challenges that have required finding an appropriate and effective method that enables them to overcome the problem of time management and scheduling operations.
- An attempt to provide a method based on scientific and methodological foundations in dealing with the challenges of scheduling and time management imposed by various environmental changes.

Definitions And Terms:

•Schedule management planning:

It is the process of defining the policies, procedures, and documents necessary to

plan, manage, and monitor the project schedule.

- **Identify activities:**

It is the process through which specific procedures that must be completed to produce the required outputs are identified and documented.

- **Arranging activities sequentially:**

It is the process through which relationships between various project activities are documented.

- **Estimating activity:**

resources, through which the type and quantity of material and human resources needed to complete the project are estimated.

- **Estimating the duration required for activities,:**

which includes estimating the time periods required to complete each project activity.

- **Developing the schedule:**

It is the process of analyzing the sequence of activities, their time periods, resource requirements, etc., with the aim of preparing a project schedule model.

•**Finally, follow the schedule:**

It is the process by which the status of project activities is monitored and changes to the schedule reference plan is managed.

Project scope statement:

It is a description of the project scope, its key deliverables, and the assumptions and constraints associated with the project scope. The project scope statement provides documentation of both project scope and product scope. It also explains what the project outputs are and their specifications, in addition to the methods and work necessary to produce those outputs. Includes project scope statement.

Project monitoring and control:

The process by which actual project performance is tracked compared to planned project management activities. Monitoring and adhering to the project can be considered one of the basic processes that may occur in all stages of the project, from initiation until closing or terminating the project. The project monitoring and control process is considered a relatively easy task for small projects, but it is a difficult task that requires a great effort to monitor and control how operations are progressing for large projects.

project management:

It is the process through which the project's material and human resources are.

organized and managed effectively and efficiently to ensure the success of the project and achieve the required quality within the time and cost available for the project. This process goes through several stages, starting with the establishment stage, followed by the planning stage, then the implementation stage, followed by the monitoring and control stage, until this process ends.

Previous studies:

Al-Zoubi Study (2023)

the goal of this study was to test the impact of operations management practices (Project Design, Project Location, Supply Chain Management, Inventory Management, Quality Management, Maintenance Management) on the performance of construction projects carried out by the Association of Investors in Housing Sector in Jordan in term of (cost, quality, and time) The descriptive analytical approach and questionnaire methodology were used to gather information. The population of the study consisted of (3600) investors in housing sector during the year 2017. The random sampling technique was used to determine sample size which included 346 investors. Questionnaires were distributed, of which (285) questionnaires were

returned, valid for analysis, at a rate of 82% of the total sample size, which were analyzed by using a set of statistical methods such as linear and multiple regression, and other methods that are part of the Social Science Statistical Package. The study showed positive effect of the independent variable (operations management practices) on dependent variable (performance of the construction projects) represented by (cost, quality, and time) and this effect could be ranked in descending order as follows: quality, time, and cost. The study also showed that the dimensions of the independent variable (Operations management practices) in its positive effect on the dependent variable (performance of construction projects) could be ranked in descending order as follows: Quality Management, Supply Chain Management, Maintenance Management Inventory Management Project Design, Project Location. The study recommended the Association of investors in housing sector in Jordan to clear the positive impact of Operations management practices on project efficiency by indicating its positive impact on cost, time, and quality of projects and to urge them to improve the application of Operations management practices in their projects. It is recommended also conducting similar studies on other sectors, such as industrial and services sectors, to show their effects on them and compare results between different sectors to reach common points between them.

- A study (Puri 2021 AD):

A study entitled Time management and its impact on job performance in the National Corporation for the Jabal Al-Anqq Mining Complex. This study aimed to find out the effect of time management on job performance at the National Institution for the Jabal Al-Anqq Mining Complex in Bir Al-Ater, where the concepts of time management and job performance were discussed, and to achieve the objectives of the study, the descriptive approach was used. Analytical, where the study was conducted for a sample of 51 administrators, using the program (SPSS version 21) and the study hypotheses were tested by analyzing questionnaire data. The study reached the conclusion that there is a positive and strong impact of time management on job performance in the organization, and the study recommended There are some suggestions, the most important of which is training employees on time management skills.

Study (Mohamed 2020):

Good project planning and its implications for the project an exploratory study of the views of project managers in Dohuk Governorate The aim of the research is to focus on the advantages of good project planning and its implications for the time period for implementation in the Dohuk Governorate, by identifying the factors that lead to poor planning, as these factors affect the time period for implementation and in In order to achieve the goal of the research, the questionnaire form was relied upon and the questionnaire was distributed For a sample of project managers in the Duhok center,

the research sample amounted to 60 respondents. The results of the research were the existence of a strategic defect in the contracting companies, which led to the inability to implement the project plan. The two researchers suggested the importance of contracting companies allocating a special unit whose task is to study plans to ensure the success of the project and to control its causes that lead to poor planning because it has a major role in implementing projects on time.

- Judy's study (2020 AD):

A study entitled time management and its relationship to improving the performance of employees. A field study in the Algerian Ceramic Foundation in Mesial. The goal was to know the actual reality of time management and its impact on performance in the institution under study, to know the elements of the determinants of time management, and to know the nature of the relationship between time management and its impact on improving overall quality and the effectiveness of management. Time and job performance. The study recommended establishing awareness and serious conviction among senior management and workers at all administrative and technical levels of the importance of applying the dimensions of total quality management in an integrated and purposeful manner and linking them to the effectiveness of time management and the necessity of giving greater attention to the application of all dimensions of total quality management and focusing on the dimensions that are most important and have an impact on the effectiveness of

management. Time and job performance and the need to conduct more studies on the same topic, but with other variables and measurement methods.

Al-Asiri's study (2018 AD):

A study entitled time management and its relationship to the job performance of Jazan Region Police personnel. The aim was to identify the reality of time management and the reality of job performance for Jazan Region Police personnel, and to identify the contribution of time management in developing the job performance of Jazan Region Police personnel, to identify time wasters, and to know effective ways to manage time in the Jazan Region Police. Jazan region. The study population consists of all officers, numbering (161). Paper questionnaires were distributed, numbering (86) officers, paper questionnaires, and electronic questionnaires, number (75) questionnaires. Two questionnaires were excluded due to incomplete data. The study was conducted on (159) questionnaires that were completed and valid for statistical analysis. The researcher used the descriptive approach, and the most important results were that there was a direct, statistically significant relationship between time management and job performance. The study recommended several recommendations, the most important of which were encouraging leaders to plan time, the necessity of dealing with the public and auditors effectively, and adopting specialized training programs

for time management. Time and applying modern techniques and mean to manage time effectively.

- Taniba study (2017 AD):

A study entitled time management and its relationship to performance in the Algerian institution, a field study in the municipality of Jijel on a random sample of employees in the municipality of Jijel, numbering (60). The study aimed to determine the reality of time management within the service institution in Algeria and to reveal how planning contributes to increasing the performance of employees and knowledge of the techniques used to raise Employee performance, identifying the causes of time wasting and trying to avoid them, and use The researcher used the descriptive analytical method and the study reached a number of results and recommendations, the most important of which is that there is a direct relationship There is a positive relationship between time planning and employee performance, and the existing timetable within the service organization helps employees arrange work priorities and the use of means and techniques helps raise employee performance.

- Shak-shak study (2014 AD):

A study entitled the impact of time management on the productivity of the organization. A field study on the Zliten Bank on a random sample of 60 employees in the bank. The study aimed to know the degree of the impact of time management on

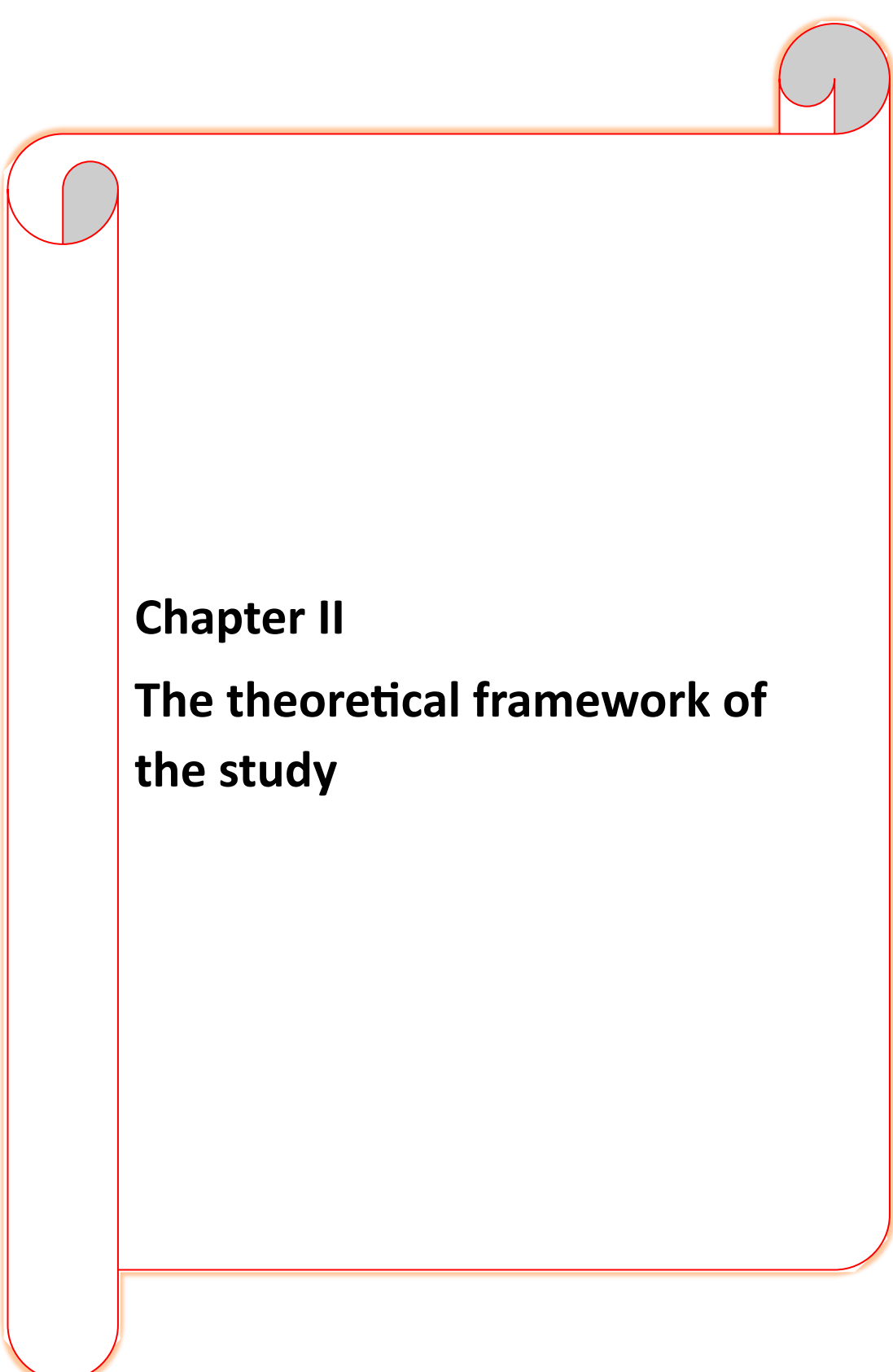
the productivity of the organization, as well as to provide some recommendations that can be used to manage time better. The researcher used the descriptive analytical method to reach accurate and detailed knowledge, and the study reached a number of results, the most important of which is that most of the sample members keep work schedules, time is managed in the required manner within the scope of the bank, and there is a direct, statistically significant relationship between time management and the organization's productivity. The study recommended a number of proposals. The most important of these are setting up designated places to accept complaints from clients and workers, minimizing social relations within the scope of work, and using control of the time of entry and exit of workers, such as using the fingerprint system.

- Abu Ziyad (2012):

conducted a study entitled "Time management and comprehensive quality and their impact on job performance" A field study in a sample of Palestinian commercial banks. This study aimed to identify the nature of the relationship between time management and comprehensive quality and their impact on the job performance of employees in Palestinian commercial banks. This was done on a sample of (114) managers, and the researcher used the descriptive approach. The results showed that Palestinian commercial banks are interested in applying all dimensions of comprehensive quality management, and that there is a relationship with a significant impact between the dimensions of total quality management.

General comment on previous studies:

- 1- In terms of methodology, all previous studies agreed to use the descriptive approach, such as the study (Puri 2021). Judy's study, 2020 AD, Al-Asiri's study, 2018 AD, and Taniba's study, Mustafa. Nimr 2017 AD and the study of Shakshak, (2014 AD and Abu Ziyad's study 2012 AD)
- 2- In terms of the tool, all previous studies agreed to use the questionnaire as a tool to reach results, such as the study of Buri 2021, the study of Judi 2020, the study of Al-Asiri 2018 AD, and the study of Taniba, Mustafa. Nimr 2017 (and the study of Shakshak 2014 AD) and the study of (Abu Ziyad 2012 AD)
- 3- Benefiting from previous studies was represented in enriching the theoretical framework as well as choosing the methodology, tool and statistical methods Suitable for study.
- 4- The current study was distinguished from previous studies in presenting its topic: the impact of time management on shipbuilding projects, studying shipbuilding projects within the port of Jeddah in the Kingdom of Saudi Arabia, and this is what distinguishes the study from others, as no previous study has been conducted on this company As far as researchers know.



Chapter II

The theoretical framework of the study

Scheduling and force management challenges in shipbuilding projects

First, the theoretical framework- :

Time management concept:

Time is defined as a unit of measurement in hours and its parts, and that it follows a straight line. Time is one of the unique goods that is given equally to all people, regardless of age and location. It moves at a specific and constant speed, and it seems that there is no person on the face of the earth who is able to complete his work in the time he wants. Because we never have more than what is available to us, we must make good use of what we create. Time must be allocated and preserved, and time must be under strict control and fruitful and useful management. Organization, arrangement, and programmed daily work procedures are among the important elements in preserving time and good management.

Time is divided into three sections:

A Creative time: It is the time a person spends thinking, analyzing, and planning for the future, in addition to organizing work, evaluating the level of achievement, and directing it. Then develop logical and objective solutions to ensure the effectiveness and results of decisions.

B: Preparatory time: It includes the period of time that precedes starting to perform the work and includes collecting information and data - and preparing the necessary supplies to complete the work.

C Productive time: This is the amount of time it takes an individual to complete the work he has prepared for.

Dealing with time wasters:

Individuals often waste their time on matters of little importance. Among the things worth noting among the wastes of time are meetings, phone calls, friendly visits, incomplete information, reliance on memory, and postponement of completing work.

The manager in the work organization is exposed to wasting his time due to several factors, which we summarize as follows:

1- Lack of planning: Lack of planning is one of the sources of wasting time due to...

The source of the absence of goals and their lack of clarity is the lack of sufficient attention to the preparation and planning stage, in addition to the failure to develop serious programs for work, as well as the poor distribution of available time among various tasks and tasks.

2-Supervision: The supervision imposed on workers causes loss of time in several cases, including:

The widespread misconception of oversight at the organization level, which believes that oversight is an end in itself - it becomes a sword over the necks of employees, making them feel fearful and hesitant.

B. Increasing the imposed control procedures leads to disruption of implementation and causes loss of time.

Through extrapolation of the theoretical heritage, we found that time management included many definitions, most notably the following:

Time management is defined as a set of abilities that enable an individual to improve the quality of life.

It is also a process of planning, organizing and controlling that enables us to choose the right and appropriate thing to do, and thus improves the quality of life by doing a lot of work in a short period of time.

Time management can be defined as limiting, specifying, organizing and distributing time, distributing and investing every appropriate moment in it, the optimal investment in the light of appropriate plans linking the goals that should be achieved and the practices and methods that have been implemented, and subjecting all of this to continuous follow-up and evaluation processes. Time management also means: "efficiency." "In saving the time that managers need and using it effectively to solve complex organizational and technical problems in order to achieve the goals that the organization seeks".

Time properties

The characteristics of time can be crystallized as follows: Nothing is longer than time

because it is the measure of eternity, and nothing is shorter than it because it is not sufficient to achieve **what one wants**.

1 -Time does not respect anyone. No one can change or transform it, regardless of what they want to achieve. It is moving at the same speed and pace, whether it is a time of happiness and joy or a time of depression and joy, and if it seems otherwise, it is in feeling, not in reality.

2 -Time passes quickly, it passes like the clouds, and the wind flows, and its restoration is just a wish. If only youth would come back one day, so I would tell him what the gray hair did.

3 - Time is a rare resource that cannot be accumulated, and since it is fleeting quickly and what has passed will not be returned or replaced with anything, it is the most precious thing a person possesses. This is what Al-Hasan Al-Basri expressed when he said: There is no day when the dawn breaks without calling: O son of Adam, I am a new creation, and I am a witness to your deeds, so provide for me, for if I depart, I will not return until the Day of Resurrection, and the preciousness of time is due to it being a container for every work and every production. It is the real capital of a person, individually or collectively. It is not gold, as the common proverb says, but rather more precious than gold and every precious substance.

-4 Time differs from other major resources, such as manpower, **money, equipment, and equipment, because:**

- It cannot be stored
- It cannot be replaced
- It permeates every part of the administrative process
- It cannot be bought, sold, rented, stolen, borrowed, borrowed, saved, multiplied, manufactured or changed, and everything a person can spend, whether he chooses to or not, according to a fixed rate of sixty Seconds per minute.
- It is a specific resource that all people own equally, and no one can increase it. Every person has 24 hours a day, 168 hours a week, and 8766 hours a year.

Principles of time distribution

Despite the detailed aspects that are unique to each organization individually, there are general and common aspects and activities between organizations, to which the administrator in the organization distributes official work time, with a difference in determining the percentage of time allocated to each of these aspects and activities, between one organization and another, and is These activities are divided according to the following principles:

-Place of activity:

The activity is divided according to location into:

- Internal activities: These are the activities carried out by the administrator within the

organization, such as meetings, internal committees, paperwork, and field trips between departments and departments.

- External activities: These are the activities carried out by the administrator outside the organization, which are related to the basic work for the development and success of the organization and its employees, such as field trips to external work sites, receptions in public places, and seminars and conferences outside the organization.

-Source of activity:

Activities here mean those communications in which the administrator is a party, and they are divided according to their source into:

- Communications that take place on the initiative of others represent the activities carried out by the administrator at the request of other people, such as subordinates, superiors, or people from outside the organization.

- Communications that take place at the initiative of the administrator: These include all activities carried out by others at the request of the administrator, such as contacting his subordinates, superiors, or people from outside the organization.

In both cases, the activity requires some kind of preparation, preparation and preparation, and this of course requires administrative time. The communication process, whether initiated by the administrator or by others, is not limited to one means or another, as it may be oral, written, or technological.

-Quality of activity:

The administrator performs many and varied activities, and the time allocated to each of them varies depending on the people performing them.

The type of these activities can be determined as follows:

- Providing guidance and advice/discussion with others
- Providing consultations/discussions with others
- Correction and processing
- Scrutiny and examination/individual reflection
- Monitor, review and confirm
- Providing suggestions and solutions
- Field trips outside the office
- Other non-administrative matters
- Long, short or medium-term planning activities.

-Activity control ability:

The activity is divided in terms of its ability to control into:

A - pre-planned activities: They represent all the activities that the administrator practices in a specific place and time and are usually placed in the administrator's work plan and daily work diary, such as:

Pre-scheduled meetings and visits, and paperwork.

B - Activities that are not planned in advance: They represent what happens or surprises the administrator and requires him to carry out an activity, in addition to that which was planned in advance, such as: telephone interruptions and inquiries from subordinates or from people outside the organization.

The concept of job performance: Performance is considered one of the concepts that has received wide attention from researchers and thinkers, especially in economics, due to the importance of this concept at the level of the employee and the organization. Performance is defined as: the behavior that an individual takes in performing the various activities and tasks in his work.

It is also defined as performing a job, completing an activity, or carrying out a task, meaning performing an action that helps achieve the specified goals

There have been many definitions of performance, where performance is defined as: interaction with the employee's behavior, and that

Behavior is determined by the interaction of his effort and ability.

Performance is also defined as: the result achieved by an employee when performing any work. The past

Functional performance elements:

The effective performance of any worker or employee is the result of the interaction of several factors, the most prominent of which are the following

-Increasing cognitive capabilities: This means his information, skills, attitudes, and values. An employee's competencies are his basic characteristics that produce effective performance by that employee.

-Job requirements: This means the tasks, responsibilities, or roles required by a business or a job. Organization environment: It consists of internal factors: the organization's goals, structure, procedures used in it, its resources, its strategic position, and external factors: social, economic, technological, cultural, political, and legal factors.

Efficiency and effectiveness are: the ability to do the required work with the least capabilities, and efficient activity is the least expensive. Effectiveness is defined as the ability to achieve the expected activity and reach the expected results.

Job performance standards:

The most important performance standards are as follows

-1 Quality: It is an indicator of how the quality of performance is judged in terms of the degree of mastery and quality

-2 Quantity: It is the volume of work accomplished in light of the capabilities and capabilities of individuals, and at the same time its distance is no less than their capabilities and capabilities.

-3 Time is an anticipatory statement that determines when work responsibilities will be carried out. Therefore, agreement on the appropriate time to complete the work must be taken into account, as well as the amount of work required and the number of workers needed.

-4 Procedures: They are arranged steps for the practical application of the skills that must be performed. Therefore, it is necessary to agree on the methods and methods that are permitted and authorized to be used to achieve the goals. Durra said that determining the level of individual performance requires knowledge of the factors that determine this level and the interaction between them, and given the multiplicity of these factors.

The difficulty of knowing the degree of impact of each of them on performance, and the differences in the results of previous studies that dealt with this topic,

Researchers face several difficulties in determining the factors affecting performance and the extent of interaction between them.

Shipbuilding in Saudi Arabia

Saudi Aramco began conducting studies to establish a giant marine industries complex in Ras Al-Khair in early 2013. Saudi Aramco signed a memorandum of understanding to establish the complex.

In cooperation with the Saudi National Maritime Transport Company, Hyundai Heavy Industries, and Imperial as key partners, Aramco also signed a contract with an alliance of the Saudi Arc Aerocon Company Limited and the Saudi Huta AG, to carry out drilling and land reclamation work and provide marine structures for the complex project. The contractors will work on approximately 37 million cubic meters of soil and land improvement of 7.4 million square meters, in addition to constructing 4,500 linear meters of concrete jetties and 12,000 linear meters of rocks and breakwaters to protect the complex. Saudi Aramco also signed a memorandum of understanding with McDee Mott International to provide integrated engineering, procurement, construction and installation services for offshore platforms to serve oil and gas development projects in growing markets.

The project was inaugurated on November 29, 2016, and was called “King Salman International Complex for Marine Services,” and King Salman bin Abdulaziz laid its foundation stone. The cost of the complex is expected to exceed 20 billion riyals, or \$5.33 billion. Saudi Aramco and the Saudi National Shipping Company seek to benefit from their expanding business to accelerate localization efforts for the emerging and

promising maritime industry and services in Saudi Arabia and the associated supply system. The complex will contribute more than \$17 billion to Saudi Arabia's gross domestic product, reduce imports of marine equipment and services by up to \$12 billion, and generate direct and indirect job opportunities of more than 80,000 jobs by 2030.

Complex areas

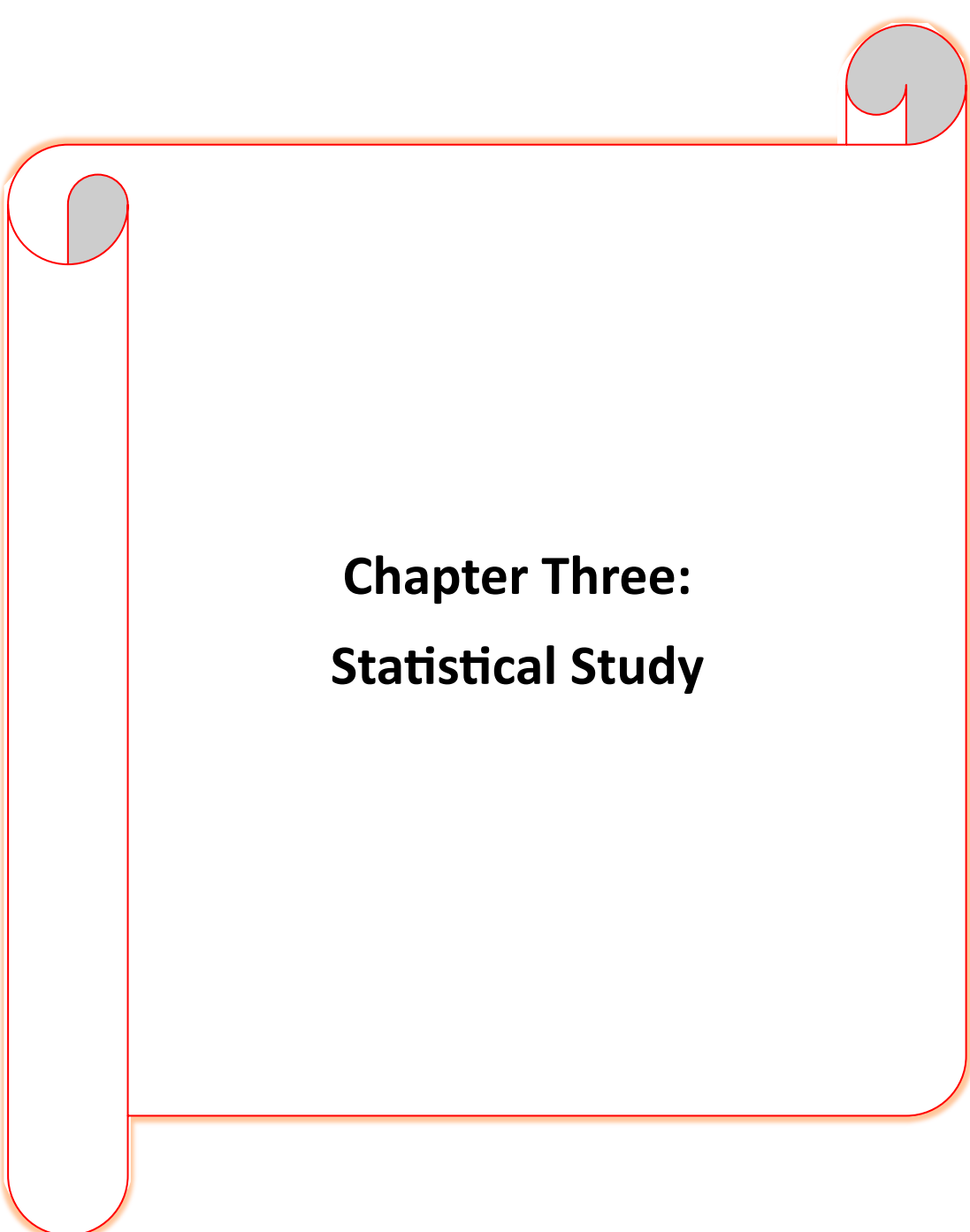
The complex has an area of five square kilometers and extends for four kilometers on the eastern coast of Ras Al-Khair. It consists of four operational areas which include seven drydocks and 17 jetties of various types. The first area was allocated for the repair and maintenance of ships and rigs, and includes three dry docks, 12 ship berths, and fully equipped workshops for all maintenance and restoration work, with a capacity of more than 15 rigs and 130 ships annually, as well as the repair of giant crude oil tankers.

As for the second zone, which specializes in marine support vessels, its production capacity is estimated to build 25 and repair 115 marine support vessels annually. This zone will consist of 9 land berths in addition to fully equipped ship repair workshops.

The third area, the largest in terms of area, is dedicated to building commercial ships, and provides the possibility of building all types of ships using the latest production methods in this field. This area consists of three dry docks and 6 fully equipped berths.

The annual production capacity of this region reaches three giant crude oil tankers and 15 commercial ships of different types.

As for the fourth area, which is the marine business area, it provides the possibility of building more than eleven fixed offshore platforms and four drilling platforms every year. This area includes a dry dock for building drilling rigs and a loading capacity of up to 10,000 tons. Initial production of the complex is expected to begin in November 2018, followed by the operation of the rig area in February 2019, the operation of the shipbuilding area in 2020 and the operation of the maintenance and restoration works area in 2021, with the production capacity being completed by 2022.

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Chapter Three: Statistical Study

- Study tools and methods of collecting information:

The questionnaire was prepared on the topic of the study, which is the challenges of scheduling and time management in shipbuilding projects in the Kingdom of Saudi Arabia. List of distribution of the study tool: Questionnaires.

Study tool distribution table.

Number of questionnaires	Distribution	return	Missing	excluded	Correct questionnaires
total	100	70	12	8	50
percentage	100%	70%	12%	8%	50%

Study tools and data collection methods

In the study, methods were used to collect data and information, and the main methods were based on two main sources:

1- Primary sources - via a questionnaire that was prepared to suit the population and sample of the study, aiming to highlight the study's hypotheses regarding time management strategies based on the results of training courses to be relied upon as a

primary source of information and data regarding the impact of modern information systems in decision support processes on building processes. Ships

2- Secondary sources - In this regard, academic sources were used from previous books and studies in the same field, which are represented in books and references.

Study tool:

Within the framework of the field study and with the aim of testing the assumed relationship between the research variables (scheduling challenges and time management in shipbuilding projects in the Kingdom of Saudi Arabia), the questionnaire method was chosen as a basis for measuring the impact of modern information systems in the processes of supporting the challenges of scheduling and time management in shipbuilding projects in the Kingdom of Saudi Arabia and on the performance of employees. And for those working at both the middle and lower senior administrative levels, several executive steps have been taken to ensure its validity and reliability. The process of reliability in the questionnaire largely means ensuring that the answer will be approximately the same if it is repeatedly applied to the same people again, and its validity will mean ensuring that it will measure What the study was designed to measure

The research questionnaire was divided into two main parts:

The first axis:

Concerning the demographic or personal data of the study sample: (gender - age - experience - occupation - academic qualification). Analysis of time management challenges on shipbuilding projects in Jeddah Port, Saudi Arabia

The second axis:

The factors that explain the impact of modern information systems in analyzing the challenges of time management controversy on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, and there are 3 sub-hypotheses.

Hypothesis 1:

There is a relationship between the results of the analysis of time management challenges on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

Hypothesis 2:

There is a relationship between the results of the evaluation of scheduling challenges and time management on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

Hypothesis 3:

There is a relationship between studying the results of time management scheduling

challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience).

The first section: demographic (personal) data and information for the study sample.

A statement of the study sample members in the company in terms of demographic variables

Describe the study sample in terms of gender

Variable	Category	Number	Percentage%
The gender	male	40	80%
	feminine	10	20%
	total	50	100%

1) Gender: It was found that most of the study sample were males, as their number reached (40) people, at a rate of (80%), while the number of females was only (10) females, at a rate of (20%). This indicates a low percentage of female participation.

Description of the study sample in terms of age

Variable	Category	Number	Percentage%
The AGE	less 30 years	15	30%

	From 31 to 34	10	20%
	From 35 to 39	15	30%
	From 40 and over	10	20%
	Total	50	100%

2) Age: It was found that the largest percentage of the study sample was in the age group of 30 years and less, as their number reached (15), with a rate of (30%), followed by the age group from 31 to 34 years, with a rate of (20%). In ages from 35 to 39 years, 30% of the total study sample, as for ages less than 40 years and above, at a rate of (20%) of the total study sample, and this indicates that the average age of the study sample is relatively high.

Description of the study sample in terms of qualifications

Variable	Category	Number	Percentage%
qualification	Diploma	20	40%
	Bachelor's	22	44%
	Master's	5	10%
	Ph.D.	3	6%
	Total	50	100%

3) Academic qualification: It was found that the majority of the study sample hold a first university degree (Bachelor's), as their number reached (22), with a representation rate of (44%), followed by the percentage of diploma holders, with a percentage of (40%), followed by the percentage of holders of a master's degree, with a percentage of ((10% As for the percentage of holders of a doctoral degree, which numbered (3) and amounted to (6%), this indicates that the individuals in the study sample have relatively high academic qualifications.

Description of the study sample in terms of experience

Variable	Category	Number	Percentage%
Experience	less 5 years	15	30%
	From 6 to 10	10	20%
	From 11 to 15	20	40%
	From 16 and over	5	10%
	Total	50	100%

4) Years of experience: It was found that the relative distribution of the study sample individuals was according to the number of years of experience, as the largest percentage was for those with experience from 11-15 years, as the number of its members reached (20) individuals, at a rate of (40%), followed by the number of years

of experience of 5 years or less, as it amounted to its percentage is (30%). As for those with experience of more than 16 years, their percentage reached (10%) of the total study sample, and this indicates that the individuals in the study sample have relatively long practical experience.

Description of the study sample in terms of occupation

Variable	Category	Number	Percentage%
The job	manager	2	4%
	Assistant Director	2	4%
	Human resources department staff	28	56%
	Training department staff	18	36%
	Total	50	100%

5) Position: It was found that the majority of the study sample were employees of the Human Resources Department, where they numbered (28), with a representation rate of (56%), followed by the percentage of employees of the Training Department, at a rate of (36%), and the percentage of the manager's job, at a rate of (4%). As for the percentage of assistant director the number of its members was (2), with a rate of (4%).

The second axis: Analysis of the study hypotheses:

Estimates of the members of the study sample were extracted, total numbers and percentages for all estimates of the members of the study sample, and the arithmetic mean and standard deviation were extracted. All ratios and other indicators tend to adopt a large degree of highly satisfied and also satisfied with most of the study's axes.

The first hypothesis:

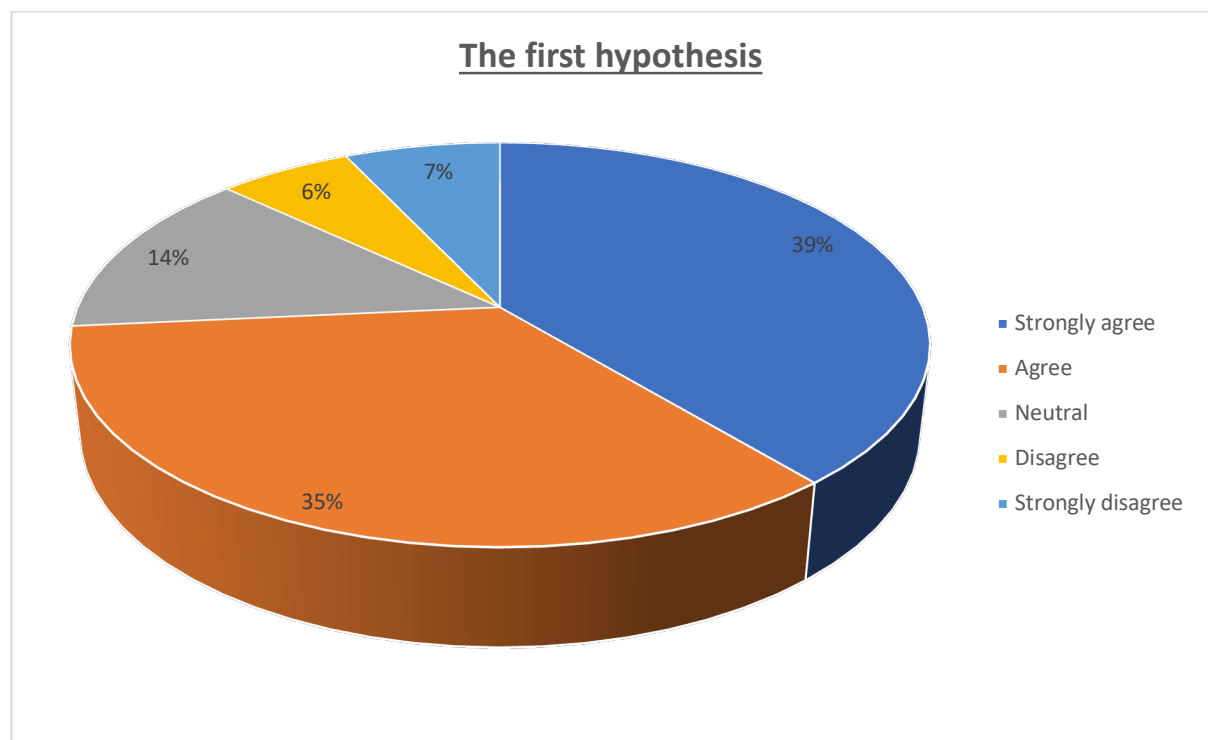
There is a relationship between the results of the analysis of the challenges of time management arguments on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

- The arithmetic means for the level of importance came from 18 to 5, where the most important element in terms of degree of satisfaction was the percentage of strongly agreeing at 36% and a standard deviation of 8.65, with an arithmetic mean of 18, which makes it more important, and the percentage of the least important element in terms of degree of satisfaction was not satisfied at all at a rate of 9% and a standard deviation of 2.83. I also swallowed the smallest percentage

This result can be interpreted by saying that what was stated in the responses of the sample members under study contributes to the existence of a relationship between the results of the analysis of the challenges of the time management debate on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, and also provides the necessary consultations and recommendations for their management,

which greatly reflected my point of view. The research sample under study had a high degree of satisfaction with the items of that hypothesis

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Timetables are used to plan projects to achieve their goals.	18	14	10	4	4
2	Project management is constantly looking for new activities to schedule and manage time.	22	12	8	4	2
3	Project management sets practical performance standards for time management	20	12	8	6	4
4	Project management provides clear and flexible communication methods in managing a shipbuilding business.	14	14	6	8	8
5	Project management develops consistent and permanent mechanisms for monitoring planned completion time.	16	17	14	1	2
	Total	90	52	32	22	22
	The ratio	36%	21%	13%	9%	9%
	Mediator	18	13	8	5.5	5
	standard deviation	8.65	5.90	3.85	2.97	2.83



Hypothesis 2:

There is a relationship between the results of the evaluation of scheduling challenges and time management on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

The arithmetic means for the level of importance came from 19.33 to 4.4, where the most important element in terms of degree of satisfaction was the percentage of strongly agreeing, 42%, with a standard deviation of 10.99, with an arithmetic mean of 19.33, which makes it more important, and the percentage of the least important element in terms of degree of satisfaction was not satisfied at all, with a rate of 9%, and

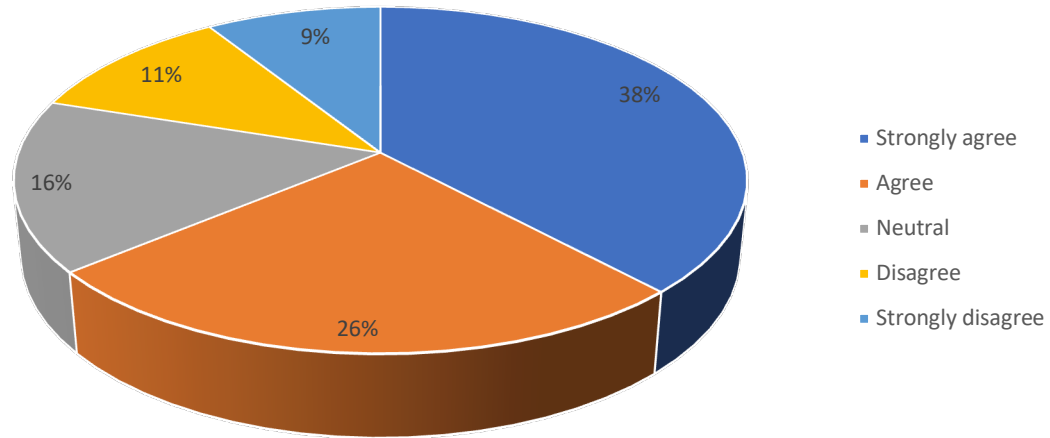
a standard deviation of 1.52. I also swallowed the lowest percentage and my arithmetic average was 4.4

This result can be explained by what was stated in the responses of the sample members under study that there is a relationship between the results of the evaluation of the challenges of scheduling and time management on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia, which greatly reflected the viewpoint of the research sample under study with a high degree of satisfaction. On the terms of that hypothesis

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	The success of the company's project management strategy reflects positively on its performance.	24	10	5	6	5
2	There is a clear project management process for evaluating time scheduling results	16	22	2	6	4

3	The company adopts various predictive scientific methods to provide future operations.	18	14	4	8	6
4	Project management adopts strategic thinking to increase the level of future operations.	24	12	8	4	2
5	Project management builds a plan for the time management process that precisely fits the reality of work within it.	24	10	5	6	5
	Total	106	68	24	30	22
	The ratio	42%	27%	10%	12%	9%
	Mediator	19.33	13.6	4.8	6	4.4
	standard deviation	10.99	4.98	2.17	1.41	1.52

The second hypothesis



Hypothesis 3:

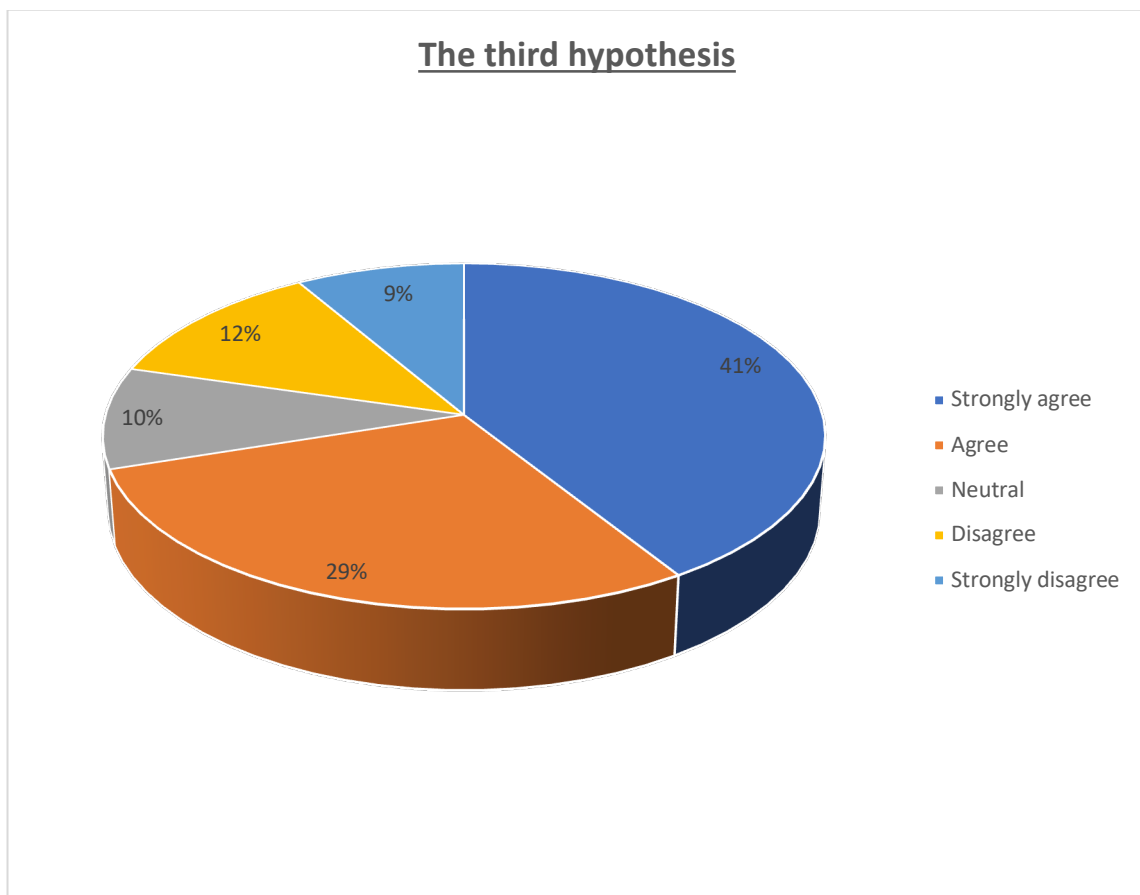
There is a relationship between studying the results of time management scheduling challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience).

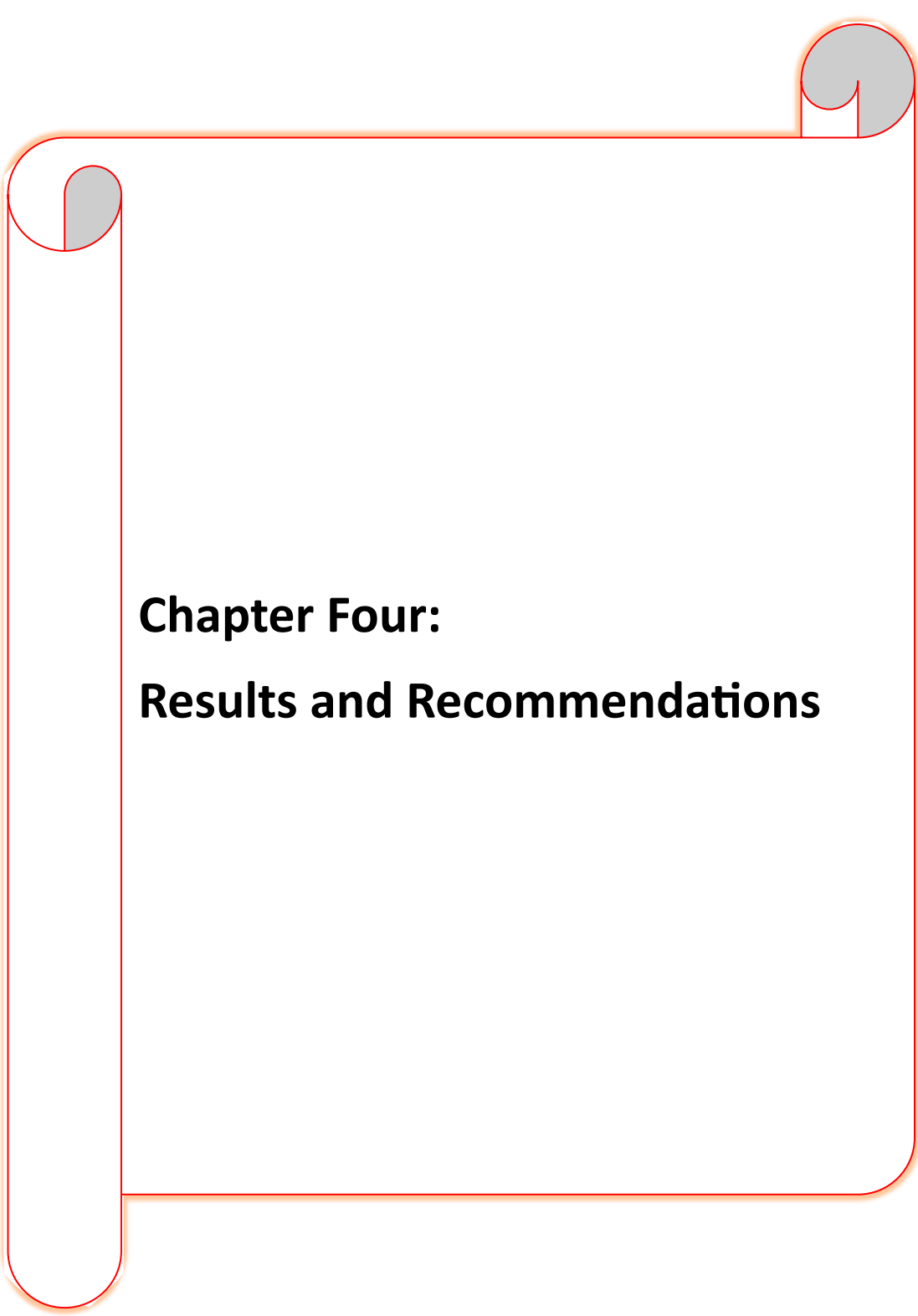
The arithmetic means for the level of importance came from 14 to 4.4, where the most important element in terms of degree of satisfaction was the percentage of strongly agreeing, 34%, with a standard deviation of 8.17, with an arithmetic mean of 14, which makes it more important, and the percentage of the least important element in terms of degree of satisfaction was not satisfied at all, with a rate of 8%, and a standard deviation of 3.13. The arithmetic mean reached 4.4 degrees

This result can be interpreted by indicating what was stated in the responses of the sample members under study that there is a relationship between studying the results of the challenges of scheduling time management in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience, which greatly reflected the viewpoint of the research sample) The subject of the study has a high degree of satisfaction with the items of that hypothesis.

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Risk management recognizes the results of performance evaluation of employees in working time management.	22	10	8	5	5
2	Job level has an impact on scheduling and time management processes	10	11	12	8	9
3	Time scheduling challenges vary by type	18	19	6	5	2
4	Time scheduling challenges vary depending on the project management qualification	14	12	7	16	1

5	Time scheduling challenges vary depending on years of project management experience	22	10	8	5	5
	Total	86	62	41	39	20
	The ratio	34%	25%	16%	16%	8%
	Mediator	14	12.4	8.2	7.8	4.4
	standard deviation	8.17	3.78	2.28	4.76	3.13



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Chapter Four:

Results and Recommendations

Analysis of the results:

Project management is one of the important systems within the social and economic system at the same time, especially what It is related to the temporal aspect. The progress of nations is measured by the time they spend achieving their goals. Perhaps this is what prompted us to study the role of time scheduling in completing projects, as we assumed at the beginning of our study that it would have Real effectiveness in achievement, and from this standpoint, a set of results:

- ❖ Time scheduling is considered one of the most important time management tools: an important tool in controlling work by describing a work plan to reduce time and cost while achieving quality standards.
- ❖ The importance of time management lies in clarifying the information about the project in terms of time, which leads to avoiding errors as well as taking into account the changes that occur during implementation, which determines the reasons for delay in completion.
- ❖ Time management in projects, especially construction projects, gives greater flexibility in implementation due to its ability to anticipate deviations and errors that may occur during the implementation and completion processes.
- ❖ Time scheduling has a role in increasing flexibility in dealing with circumstances and changes surrounding completion conditions.

- ❖ Time management is considered an effective tool for planning and programming projects and is a special control tool for large ones.
- ❖ -Time management in projects, both construction and production, works effectively to distribute resources according to activities and in accordance with the desired goals.

Recommendations and suggestions.

Based on the results reached, the researchers recommend and suggest the following:

- The workload must be commensurate with official working hours
- The necessity of providing means and techniques that help workers accomplish the work assigned to them efficiently
- The need for workers to participate and allow them time to think and be creative during official working hours
- The necessity of educating workers and urging them to make advance plans for the work they will perform
- The researchers also suggest conducting complementary future research on the following topics:

Conclusion:

In general, in shipbuilding and construction projects, there are some times that are considered important determinants in the project other than the final time of the project. In some projects, there are specific ends for certain stages during the project period or the completion of the implementation of one of the buildings within the project. In the event that the contractor fails to finish the project on time, he is subject to a fine. In addition, the reputation of the project management and the project that is delayed is considered one of the moral aspects that are taken into account. In addition, the costs charged to the project increase from time to time. Likewise, the end of the project means the transfer of All resources to another project. The summary of the above is that the project end time is one of the most important objectives in project management. The contractor usually has complete freedom in how to plan its resources and arrange project activities to achieve its contractual objectives. Planning, in this case, is considered one of the very important parts within project management because it depends on detailed studies of business needs, and the planning function is completed by dividing the project into small parts called project monitoring and control activities, which is the process through which the actual project performance is tracked compared to the planned project management activities. Project monitoring and compliance can be considered one of the basic processes that may occur at all stages of the project, from initiation until closing or terminating the project. The project

monitoring and control process is considered a relatively easy task for small projects, but it is a difficult task that requires a great effort to monitor and control how operations are progressing for large projects. The project monitoring and control process helps the project manager balance the requirements of different knowledge areas, in addition to overseeing all the tasks and metrics necessary to ensure that the project will be completed on time, within the specified scope, and without exceeding the specified cost. This process involves comparing actual performance with planned performance and taking corrective action to achieve the desired result when significant discrepancies exist. So that the monitoring and control process is conducted continuously throughout the project period, and this process includes the following main tasks: verifying the project scope and change control, controlling the project schedule, cost control, quality control, risk control.

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Appendices

Mid-Ocean University

College of Management

Master of Management



Scheduling & Time Management Challenges in Shipbuilding Projects

The researcher asks you to kindly participate actively and constructively, which represents an important resource in the completion of this study. Therefore, I hope for your great cooperation in providing me with the required, necessary and necessary data by filling out this questionnaire and answering objectively on all points, because of this's great impact in reaching accurate and sound results that can be relied upon.

To contact the researcher

the name/

Mobile number /

email /

The first axis - personal data

Variable	Category	flag here
The gender	male	
	feminine	
The AGE	less 30 years	
	From 31 to 34	
	From 35 to 39	
	From 40 and over	
Qualification	Diploma	
	Bachelor's	
	Master's	
	Ph.D.	
Experience	less 5 years	
	From 6 to 10	
	From 11 to 15	
	From 16 and over	
The job	manager	
	Assistant Director	
	Human resources department	
	staff	

	Training department staff	
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Please put a shading in the appropriate box under the rating that expresses the degree of your satisfaction and in front of each of the following statements

The first hypothesis - There is a relationship between the results of the analysis of time management challenges on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia.

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Timetables are used to plan projects to achieve their goals.					
2	Project management is constantly looking for new activities to schedule and manage time.					
3	Project management sets practical performance standards for time management					
4	Project management provides clear and flexible communication methods in managing a shipbuilding business.					

5	Project management develops consistent and permanent mechanisms for monitoring planned completion time.					
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And the second hypothesis_ - There is a relationship between the results of the evaluation of scheduling challenges and time management on shipbuilding projects in the port of Jeddah in the Kingdom of Saudi Arabia

N	Phrase	level of importance				
	priority level	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	The success of the company's project management strategy reflects positively on its performance.					
2	There is a clear project management process for evaluating time scheduling results					
3	The company adopts various predictive scientific methods to provide future operations.					
4	Project management adopts strategic thinking to increase the level of future operations.					
5	Project management builds a plan for the time management process that precisely fits the reality of work within it.					

The third hypothesis: - There is a relationship between studying the results of time management scheduling challenges in shipbuilding based on demographic variables (gender, age, qualification, job level, and years of experience

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Risk management recognizes the results of performance evaluation of employees in working time management.					
2	Job level has an impact on scheduling and time management processes					
3	Time scheduling challenges vary by type					
4	Time scheduling challenges vary depending on the project management qualification					
5	Time scheduling challenges vary depending on years of project management experience					