



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY



Establishment and Operation of a Specialized Medical Center (Dermatology and Cosmetology Center)

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Project brief

Dermatology and beauty units are trending in the current world. Several factors have contributed to the increasing rise in demand for dermatology and beauty procedures. They include the increased desire for people to enhance their images and youthfulness, media hype in advertising, professional compulsions, and technological advances, making it possible to conduct and treat cosmetic disorders with minimal complications (Ganceviciene, Liakou, Theodoridis, Makrantonaki, and Zouboulis, 2012). Statistics from the American Society for Aesthetic Plastic Surgery (A.S.A.P.S.) show nearly 11.5 million dermatological surgical and non-surgical procedures between 1997 and 2013 (Sansone and Sansone, 2007). The cosmetic surgery rises in America got stimulated by media personality' provocations on the miracle of skin rejuvenation. With the upward trend, many people are indulging in developing these specialized dermatology and beauty centers. The typical cosmetic surgical procedure entails blepharoplasty. The rhytidectomy and rhinoplasty procedures are also standard in America (Zarringam, Decates, Slijper, and Velthuis, 2020). Other cosmic procedures entail lip augmentation, forehead lifts, hair transplantation, breast enhancements, and laser resurfacing.

This project seeks to provide adequate steps to establish the specialized Dermatology and Beauty medical Centre, integrating perspective, people, and practice competency areas. During the project development, its management is crucial as the project seeks integrations defining vast areas of work and focusing on the long-term benefits of the establishment and operations of the unit. Tiny errors in the

commissioning of its implementation may result in massive financial implications—strategic execution results in the achievement of the short-term and long-term benefits (IPMA, 2015). Since skincare is a competitive field, the center's operation will use various strategies to gain a competitive advantage. Firstly, it will partner with the locals tapping on their talents via internship programs. Second, it will partner with local hospitals to make their referrals to the center. Also, it will partner with celebrities to enhance the skin rejuvenation they get from the center.

The dermatology and beauty unit will get established in the city of Riyadh. The team will provide all dermatology and beauty services employing the use of highly technical modern equipment. The techniques in use consider all aspects of emerging technology to ensure safe procedures with minimal side effects and complications. With the rapid growth in the city, the project has intentionally placed to tap into the changing perspectives of beauty and provide essential services for the people

Mission and vision statements for the project

The vision of the project is to be a world-class unit for high-quality, innovative dermatological care. The mission of the establishment and operation of the dermatological and beauty team is to create a vibrant community that strives to provide patients with affordable, inclusive, excellent, and innovative care in compassionate and humane environments.

Establishing and operating a dermatological and beauty unit is to provide quality services to the people. It aims to provide dermatological services sensitive to the needs

of the people, foster partnerships to provide innovative, high-quality dermatological care, recognize local and other specialties in the dermatology and beauty fields, and promote integrity and ethical respect for the people.

SMART model Project Scope Statement

The number of individuals seeking dermatological and beauty treatments has risen over the years. Different options such as dermal fillers and botulinum toxins enhance the skin restoring its youthful radiance. With the media ideals of beauty, most people have been motivated to take non-surgical aesthetic treatments. The 2018 survey conducted by the American Academy of Facial Plastic and Reconstructive Surgery survey indicated that people under 30 years take cosmetic surgery and injectable by 72% from 2013.

Project Goals and Objective

The objectives of the establishment of the project include:

- To establish and operate a dermatology and beauty Centre that employs modern and safe techniques to conduct dermatological procedures
- To treat dermatological issues with minimal complications and side effects.
- To meet the community's skincare needs, inhospitable and hospitable environments.

- To increase dermatological needs awareness of people using media influences.

Performance measurement indicators

In the assessment of the performance analysis for the project, five dimensions got considered. They encompass financial performance, time, people, growth, and quality. The project considers these aspects to understand the balance between clients and business perspective, understanding how others see the organization and how it sees itself and the needs of the business with changes over time. The approach is instrumental for holistic organizational breakdown , translating set objectives into daily activities and translating strategy into measurable goals.

Lag performance measurement got used in the project. Return on investment achievement evaluation is by the number of people successfully treated or attended to their skin needs, the number of successful procedures that occurred, and expenses incurred.

Objective	Lag measure
to provide dermatological services sensitive to the needs of the people	Number of people with successful skincare procedures
To foster partnerships to provide innovative, high-quality dermatological care,	Number of partners with the unit
To recognize local and other specialties in the dermatology and beauty fields,	Number of people recruited from the local and other areas
To promote integrity and ethical respect for the people.	Number of reported cases

Table (1)

Lag & Lead Indicator's Identification Methodology:

Performance can be measured by use of Lag and Lead indicators which portray the past and future of the business respectively. The strategy of using both works best because the business is able to look at how far it has come and how far it can go given the existing conditions.

Lag Indicator Analysis:

1. Profit margin; will be calculated as a percentage of the total revenue and will show the general health of the business and show accountability for every cent used. Profit margin will help understand the flow of service delivery in order to predict future prospects.

2. Labour cost per unit of output; every dermatologist will be liable for the service delivered. This will be paired up by customer satisfaction which will portray how well we deliver our services by getting feedback from our clients
3. Revenue; initial revenue will be studied to see how much the business makes in terms of its contribution to the economy.

Lead Indicator Analysis:

1. Revenue growth; this will show the growth trend in service delivery and portray our success in delivery of dermatological services.
2. Revenue per client will indicate the number of patients served at a particular point in time and eventually lead to a good customer retention rate that will indicate our loyal customers.

Project charter

A. General information	
Project title	Clear Reflection Clinics
Project description	Establishment and Operation of a Specialized Medical Center (Dermatology and Cosmetology Medical Center)
Prepared by	Group No. 5172
Date	27/10/2021

B. Project objectives
• To establish and operate a dermatology and beauty Centre that employs modern and safe techniques to conduct dermatological procedures • To treat dermatological issues with minimal complications and side effects. • To meet the community's skincare needs, inhospitable and hospitable environments. • To increase dermatological needs awareness of people using media influences.

C. Assumptions
• Availability of a professional construction office. • Sticking to an appropriate project plan. • Considering holidays and national days in the plan. • Availability of a high-quality medical tools and devices from good suppliers. • Availability of multiple hiring companies. • Availability of enough Human resources.

D. Project scope

The number of individuals seeking dermatological and beauty treatments has risen over the years. Different options such as dermal fillers and botulinum toxins enhance the skin restoring its youthful radiance. With the media ideals of beauty, most people have been motivated to take non-surgical aesthetic treatments. The 2018 survey conducted by the American Academy of Facial Plastic and Reconstructive Surgery survey indicated that people under 30 years take cosmetic surgery and injectable by 72% from 2013

E. Project milestones

Milestones	Deliverables	Date
Clear Reflection Clinics Complex Project Receives Governmental Acceptance Documents	Acceptance Documents	15/10/2021
Site Preparation Begins for the Clear Reflection Clinics Complex	Finished land preparation	15/12/2021
Excavation is Substantially Complete for the Clear Reflection Clinics Complex	Land ready for constructions	20/04/2022
Foundation Complete	Building foundation	18/09/2022
Glass exterior complete	External glass	12/10/2022
Interiors are Built	Interiors	25/01/2023

Medical Equipment Delivered and installed	Medical equipment	13/02/2023
Clear Reflections Clinics Complex Lighting and Furnished	Lights and furniture	20/06/2023

Table (2)

F. Impact statement

Potential impact	Systems/units impacted

G. Roles and responsibilities

Name	Roles	Email/ phone no.
PMO Director		
Project manager		

H. Project resources

- **Setting governance, structure, and process**

The chain of command for the project entailed management from the first level having the project manager to the fourth level head office. The essence of the organizational structure for the project was to lay decision-making power, accountability, and outline authority lines. Therefore, each task and department had its head responsible for ensuring tasks and performance.

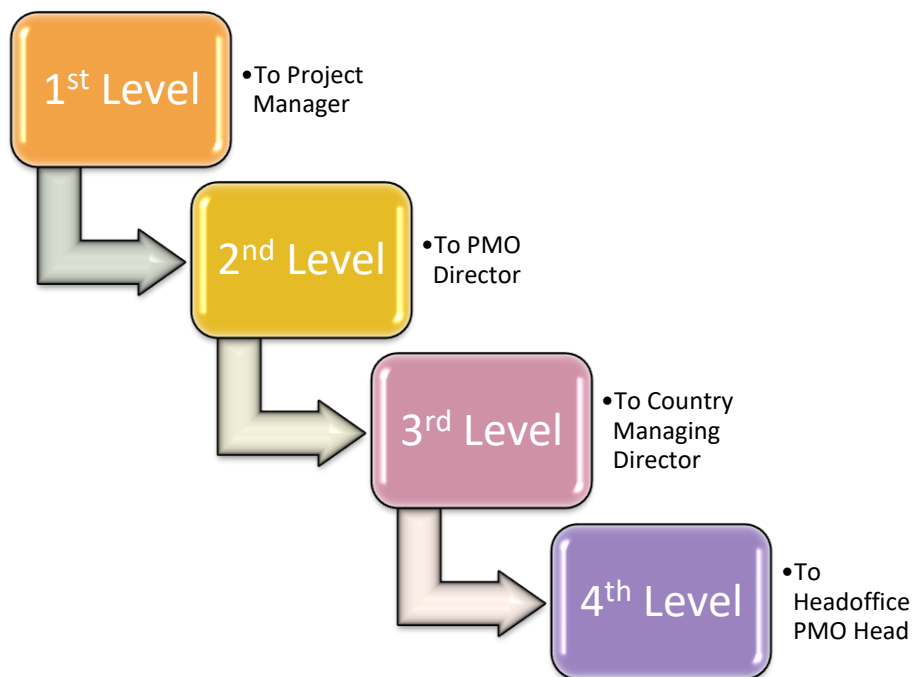


Figure (1)

- **Organizational structure Compliance, standards, and regulations**

The project must comply with all the relevant legislation and regulations for environmental, safety, health, and security and follows the due process for successful implementation. The checklist entails the principles of dermatological care, public and patient involvement in the project, training requirements for staff, and care models. It links them to other options, information governance, clinical governance, and diagnostic services.

Projects Office Model

most appropriate to manage the project, in addition to mentioning the reason

We all know that the main goal of project management is to achieve and implement the project within the required time, cost and quality standards. As stated in the project management institute (PMI), the project management office (PMO) defines as “an organizational structure or entity in the organization that works to standardize project-related governance processes and its function to facilitate the sharing of resources, methodologies, tools, and techniques, improve project performance and outputs, and assist project owners in achieving project goals” [1].

Although all the three types of PMO are common in many points such as the followings:

1. Evaluate, control & follow-up the project.
2. Provide support and direction to the project team
3. Information store (Data Center) for projects
4. A unified reference for managing all projects
5. Planning and implementing the team's needs for training and skills development

Choosing the type of PMO depends on the culture of the organization. Therefore, as our project goals goes beyond controlling the project by providing project management expertise, resources and high level of management and implementation to manage the project. In addition, focusing on a very high level of consistency in work by letting each director writes a periodic report and submit it to the office, we choose to be a directive PMO.

- **The Project Management Office**

The Project Management Office (PMO) is the pillar of the project. The team ensures management of all processes, creating plans and ensuring delivery on time. They are thus responsible for maintaining a benchmark for the direction of the entire process. The team provides efficient management of the quality of deliverables, processes, and operation of all functions. Thus, the PMO defines objectives and goals, streamlines processes, enhances project quality, and estimations and planning strategies for the project. The project management tools designed by the office include a Gantt Chart showcasing the project durations and timelines. Therefore, the office is responsible for:

- **Culture and Values management**

The development of the dermatological unit acquired guidance from integrity, efficiency, sustainability, resilience, collaboration, respect, accountability, and impact. The value of integrity ensures that all processes and undertakings at the center employ doing the right thing. Fostering partnerships with other health institutions provides open, honest communication built on trust, facilitating collective sharing of ideas. Respect is the bedrock of the core values seeking

diversity and inclusivity to incorporate all aspects of cultural differences reflected in the teams.

Sustainability drives the project to use resources in an economical way preserving for future generations. Efficiency forms part of the plans to enhance creative technology that minimizes wastages, creating value for the patients and the unit. We also employ accountability, taking responsibility for all the actions taken in the project. The processes of the department operate impact accommodating sharp changes for better outcomes.

➤ **Resources management**

Resources are what we can use to get maximum benefits and achieve profits. They are fundamental facets of an entity and encompass human, technical, and robotic resources. Some of the resources employed in the project include physical infrastructure, human resources, equipment, and support services.

Space requirements entail reception and consultation areas for clients. Human resources are instrumental for the operation of the dermatology and beauty Centre. Nurses and doctors are the primary performers of the duty. Other non-staff and technical teams are instrumental for the center's smooth operation and fulfill other periodic requirements like health checkups.

Equipment refers to the specialized items required to perform aesthetic procedures. They include radiofrequency, phototherapy units, wood lamps, and cryotherapy. In addition to the tools, other technical equipment serves crucial roles for many cosmetology procedures and dermatological treatments highlighted in the table below. Different other devices serve purposes of recording results and analysis of changes termed as photo documentation devices.

Basic Equipment	Specialized Equipment
Cryotherapy	Low-Level lights and Lasers for hair restoration
Jet Peel or HydraFacial	Low-level laser therapy, radiofrequency, ultrasound cavitation, cryo lipolysis for body contouring
Microdermabrasion	Micro-needling Radiofrequency and LASERS and Radiofrequency for skin tightening
Mesotherapy	
Electroporation	Long Pulsed ND YAG, Diode, Long Pulse Alexandrite for hair reduction
Radiofrequency and cautery	Intense Pulse Light
Phototherapy Units	Q Switched ND YAG for pigmentation

Table (3)

Work Breakdown Structure

ID	Task
1.0	Project initiation
1.1	Determine project manager
1.2	Identify stakeholders
1.3	Determine alternatives
1.4	Create project charter
1.5	Prepare business case for the dermatology unit
2.0	Project planning
2.1	Hold a project kick-off meeting
2.2	Create team contract for the team members
2.3	Prepare scope statement
2.4	Create WBS
2.5	Estimate time and budget required
2.5.1	Determine required material
2.5.2	Determine required resources
2.5.3	Assign dependencies
2.5.4	Create project plan and Gantt chart for the entire project
2.6	List potential risks encountered
3.0	Project execution
3.1	Conduct location search
3.2	Assess different options

3.3	Select desired location
3.4	Collect design plans
3.5	Contract engineering office
3.6	Design facility
3.7	Define requirement
3.8	Create bill of quantity (BOQ)
3.9	Create request for proposal
3.10	Float tender
3.10.1	Evaluate technical proposals
3.10.2	Evaluate commercial proposals
3.10.3	Assign contractor
3.11	Kick off execution
3.12	Identify required licenses
3.13	Obtain licenses and approvals
4.0	Project Monitoring and controlling
4.1	Update project plan
4.2	Prepare status report
4.3	Manage change request
4.3.1	Log change request
4.3.2	Obtain change request approval
4.3.3	Update project according to change request
5.0	Project closure
5.1	Prepare final report

5.2	Prepare handover list
5.3	Obtain project sign off
5.4	Register lessons learned

Table (4)

Power and Interest

The major stakeholders in the project were patients, nurses, pharmaceutical companies, key opinion leaders, physicians, and dermatologists. The stakeholders have different interests and influences on the project. Some were in the high power high-interest group, some in the high-power low-interest group, some low power high interest, and others low power common interest in the project. Nurses and dermatologists form the high power high-interest category for their much influence and interests associated with the project. Patients have high interest with low power. Key opinion leaders have low interest with high power influencing the project.

High power, high interest • Sponsor • Dermatologists	High power, low interest • Key opinion leaders
Low power, high interest • Patients	Low power, low interest • Pharmaceutical companies

Stakeholder Analysis

Matrix of responsibilities

ID	ROLES	ROLES	ROLES	ROLES	ROLES	ROLES	ROLES
Role On Project	PMO Director	Project Manager	Project Coordinator	Managing Director	Facility Manager	M.E.P. Contractor	Dermatology expert
Unique Fact	Very Active	Active in all project cycle	Smooth project flow on budget and time	Actively controls and directs all operations	Oversees and agrees on contracts and services	Management of all systems in the projects	Assess the right equipment have incorporations into the project
Level of Interest	Very High	Very High	Very high planning and coordination	Very high to ensure strategic approaches	Very high on compliance standards	Checks on quality of installed systems.	Checks all project activities assert to the dermatology expectations
Level of influence	Very High	Very High	Knows the flow of the project	High on the direction	Very high on services	High on the systems to be	Very high on activities for project completion

				of the project	and contacts	installed in the project	
Suggestion on managing the relation	Updated on a timely basis	Ensures timelines are on schedule	Regular updates on the project	Updated frequently to give strategic guidance	Gets updated on the services and contracts on the project to ensure compliance with standards	checks on the quality of mechanical, plumbing, and electrical aspects frequently	Updated on the project activities, especially on the operation of the project

Table (5)

Authority Matrix

The Authority matrix specifies the authority of stakeholders have to modify budgets and their responsibilities. The project manager serves as the overall authority to approve changes within the project scope. However, the matrix highlights the management of team members; thus, it highlights individuals responsible for examining, recommending, and approving or disapproving change.

The Dermatological and beauty Centre Analysis (Culture and Values)

As the human body undergoes aging and frequent pollution, skin is the first sign of the oblivious process. Both intrinsic and extrinsic processes influence the complex biological process. The inherent processes get influenced by hormones, cellular metabolism, metabolic processes, and genetics. Pollution, toxins, ionizing radiations, chemicals, and chronic light exposure factors affect the skin externally. The effect of aging presents through diminishing deep and superficial fats in the skin, loss of bony skeletons, gravity impacts, and muscle actions leading to changes in shape and contour and sagging of the skin. Cutaneous disorders like skin cancer can also destroy the skin. These factors make people want to minimize their skin aging processes. The nurses and doctors employ various strategies to supplement aging and prevent and treat some cutaneous disorders to achieve smooth, resilient, blemish-free, healthy skin.

The established dermatological center understands and orients its patients to treatment techniques to provide the most satisfying results. The factors of general health status, age, lifestyle, skin types, and previous procedures inform the unit's operation when delivering services to patients. The skin dermatological approaches will encompass topical agents use, invasive procedures, and cosmological care. Topical agents involve the use of antioxidants and cell regulators and cosmological care involving aesthetic non-invasive procedures, sun protection, and daily skincare routines. The invasive procedures entail the use of Injectable skin rejuvenation and bio stimulation, visible light devices, chemical peelings, Radiofrequency, and intense pulsed light for enhanced skin outcomes.

The Strategy

The establishment and operation of a dermatology and beauty medical center aim to strategically promote innovative, high-quality dermatological care for all people. The center met beauty and dermatological needs through compassionate, responsive, affordable, and respectful care. Therefore, the project seeks to meet the holistic dermatological and beauty needs of the people using both surgical and non-surgical procedures. The holistic approach achievement was by using doctors and nurses with specialized expertise from local communities and other areas, partnering with influencers to market the unit, and partnering with other health facilities.

Partnering with specialized doctors and nurses: this will draw from both the local and other areas. The technical team guarantees offering of quality treatments to the clients seeking the services. Getting individuals from the local community encourages community members to seek the services in the unit.

We are partnering with influencers. Influencers entail media personalities, artists, and other people whose voices have establishments in society. Partnering with them goes a long way to reach more people as they influence them to seek services at the medical unit.

We are partnering with other health facilities. The different health facilities have many patients who seek their services. Some of their patients may need dermatological health services. Partnering with these facilities gives room for making referrals to the unit. It also establishes a diplomatic association between the workers in the centers. Therefore, exchange and share information on emerging technologies and techniques in health care for effective service delivery.

Factors for success

Different factors ensure the success of an aesthetic facility. The place is a critical determinant determining patients' demography (Sachdev and Britto, 2014). The project location is the city of Riyadh. The other factors influencing success include practice and personnel, patients, procedures, purposes, professional skills, promotion strategies, performance, and patient records. The factors contribute to patient flow into the facility and rates of patients coming to seek the services. All the elements are essential in ensuring the profitable operation of the facility.

S. W. O. T. Analysis

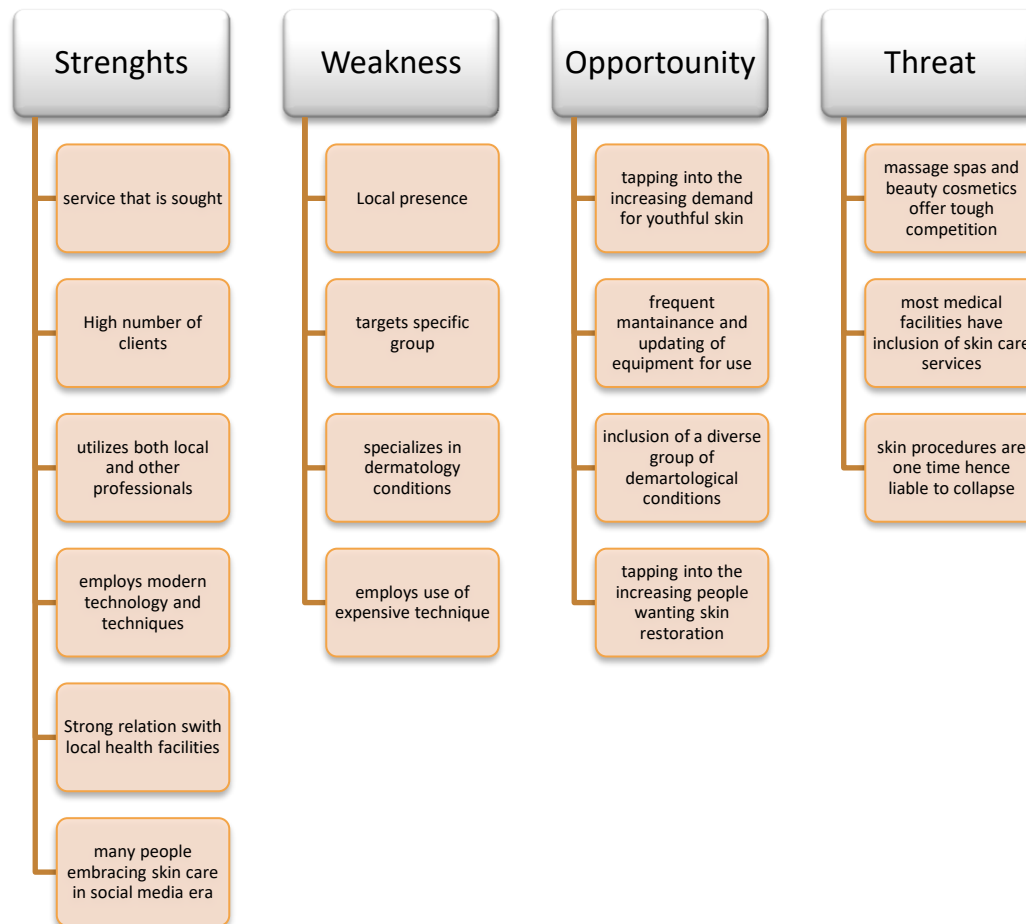


Figure (2)

From the SWOT analysis, the dermatological and beauty center faces weaknesses of being on the local presence, targeting specific health issues, and employing expensive technology that is costly. The local presence implicates the customers to the center are from the local area. The population might not be enough to achieve maximum profit and benefits for the industry. Also, the center specializing in beauty and cosmetic health services limits the number of people they reach to provide services. They will attract

only a few individuals with maximum investments, thus not an economically feasible technique.

Solutions to the challenges

To enhance profitability, the center will need to expand its outlook to reach many people on national, regional, and global scales. The expansion will ensure that more people seek services at the facility at any given time. Also, the facility can incorporate other health procedures to diversify its reach. Also, to ensure sustainability, they should educate the people on the importance of skincare treatments to attract more people to the center.

Self-reflection and self-management

Throughout the project, my behavior influence is evident. Some behaviors that affect the project include dealing with personal distractions, controlling emotions, especially when proked to focus on tasks ahead, and personal preferences on specific work styles and preferences. These behaviors are emotions based, and their elimination focuses on the project to ensure I align with the project needs.

S.W.O.T Self -professional assessment

Strengths • Frequent checks on the results and progress • Easy learning from failures and mistakes	Weakness • Personal distractions • Preference to specific work styles
Opportunity • Delegate tasks effectively • Set up meaningful individual goals • Learn from mistakes	Threat • Provocations on sluggish team members short on deadlines

Personal integrity and reliability

Personal integrity and reliability are critical to ensuring commitment and building relationships throughout the project. Three contradictory behaviors encompass rush decision-making without applying personal values, completing tasks on impulse without consideration of ethical procedures, and conducting morally wrong actions. These behaviors strain the relationships I have with others in the project, restraining project progress and success. Also, substantial financial implications get encountered with rush decisions stretching the project budget further.

Communication plan

A communication plan is instrumental for information sharing with all stakeholders. It contains information flow in terms of communication channels for conveying information, who receives the specific information, and when. The communication channels can include presentations, emails, websites, and printed reports. Authorization of information sharing had a clear stipulation in the plan foreseeing the audience to be disseminated the information with the times. Also, feedback methodologies had them encompassed in the plan specifying the methods for use.

The communication plan below was adopted for the project

Description	Frequency	Method	Audience	Owner
Morning briefs	Daily	Meeting	Project Team	Project Manager
Evening briefs	Daily	Meeting	Project Team	Project Manager
Weekly project progress report	Weekly	Emails	Project management office	Project Manager
Steering committee meeting	Bi-weekly	Web conferencing	Stakeholders	Project Manager

Table (6)

Stakeholder management

Proper project implementation entails different stakeholders. A detailed project outline got drafted outlining the responsibilities and duties of each stakeholder to ensure all aspects of the project are covered.

Stakeholder register

Role	Contact	Category	Interest	Influence	Expectations	Communication requirements
Sponsor	Email/phone	Internal	● ● ●	● ● ●	Responsive and user friendly	Emails / conferencing
Project lead coordinator	Email/phone	Internal	● ● ●	● ● ●	Project to be delivered on time	Email/telephone
PMO	Email/phone	Internal	● ● ●	● ● ●	Project delivery within schedule Approvals delivery on time	Email/telephone
Contract manager	Email/phone	Internal	● ● ●	● ● ●	Oversee project contracts and agreements	Email/telephone
Facility manager	Email/phone	Internal	● ● ●	● ● ●	Check on project progress, ensuring it is on schedule	Email/telephone

Infrastructure team lead	Email/phone	Internal	● ● ●	● ● ●	Ensure infrastructural quality	Email/telephone
Dermatology expert	Email/phone	Internal	● ● ●	● ● ●	Asserts compliance to standards and right equipment availed	Email/telephone

Table (7)

(Strength/Interest) and (Influence/ Strength) Networks

Stakeholder analysis has been described as below mentioned tables & matrixes. Table#1 shows the stakeholder (strength / interest) based on the classification of matrix#1. Table#2 shows the stakeholder (influence / strength) based on the classification of matrix#2.

➤ Stakeholder (strength / interest)

Project Stakeholder (Strength / Interest)			
Stakeholder Name	Stakeholder Analysis Group	Strength of stakeholder	Interest of stakeholder
<i>Full name of the stakeholder</i>	<i>Key Player / Least Important/ Meet their needs / show consideration etc</i>	<i>High strength or Low strength</i>	<i>High interest or Low interest</i>
Mohammed Ramadan	Key Player	High	High
Khuloud Alshahrani	Key Player	High	High
Humood Alrajeh	Show Consideration	Low	High
Anas Alnoishi	Meet their needs	High	Low
Yaqoob Musa	Meet their needs	High	Low
Abdulaziz Aldosari	Show Consideration	Low	High
Tahani Alharbi	Show Consideration	Low	High
Mohammed Alzaid	least Important	Low	Low

Table (8)

➤ Stakeholder (strength / interest) Classification

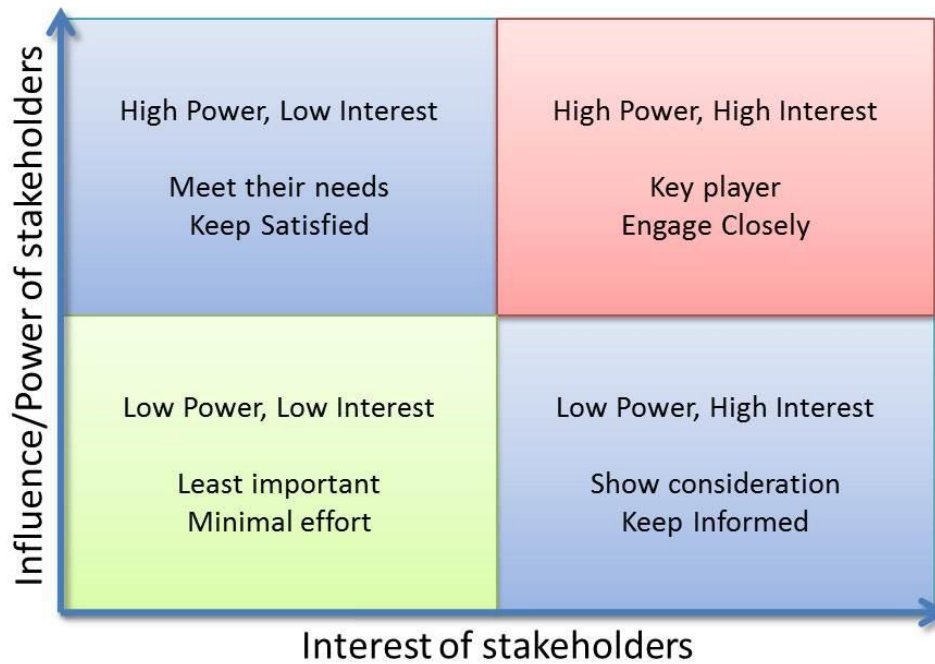


Figure (3)

➤ Stakeholder (influence / strength)

Project Stakholder (Influence / Strength)			
Stakeholder Name	Stakeholder Analysis Group	Influence of stakholder	Strength of stakholder
<i>Full name of the stakeholder</i>	<i>Key Player / Least Important/ Meet their needs / show consideration etc</i>	<i>High influence or Low influence</i>	<i>High strength or Low strength</i>
Mohammed Ramadan	Key Player		B
Khuloud Alshahrani	Key Player		B
Humood Alrajeh	Show Consideration		C
Anas Alnoishi	Meet their needs		A
Yaqoob Musa	Meet their needs		A
Abdulaziz Aldosari	Show Consideration		C
Tahani Alharbi	Show Consideration		C
Mohammed Alzaid	least Important		D

Table (9)

➤ Stakeholder (influence / strength) Classification

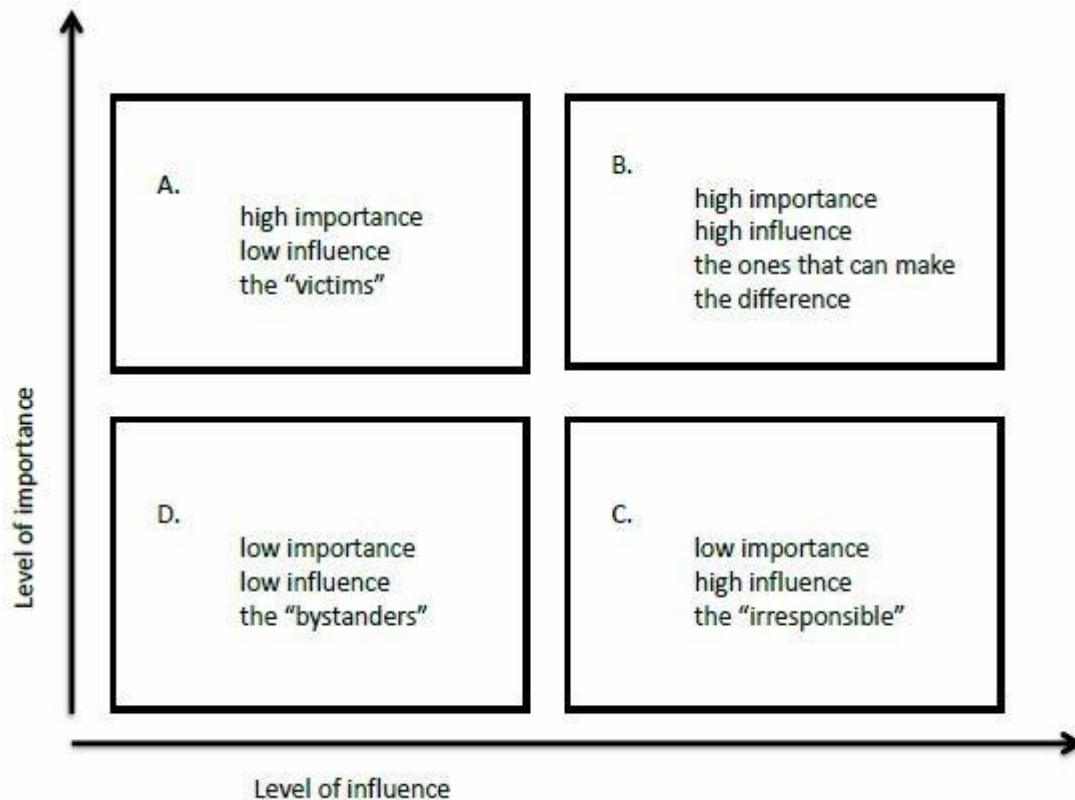


Figure (4)

- **Provisions of Leadership**

Leadership is the cornerstone for the smooth operation of the project. For this project, the transformational leadership model is preferable. The model is beneficial for the project as its process works to change the system. The challenges encountered when leading with transformational leadership are solved by finding patterns that are not working and changing them. Also, the leadership model employs teams to maximize

their capacities and capabilities; hence, got recommended for efficient change management and team enhancement during the project.

The project's motivation methods include diverse groups, public involvement, consultations, information, and responsibility. With various groups, individuals tap into the expertise of each individual to bring the best outcomes for the project. Involving the public motivates people to participate in the project by giving their views. Consultations also allow more many specialties to voice their opinions on the project. The information ensures that members are informed and understand where the project is. On the other side, responsibility pins everyone to consider what is needed, motivating them to participate in the project actively.

Teamwork

Teams have individuals who have different roles. A RACI chart is the instrumental tool for outlining the responsibility of each team member. The chart is denoted with R, A, C, and I, indicating responsible, accountability, consulted, and informed. The roles of each team member in the project are defined. The assigned roles had them attributed to their roles throughout the project implementation phase. The project team entails the project manager, project coordinator, dermatology experts, facility manager, and contractor

Project Tasks	Project manager	Project Coordinator	Facility Manager	M.E.P. Contractor	Dermatolog y expert
Prepare a business case for the dermatology unit	R	R	C	I	A
Determine required material and resources	A	A	C	C	C
List potential risks encountered	I	I	A	R	C
Conduct location search	R	A	I	I	R
Assess different options	R	R	I	I	C
Designing of facility	I	I	R	R	C
Identification of required licenses	R	R	I	I	A
Preparation of status report	R	R	A	A	I
Obtain project sign off	A	A	R	R	I

Table (10)

Conflicts and Conflict Resolution

Conflicts are bound to arise during the project development and implementation. The disputes can result from resources, perceptions, roles, personal values, policies, and pressures. Conflicting scenarios include team members' preferences for different resources in assessing them and the technology for use. Another scenario is the conflicting roles among the members when their roles overlap or are not clearly defined.

Some people will tend to overstep or avoid their roles, which can cause a clash between the members. Also, when the project's goals are not adequately defined and aligned, different team members and stakeholders may have differential opinions concerning the project's goals and hence have conflicts of what the plans should entail.

The root causes of the conflicts are clear. They often arise from undetermined resource distribution, failure to define roles of individuals, undefined project roles, and other categories having unclear policies. The result is often people who are dissatisfied with the results and seek ways of creating conflicts and class of ideas.

The project was dependent on the five general techniques of conflict resolution. They included accommodation, avoidance, compromise, force, and collaboration to solve challenges.

- Accommodation entailed consideration of different views to get an area of agreement.
- Avoidance allows individuals to retain their distance from a conflict scenario.
- Compromise resolution is where the individuals in the conflict forsake their views and have some level of satisfaction.
- Forcing is where one individual expresses their opinions to solve the problem.
- Collaborations to solve problems take account of all sides and draw a solution through agreement and commitment.

Meeting guidelines

Technology served to facilitate the meeting of all team members and the development of guidelines established to enable utilization of meeting allocated times. The members

received the meeting agenda in advance to understand the desired intentions. During the meetings, role distribution got carried to allow facilitation, and the members strictly followed the schedule. All members were required to participate and focus on the meetings' objectives, purpose, and agenda. At the end of the meetings, recaps insurance to understand accomplishments, review plans and decisions. The sessions were recorded and provided to members soon after the panels to keep track of all project activities.

Resourcefulness

The project has a contribution from various members and each with their specific task. In the project, the project manager coordinates all the project activities from project initiation to closure. The facility manager oversees quality when establishing the dermatology unit. The dermatologist ensures that the right equipment gets availed to implement the services the project aims for successfully. The contractor is responsible for providing that all establishments are on schedule.

Influence conducting crashing and fast-tracking

Fast-tracking and crashing programs enable the speedy acceleration to complete a project. In crashing, one is brought earlier before the timeline and in fast-tracking additional resources are input to speed up the project. For instance, in this project, crashing is possible in the fostering of partnerships while treating patients.

Timeframe	Goal	Activities	Expected outcome (s)	Measure (s) of success
Jan 2021-May 2021	Establish a dermatological and beauty medical center	Construct the dermatology center Equip the center with adequate resources for operation	A well-equipped functional facility created	The number of available units at the center
Sep 2021-Nov 2021	To treat dermatological issues with minimal complications	Invite patients to attend the facility Offer different dermatology procedures	Conduct many dermatology procedures Many patients receive treatments with minimal complications	Number of successful dermatological procedures carried Number of people with no complications
Nov 2021	To foster many partnerships			

Table (11)

Negotiations

Negotiations involve parties to reach favorable terms. Negotiation plans are either formal or informal. Negotiations aim to close the deal with the most minimal financial implications and get the needed services.

Examples of negotiation plans

Negotiations for conditions

Contract clause	Contractor's position	Our desired position and why

Table (12)

Negotiations for partnerships

ID	Ours	Theirs
Goals		
Interests		
Assumptions		
Don't know		
Probes		

Table (13)

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