

Project Name: Winter Camp

Group Number: 5201

Name List:

Number	Name	ID	E-Mail
1	Noor Mohammad Madani	2021201095	Madani.nour93@gmail.com
2	Rana Samir Barqah	2021200118	Arch.rbarqah@gmail.com
3	ZahraaHassan Alkhalaf	2021201990	Zalkhalaf93@gmail.com
4	Waleed Mohammed Alsamiri	2021201772	Waleed.alsamiri91@gmail.com
5	Hanan Obaidallah AlJohani	2021202941	Hanan.a.aljohani@gmail.com
6	Ali Samir Barqah	2021200113	abarqah@gmail.com
7	Ahmed Fahad Alqahtani	2021203241	Afash111@hotmail.com

Supervised By: Dr Waleed

Everyone's Smart University

3rd Semester

2021 – 1443

DECLARATION

We hereby declare that this report is our own work and has been done to fulfil the requirements of Final Project PMG697, and there is no portion of the work contained in this report has been submitted in support of any work for any other degree or qualification of this or any other university or institute of learning.

We further declare that in the event of any infringement of the provision of Everyone's Smart University rules and regulation, whether knowingly or unknowingly the university shall not be liable for the same in any manner whatsoever and undertake to indemnify and keep the university indemnified against all such claims and actions.

1. Strategy:

1.1 Mission:

To become the number one Event Management Company in Saudi Arabia by providing different activities in different destination which include sport, social, cultural and entertainment aspects through innovative ideas and to ensure the delivery of excellent service to all community levels and ages for obtaining clients satisfaction.

1.2. Vision:

To be number one of the most strengthen professional companies that creates seasonal events in special destinations in Saudi Arabia with international standards that will be exceeding everyone's expectations.

1.3. Objectives:

3.1.1 Annual Objectives:

- Design and construct 50,000 square meter with all contracts signing and requirements procedure for approval by December 2021.
- Develop a family-friendly and eco-friendly annual destination that lasts for 1 month and provides various activities for all age groups during winter season in Jeddah City. Get the place ready by end of December 2021.
- Set up partnerships with +50 different kinds of international and local businesses to participate at the event. Create a list of the business by October 2021 and contact them to get the final approval and sign all the contracts by November 2021.
- Organize entertainment activities that attract a total of +2 million visitors from different countries and regions (60% from Saudi Arabia and 40% from other countries) to promote tourism in Saudi Arabia and enhance Saudi culture awareness. Get the approval for all the activities by October 2021.get the program done by end December 2021.
- Open +1000 volunteering opportunities for Saudi youth. Finish all the interviews and sign the contracts by 20th of November 2021.

3.1.2 Strategic Objectives:

Version:	PC001
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- ❖ **Revenue Growth:** Expand the business to reach 10SR million in annual revenue
- ❖ **Enhance People Expertise:** Build the knowledge and needed skills in entertainment business for the new generation.
- ❖ **Operational Excellence:**
 - Deliver the best entertainment events on time, every time.
 - To continually learn and adopt current best practices.
- ❖ **Customer Satisfaction:** Achieve a zero customer dissatisfaction.

1.4. Performance Measurements Indicators:

Strategic Objectives	Lead Measure	Lag Measure
Revenue Growth: Expand the business to reach 10SR million in annual revenue	Cover more area in entertainment and expand the provided services.	Return on investment.
Enhance People Expertise: Build the knowledge and needed skills in entertainment business for the new generation.	Hire or consult expertise to provide the needed training and consultation.	Employees satisfaction and professionally get the work done.
Operational Excellence: 1- Deliver the best entertainment events on time, every time. 2- To continually learn and adopt current best practices	1- Information availability. 2- Number of document reviewed.	1- Degree compliance to the plan. 2- Knowledge base.
Customer Satisfaction: Achieve a zero customer dissatisfaction.	Improve customer services.	Number of costumers (event attenders).

1.5. Project Charter Model:

Date:	24/09/2021
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Project Charter (Entertainment Event- Jeddah Winter)

1. Summary			
Project Name	Entertainment Event- Jeddah Winter		
Executive Sponsor	Mohammed Ali		
Project Manager	Noor MM		
Project Start:	11/09/2021	End Dates:	30/12/2021
Project Purpose	Organizing Entertainment event in Jeddah city.		
Budget /Resources	1,000,000 SR		
Approved Date	25/08/2021		
Approving Body	25/08/2021		

2. Mission and Vision statements:

Mission statement: To become the number one Event Management Company in Saudi Arabia by providing different activities in different destination which include sport, social, cultural and entertainment aspects through innovative ideas and to ensure the delivery of excellent service to all community levels and ages for obtaining clients satisfaction.

Vision statement: To be number one of the most strengthen professional companies that creates seasonal events in special destinations in Saudi Arabia with international standards that will be exceeding everyone's expectations.

3. Objectives (SMART)

- Design and construct 50,000 square meter with all contracts signing and requirements procedure for approval by December 2021.
- Develop a family-friendly and eco-friendly annual destination that lasts for 1 month and provides various activities for all age groups during winter season in Jeddah City. Get the place ready by end of December 2021.
- Set up partnerships with +50 different kinds of international and local businesses to participate at the event. Create a list of the business by October 2021 and contact them to get the final approval and sign all the contracts by November 2021.
- Organize entertainment activities that attract a total of +2 million visitors from different countries and regions (60% from Saudi Arabia and 40% from other countries) to promote tourism in Saudi Arabia and enhance Saudi culture awareness. Get the approval for all the activities by October 2021.get the program done by end December 2021.
- Open +1000 volunteering opportunities for Saudi youth. Finish all the interviews and sign the contracts by 20th of November 2021.

4. Scope

In scope: Deliverables of work includes:

- 1- Infrastructure and engineering works on a total area of 50,000 square meter.
- 2- Entertainment event for 1 month with all the needed services for the attenders.
- 3- Market smartly for the event.

Out of Scope:

- 1- Sport activities
- 2- New year celebration

Constraints:

- 1- Time: All work should be done and completed on 01/01/2022.
- 2- Budget: Cost of project not more 1,000,000 SR
- 3- Quality: quality must be matching according to code ISO standards Saudi Arabia.

Risks:

- 1- Delay delivery materials
- 2- Safety issues

Acceptance criteria:

-The event place can load a capacity of more than 30,000 attendees, with traffic management plan..

5. Performance Metrics (Lag & lead):

Strategic Objectives	Lead Measure	Lag Measure
Revenue Growth: Expand the business to reach 10SR million in annual revenue	Cover more area in entertainment and expand the provided services.	Return on investment.
Enhance People Expertise: Build the knowledge and needed skills in entertainment business for the new generation.	Hire or consult expertise to provide the needed training and consultation.	Employees satisfaction and professionally get the work done.
Operational Excellence: 3- Deliver the best entertainment events on time, every time. To continually learn and adopt current best practices	3- Information availability. Number of document reviewed.	3- Degree compliance to the plan. Knowledge base.
Customer Satisfaction: Achieve a zero customer dissatisfaction.	4- Improve customer services.	4- Number of costumers (event attenders).

6. Millstones

Millstones Task	Due Date
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Prepare project plan	11/09/2021
Pre- Construction works	14/11/2021
Construction starts.	16/11/2021
Construction activities done.	12/12/2021
Testing commission approval.	18/12/2021
Complete construction works.	28/12/2021
Events opening.	01/01/2022

7. High level requirements:

- Must %80 of the materials from local factories.
- Must %20 of the materials from international factories.
- Providing 20 ATMs.
- Providing 200 toilets.
- Providing 50 restaurant, kiosk and coffee shop.
- Providing 1000 wheelchairs for the elderly.
- Provide 10,000 parking spaces and be coordinate with the traffic management plan.

8. Potential Issues & Risks:

Issue / Risk	Description	Probability (H, M, L)	Impact (H, M, L)
Crowded	Crowded people	M	L
ATM	ATM out service	L	M
Toilets	Poor housekeeping	M	H

9. Key Stakeholders

stakeholder	Role
Suppliers	Provide all the needed materials
Customers (The attenders)	Attend and enjoy the event and being satisfied
Project manager (Event manager)	Make all the needed decisions
Governmental entities	Apply the rules and regulate the work
The press and media	Spread the new and announce the event
All team members	Complete the work and run the event
Partners and sponsors	Add values to complete the event

10. Project Team

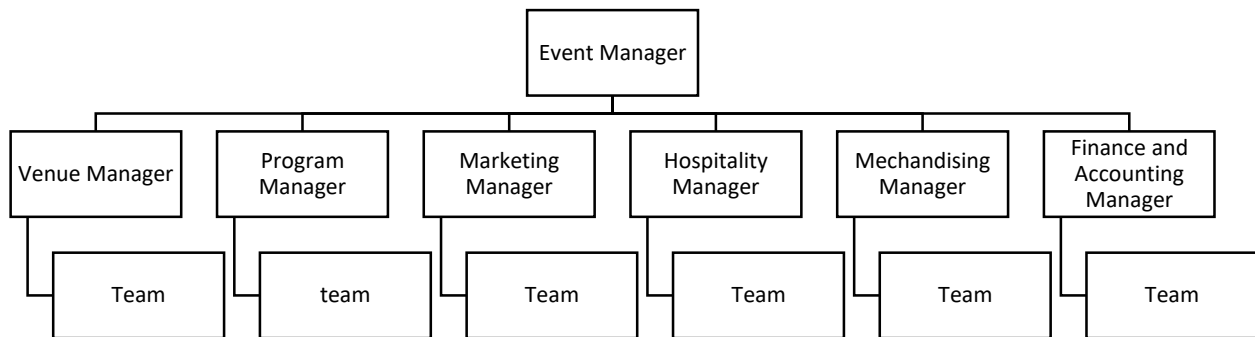
Role	Name	Business Area
Venue Manager	Rana Barqah	Human Resource management & Purchasing
Program Manager	Zahraa	Operations
Marketing Manager	Waleed	Marketing and Advertising
Hospitality Manager	Ahmed	Customer Service
Merchandising Manager	Ali Barqah	Sales
Finance& Accounting Manger	Hanan Aljohani	Finance& Accounting

11. AUTHORIZATION

Approved by Project Sponsor: Mohammed Ali		Date: 11/09/2021
Approved by Project Manager: Noor MM		Date: 11/09/2021

2. Governance, Structure and Process:

2.1. Organizational structure:



2.2 Practical and scientific bases:

As the company is a start-up and mainly focus on planning an entertainment event which required to minimize the bureaucracy, thus based on that using the flat organizational structure is the best approach here. Whereas the nature of this work needs to the following: focusing on the customers, rely on the teams and teamwork, decentralized the management approach and lastly higher the flexibility between the teams. It has the most suitable advantages like:

1. Encouraging a faster decision as needed.
2. Improving the employees' moral.
3. Direct and clear communication.
4. Increasing the productivity.
5. Encouraging the collaboration.
6. Direct route to the customers.

Finally, that was the scientific reason upon chosen the flat organization structure.

2.3. Projects office model (PMO):

Supportive PMO:

As the nature of this project depends on creative and in entertainment industry, so **Supportive PMO** is the best to be applied to provide the consultations and support as needed with low level of control which allow the information to be shared and access among the organization to be used freely by the project managers.

Supportive PMO will provide the support in form of:

- On-demand expertise
- Templates
- Best practices
- Access to information
- Access expertise on other projects

3. Compliance, Standards and Regulations:

3.1. A check compliance model before delivering the project outputs:

s interspersed with a circus		OWNER	Main Contractor	
		DAY	DATE	
			Compliance	
		responsible port	target or output	
w the requirements of the rtainment		Noor & Waleed	Preview the site and review the requirements of the General Authority for Entertainment	
entertainment activities, the following preliminary approval as follows: ted at least 60 days prior to the ecessary experience or the capabilities per the Authority's requirements. ailated marketing plan with the relevant ing all the advertising and marketing materials to be used in the public for entertainment activity. m to obtain a license to practice the h the relevant documents needed. : a full operational plan for the : the license including the following: tainment activity (provided that it should on certificate). ce of the entertainment activity. for sale, their rates and categories. ns authorized to sign before the the Black List, and the entertainment m's values and culture as determined ts. is from all other competent authorities		entertainment activities, the following preliminary approval as follows: The application must be submitted at least 60 days prior to the establishment of the activity. The Applicant must have the necessary experience or the capabilities in the field of entertainment as per the Authority's requirements. The Applicant must submit a detailed marketing plan with the relevant budget attached thereto, including all the advertising and marketing designs to be used in the marketing campaign for the entertainment activity, and all the promotional materials to be used in the public relations and media campaign for entertainment activity. Filling the relevant licensing form to obtain a license to practice the entertainment activity and attach the relevant documents needed. The Applicant must also submit a full operational plan for the entertainment activity subject of the license including the following: The proposed logo for the entertainment activity (provided that it should include the trademark registration certificate). Organizational plan to practice the entertainment activity. The propose plan for the practice of the entertainment activity. The number of tickets available for sale, their rates and categories. Authorization letter of the persons authorized to sign before the Authority. The Applicant must not be on the Black List, and the entertainment activity must respect the kingdom's values and culture as determined by the Authority. Any other Authority requirements. Obtain all the necessary licenses from all other competent authorities	To obtain a license to practice entertainment must be satisfied. Obtain a preliminary app The application must be submitted at least establishment of the activity. The Applicant must have the necessary ex in the field of entertainment as per the Aut The Applicant must submit a detailed mark budget attached thereto, including all the a designs to be used in the marketing camp activity, and all the promotional materials to relations and media campaign for entertain Filling the relevant licensing form to obtain entertainment activity and attach the releve The Applicant must also submit a full ope entertainment activity subject of the license The proposed logo for the entertainment ac should include the trademark registration c Organizational plan to practice the entertain The propose plan for the practice of the er The number of tickets available for sale, th Authorization letter of the persons authori Authority. The Applicant must not be on the Black Lis activity must respect the kingdom's values by the Authority. Any other Authority requirements. Obtain all the necessary licenses from all o	
		Rana Zahraa	Distribution of tasks	
Accountable transparent, respectful, fair and professional business practices. Reliability and integrity of financial and operational information. Safeguarding of assets. Compliance with laws, regulations, policies, procedures and contracts. Healthy and sustainable growth of business. Incorporation of compliance into the day-to-day operations in every aspect of the business (i.e. culture, people, communication, policies, procedures, governance and strategy). Safe, equitable, secure, fair and healthy working conditions.		Accountable transparent, respectful, fair and professional business practices. Reliability and integrity of financial and operational information. Safeguarding of assets. Compliance with laws, regulations, policies, procedures and contracts. Healthy and sustainable growth of business. Incorporation of compliance into the day-to-day operations in every aspect of the business (i.e. culture, people, communication, policies, procedures, governance and strategy). Safe, equitable, secure, fair and healthy working conditions.	Accountable transparent, respectful, fair and practices. Reliability and integrity of financial and oper Compliance with laws, regulations, policies Healthy and sustainable growth of business: Incorporation of compliance into the day-to aspect of the business (i.e. culture, people, procedures, governance and strategy). Safe, equitable, secure, fair and healthy wc	

3.2. Check list model for the three stages of the project:

Project Check List

1. Initiating Process Group

Notes: This phase has been done successfully

1.1	Develop Project Charter	√
1.2	Identify Stakeholders	√

2. Planning Process Group

Notes: The checked point are done and the others is on process

2.1	Develop Project Management Plan	√
2.2	Plan Scope Management	√
2.3	Collect Requirements	√
2.4	Define Scope	√
2.5	Create WBS	
2.6	Define Activities	√
2.7	Sequence Activities	
2.8	Estimate Activity Durations	
2.9	Develop Schedule	
2.10	Plan Cost Management	√
2.11	Estimate Costs	√
2.12	Determine Budget	√
2.13	Plan Quality Management	
2.14	Plan Resource Management	√
2.15	Estimate Activity Resources	√
2.16	Plan Communications Management	√
2.17	Plan Risk Management	√
2.18	Identify Risks	√
2.19	Perform Qualitative Risk Analysis	
2.20	Perform Quantitative Risk Analysis	
2.21	Plan Risk Responses	
2.22	Plan Procurement Management	√
2.23	Plan Stakeholder Engagement	√

3.Executing Process Group

Notes: --

3.1	Direct and Manage Project Work	
3.2	Manage Project Knowledge	

3.3	Manage Quality	
3.4	Acquire Resources	√
3.5	Develop Team	√
3.6	Manage Team	√
3.7	Manage Communications	√
3.8	Implement Risk Responses	
3.9	Conduct Procurements	
3.10	Manage Stakeholder Engagement	√

4. Monitoring and Controlling Process Group

Notes: --

4.1	Monitor and Control Project Work	
4.2	Perform Integrated Change Control	
4.3	Validate Scope	
4.4	Control Scope	
4.5	Control Schedule	
4.6	Control Quality	
4.7	Control Resources	
4.8	Monitor Communications	
4.9	Control Procurements	
4.10	Monitor Stakeholder Engagement	

5. Closing Process Group

Notes:--

5.1	Close Project or Phase	
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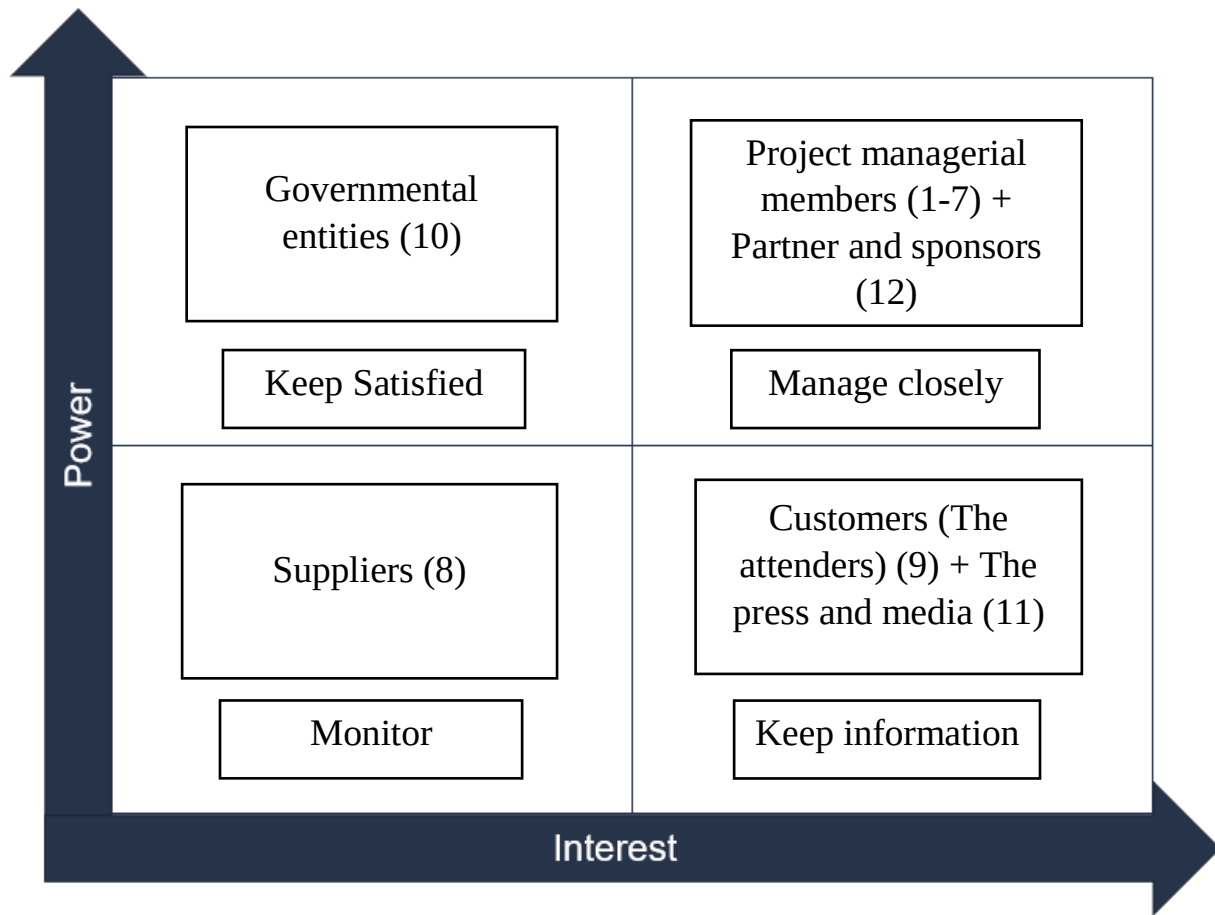
4. Power and Interest:

4.1. Stakeholder register:

No.	Name	Title	Role	Internal/ External	Contact information
1	Noor M M	Event Manager	Make all the needed decisions and manage the overall	Internal	Noor@event.com 96654####
2	Rana Barqah	Venue Manager	Human Resource management & Purchasing	Internal	Rana@event.com 96653####
3	Zahraa	Program Manager	Operations	Internal	Zahraa@event.com 96657####
4	Waleed	Marketing Manager	Marketing and Advertising	Internal	Waleed@event.com 96659####
5	Ahmed	Hospitality Manager	Customer Service	Internal	Ahmed@event.com 96652####
6	Ali Barqah	Merchandising Manager	Sales	Internal	Ali@event.com 96651####
7	Hanan Aljohani	Finance & Accounting Manger	Financing & Accounting management	Internal	Hanan@event.com 966522####
8	Suppliers		Provide all the needed materials	External	Suppliers@companyx.com 98765#####
9	Customers (The attenders)		Attend and enjoy the event and being satisfied	External	Through social media channels
10	Governmental entities		Apply the rules and regulate the work	External	xxx@gov.org.com 900300###
11	The press and media		Spread the new and announce the event	External	Magazin@companyD.com 987#####
12	Partners and sponsors		Add values to the complete the event	External	Partnership@Xxx.com 9872111###

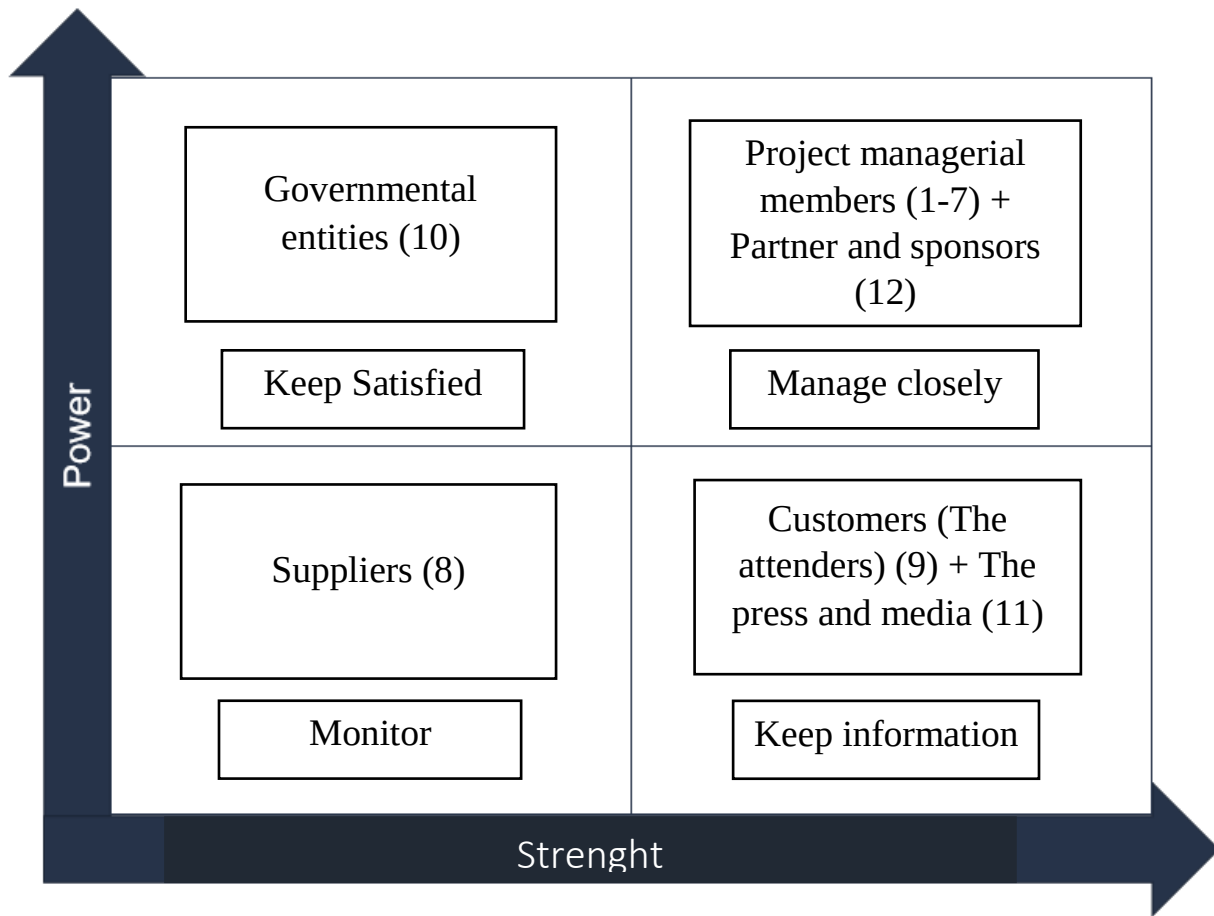
4.2. Develop the two networks:

4.2.1.(Power/Interest) Networks:



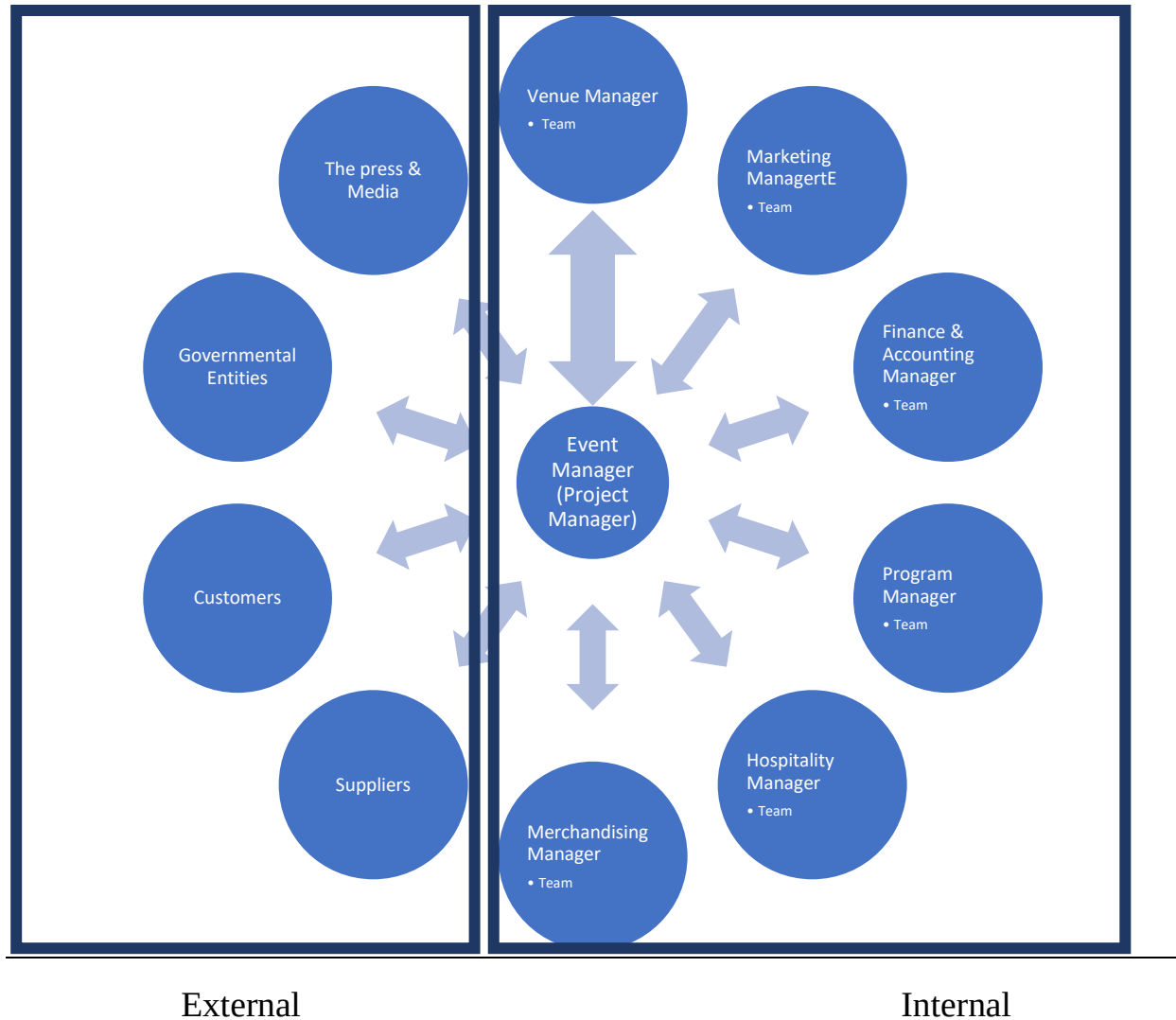
The Power – Interest Matrix

4.2.2. (Influence/Strength) Networks:



The Strength – Interest Matrix

4.3. logical diagrams for the register of the stakeholder:



5. Culture and Values:

5.1. Our Organizational Culture:

Sharing the same values and expectation dealing together as one family with respect in a friendly formal way.

5.2. Our Core Values:

- Honesty and integrity

We believe that excellent standing and reputation are fundamental to the success of our business. Therefore, we adhere to work ethics and professional principles at the highest level and consider the requirements of honesty and integrity in our dealings with our partners.

- Customer's satisfaction

We understand and fulfill our customers' needs. We try our best to satisfy them by focusing on quality in our business and services. And we take the initiative to do more to achieve excellence in meeting their desires.

- Creativity and ambition

We always strive to learn and support useful innovations, making use of our expertise and other global experiences, and creating leading local solutions based on world-class experiences, and we welcome positive change that results from creativity and ambitions for the sake of developing our business.

- Leadership

We work to develop talent and create leadership capabilities to find effective business solutions aimed at meeting the needs of our customers in the best way, developing markets for our products, improving the level of our employees, and achieving benefits for shareholders, by optimizing the use of funds, resources, and technologies, leading to the development of the concept of leadership in the company.

- Community Service

We aspire to achieve success in our business and the well-being of our employees and the communities in which we operate. We also seek, through our culture, ideas, environmental concerns, and our collective work to consolidate our distinctive values in our dealings with members of the community around us.

6. Self- Reflection and Self- Management:

6.1. Three personal behavior influence projects:

1. Negativity:

Negative person is the one who has negative thoughts about him selves and others. Lack of confidence, gloom and doom, distrust, and anxiety are the most characteristic of negative person, they are rude and aggressive and show disrespect to others opinion.

Reasons:

There are many reasons behind negative attitudes. For example:

- Prevent themselves from feeling disappointment.
- Having a negative role mode (parents maybe).
- Think in black and white terms.
- The need to feel in control.

How to eliminate:

- Use positive affirmation with them.
- Involve them in making decisions.
- Try to engage them with positive team member.
- Keep repeating the share goal to let them focus.
- Value their opinions.

This behavior consume effort from the manager and team member to deal and eliminate such a bad behavior and prevent it from disturbing completing the project.

2. Irresponsibility.

The irresponsible person is the person who does not feel accountable toward anything, careless about the consequences of their actions and lacking of reliability.

Reasons:

There are many reasons behind irresponsibility. For example:

- External influence such as unstable life situation
- Disability
- Fear from facing the load of work.

How to eliminated:

- Keep following up with them.
- Set up earlier deadlines.
- Involve them in the making decisions.
- Set sanctions.

3. Failure to complete work:

Some people always have a reason why their work is not done. They are full of excuses and spend more time with excuses than they would have spent just doing the work. There are many reasons why an employee is not completing the duties of the position.

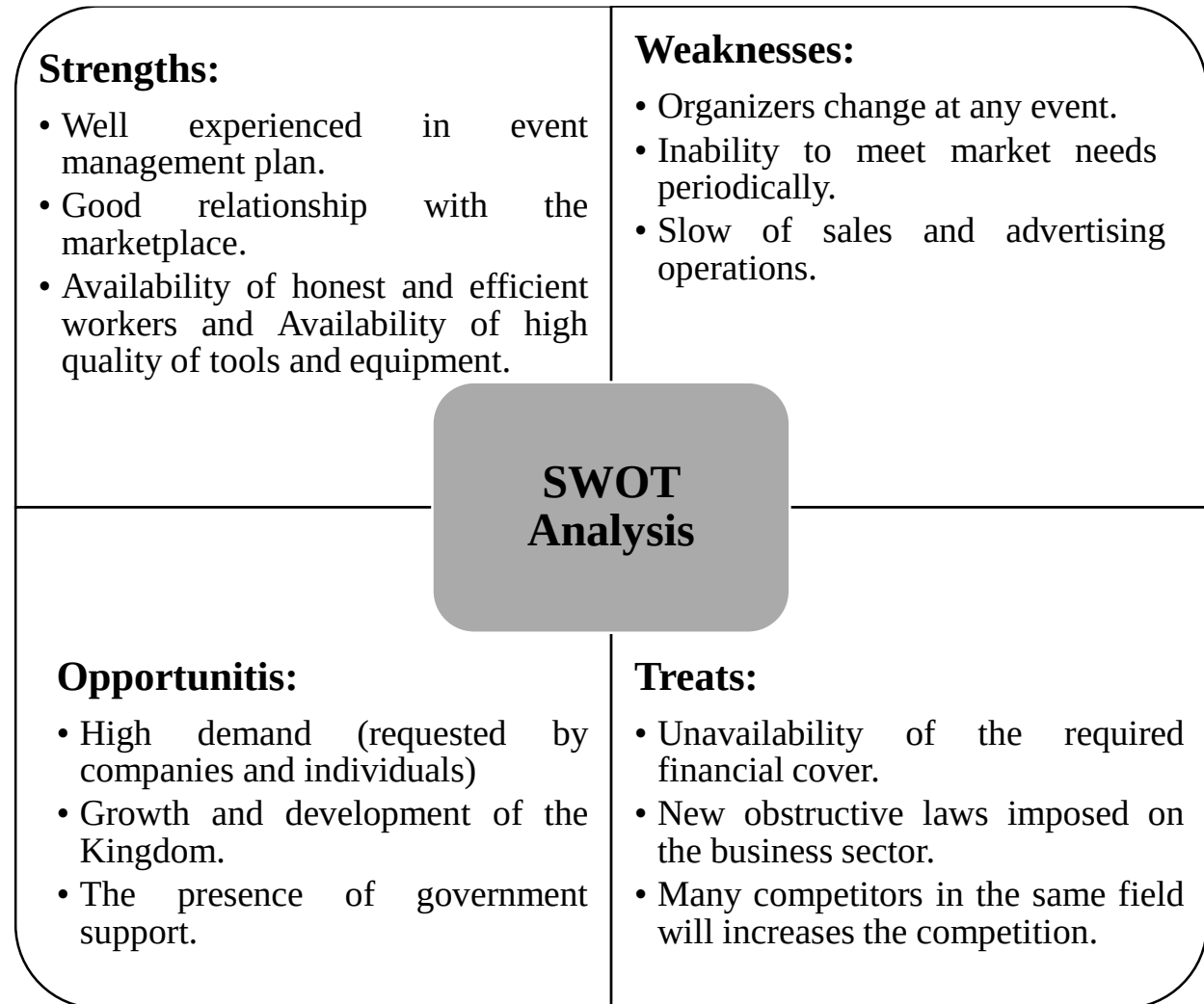
Reasons:

There are many reasons behind irresponsibility. For example:

- Do not find the required duties interesting or purposeful.
- Communication issues

How to eliminated:

- Explain the goals of the company to work group.
- Address their weakness and provide the needed training.

6.2. SWOT model:

7. Personal Integrity and Reliability:

7.1. “3” behaviors contradict the moral integrity and analyze it:

1- Hide some financial information and reports from stakeholders:

- Social: this will destroy the relationship between the project manager and stakeholders (trust lost).
- Financial: stakeholders will not have a complete picture of the project's financial status and they might cancel the project totally if they found the hidden charges later.
- This also can cause legal issues.

2- Conflict of interest:

- a. Social: this will destroy the project manager reputation.
- b. Financial: when the project manager has a conflict of interest, he/she will fail to act in the best interest of the entity and that will negatively affect the financial status of the project.

3- Forcing employees to work at unsafe environment (e.g., bad weather):

- a. Social: employees will feel insecure, and this can negatively affect their productivity and the way they deal with customers.
- b. Financial: low productivity will lead to low revenue, also working at unsafe environment can cause occupational injuries and that will affect the financial status of the project.

8. Personal Communication:**8.1. Register of the stakeholder:**

No.	Name	Title	Role	Internal/ External	Contact information (Channels and models)
1	Noor M M	Event Manager	Make all the needed decisions and manage the overall	Internal	Noor@event.com 96654#### And Meeting
2	Rana Barqah	Venue Manager	Human Resource management & Purchasing	Internal	Rana@event.com 96653#### And Meeting
3	Zahraa	Program Manager	Operations	Internal	Zahraa@event.com 96657#### And Meeting
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9	Customers (The attenders)		Attend and enjoy the event and being satisfied	External	Through social media channels
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12	Partners and sponsors		Add values to the complete the event	External	Partnership@Xxx.com 9872111### And Meeting

- **Personal communication:**

When the communication happened between the stakeholders directly, through phone, emails or meeting to deliver the needed information that serve the work.

- **Affective communication:**

To have and affective communication through the stakeholders the outcomes of the communication have to be heard and seen in real life and to make sure too there is a feedback on it.

8.2. Communication matrix:

Communication	Purpose	Channels	Frequently	Audience
Kickoff meeting	Introduce project Review objectives	Meeting in person	once	Project Managers Project team Sponsors
Project team meeting	Review status of project	Meeting in person/Video conference	Weekly	Each project managers with his team
Project status meeting	Update leadership on project status	Meeting in person/Video conference	Monthly / as needed	Project Manager Stakeholders
Project status reports	Detailed report on the project including the process, cost and problems.	Email	Twice a month	Project Manager Stakeholders

8.3. Three wrong scenarios of communication:

1. Assuming the clarity of the messages

When the sender thought that his message is clear enough to the receiver and ignoring that some points were not clear enough, this cause misunderstanding.

Take time to double check the information and encourage the receiver to respond and ask if any clarification is needed.

2. Using one way and style to communicate

This approach may overlook's people personalities as they vary and having different personalities, and the affective communication need to address those differences by using mutable ways of communications channels.

3. Passive-Aggressive Communication

It is a poor practice to contact and manage your people, and have the bad and negative effect on the employees and how they feel about themselves, this way of communication creates miscommunication and negative environment in the workplace.

8.4. Stakeholder assessment matrix:

Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
Suppliers					
Customers (The attenders)	C				
Project manager (Event manager)					CD
Governmental entities			D	C	
The press and media			C	D	
All team members				C	
Partners and sponsors				CD	

C for Current

D for Desired

10. Leadership:

10.1. The Coaching Leadership Style

Great leadership is a differentiator for a project manager to move from average to superior business performance and our leadership model had preferred is the coaching leadership style the primary objective of the coaching leadership style is the long-term professional development of others. to describe the coaching leadership style is a person's unique way of working with another individual to help him or her improve performance and reach his or her potential.

The coaching style is perfectly preferred for the following reasons:

- This style helps connects what a person wants with the organization's goals,
- This style helps team members identify their unique strengths and weaknesses and encourages them to establish development goals.
- This style reaches an agreement with team members' functional managers in their development.
- This style provides ongoing instruction as well as feedback and may trade off immediate standards of performance for long-term development.

10.2. “5” proposals for the motivation methods:

1. Establish an environment of openness:

The essential qualities of a project environment are openness and acceptance. Junior, Middle, Senior, team members of all qualifications should never feel uncomfortable to speak their minds and providing their feedback on one or multiple aspects of a project, however controversial they are.

Professionals that feel free to express their points of view will always be more proactive, engaged, and creative. More importantly, an open working environment will allow you to identify some implicit assumptions held by the team that could, eventually, have an adverse effect on the quality of the work.

It is also essential to stimulate colleagues to really hear each other's opinions. We are commonly conditioned to speak more than we listen. This aspect of the human condition should be slowly taken apart by instigating your team to engage in critical thinking and recognize a good idea when it's being forwarded by anyone in the group, despite their rank or qualifications.

To do this, people need to be aware of the so-called “authority bias,” which often makes people accept someone's opinions simply based on their status and not the arguments provided. You, as the project manager, as responsible for enforcing an accepting attitude towards all opinions.

2. Let them know you trust their abilities:

It's safe to assume that micromanagement is a quality of an insecure project manager. It's essential to have faith in the qualifications of your personnel and let them roll on their own. An environment that tries to control every living second and every single decision of a professional will gradually deteriorate their self-esteem and will harm their motivation.

Trust is an essential component of a successful team and business in general. Some project managers voice discontent with the idea of trust simply because it's a very vague concept. However, the same can be said about a project manager's or stakeholder's satisfaction for that matter.

More importantly, a person that feels trusted will always be more proactive and creative compared to a professional that is but a tool whose competences are invalidated on a day-to-day basis.

Furthermore, communication is much more efficient and honest in an environment where professionals are respected and treated with trust.

3. Don't ever punish failure:

There is an essential difference between reacting to failure and responding to one. One of the central goals of an organization is to learn how to convert an individual's failure into means to inspire them. At the end of the day, it's safe to say that if they failed, they tried an approach that didn't work.

4. Encourage team play:

Teams differ dramatically. There is a broad spectrum of characteristics and peculiarities that define how well people will collaborate in a particular team. However, it is also true that play-like conflict stimulates teammates to create stronger bonds.

Team building via collaborative games can help improve a variety of factors that are essential for group productivity and motivation. Here are a few of them:

Better teamwork — this allows team members to communicate efficiently, work together, and mitigate potential conflicts before they arise.

Better use of resources and personal qualities — this enables team members to complement their colleagues' weaknesses with their own strengths, thus filling gaps in their team.

Better decision-making — this allows team members to make quicker decisions, by understanding the strengths and weaknesses of their colleagues.

Greater commitment.

5. Provide opportunities for professional development:

Talk with each team member about their individual career goals. People are passionate about growth and self-improvement. You can be the one that will help them become better professionals or facilitate this process. Sometimes a challenging task can be a sign of the trust you've invested in them.

Allow your employees to communicate with clients and stakeholders when this is necessary. This will allow them to have more self-esteem and grow their network.

11. Teamwork:

11.1. RACI model:

RACI Chart

Project: Entertainment project

PROCEDURE RACI

DEPARTMENT CFO

UPDATED 21/10/2021

Steps will be highlighted if A and R are not assigned.

R: Does the step

A: Accountable for the step

C: Consulted with before the step

I: Informed when the step is completed

STEP	DESCRIPTION	GM	Fin Controller	Finance Team	Operation Manager2	Sales Manager	IT Manager	HR Manager	Board
1	Manage the company's accounting and monitor its internal controls		A/R	R					
2	Manage the preparation and reconcile profit and loss accounts, balance sheets and cash flow statements for multiple entities across multiple locations.		A/R	R					
3	Manage and drive output from the Financial and Corporate Accounting functions to ensure that deadlines and timetables are met, including:		A/R	R					
4	All aspects relating to the preparation of the monthly management accounts.		A/R	R					
5	All GL and bank reconciliations.		A/R	R					
6	Monthly reports for the Finance, Investment and Audit Committee and the Board.		A/R	R					
7	Prepare a detailed analysis of the management accounts identifying key variances from budget for inclusion in the monthly Finance report		A/R	R					
8	Drive continuous improvement in the areas of management reporting including a reduction in the number of days in the month end reporting cycle.		A/R	R					
9	Manage annual audit process with external auditors.		A/R						
10	Prepare annual statutory financial accounts		C/I	A/R					
11	Produce and maintain financial policies and procedures of the Financial and Corporate Accounting		A/R	R					

[illegible]

12. Conflict and crises:

12.1. Conflict and Crises:

When person extendedly struggling in deliver his message, or having a clashing disagreement with other ones in ideas or interests,

Scenario #1: Interdependence-task based conflicts:

These disagreements arise in situations when individuals in an interdependent project network must coordinate their tasks so that everyone can successfully get their part done. For example, an accountant can't do their job without all the numbers. If an employee is constantly late with their reports, it affects the accountant's ability to finish up and make deadlines.

The solution:

- Strategy: arbitrate the conflict because it is important to seek a solution that allows each party to save face; otherwise, the decision may provide only momentary relief.
- Delegate tasks effectively.
- Communicate with the team and explain the importance of responsibility and accountability.
- Clarify what everyone should be doing in their role, so they are all on the same page when deadlines approach.

Root cause analysis:

1. Unrealistic deadlines
2. Uncleared explanation of each role
3. Lack of commitment
4. Bad communication between the team members
5. Unskilled team members

Scenario #2: Leadership conflicts:

Everybody has a different leadership style, and everybody reacts differently to those leadership styles. Some leaders are bold and charismatic, others are more laid-back, warm, and inviting. Some are highly technical and strict on rules and deadlines, and others are so hands-off and you hardly see them.

The solution:

6. Strategy: control the conflict by smoothing over differences or interjecting humor because this will reduce the intensity of the it.

7. Emphasize mutual respect of differences throughout the company.
8. Leaders should be aware of their own leaderships styles and how they interact with the work styles and personalities of people on their team.
9. Leaders should be able to adjust and connect with their employees no matter their leadership preferences.

Root cause analysis:

10. Different cultures and backgrounds
11. Different perspectives and priorities
12. Lack of professionalism
13. Unorganized roles and responsibilities
14. Lack of morality

Scenario #3: Creative ideas conflict:

Conflicts, when it comes to ideas brainstorming, are excellent opportunities to make ideas even better. Employees need to recognize the ideas of others, voice their own, and then gather the best pieces together for a stunning solution.

The solution:

15. Strategy: encourage the conflict because it is a functional and inevitable conflict and even a desirable part of project work. Members can be upset and dissatisfied with the interchange, but if the disagreement furthers the objectives of the project.
16. If two individuals were disagreeing on a project idea, they could talk to each other and cooperatively decide on one idea or the other.
17. They could also look for compromise so both ideas can shine through while producing an even better outcome spawning from the collaboration.
18. If needed, they could approach another colleague or a higher-up to mediate the discussion or offer their opinion on the final decision.

Root cause analysis:

19. Different backgrounds
20. Different perspectives and points of interest

13. Resourcefulness:

13.1. Distribute the human resources on the function:

Is the creation of a set of process flow maps, policies, procedures and models used by the company's management to analyze historical data related to human resources, analyze human resources needs to implement the future strategic plan, and determine the financial impact of those resources from reducing or increasing direct and indirect costs.

13.2. The influence of conducting Crashing and Fast-tracking process on the time table in addition to representing the table after achieving the two measures:

Crashing is a technique in which cost and schedule trade-offs are analyzed to determine how to obtain the greatest amount of compression for the least incremental cost. Crashing is used if fast-tracking did not save enough time on the schedule.

Fast-tracking does not result in increased cost but it does increase the risk, as activities that were originally intended to be performed sequentially are now performed in parallel. Fast-tracking is always considered first as there are no increased costs. However, there is increased risk.

Crashing would be the next option. Crashing analyzes the incremental crash costs of activities to determine and prioritize the candidates for crashing.

14. Negotiations:

14.1. General rules for the negotiation process:

For the negotiator to successfully conduct the negotiation process; he must be familiar with the process, and how these processes affect his negotiating efforts, which are:

1. Exchange of information:

The more knowledge and information about the negotiating issue and negotiators are, the greater chances of success in negotiation and planned gains. The knowledge and information of the project to be shared must be required, available on time and specific.

2. Bargaining:

It's all about tangible and specific things to be discussed in the negotiation process such as item price. It's affected by time and place which is an important factor to be considered in negotiation.

3. Closing the deal:

Time to reach an understanding and formulating the agreement. This stage requires some serious work to ensure that the negotiations lead to the desired results.

A successful negotiator focuses on interests instead of attitudes and seeks to create an atmosphere of mutual respect.

14.2. Prepare 2 negotiation plans:

- First negotiation plan:

#	Category:	Price of the retailer shops
1	Negotiation point:	The price of the retailer shops will be for the whole period of the event.
2	Opposition position:	The price will be the same if the retailer shop where rent for one day as if he rent for the whole period.
3	Opposition Ambition	1,000 sr per day / Total of 30,000 sr for the whole event
4	Our position	The price will be affordable if the retailer shop where rent for the whole period and if not, it will be high price.
5	Our ambition	1,000 sr per day / total of 15,000 sr for the whole Event
6	Priority	High
7	Our Wants	Discount for renting the whole period.
8	Opening Position	The price should be less for the whole period as a benefit to rent all the shops at the same time and contract.
9	Gives	Lose money! If not all the shops get rent the whole period separately.
10	Breakpoint	The shops will be available for rent the while period only.

- Second negotiation plan:

#	Category:	Warranty of the Entertainment Equipment
1	Negotiation point:	There is no warranty form the companies that we are deal with.
2	Opposition position:	No warranty while maintaining the same price.
3	Opposition Ambition	50,000 sr
4	Our position	Discount on price since there is no warranty.
5	Our ambition	-10,000 sr
6	Priority	Medium
7	Our Wants	To get any discount on the dealer price.
8	Opening Position	10,000 sr discount if there is no warranty

9	Gives	Applying an extra fee for the warranty!
10	Breakpoint	Walkway with the current price with no warranty.

15. Project Design:

15.1 Identify the Triple constraint of the project:



The Triple Constraint Defined

1. **Cost:** The financial constraints of a project, also known as the project budget.

(The Jeddah Winter project budget = 1,000,000 SR)

2. **Scope/Quality:** The tasks required to fulfill the project's goals.

(Deliverables of work includes(Scope):

1. **Infrastructure and engineering works on a total area of 50,000 square meter.**
2. **2- Entertainment event for 1 month with all the needed services for the attenders.**
3. **3- Market smartly for the event**

Quality must be matching according to code ISO standards Saudi Arabia.)

3. **Time:** The schedule for the project to reach completion.

(All work should be done and completed on 01/01/2022)

15.2 Set up a list of the project success factors:**1. Experienced Project Managers & Professional Project Team Leaders:**

You can comprehend project management theory and procedures, but experience is one of the most important components in achieving success. The more experienced a project manager is, the more probable it is that he or she will be able to overcome daily project challenges. Keep clear roles and responsibilities in mind to minimize misunderstandings. Successful project managers are distinguished not just by their technical knowledge, but also by their leadership.

Ascertain that team members has the necessary abilities to deliver the desired results and that they have a positive attitude toward the project. The team must also work together. As a result, it is critical to assemble a motivated team that will work together to achieve a common goal.

2. Proper Planning:

Many project managers rush to the project execution stage and do not allow enough time for thorough preparation. Don't make a blunder here. Invest appropriate time and resources in meticulous planning.

3. Monitoring & Control:

Keep track of your progress and review the results on a regular basis. Define key performance indicators (KPI) and use reports to swiftly determine if the project is on track. When things start to go wrong, you'll be able to spot it early on and take action before more damage is done.

4. Effective Communication:

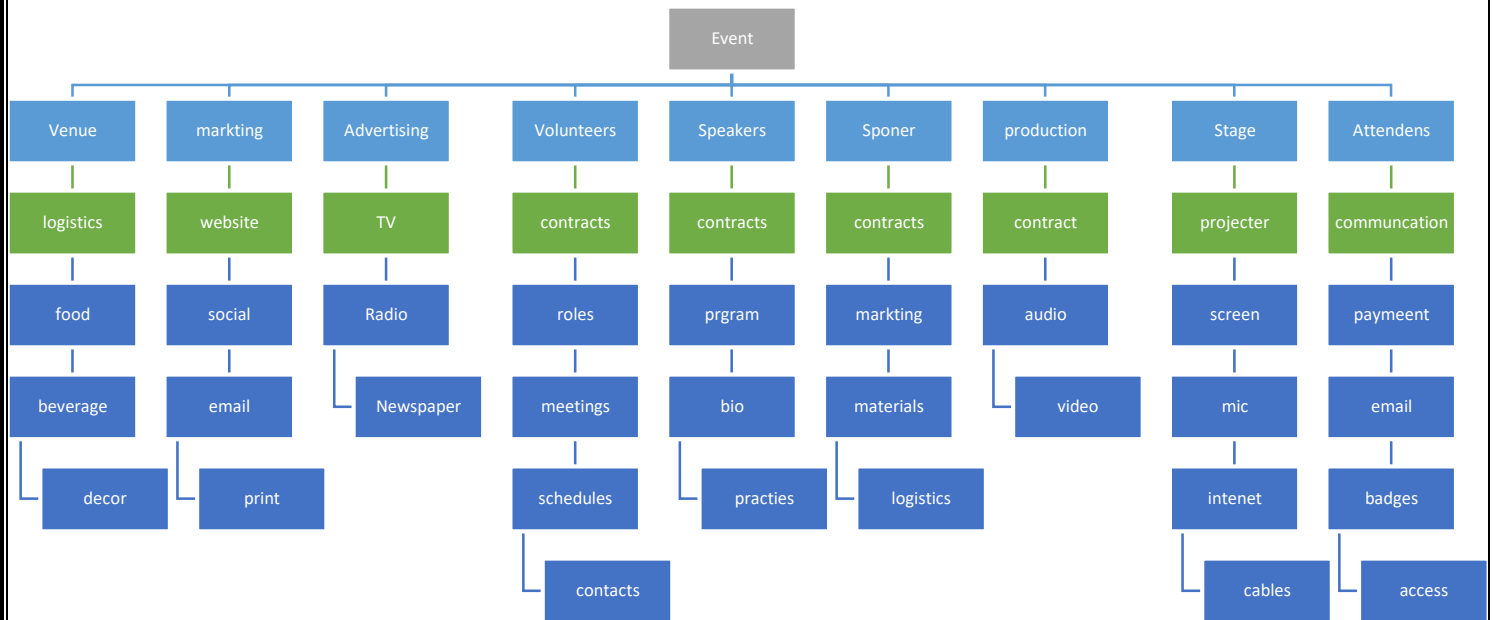
Many unfavorable project outcomes could be avoided or at least detected earlier with appropriate communication. Ensure that both formal and informal communication processes (meetings, documentation) are implemented and utilised. The importance of team communication cannot be overstated. Provide opportunities for your staff to interact outside of official meetings, such as a coffee area or a chat tool in your offices.

5. Careful Management of Risks:

Project managers are well aware that things rarely go as planned. Creating a risk record with an action plan for the project's hazards is critical during the planning process. Ensure that all important stakeholders are aware of your risk log and know where to find it. If something goes wrong, the team can rapidly handle the issue thanks to the management strategy that has previously been established. When confronted with project hazards, this will instill confidence in the team and assist consumers feel at ease with the project's development.

15.3 Develop and identify work breakdown structure, in addition to prepare a guide to illustrate it:

A work breakdown structure (WBS) is a diagram that shows the visual, hierarchical, and deliverable-oriented breakdown of a project. It is a useful diagram for project managers because it helps them to work backwards from a project's end product to identify all of the actions required to complete the project successfully.



16. Requirements and objectives:

16.1 Identify Requirement traceability matrix:

Requirements Traceability Matrix								
Project Manager:	Noor Mohammad Madani			Project ID:	AX-EMEA-000302			
Project Sponsor:	Mohammed Ali			Project Title:	Jeddah Winter			
Requirement Information					Relationship Traceability			
ID	Category	Requirement	Priority	Source	Business Objective	Deliverable(s)	Verification	Validation
REQ-001	Mandatory	Revenue Growth: Expand the business to reach 10SR million in annual revenue	High	CTO	Cover more area in entertainment and expand the provided services.	Knowledge base module Analytics module	Achievement of business objective within 1 yr from go live.	Unit test and UAT.
REQ-002	Should have	Operational Excellence: Deliver the best entertainment events on time, every time. To continually learn and adopt current best practices.	Medium	CCO	Increase registration rate of products to 50% in 2 yrs	1-Degree compliance to the plan. 2-Knowledge base.	1-Information availability. 2-Number of documents reviewed.	Unit test and UAT.
REQ-003	Nice to have	Enhance People Expertise: Build the knowledge and needed skills in entertainment business for the new generation.	Low	Service Desk	Hire or consult expertise to provide the needed training and consultation	save viewed knowledge articles& Employee's satisfaction	Employee's satisfaction and professionally get the work done.	Unit test and UAT.
REQ-004	Mandatory	Customer Satisfaction: Achieve a zero-customer dissatisfaction.	High	Service Desk	Improve customer services.	Improve customer services.	Number of costumers (event attendees).	Unit test and UAT.

16.2 Specify the methods used in requirement collection:

Methods of collecting information:

A few scientific methods and tools were relied upon in collecting information, which were relied upon in building the project, which we can identify as follows:

1. Sources and documents:

Many official and unofficial sources and documents that are directly related to the entertainment process were reviewed, for example, the website of the General Entertainment Authority and the brochures and laws regulating the entertainment process issued by it. Then, such data and information were classified and organized, critiqued, and analyzed to derive the required results from them.

2. Questionnaire or poll:

It consists of a collection of interconnected queries and enquiries. It was able to acquire the essential facts about the project and any issues that needed clarity by responding them. The emphasis was on staying within the project's scope so that the information could be used to its full potential.

There are two sorts of questionnaires:

- Open Questionnaire: We relied on undefined questions, and the sample had to answer in the way it wanted.
- Enveloped questionnaire: We relied on specific questions and the role of the sample is to choose the answer that suits its case.

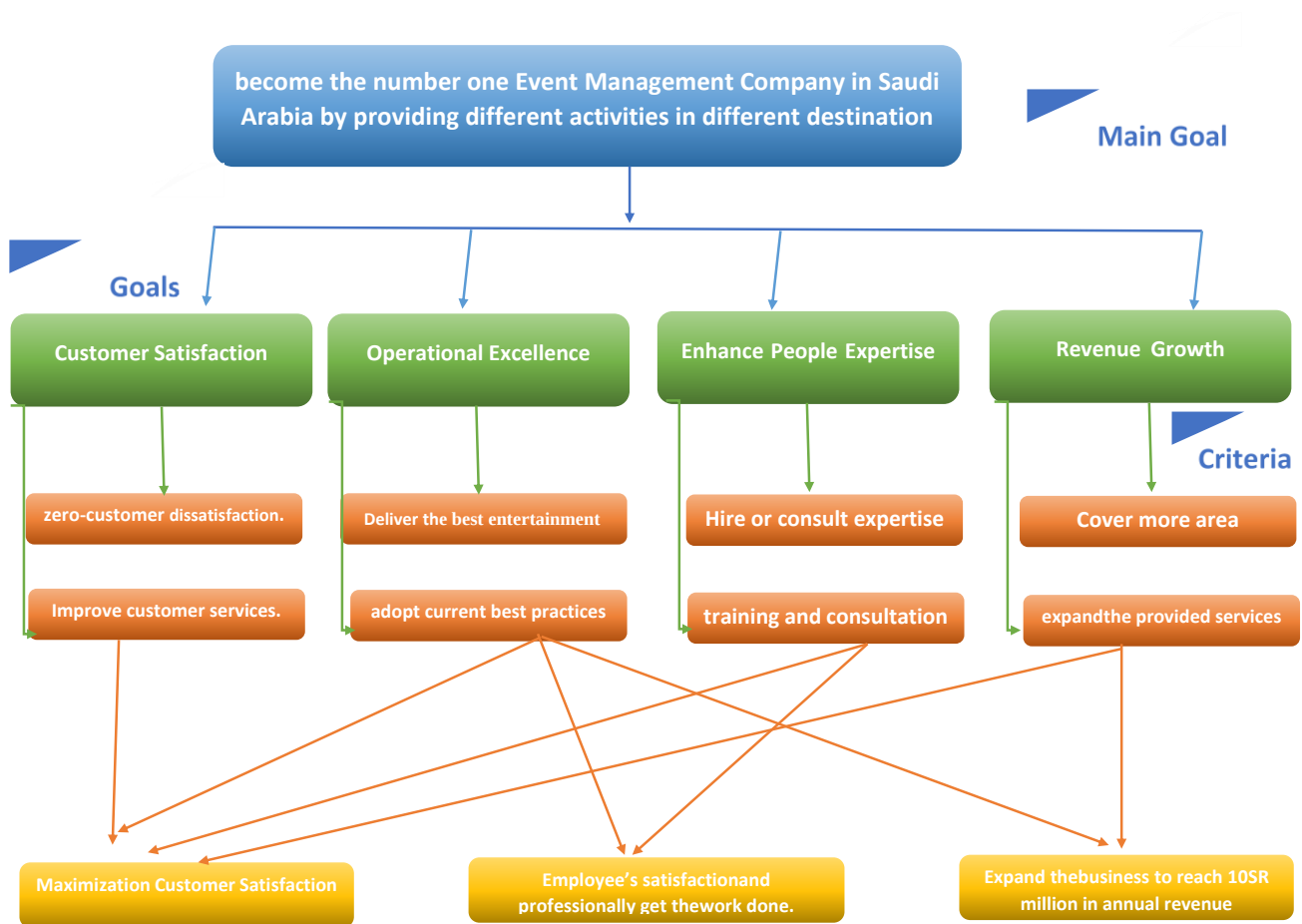
3. The interview:

The focus of the interview is on those who are hesitant to participate in other leisure activities, as well as the owners of rival projects. We didn't forget about the people who said no to these proposals. This technique differed from the questionnaire in that it provided correct information by explaining certain questions and requesting clarification. It also aids in gathering information from persons who are unable to write and who did not complete the questionnaire.

4. Structured observation:

Relied on systematic observation in monitoring activities such as those of the project, noting the number of participants, the length of time they spent, and other figures that aided us in our research and goal-setting.

16.3 Develop the hierarchical structure of the objectives of the project connected to the strategy:



17. Scope:

17.1 Scope Statement:

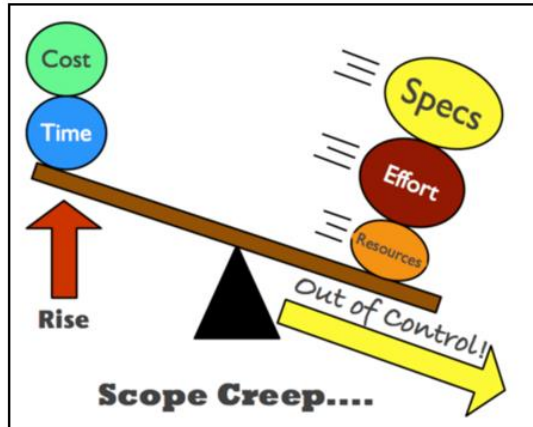
The project scope statement contains:

• In Scope:	• Out of Scope:
1. Infrastructure and engineering work on a total area of 50,000 square meters. 2. Entertainment event for 1 month with all the needed services for the attenders. 3. Market smartly for the event.	1. Sport activities. 2. New year celebration.

• Constraints:
Time: All work should be done and completed on 30/12/2021.
Budget: Cost of project not more than 1,000,000 SR
Quality: Quality must be matching according to code ISO standards of Saudi Arabia.

• Acceptance Criteria:
The event place can load a capacity of more than 30,000 attendees, with traffic management plan.

17.2 Scope Creep:



The definition of scope creep is when a project's scope changes, the project work starts to extend, or "creep", beyond what was originally agreed. Scope creep (sometimes known as "requirement creep" or even "feature creep") refers to how a project's requirements tend to increase over a project lifecycle, e.g., what once started as a single deliverable becomes five; or a product that began with three essential features, now must have ten; or midway through a project, the customer's needs change, prompting a reassessment of the project requirements.

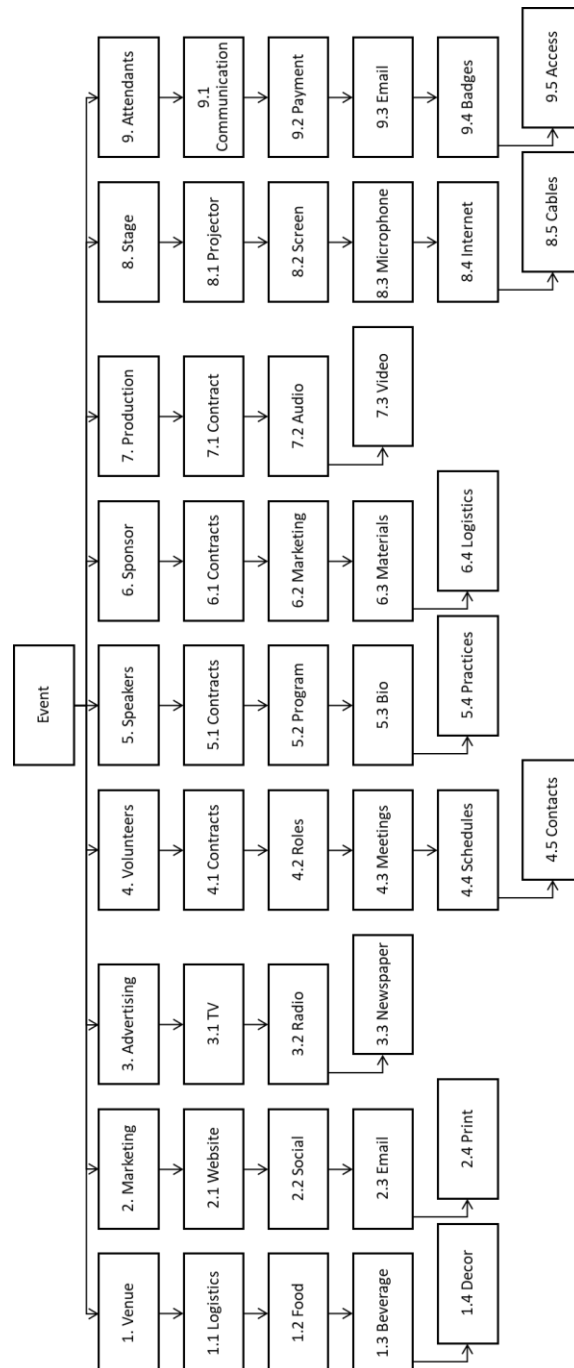
Example:

The main reason to scope creep in the project is caused by key project stakeholders changing requirements or sometimes by internal miscommunication and disagreements, also if the deliverables materials are delayed will face scope creep as well.

17.3 Product Analysis Management:

Product analysis can be used to define products and services. Product breakdown structure (PBS) Is an Examples of product analysis techniques.

This diagrammatic representation of project outputs provides a clear and unambiguous statement of what the project is to deliver.



18. Time:**18.1 Activities included in each work package in WBS:****18.2 Relationships between the activities:**

Activities are always different and impressive, which suit all ages and groups of society .The organizing process will be done according to the desire of the participants so that we cover all times with various events and activities. Our event is unique because it is full of new events and experiences. It was agreed to host international restaurants and exhibition teams.

Working hours will be organized so that we cover the largest possible number of attendees. The age group and target group will be considered so that all visitors can participate in the events. Our goal is the satisfaction of all visitors and the completion of the event in a manner befitting our community.

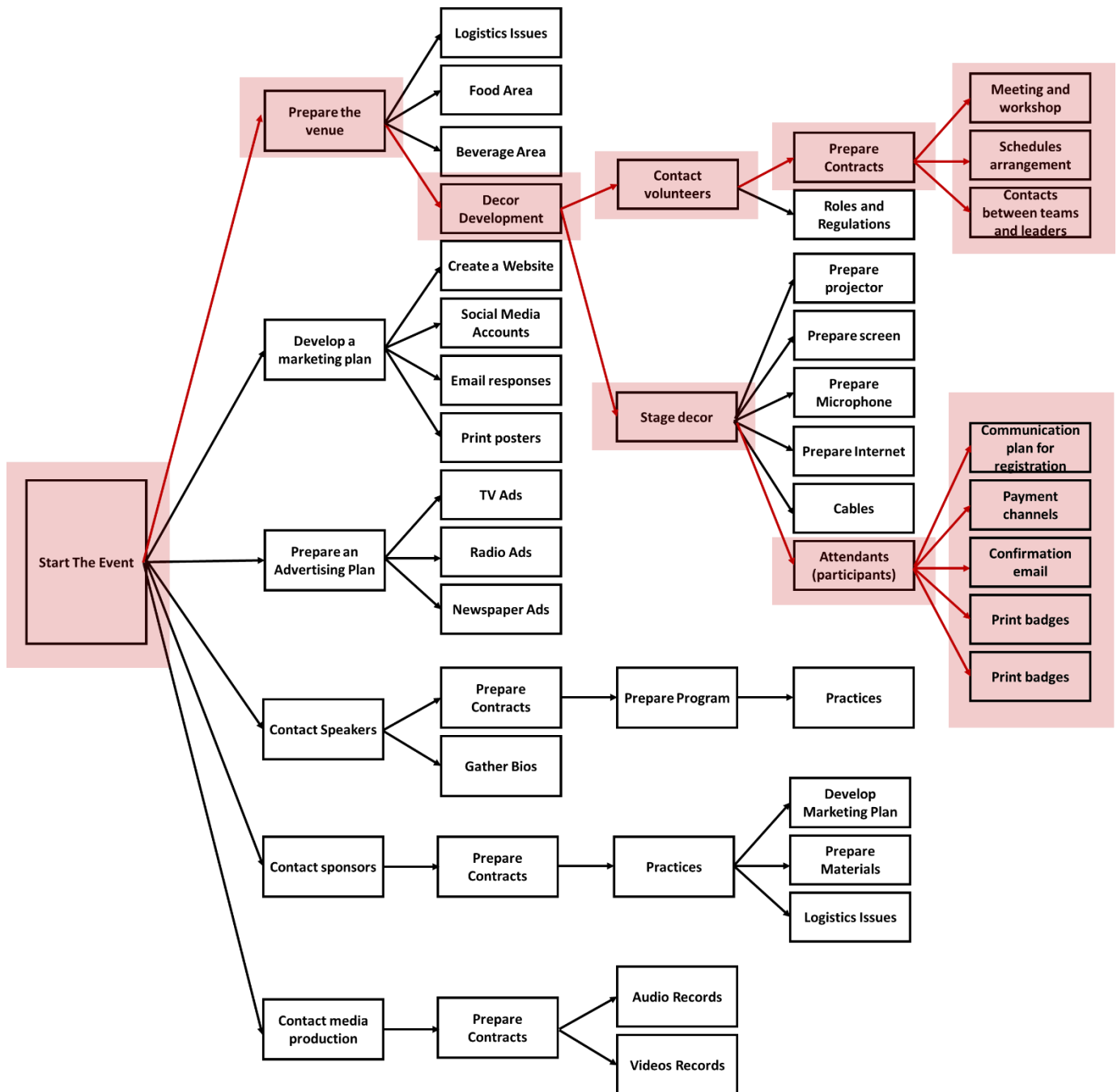
The schedule below shows the activities included in each work packages in WBS with relationship between explained in the predecessor

WBS	Activity / Task Name	Predecessor
1	Prepare the venue	-
1.1	Logistics issues	1
1.2	Food area	1
1.3	Beverage area	1
1.4	Decor development	1
2	Develop a marketing plan	1
2.1	Create a website	2
2.2	Social media accounts	2
2.3	Email responses	2
2.4	Print posters	2
3	Prepare an Advertising plan	1

3.1	TV Ads	3
3.2	Radia Ads	3
3.3	Newspaper Ads	3
4	Contact volunteers	1
4.1	Prepare contracts	4
4.2	Roles and regulations	4
4.3	Meeting and workshop	4.1
4.4	Schedules arrangement	4.1
4.5	Contacts between teams and leaders	4.1
5	Contact Speakers	1
5.1	Prepare contracts	5
5.2	Prepare program	5.1
5.3	Gather Bios	5
5.4	Practices	5.2
6	Contact sponsors	1
6.1	Prepare contracts	6
6.2	Develop marketing plan	6.1
6.3	Prepare materials	6.1
6.4	Logistics issues	6.1
7	Contact media production	1
7.1	Prepare contracts	7
7.2	Audio records	7.1
7.3	Videos records	7.1

8	Stage decor	1
8.1	Prepare projector	8
8.2	Prepare screen	8
8.3	Prepare Microphone	8
8.4	Prepare Internet	8
8.5	Cables	8
9	Attendants (participants)	1
9.1	Communication plan for registration	9
9.2	Payment channels	9
9.3	Confirmation email	9
9.4	Print badges	9
9.5	Access areas	9

18.3 Logical Diagram of The Project Activities & Critical Path:



18.4 Gantt chart and Milestones model:

				Month 1			Month 2			Month 3			Month 4			Month 5			Month 6		
WBS	Activity / Task Name	Predecessor	Duration	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days
1	Prepare the venue	0	60 days																		
1.1	Logistics issues	1	30 days																		
1.2	Food area	1	30 days																		
1.3	Beverage area	1	30 days																		
1.4	Decor development	1	30 days																		
2	Develop a marketing plan	0	60 days																		
2.1	Create a website	2	30 days																		
2.2	Social media accounts	2	30 days																		
2.3	Email responses	2	30 days																		
2.4	Print posters	2	30 days																		
3	Prepare an Advertising plan	0	60 days																		
3.1	TV Ads	3	30 days																		
3.2	Radia Ads	3	30 days																		
3.3	Newspaper Ads	3	30 days																		
4	Contact volunteers	1.4	10 days																		
4.1	Prepare contracts	4	10 days																		
4.2	Roles and regulations	4	10 days																		
4.3	Meeting and workshop	4.1	10 days																		
4.4	Schedules arrangement	4.1	10 days																		
4.5	Contacts between teams and leaders	4.1	10 days																		
5	Contact Speakers	0	60 days																		
5.1	Prepare contracts	5	10 days																		
5.2	Prepare program	5.1	10 days																		
5.3	Gather Bios	5	10 days																		
5.4	Practices	5.2	10 days																		
6	Contact sponsors	0	60 days																		
6.1	Prepare contracts	6	10 days																		
6.2	Develop marketing plan	6.1	30 days																		
6.3	Prepare materials	6.1	30 days																		
6.4	Logistics issues	6.1	30 days																		
7	Contact media production	0	60 days																		
7.1	Prepare contracts	7	10 days																		
7.2	Audio records	7.1	30 days																		
7.3	Videos records	7.1	30 days																		
8	Stage decor	1.4	30 days																		
8.1	Prepare projector	8	10 days																		
8.2	Prepare screen	8	10 days																		
8.3	Prepare Microphone	8	10 days																		
8.4	Prepare Internet	8	10 days																		
8.5	Cables	8	10 days																		
9	Attendants (participants)	8	30 days																		
9.1	Communication plan for registration	9	30 days																		
9.2	Payment channels	9	30 days																		
9.3	Confirmation email	9	30 days																		
9.4	Print badges	9	30 days																		
9.5	Access areas	9	30 days																		

19. Quality:

19.1 Deming Model for Quality:

The Deming Cycle, also known as the PDCA Cycle, is one of the most prevalent Lean frameworks for Continuous Improvement (of quality). The Deming Cycle is a logical four-step process for continuous improvement and learning that includes PLAN, DO, CHECK (STUDY), and ACT.

Here's an overview of each of the 4 PDCA phases:

1. **PLAN:** Identifying a goal or purpose, establishing a theory, defining success measures, and putting a plan into action are all part of the first step. We set the objectives and processes required to provide results in accordance with the expected output during this stage. The completeness and accuracy of the specification are also part of the targeted improvement by creating output expectations.
2. **DO:** The plan's components are implemented in the DO phase (e.g., making a product). The goal is to put the strategy into action, complete the process, and create the result.
3. **CHECK:** To determine any disparities, we compare the actual results (measured and collected in DO) to the expected results (targets or goals from the PLAN). We look for deviations from the plan in implementation, as well as the plan's appropriateness and completeness to permit execution—i.e., "Do."
4. **ACT:**
 - If the CHECK reveals that the PLAN implemented in DO is an improvement over the previous standard (baseline), it becomes the new standard (baseline) for how the organization should ACT in the future.
 - If the CHECK reveals that the PLAN executed in DO is not an improvement, the current standard (baseline) will be maintained.
 - If the CHECK resulted in anything other from what was intended (for better or for worse), there is still more learning to be done.

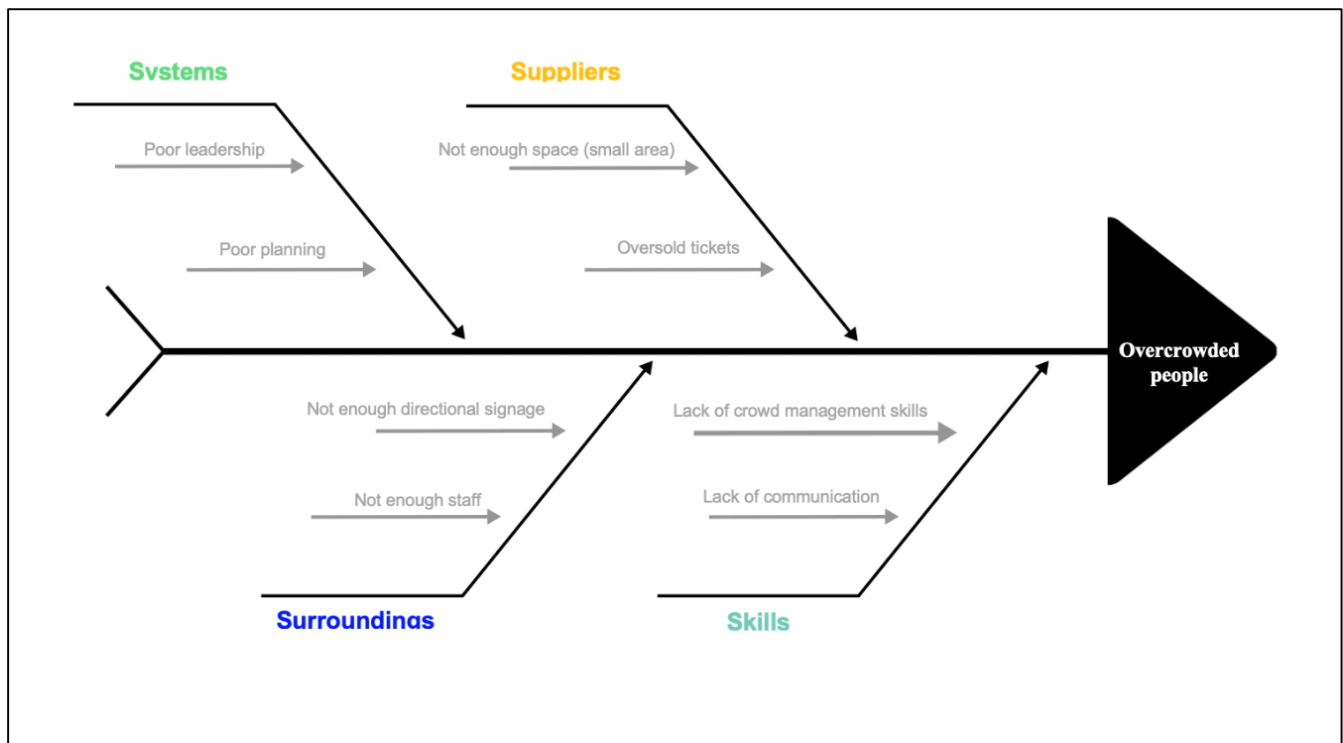
Because the Deming Cycle is an iterative process, the team should return to PLAN after ACT. The team will accomplish Continuous Quality Improvement throughout time.

19.2 SIPOC model, and Ishikawa:

- SIPOC Diagram (Restaurants Process at Winter Camp):

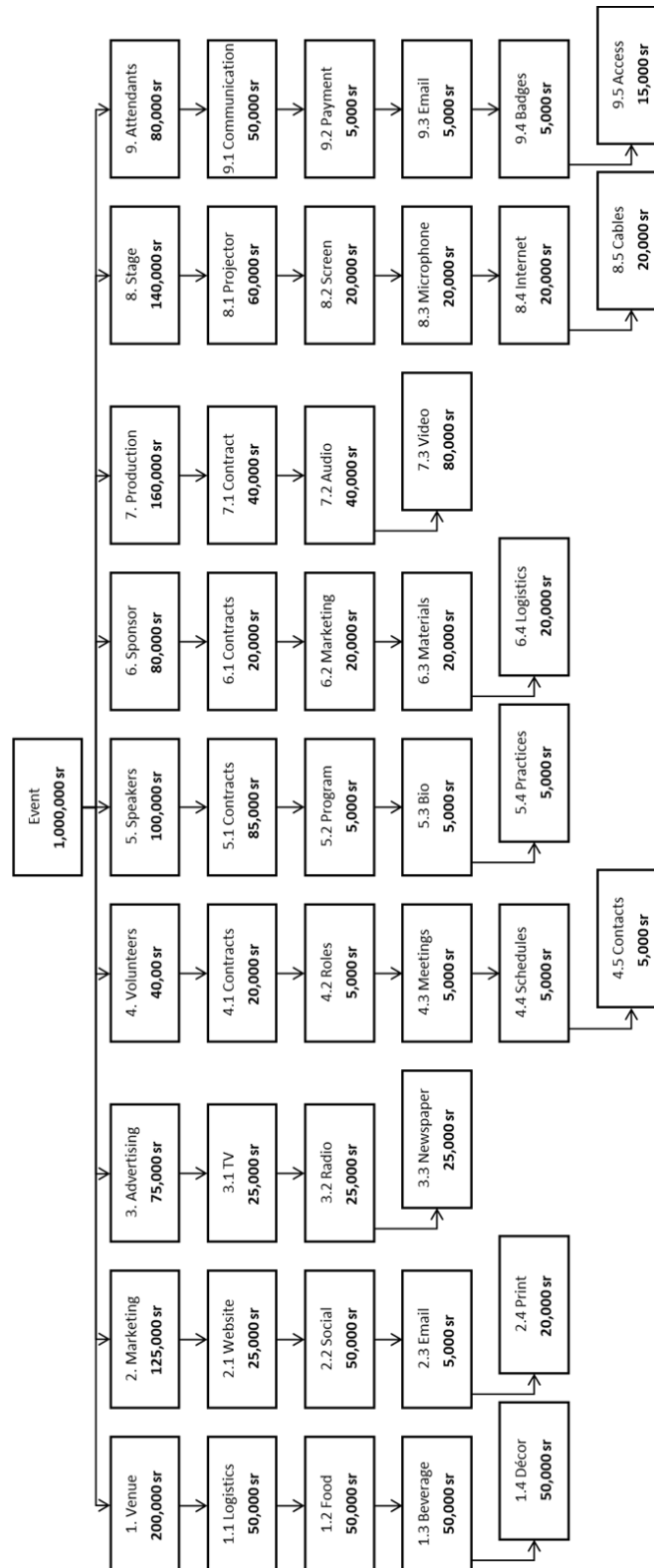
Suppliers	Inputs	Process	Outputs	Customers
- Restaurant guest - Cashier - Chef	- Restaurant guest - Verbal order - Money - Table request - Food	- Choose the restaurant - Order food - Pay the bill - Self-assigned table - Eat the food - Leave the restaurant	- Chosen restaurant - Written order - Cash/money transfer - Occupied table - Dirty tableware - Table free	- Restaurant guest - Casher/chef - Cleaner - Dishwasher

- Ishikawa Diagram:



20. Finance:

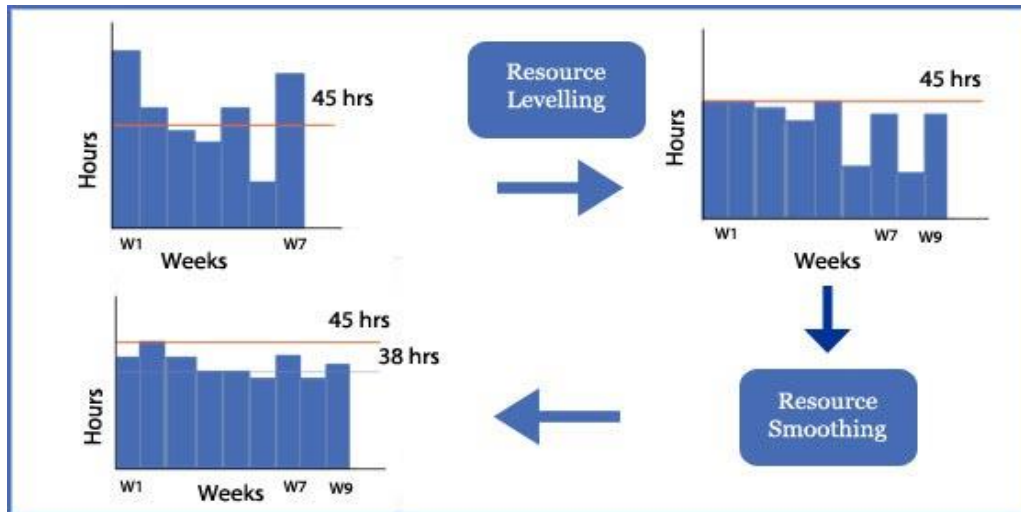
20.1 Establish Cost Breakdown Structure:



20.2 Calculate Earned Value Management of the project after ending of 20% of its period and completion of 50% of the outputs case-by-case basis.:

21. Resources:

21.1 Explain the concept of Resource Leveling and Smoothing:



When the availability of resources is a concern, resource leveling is employed. When the time limitation comes first, resource smoothing is employed. The goal is to finish the project on time while avoiding resource demand peaks and troughs.

The goal of resource leveling is to achieve a balance between supply and demand. Resource smoothing is used to ensure that resource use is more consistent across time. While Resource Smoothing does not affect the project's critical path, Resource Leveling does.

21.2 Distributing the project resources of equipment and tools:

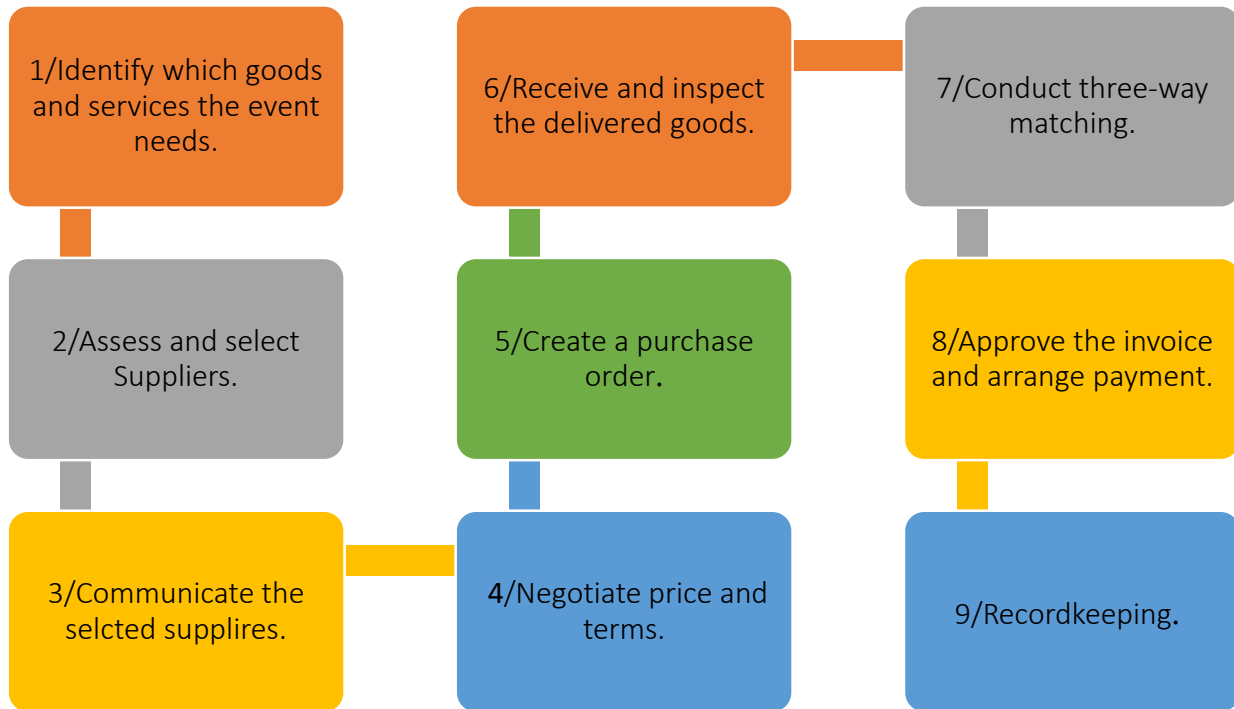
Roles	Equipment and tools distribution							
	Furniture	Internet Connection	Phone	Computer Software	Stationery	Laptop	Desktop	PP E
Manager of each Dep.	√	√	√	√	√	√		
Teams members	√	√	√	√	√	√	√	
Volunteers		√						√

Role	Main Responsibilities
Venue Manager	• Managing all event reservations and coordinating with clients to assess event needs. • Managing event operations and responding to any issues or questions.
Program Manager	• Creating new initiatives to meet the organization's strategic goals. • Writing program funding bids to ensure that services are delivered on time.
Marketing Manager	• Using a range of marketing methods, such as social media, to promote the site and activities.
Hospitality Manager	• Ensure that objectives such as customer happiness, safety, quality, and team member performance are satisfied.
Merchandising Manager	• Working with the marketing department to come up with fresh initiatives, campaigns, and company concepts. • Interpreting sales information and offering advice on how to boost numbers and consumer engagement.
Finance& Accounting Manger	• Creating the project's budget.

22. Procurement:

22.1 Develop the procurement execution process, and contractor selection:

There are 9 Steps in the Procurement Execution Process and contractor selection it has to be controlled while the execution is happening.



22.2 Develop supplier comparison and Score model:

		Suppliers Score		
Criteria	Weight	Supplier A	Supplier B	Supplier C
Items features	15%	42	42	78
Compliance	10%	70	50	60
Deliver on time	12%	44	44	78
Price	18%	35	78	32
Items quality	10%	55	35	60
Shipment insurance	15%	53	89	43
Policy and terms	10%	52	42	70
Success	10%	44	20	33
Weighted Scores	100%	47.93	53.67	55.57

The chosen supplier is Supplier C as it has the highest weighted score according to needed criteria.

23. Plan and Control:

23.1 Prepare agenda- Invitation and virtual record of a virtual meeting:

Hi Ahmed,

I hope you have been well.

I would like to invite you to attend our annual general meeting (AGM) on 6 Th Dec 2021 at 11am

The meeting will be held at level 2, building 2, jeh.

Please find attached a meeting agenda.

As the meeting will likely last longer than 3 hours, we will provide some refreshment for all attendees.

Please Let me know if you will be attending the meeting by 30 Nov 2021.

You can accept or decline the invitation by send e-mail to (Exmple@aaaa.com).

Meeting Agenda

Meeting type (Update, Discussion, Decision):

- Discussing last year's results
- Discussing the new year's budget
- Update costs and pending decisions
- Determining the items of the next meeting (date, place, chair, observer, bloggers)

Goal:

Discuss project performance and decide whether to renew for another year.

Agenda:

1. Review project performance to date and compare against benchmarks

2. Discussion: Does missing benchmarks warrant a change? Is it worth the costs?
3. Decision: Should we renew with them for another year
4. Discussing last year's results
5. Discussing the new year's budget

Next Steps:

- Update costs and pending decisions
- Determining the items of the next meeting (date, place, chair, observer, bloggers)



Project Name:	Winter Camp	Date:	06/12/2021
Meeting Purpose:	Discussion: Does missing benchmarks warrant a change? Is it worth the costs?	Start:	11:00 AM
Place:	level 2, building 2, jeh.	End:	02:00 PM

Attendees

Name	Department/ Company	Email	Phone
Noor	CEO	Madani.nour93@gmail.com	2021201095
Rana	Human Resource management & Purchasing	Arch.rbarqah@gmail.com	2021200118
Zahraa	Marketing and Advertising	Zalkhalaf93@gmail.com	2021201990
Waleed	Customer Service	Waleed.alsamiri91@gmail.co	2021201772
Hanan	Sales	Hanan.a.aljohani@gmail.com	2021202941
Ali	Finance& Accounting	abarqah@gmail.com	2021200113
Ahmed	Finance& Accounting	Afash111@hotmail.com	2021203241
Raid	Operations	Raid_r_h@yahoo.com	2021203056

Agenda & Notes

Topic	Owner	Time
Review project performance to date and compare against benchmarks	Noor	30min
Discussion: Does missing benchmarks warrant a change? Is it worth the costs?	Rana	30min
Decision: Should we renew with them for another year	Zahraa	30min
Discussing last year's results	Waleed	30min
Discussing the new year's budget	Hanan	30min

Actions

Action	To be Taken by	Due Date
Action No.1	Noor	12/06/2021
Action No.2	Rana	12/06/2021
Action No.3	Zahraa	12/06/2021
Action No.4	Waleed	12/06/2021

23.2 Identify performance measurement course and submit reports, in addition to explaining the reason:

As mentioned before the KPIs for the project are the following:

Key Performance Indicators		
Strategic Objectives	Lead Measure	Lag Measure
Revenue Growth: Expand the business to reach 10SR million in annual revenue	Cover more area in entertainment and expand the provided services.	Return on investment.
Enhance People Expertise: Build the knowledge and needed skills in entertainment business for the new generation.	Hire or consult expertise to provide the needed training and consultation.	Employees satisfaction and professionally get the work done.
Operational Excellence: Deliver the best entertainment events on time, every time. To continually learn and adopt current best practices	Information availability. Number of document reviewed.	Degree compliance to the plan. Knowledge base.
Customer Satisfaction: Achieve a zero customer dissatisfaction.	Improve customer services.	Number of costumers (event attenders).

The reason of why to measure the performance?

Putting performance measurement measures in place might help you keep track of your project's development. It provides critical information about current events and serves as the foundation for a target-setting system that will assist us in implementing your growth objectives.

One of the most difficult aspects of performance management is deciding what to measure. The objective is to concentrate on quantitative criteria that are clearly connected to the success drivers in our project and industry. These are referred to as key performance indicators (KPIs).

23.3 Develop Change Request model, including (impact analysis- alternatives analysis- recommendation):

Change Request

Project Name	Jeddah Winter	Change Number	1
Requested By	Rana Barqah	Date of Request	25 Nov 2021
Presented To	Noor Madani		

Change Name	Upgrade the software
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Description of Change:
Upgrade the current software

Impact Analysis
Reason for Change:
1- Facing difficulties and many times of shutdown of the system 2- Improve the work and enhance the quality of the system output 3- Save times and effort 4- Prevent from any delays due to the repetitive shutdowns.

Effect on Deliverables (including a list of any affected deliverables):
1- Enhanced the outputs quality and quantities 2- Improve the process of work 3- Ease the work collaboration among the team members

Effect on Organization:
1- 8% Increase in the cost

Effect on Schedule (including Estimated Completion Date for this change):
The time needed to install the new software will not have an effect on the schedule

Alternative Analysis:												
Two software system are suggested:												
<table border="1"> <tr> <th></th> <th>Cost</th> <th>Quality</th> <th>Time of installation</th> </tr> <tr> <td>System A:</td> <td>High</td> <td>High</td> <td>2-3 hours</td> </tr> <tr> <td>System B:</td> <td>Medium</td> <td>High</td> <td>1-2 hours</td> </tr> </table>		Cost	Quality	Time of installation	System A:	High	High	2-3 hours	System B:	Medium	High	1-2 hours
	Cost	Quality	Time of installation									
System A:	High	High	2-3 hours									
System B:	Medium	High	1-2 hours									
System B is the ideal												

Recommendation
Installing the software will last for the next project too

24. Risk and Opportunities:

24.1 Identify Risks (threats) and opportunities, and giving examples:

- Lack of communication between staff, causing lack of clarity and confusion.
 - Ex.: When the manager doesn't make sure his message has been delivered to his team, using unclear words.
- Material, intellectual property, or equipment theft.
 - Ex.: If the laptop of the employee has been stolen this will cause information lost.
- Natural risks, such as catastrophic weather, result in the loss of resources, supplies, and buildings.
 - Ex.: Earth quake.
- Work that has come up unexpectedly and must be accommodated
 - Ex.: When a good opportunity occurs and has to be occupied this will lead to unexpected work and more time to do it (Schedule change).
- Scope Creep.
 - Ex.: Celebrate the new year which is out of Jeddah Winter project.
- Added workload or time requirements because of new direction, policy, or statute.
 - Ex.: Change in decree.
- Legal action causes the project to be delayed or stopped.
 - Ex.: Sudden lockdown due to the necessity.
- Accidents and injuries of staff or customers
 - Ex.: Falling down in the stairs
- Antisocial or aggressive customers' behaviors
 - Ex.: Long que line cause customer aggressive behavior.

24.2 Prepare Risk register / Qualitative Risk Analysis / Risk response strategies:

ID	Risk description	Risk Categories	Likelihood of the risk occurring	Impact if the risk occurs	Severity Rating (based on impact & likelihood)	Owner (Person who will manage the risk)	Risk response
1	Natural risks, such as catastrophic weather, result in the loss of resources, supplies, and buildings.	Hazard Risk	Low	High	High	Zahra	Make sure insurance is in place and make sure the project team is aware of the emergency procedures. Install backup solutions, such as generators, when it is cost-effective. If the risk happens, notify the relevant authorities. Follow health and safety precautions. Stakeholders and the Project Board should be notified.
2	Material, intellectual property, or equipment theft	Operational Risk	Low	High	High	Hanan	Follow security measures and check that all physical security precautions are in place, secure insurance. If the risk happens, notify the proper authorities, such as the police and the Project Board, and begin internal investigations.
3	Lack of communication between staff, causing lack of clarity and confusion	Operational Risk	Medium	Medium	Medium	Rana	Prepare a communication strategy that includes the frequency, aim, and target audience for each message. Early on, identify stakeholders and make sure they're taken into account in the communication strategy. Use the most suitable medium of communication for the audience, for example, instead of sending a three-paragraph email to developers, make a phone call. If the risk happens, correct any misunderstanding as soon as possible. Clarify any areas that are unclear as soon as possible, with the help of the Project Sponsor if necessary.
4	Work that has come up unexpectedly and must be accommodated	Operational Risk	Low	High	Medium	Rana	Participate in project planning seminars. Check previous projects, for actual work and costs. Examine all plans and surveys for quantity. Before the project starts, document any assumptions established during planning and communicate them to the project manager. If the risk happens, send a plan of action to the Project Manager, detailing the effect on time, cost, and quality.
5	Scope Creep	Operational Risk	Medium	High	High	Zahra	The project scope should be documented in a Project Initiation Document or Project Charter and approved by the Project Board. Refer to it throughout the project and evaluate all modifications against it, making sure that any changes are in line with the Business Case. If the risk happens, and before beginning work, document every example of scope creep, no matter how little, in a change request and seek approval from the Project Board. ZERO COST CHANGES are included in this.
6	Added workload or time requirements because of new direction, policy, or statute	Risk of Uncertainty	Low	Medium	Medium	Hanan	Consider purchasing insurance and, if feasible, using Project Board to obtain advance notice.
7	Legal action causes the project to be delayed or stopped.	Risk of Uncertainty	Low	Medium	Medium	Rana	Before beginning the project, double-check that all contracts have been signed. Complete the stakeholder management strategy and adhere to all regulatory requirements. If the risk happens,
8	Accidents and injuries of staff or customers	Hazard Risk	Medium	Medium	High	Zahra	Make sure there are appropriate first aid staff and medical supplies on site and ensure that all staff knows where the local hospitals are. Include this information in the staff and crew briefings so that the team can react quickly.
9	Fire break-out or massive explosion	Hazard Risk	Low	High	High	Zahra	Ensure that fire extinguishers are easily accessible throughout the event. Make sure you notify the local fire department when an event is taking place and that they are aware of the fire engines' entry locations.
10	Antisocial or aggressive customers' behaviors	Hazard Risk	Medium	Medium	Medium	Ahmed	Make sure there is enough security at the event, and that they have been properly trained, certified, and incorporated into the event's safety processes and preparations. Give the employees proper training on what to do in different circumstances (this doesn't simply mean sending out a PDF; make sure they know what to do and have the tools they need).

25. Prepare Stakeholder engagement assessment matrix:

25.1 Stakeholder assessment matrix:

Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
Suppliers					
Customers (The attenders)	C				
Project manager (Event manager)					CD
Governmental entities			D	C	
The press and media			C	D	
All team members				C	
Partners and sponsors				CD	

C for Current

D for Desired

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