



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

Sunday
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Course Code

(PMG506)

Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس 2021-05-8-20 في تمام الساعة 9 مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- يتم تسليم المشروع في صيغة ملف . pdf مع الالتزام نموذج الجامعة ولن تقبل أي مستندات أخرى.
- يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion ، وأخيراً المراجع References . وان كان هناك ملحقات Appendices يتم إضافتها)
- يجب الالتزام بـ Theme موحد كما يلي:
- حجم الخط 12.
- نوع الخط Arial.
- لون الخط أسود.
- المسافة بين الأسطر 1.5 line spacing
- عدد صفحات البحث (لا يقل عن ثلاث صفحات ولا يزيد عن ست صفحات).

Instructor's Name: ~~Eng. Amaal Aburumman~~ **Eng. Dr. Akram M. S. Ali**

Project:

You are required to document your role in administering a project. The project may be set in a business, social, sporting, or family environment but must be of a significant size and scale. If you do not have an actual project to write about you may complete the project hypothetically.

This report will be between three to six pages in length. This is a significant research project.

Your report must address ~~each~~ **ONE** of the following issues:

1. Identify and describe the purpose, scope, and objectives of the project. **Display this information using an appropriate tool.**
2. Describe how the team is given an outline of the project.
3. Describe the strategies that are going to be set up to maintain communication with the team members.
4. Describe the tools that are going to be used to monitor the goals, time frames or milestones.
5. Identify project milestones and activities. **Display this information using an appropriate tool.**
6. Create a budget and link the costs to the key milestones for a project.
7. Describe how you are going to divide tasks and resources amongst a project team. **Display this information using an appropriate tool.**
8. Briefly describe how the progress will be monitored.
9. How are current project records maintained? Who has responsibility for this? provide some recommendations on how this process could be improved.
10. Describe the current procedure for finalizing projects. Create your own procedure and identify how you will evaluate the success of the project.
11. Legislation that may affect the project including health and safety, and anti-discrimination legislation.

Best of luck...

المشروع:

مطلوب منك توثيق دورك في إدارة مشروع. قد يتم تعيين المشروع في بيئة تجارية أو اجتماعية أو رياضية أو عائلية ولكن يجب أن يكون بحجم مناسب. إذا لم يكن لديك مشروع فعلي لتكتب عنه ، فيمكنك إكمال المشروع افتراضياً. سيتكون هذا التقرير من ثلاث إلى ست صفحات.

يجب أن يعالج تقريرك ~~كل~~ **احد** القضايا التالية:

1. تحديد ووصف الغرض والنطاق والأهداف من المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
2. صف كيف يتم إعطاء الفريق مخططاً تفصيلياً للمشروع.
3. وصف الاستراتيجيات التي سيتم وضعها للحفاظ على التواصل مع أعضاء الفريق.
4. صف الأدوات التي سيتم استخدامها لرصد الأهداف أو الأطر الزمنية أو المعالم.
5. تحديد معالم المشروع والأنشطة. اعرض هذه المعلومات باستخدام أداة مناسبة.
6. إنشاء موازنة وربط التكاليف بالمعالم الرئيسية للمشروع.
7. صف كيف ستقوم بتقسيم المهام والموارد بين فريق المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
8. صف بإيجاز كيف سيتم رصد التقدم.
9. كيف يتم الاحتفاظ بسجلات المشروع الحالية؟ من المسؤول عن هذا؟ تقديم بعض التوصيات حلالاً لكيفية تحسين هذه العملية.
10. وصف الإجراء الحالي لإنهاء المشاريع. قم بإنشاء الإجراء الخاص بك وحدد كيفية تقييم نجاح المشروع.
11. التشريعات التي قد تؤثر على المشروع بما في ذلك الصحة والسلامة ، وتشريعات مكافحة التمييز.

مع تمنياتي بالتوفيق..

Communication strategies in the project management office (PMO) –MOH

1. Introduction

This research presents the strategies that are going to be set up to maintain communication with the team members in the project management office (PMO) at the Ministry of health.

Definition of Project Management Office:

Various definitions of PMO and its implementation have been presented. According to PMI (2008), a PMO is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of the PMO span from providing project management support to being responsible for the direct management of projects (PMI, 2008). Kwak and Dai (2000) defined PMO as an entity that consists of full-time employees providing managerial support, administrative, training, consulting, and technical services. Other researchers referred to PMO by different names such as project-support office (Bolles, 1998; Murphy, 1997), project-management center of excellence (Ibbs & Kwak, 2000), and project office (Whitten, 2000); moreover, some authors tried to meet the PMI definition of PMO and some entities were given names such as Project Office (Kerzner, 2003; PMI, 2004, p. 17), Centre of Excellence (Hill, 2004, p. 50), Centre of Expertise (Dai & Wells, 2004, p. 524), or PMO (Rajegopal, McGuin, & Waller, 2007, p. 27). Pellegrinelli and Garagna (2009) defined PMO as organizational constructs created in response to perceived needs whose relevant value decreases as the need decreases. Some authors noted that a universal definition for PMO is not possible due to the difficulty in customization of individual PMOs to fit all organizational needs (Desouza & Evaristo, 2006, p. 415). (1)

- Why Have the strategies of communication

When we decided to set up a project management office with multiple teams and tasks, communication is essential.

Discussions revolve around what tasks need to be done, how to manage and delegate them, and situations that require change. There are meetings and arrangements with

stakeholders to be done. There are appointments with CEOs to make. There are contacts that must be made with relevant organizations.

Communication and management are closely linked. Communication refers to the process by which information is exchanged between two or more people (increasingly, machines are also included in communication, but we limit the discussion here to communication between people). Each of the management roles—planning, organizing, leading, and controlling—depends on effective communication. Managers must be able to receive accurate information to determine plans, and they must be able to send accurate information for the plans to be implemented. When information is accurately sent and received, everyone in an organization can be informed. As we see in the earlier example, however, when information is misinterpreted or when incorrect information spreads, communications can create significant problems in organizations.(2)

2- Literature Review

Several of the previous studies have examined the topic of communication strategies and methodologies in organizations and institutions and the communication tools used and their effectiveness in maintaining communication between team members including:

1- THE IMPORTANCE OF INTERNAL COMMUNICATION FOR MANAGEMENT OF AN ORGANISATION

Marcin JAKUBIEC University of Bielsko-Biala, Poland;

This study indicated examples of 12 strategies for improving communication across an organization.

1. Optimize huddles. Huddles are brief touchpoints among all members of a work group or team that occur according to a predetermined schedule, often daily.
2. Prepare middle managers as messengers. Those who work most closely with teams will naturally be the most trusted sources of information. It is essential, therefore, to equip managers with the knowledge they need and the tools and structures to communicate effectively with their team.
3. Think beyond the written word. In all your communications, the use of simple

graphics, charts, photos and even videos can help to draw employees' attention and make the information easier to digest.

4. Meet employees where they are at. If you want your messages to reach employees, you must serve them up where employees spend their time, with the use of proper channels and tools of communication.

5. Re-think your newsletters. Other than email, there is perhaps no more widely used internal communication tool in workplaces than newsletters. Most newsletters are published on a pre-determined schedule according to an established template.

6. Know your audiences. Fewer messages that reach the right audiences are far more effective than lots of messages being sent to all.

7. Establish a consistent cadence in messages. Another way to break through information clutter is to establish a consistent way that information is presented. Setting patterns for information-sharing can help to keep messages clear and direct.

8. Create a central communication hub. Do not confuse an intranet as a centralized hub of information with the intranet as the centerpiece of your internal communication strategy.

9. Think vertically and horizontally. A key component of any organizational communication strategy must be avenues for communicating and collaborating across sectors. This is essential for coordination, efficiency and avoiding redundancy.

10. Create calls to action. A call to action is the difference between providing information to increase knowledge and providing information to spur productive activity.

11. Tell employees first. Oftentimes, the trickiest communication challenges occur when there is little time to plan – a crisis, breaking news (good or bad) or time-sensitive updates. In particular, when the information to be relayed will reach both internal and external audiences, one fundamental rule to follow is to tell employees before anyone else.

12. Connect the What, When, Who and How to the Why. As we strive to meet employees where they are at and keep messages to the point, it is essential to understand that the “WHY” behind the changes being explained or the events that have occurred is not extraneous information.

2- Reflections of Data and Theory of Leadership Communication Strategies

Daniela Mihaela Neamțu Cristian-Valentin Hapenciuc Ruxandra Bejinaru “Ștefan cel Mare” University of Suceava, Romania

The purpose of this article is to propose a model that highlights the influence of transformational leadership on managerial performance, starting from the personality traits of managers and the importance of communication in an organization.

3- Understanding strategy in communication management

Juliana Raupp ,Olaf Hoffjann

The purpose of this article is to provide a new perspective on the relationship between communication management as a strategic process and corporate strategy. This paper compares approaches of the prescriptive and the descriptive branch of strategy research and highlights how these seemingly contradictory strategy concepts are interrelated. It integrates decision hyphen; making and interpretive perspectives on strategy in management and transfers those perspectives to strategy in communication management. Two areas of communication management, problem definition and the identification of stakeholders, serve as examples to illustrate the conceptual framework.

A conceptual model of strategic decision making in communication management is developed. Strategy in communication management is understood as deliberately creating decision hyphen; making situations. Strategic decisions in communication management are part of both retrospective and prospective sense making processes in organizations.

This paper points to fruitful tensions between different strategy concepts and suggests ways to resolve this tension partly. It offers further insights into the role of strategy in communication management by providing a comprehensive view on strategies of communication management from the perspectives of strategy content and strategy process research.

3- Methodology

Communication strategies can be verbal, non-verbal, or visual. In this research, I undertook the process of combining all strategies together to see further success. To meet the needs of employees and increase knowledge in the workplace.

On the one hand, it is nowadays taken for granted that communication management is a strategic management function.

Improving communication processes depending on the management model, information flow, communication channels and technical solutions, both inside and outside the organization, is a necessary activity for creating efficient internal communication. (3)

Communication plan and stakeholder analysis for National Strategies

1- Target Audience:

Internal

VRO Programs, and HHC

Level:

Executives

mid-level managers and supervisors

employees (health and medical staff)

customers (patients and their families)

suppliers

External

MOH, RHDs, Other government health sectors, Related health organizations and ministries, NGOs,

Level:

Executives

mid-level managers and supervisors

employees (health and medical staff)

customers (patients and their families)

suppliers

2- Communication content for each target audience:

Timing	Message	Delivery	Sender/Methodology	Date and time
First indications of				
Early stages of the				
During the design of the				
Before implementation				
During implementation				
Post-implementation				

3- Communication risks for each target audience:

Strategy name	Stakeholder Name/Post	Resistant	Skeptical	Neutral	Supportive	Enthusiastic	Issues or Concerns	"Wins" for the stakeholder (what make him more productive)	Action Items/Strategy to Influence (steps can make him more productive)

4- 3D Matrix to get the buy in

Data: what do we have Vs what do we need

- Numbers
- Trends
- Statistics
- Benchmarks

Demonstrate: what do we have Vs what do we need

- Best practices
- Visiting other organizations
- Testimonials

Demand: what do we have Vs what do we need

- Leadership support
- Regulations
- Customers & supplies
- Competition

5- Factors for successful communication in sustaining and spreading Transformation

Alignment

Shared need and vision

Front line staff engagement

Hardwire technical solutions

Plan for: measuring, monitoring, sharing, and evaluating the change

Identify champions for change

Accountability structure for leadership and staff

Making the change part of the daily work

Instilling a culture of continuous improvement

Assess your skill level of each of the below and plan to improve:

- Learn from mistakes
- Reward pioneers and protect risk takers
- Maintain focus
- Learn to live with ambiguity and uncertainties (VUCA)
- Deliver consistent reinforcement
- Devote time
- Measure and communicate results but focus on learning
- Move on when necessary

4- Results and Discussion

The following tools were chosen to maintain communication in the team:

1- Weekly meetings where all employees can meet on a common platform to share their experiences, exchange ideas, and contribute to strategies and policies.

2- Sitting with the team, knowing their strengths and weaknesses, and working on solving their problems.

This helps in extracting the best results from team members when communicating with them periodically.

Conversation over the phone and email may not be sufficient. It is also important to meet face to face because it gives employees confidence in each other.

5- References:

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