

Final Project
PMG697_MPM Fall 2021
Change Management Project

October 12, 2021



**Customer Relationship Management Integration Platform Among + 60
Companies**

Jeddah – Saudi Arabia

Team Members:

Student Name	Student ID
Hussain Hasan Abdu	2021200607
Layla Saleh Zainy	2021221654
Talal Masaha Al wdaie	2021201844
Ibraheem Khalid Nadeem	2021202016
Suzan Ibraheem Nadeem	2021201416
Yasser Mohaamedali abdu	2021200374
Abdullah Mohammad Al Ghamdi	2021202508
Khalid Badr Al Harbi	2021202569
Taher Hesham Baghdadi	2021200527
Akram Mohammad Fallatah	2021201427

Table of Content:

1 Strategy

- 1.1 Project Mission
- 1.2 Project Vision
- 1.3 Develop Project Goals SMART
- 1.4 Develop and Specify the Indicators of Lag and Lead
- 1.5 Project Charter

2 Governance, Structures and Processes

- 2.1 Organizational Structure
- 2.2 Practical and Scientific Base for Developing Company Structure
- 2.3 Appropriate Project Office Model

3 Compliance, Standards, and Regulations

- 3.1 Check Compliance Model Before Delivering the Project Outputs.
- 3.2 Checklist Model

4 Power and Interest

- 4.1 Developing a Register of Stakeholders and Forming Groups for them
- 4.2 Stakeholders Analysis – Importance and Impact
- 4.3 Plan Stakeholders' Management

5 Culture and Values

- 5.1 Defining the Culture of the Organization
- 5.2 Suggestion for Organizational Values Adopted

6 Self-Reflection and Self-Management

- 6.1 Personal Behavior Habits of the Student That Can Affect the Project
- 6.2 Study these Behaviors, Determine their Causes and How to Get Rid of them
- 6.3 SWOT Analysis

7 Personal Integrity and Reliability

- 7.1 Behaviors that are Inconsistent with Moral Integrity
- 7.2 Analysis of the Financial, Social, and Technical Impact

8 Personal Communication

- 8.1 Register of Project Stakeholders

- 8.2 Definition of Interpersonal Communication and Effective Communication
- 8.3 Define Forms, Models, and Channels of Personal Communication
- 8.4 Communication Matrix
- 8.5 Presentation (3 scenarios) of Wrong Models of Communication

9 Relationships and Engagement

- 9.1 Stakeholder Assessment Matrix

10 Leadership

- 10.1 Describe and Define the Preferred Leadership Model for Project Leadership
- 10.2 Determine the Reasons for the Preference for that Model
- 10.3 Proposals for Stimulus Methods

11 Teamwork

- 11.1 Design a RACI Model for Three Administrative Procedures in the Project.

12 Conflict and Crises

- 12.1 Definition of Conflict and Crisis
- 12.2 Three Expected Scenarios for the Conflict Events in the Project
- 12.3 Strategies for Dealing with Conflicts
- 12.4 Root Cause Analysis

13 Resourcefulness

- 13.1 Assigning Human Resources to Tasks
- 13.2 Impact of Crashing and Fast-Tracking on the Schedule

14 Negotiation

- 14.1 General Rules for the Negotiation Process
- 14.2 Two Negotiating Plans

1.1 Project Mission

In order to provide our region from the Arab world with reliable and high-quality services in various fields, to create job opportunities for thousands of employees, to raise the efficiency of graduate students in important sectors for the benefit of society and to remain a good example.

1.2 Project Vision

Our vision is to be the first leading company in the region in several areas and satisfy customers by providing high quality services. We have a group of companies in many fields and have specialists dedicated to excellence, quality and performance through continuous development. We simply provide solutions for the future of success.

1.3 Develop project goals SMART

Specific

Our main goals are Specific because we specify our target to run our system along the sister companies of KCG (Kabbani Construction Group) and provide a dashboard for the management represent our geographical spread in the Kingdom.

Measurable

Our main goals are Measurable because our initiating project plan was very huge and near to be a dream for the board of members but we separate it to two phases and we are working on the first phase with systematic thinking that we are building our platform with all necessary data to develop it easily in the future and retailor it when needed.

Achievable

Our main goals are Achievable because we are investing our time in successful planning and designing to satisfy all parties of the new platform and we have the clear vision for what we want and need.

Realistic

Our main goals are Realistic because we really need it to increase our profit and eliminate the waste with innovative way that the COVID-19 pandemic assure that need and its benefit for the group and we have the skilled employees and experts to achieve our targets after Allah grace.

Time-Bound

Our main goal is Time-Bounded because we set the duration for the project and it will be 180 Days, 120 of it for design and test of the platform 60 days for implementation and correction after sitting with the 17 companies and we are setting this duration and it will be more enough because our project will be in-house and we have the full control of the outputs.

1.4 Lead and Lag

Leading KPIs of the project will be determine in each phase of the project which will be measured by project compliance with constrains and assumptions that the project ongoing process should not interrupt with existing system and within budget and time limit.

Leading Indicator

The accepted threshold for project schedule, cost overrun must not exceed 10% of the current project approved budget and timeline.

Lagging Indicator

The project process must be within deliver a value within each phase of the project and in each iteration; this must be with the project requirement of reliability and user friendly measurement.

1.5 Project Charter

EXECUTIVE SUMMARY:

The IKK Group of Companies is a major business institution, serving most of the Arab World in the industrial, construction and trading fields, as well as in specialized maintenance and services. Since its establishment the company's been seeking to improve its leading position.

Presently, the IKK Group operates through more than 200 divisions, branches and outlets; it is spread in 10 countries, covering all major cities in the Gulf & MENA Regions, employing around 14,000 employees.

In line with rapid progress of the Kingdom of Saudi Arabia 2030, it became essential to develop a common platform that creates value by facilitating exchanges between companies of the group.

PROJECT PURPOSE/JUSTIFICATION:

Business Need/Case:

This platform will be set up to enhance Group's presence in projects and subsequently increase profitability. It will allow senior management to verify ongoing projects, find out areas of improvement and seize opportunities as needed.

Business Objectives:

The business objectives for this project are in direct support of our corporate strategic plan to improve our profit and reduce costs associated with loss and waste.

- Design and test a new platform within the next 120 days.
- Complete implementation of the new platform within the next 180 days.

PROJECT DESCRIPTION:

The platform will be available to those concerned such as marketing and senior management. It will allow users to see new projects in the desired area and will allow sales staff to take advantage of opportunities. Having such platform can increase net profit margin and other financial metrics.

Project Objectives and Success Criteria:

Objectives should be SMART: Specific, Measurable, Attainable, Realistic, and Time-bound. The project manager must be able to track these objectives in order to determine if the project is on the path to success. Vague, confusing, and unrealistic objectives make it difficult to measure progress and success.

REQUIREMENTS:

This project must meet the following list of requirements in order to achieve success.

- The solution must be tested in the IT lab prior to deployment
- Solution must be implemented without disruption to operations
- The platform shall be reliable & User-Friendly platform.
- The platform shall supports numerous languages
- The platform shall be aligned with latest project tracker platforms.

Additional requirements may be added as necessary, with project sponsor approval, as the project moves forward.

CONSTRAINTS:

The following constraints pertain to the ISA project:

- All security hardware and software must be compatible with our current IT platforms
- All hardware and software must be purchased in accordance with the allocated budget and timeline
- Two IT specialists and one security specialist will be provided as resources for this project

ASSUMPTIONS:

The following are a list of assumptions. Upon agreement and signature of this document, all parties acknowledge that these assumptions are true and correct:

- This project has the full support of the project sponsor, stakeholders, and all departments
- The purpose of this project will be communicated throughout the company prior to deployment
- The IT manager will provide additional resources if necessary

PRELIMINARY SCOPE STATEMENT:

The project will include the design, testing, and delivery of a platform. All personnel, hardware, and software resources will be managed by the project team. All project work will be independent of daily and ongoing operations and all required testing will be done in the IT laboratory. All project funding will be managed by the project manager up to and including the allocated amounts in this document. Any additional funding requires approval from the project sponsor.

PROJECT DELIVERABLES:

Secure, safe and reliable platform to conduct all process of any lead.

SUMMARY MILESTONE SCHEDULE:

The project Summary Milestone Schedule is presented below. As requirements are more clearly defined this schedule may be modified. Any changes will be communicated through project status meetings by the project manager.

Summary Milestone Schedule	
Project Milestone	Target Date (mm/dd/yyyy)
• Project Start	01/01/20xx
• Complete Solution Design	01/21/20xx
• Complete Solution Simulation and Testing	04/01/20xx
• Project Complete	05/15/20xx

PROJECT MANAGER

..... has been assigned by Senior Management as the Project Manager to monitor day-to-day project progress and to ensure completion of the project as per the approved budget that is 1000000 SAR.

If need arise to exceed approved budget, then he shall report to the CEO of IKK with detailed appropriate justification.

AUTHORIZATION

Approved by the Project Sponsor:

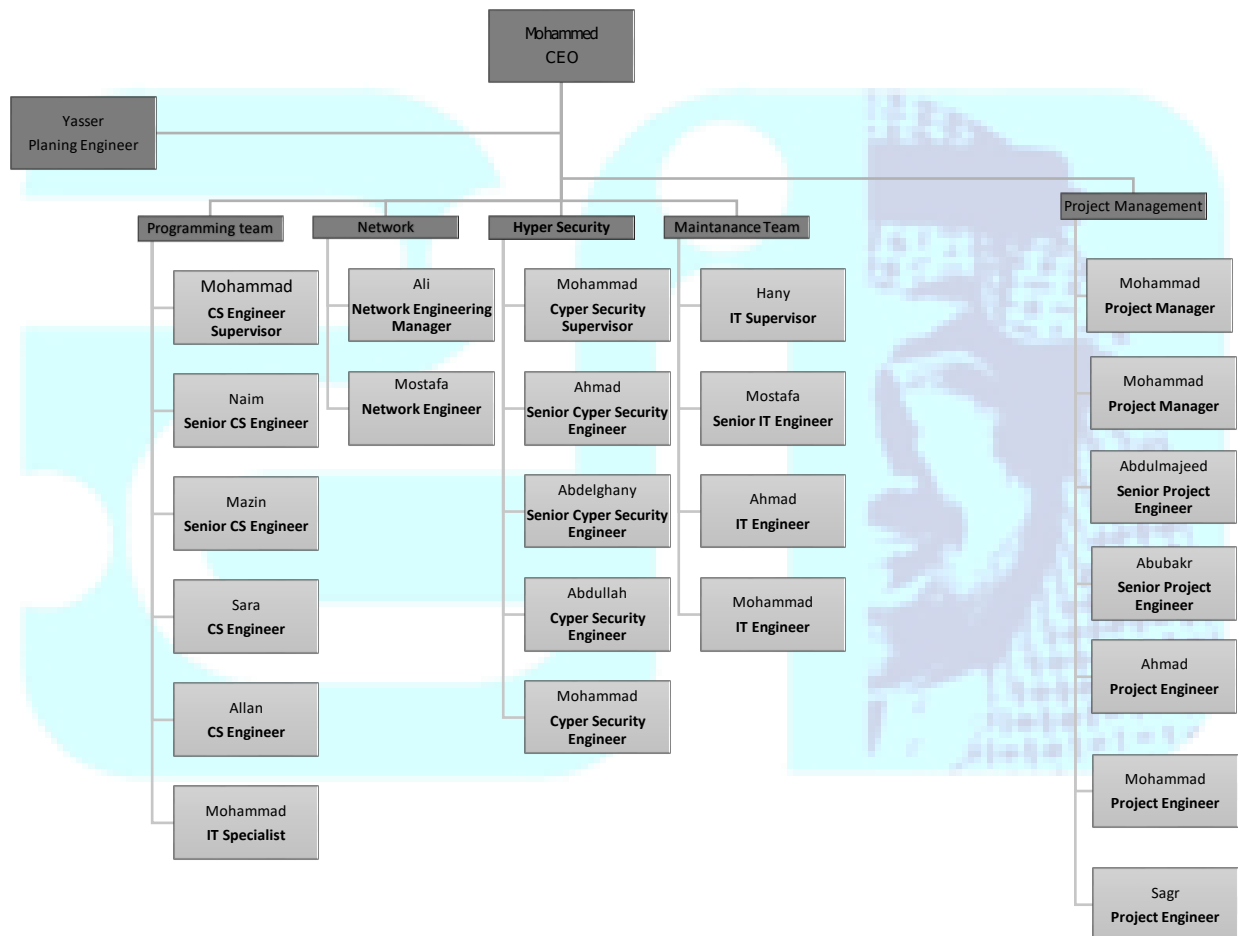
<Project Sponsor>

Date: _____

<Project Sponsor Title>

2.1 Project Structure

The following graph shows the project hierarchy for the different departments and positions.



2.2 Practical and Scientific Base for Developing Company Structure:

Since our company is multinational and variety of wide division with it so our structure must be used for all different purpose accordingly the practical experiences and scientific base will differ from one department to another but there is a certain measure must be full filled before in promotion or vacant hiring can be fulfilled and there will be as the following:

First, any employee wants to join our company must have a good reputation, well behave and must have team-working spirit.

Second, the department manager must approve any promotion.

Third, senior position must have at least three year past experience to earn a promotion a Bachelor Degree.

Fourth, Supervisor position must have at least eight years past experience and a Bachelor Degree.

Fifth, Manager position must have at least 15 years' experience and a master's degree.

3.1 Check Compliance Model before delivering the project outputs

Each of these outcomes are critical milestone for project success so it must be flowless, and in order to achieve & complete the project deliverables the below schedule describe the success measurement which must obtain to meet with project objectives.

Time frame	Goal	Activities	Expected Outcome	Success Measurement
01/01/20xx	Project Authorization	Project Start	Story Point Approval & Assignments	Completion of story point comparing with working software
01/21/20xx	Working stand-alone software	Complete Solution Design	User friendly & reliability	Software, Hardware & security system compatibility
04/01/20xx	Training our current staff for using the new software features	Complete solution simulation and testing	System compatibility with our ongoing operations	Software up & running smoothly
05/15/20xx	Running software and link to our database	Project Completion	Start obtaining benefits from the new systems	Project completion with budget & timeline

3.2 Develop Checklist model

The project consisted of three main phases and these phase and the below schedule describe the benefit of each phase will deliver and the high value outcome to ensure project meet its requirement.

Phase	Deadline	Status	Notes
Design	01/21/20xx	Approved	Some new feature can be added any time to deliver and get the maximum benefits of the software
Test	04/01/20xx	Pending	1 st test must be in IT lab. 2 nd test of hardware & software computability as stand-alone system
Delivery	05/15/20xx	Pending	Merge the new software with current ongoing operation and make sure no disruption happen.

4.1 Developing a register of stakeholders and forming groups

#	Name	Position	Email	Mobile Number	group
1	Mohammed	CEO	aa@aa.com	966555555	group of project
2	Yasser	Planning Engineer	aa@aa.com	966555555	
3	Mohammed	Project Manager	aa@aa.com	966555555	
4	Mohammed	Project Manager	aa@aa.com	966555555	
5	Abdulmajeed	Senior Project Engineer	aa@aa.com	966555555	
6	Abubakr	Senior Project Engineer	aa@aa.com	966555555	
7	Ahmed	Project Engineer	aa@aa.com	966555555	
8	Mohammed	Project Engineer	aa@aa.com	966555555	
9	Sager	Project Engineer	aa@aa.com	966555555	
10	Hany	IT supervisor	aa@aa.com	966555555	
11	Mostafa	Senior IT supervisor	aa@aa.com	966555555	Electrical
12	Ahmad	IT Engineer	aa@aa.com	966555555	
13	Mohammed	IT Engineer	aa@aa.com	966555555	
14	Mohammed	Cyber Security Supervisor	aa@aa.com	966555555	
15	Ahmed	Senior Cyber Security Engineer	aa@aa.com	966555555	Mechanical
16	Abdelghany	Senior Cyber Security Engineer	aa@aa.com	966555555	
17	Abdullah	Cyber Security Engineer	aa@aa.com	966555555	
18	Mohammed	Cyber Security Engineer	aa@aa.com	966555555	
19	Ali	Network Engineering Manager	aa@aa.com	966555555	IT
20	Mostafa	Network Engineer	aa@aa.com	966555555	
21	Mohammed	CS Engineering supervisor	aa@aa.com	966555555	Architect
22	Naim	Senior CS Engineer	aa@aa.com	966555555	
23	Mazen	Senior CS Engineer	aa@aa.com	966555555	
24	Sara	CS Engineer	aa@aa.com	966555555	
25	Allan	CS Engineer	aa@aa.com	966555555	
26	Mohammed	IT Specialist	aa@aa.com	966555555	

4.2 Power/Interest Grid for Stakeholder Prioritization

Power	Keep Satisfied	Manage Closely
	Monitor	Keep Informed
	Interest	

Power	5 - 6 - 7 - 8 - 9	1 - 2 - 3 - 4 - 20 - 21
	10 - 11 - 12 - 14 - 19 - 25 - 26 - 27	13 - 15 - 16 - 17 - 18 - 22 - 23 - 24
	Interest	

Power/Influence Grid for Stakeholder Prioritization

Power	Keep Satisfied	Manage Closely
	Monitor	Keep Informed
	Influence	

Power	5 - 6 - 7 - 8 - 9	1 - 2 - 3 - 4 - 20 - 21
	10 - 11 - 12 - 14 - 19 - 25 - 26 - 27	13 - 15 - 16 - 17 - 18 - 22 - 23 - 24
	Influence	

4.3 Plan stakeholders' management

#	Name	Position	Email	Mobile Number	Action
1	Mohammed	CEO	aa@aa.com	966555555	Manage Closely
2	Yasser	Planning Engineer	aa@aa.com	966555555	Manage Closely
3	Mohammed	Project Manager	aa@aa.com	966555555	Manage Closely
4	Mohammed	Project Manager	aa@aa.com	966555555	Manage Closely
5	Abdulmajeed	Senior Project Engineer	aa@aa.com	966555555	Keep Satisfied
6	Abubakr	Senior Project Engineer	aa@aa.com	966555555	Keep Satisfied
7	Ahmed	Project Engineer	aa@aa.com	966555555	Keep Satisfied
8	Mohammed	Project Engineer	aa@aa.com	966555555	Keep Satisfied
9	Sager	Project Engineer	aa@aa.com	966555555	Monitor
10	Hany	IT supervisor	aa@aa.com	966555555	Monitor
11	Mostafa	Senior IT supervisor	aa@aa.com	966555555	Monitor
12	Ahmad	IT Engineer	aa@aa.com	966555555	Keep Informed
13	Mohammed	IT Engineer	aa@aa.com	966555555	Monitor
14	Mohammed	Cyber Security Supervisor	aa@aa.com	966555555	Keep Informed
15	Ahmed	Senior Cyber Security Engineer	aa@aa.com	966555555	Keep Informed
16	Abdelghany	Senior Cyber Security Engineer	aa@aa.com	966555555	Keep Informed
17	Abdullah	Cyber Security Engineer	aa@aa.com	966555555	Keep Informed
18	Mohammed	Cyber Security Engineer	aa@aa.com	966555555	Monitor
19	Ali	Network Engineering Manager	aa@aa.com	966555555	Manage Closely
20	Mostafa	Network Engineer	aa@aa.com	966555555	Manage Closely
21	Mohammed	CS Engineering supervisor	aa@aa.com	966555555	Keep Informed
22	Naim	Senior CS Engineer	aa@aa.com	966555555	Keep Informed
23	Mazen	Senior CS Engineer	aa@aa.com	966555555	Keep Informed
24	Sara	CS Engineer	aa@aa.com	966555555	Monitor
25	Allan	CS Engineer	aa@aa.com	966555555	Monitor
26	Mohammed	IT Specialist	aa@aa.com	966555555	Monitor

5.1 Cultures and value

KCG's Cultures, One KCG, tell a powerful story:

A diverse team, operating with integrity, working together, determined to make a difference.

Open to Possibilities:

We are Open to Possibilities by embracing diversity, seeking new approaches and striving for continuous improvement.

Growing Together:

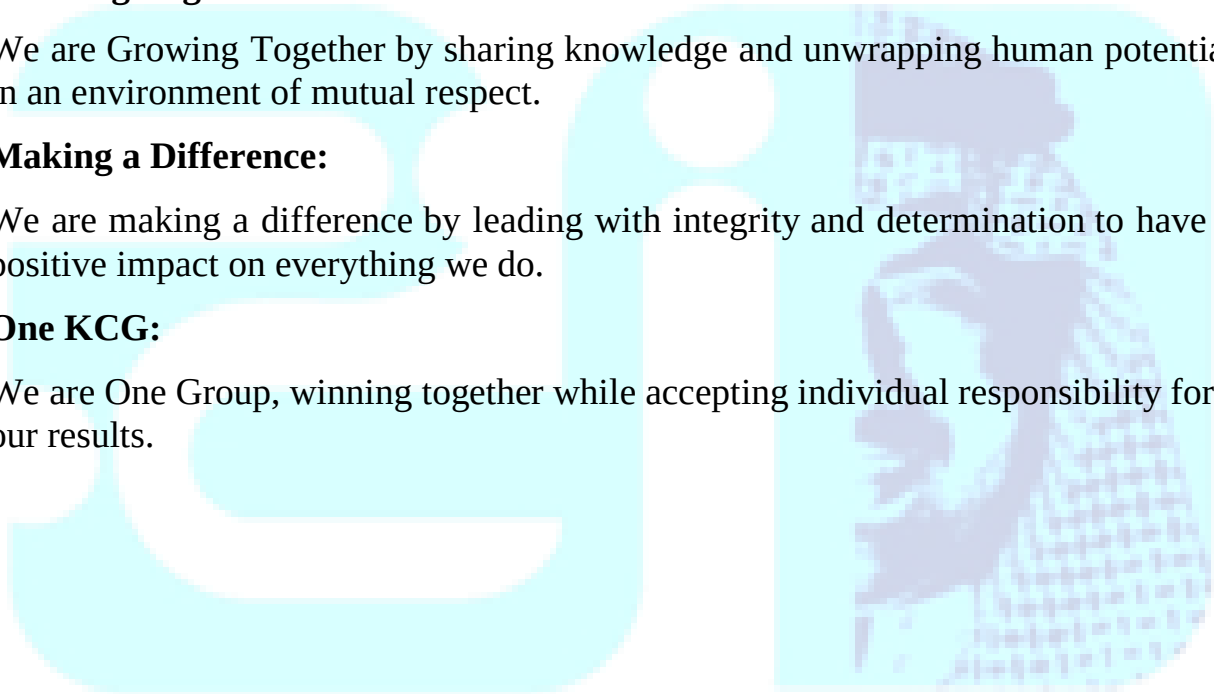
We are Growing Together by sharing knowledge and unwrapping human potential in an environment of mutual respect.

Making a Difference:

We are making a difference by leading with integrity and determination to have a positive impact on everything we do.

One KCG:

We are One Group, winning together while accepting individual responsibility for our results.



5.2 Suggestion for Organizational Values Adopted:

When we were discussing as a graduation group regarding cultures and values, we founded an inspiring company that just established in 2021 with amazing culture and very comfort environment to work and develop the project team members, its OTO Saudi Arabia and we took their culture and values from their website as follows:

We are building a culture where amazing people (like you) can do their best work at OTO. We have a no door policy that means we encourage openness, honesty and respect for other points of view. Our team members enjoy a challenging environment and they take care of each other.

In OTO, we have adapted the Remote Working culture, where we work from home, favorite coffee shop, on the beach, or at an Art museum! You can work from anywhere you like. We are result driven, and aggressive achievers will surround you. No clocking in/out. We do not believe in micromanaging and our working relationships are based on mutual trust, that is why we don't require our team to clock in and out of work. Of course, this trust relationship works both ways!



Work alongside an ambitious and supportive team. We are growing fast and no two days look the same at OTO, but one thing never changes: your colleagues are always there to support you and to bounce off ideas!

Growth and learning opportunities. We believe that in order to grow as a company, our team also needs to continue learning and developing.

Stock options: we believe that everyone should feel like building his own company! That's why we offer stock options for all employees working at OTO.

6.1 Personal Behavior Habits of the Student That Can Affect the Project:

1. Dependency on other team members.
2. Not a team player who lack experience in the assigned task.
3. Stubborn minded with no flexibility to ideas nor time schedule.

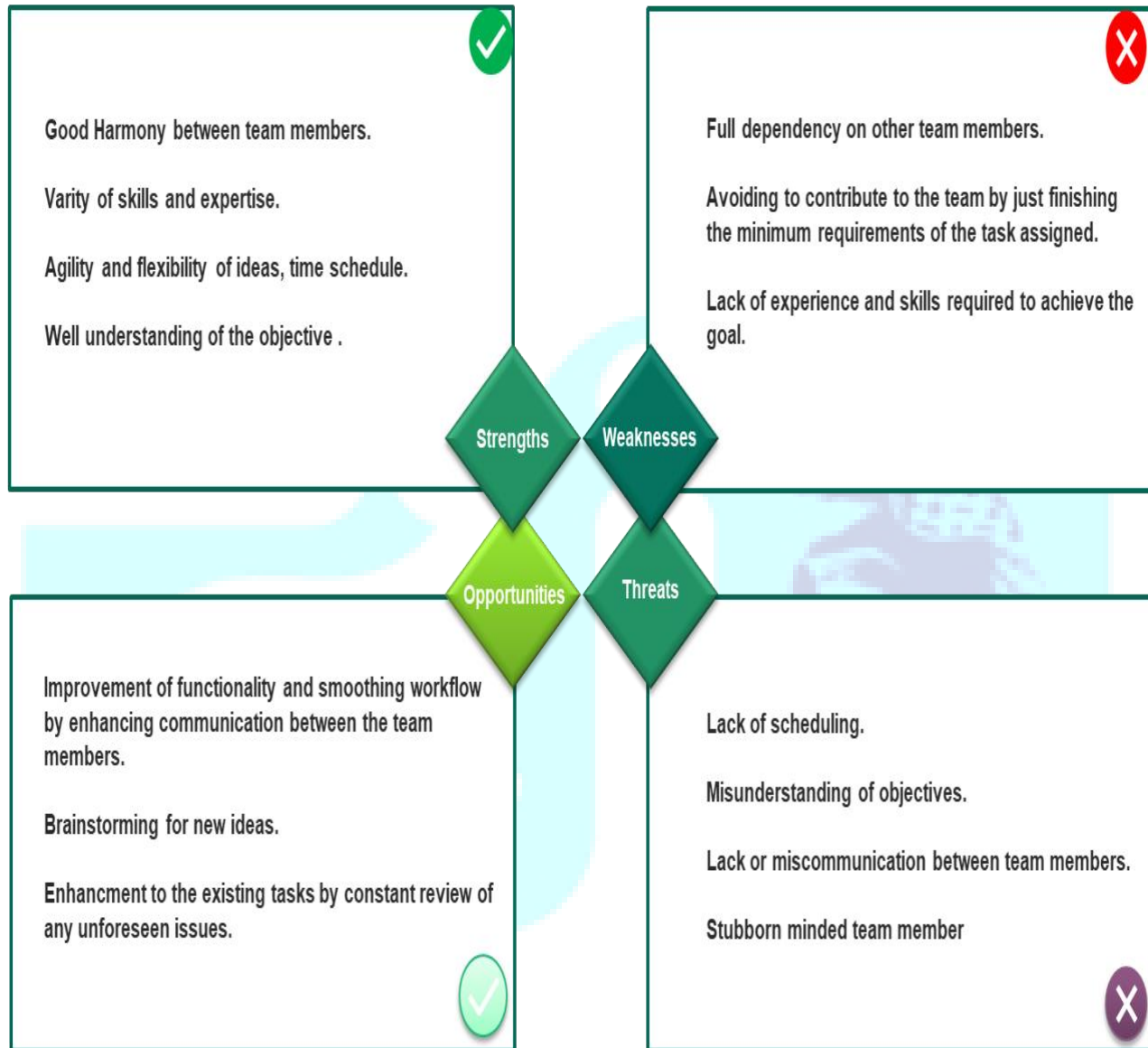
6.2 Study these Behaviors, Determine their Causes and How to Get Rid:

1. Generally, in team work or project if the team is newly created with no previous experience there has to be checklist to have a cooperative and successful team who will be working together to reach the intended goal by dividing the tasks into smaller tasks based on the skills and expertise of each team member. This will result in creating more confident and better results by allowing each member to provide their knowledge and be an added value to the group.
2. Some people prefer to work in groups because they know how to be more active and support other team members who struggle in some points. However, some other type of people prefers to work alone on specified tasks with no interface from others even if there is dependency on their assigned task that could result in delaying the assigned tasks for the other team member. The ultimate solution for a solo member who tend to work alone is to assign the task that is least relevant to other workflow or by simply assign the task with early due date and time to avoid delaying the workflow for the other team members.

3. Any teamwork requires flexibility and agility in order to come up with the best environment and dynamic between the team members which will be reflected on the quality of each team members' contribution which will eventually result in reaching the intended goal with the best results possible. However, if the team includes stubborn minded member it will defiantly raise much more challenges and it would harm the team harmony, which will eventually result in poor quality delivering the project or failing to deliver at all.



6.3 SWOT Analysis:



7. Personal Integrity and Reliability

7.1 Behaviors that are Inconsistent with Moral Integrity, 7.2 Analysis of the Financial, Social, and Technical Impact:

There are many integrity Ethics

can affect the work environment and projects. Here is, three behaviors can affect the project process financially, socially and technically.

Integrity Ethics Behaviors	Financial Impact	Social impact	Technical Impact
Management Corruption	Medium Impact	High Impact	High Impact
Financial Corruption	High Impact	Medium Impact	Low Impact
Abuse Of Authority	Low Impact	High Impact	Low Impact

8.1 Register of Project Stakeholders

#	Name	Position	Email	Mobile Number	group
1	Mohammed	Project Manager	aa@aa.com	966555555	Project Management
2	Mohammed	Project Manager	aa@aa.com	966555555	
3	Mohammed	Project Manager	aa@aa.com	966555555	
4	Abdulmajeed	Senior Project Engineer	aa@aa.com	966555555	
5	Abubakr	Senior Project Engineer	aa@aa.com	966555555	
6	Ahmed	Project Engineer	aa@aa.com	966555555	
7	Mohammed	Project Engineer	aa@aa.com	966555555	
8	Sager	Project Engineer	aa@aa.com	966555555	
9	Hany	IT Supervisor	aa@aa.com	966555555	
10	Mostafa	Senior IT Engineer	aa@aa.com	966555555	Maintenance Team
11	Ahmad	IT Engineer	aa@aa.com	966555555	
12	Mohammed	IT Engineer	aa@aa.com	966555555	
13	Ahmed	Senior Cyber Security Engineer	aa@aa.com	966555555	Hyper Security
14	Abdelghany	Senior Cyber Security Engineer	aa@aa.com	966555555	
15	Abdullah	Cyber Security Engineer	aa@aa.com	966555555	
16	Mohammed	Cyber Security Supervisor	aa@aa.com	966555555	
17	Ali	Project Manager	aa@aa.com	966555555	Network
18	Mostafa	Network Engineer	aa@aa.com	966555555	
19	Ali	Network Engineering Manager	aa@aa.com	966555555	Programming Team
20	Naim	Senior CS Engineer	aa@aa.com	966555555	
21	Mazen	Senior CS Engineer	aa@aa.com	966555555	
22	Sara	CS Engineer	aa@aa.com	966555555	
23	Allan	CS Engineer	aa@aa.com	966555555	
24	Mohammed	Draftsman	aa@aa.com	966555555	

8.2 Definition of Interpersonal Communication and Effective Communication

Interpersonal communication, called intrapersonal communication, is the communication that occurs within the project. The individual uses this type of communication for various purposes such as analyzing situations, clarifying concepts and reflecting on the results (1)

Effective communication

Effective communication is defined as the process of producing and exchanging information and ideas from one person to another with the intention of influencing and creating a response. Either or both of them affect the course of the event (2)

8.3 Define forms, models, and channels of personal communication

Communication is one of the means that people use to exchange and transfer information and ideas between them, through writing, speech, or any other method. Defining communication as the transmission and exchange of information, emotions, and trends from one individual to another or from one group to another.

Forms of communication

Verbal communication: This communication takes place by spoken speech, whether it is in conversations, meetings, or others, and it may be in written words such as reports, publications, books, e-mail and other written methods. From any distortion or change, the disadvantages are summarized as follows: slow delivery of information, and written or unwritten speech can be misunderstood, especially when some meanings that have more than one meaning are used.

Non-verbal communication: Here information and ideas are transferred without any language, examples of which are: gestures, touch, facial expressions, movements with the hands, in addition to vocal expressions that may express certain feelings such as joy, fun, calmness, fear, etc., and there are things that improve non-verbal communication. (3)

8.4 Communication Matrix

Level of Urgency 1-4	STAKEHOLDER /DRI	objective and goals	Required Actions Messaging & content & ways to contact	Due Date
1	Project Management (IT , Electrical, Mechanical, Architectural	Finish Tasks	Email	Daily
2	PMO	Follow up	report	Weekly
3	Owner	Results	Meeting& report	Monthly
4	PMO & Owner	Close or correct the course of a project or emergency	Meeting	Daily

8.5 Presentation (3 scenarios) of wrong models of communication

All institutions have an organizational structure that shows the administrative levels, authority, responsibility, and management of relationships within the organization, and any defect in this structure leads to impeding effective communication, and they are as follows:

1. Failure to manage information effectively in terms of collection, classification, and distribution.
2. Different languages and dialects, as they affect the understanding of the two parties to the communication and their realization of the intended meaning of the speech, as each of them understands the phrase differently.
3. The presence of different specializations that sometimes hinder communication between workers; Because each of them speaks according to his field of specialization.

9 Stakeholder engagement assessment matrix

C = Current engagement

D = Desired engagement

#	Name	Unaware	Resistant	Neutral	Supportive	Leading
1	Mohammed					C,D
2	Yasser				C	D
3	Mohammed			C	D	
4	Mohammed			C,D		
5	Abdulmajeed				C,D	
6	Abubakr	C		D		
7	Fadi		<u>C</u>	D		
8	Ahmed	C		D		
9	Mohammed			C	D	
10	Sager				C,D	
11	Hany		<u>C</u>	D		
12	Mostafa			C,D		
13	Ahmad		<u>C</u>		D	
14	Mohammed		<u>C</u>		D	
15	Mohammed		<u>C</u>	D		
16	Ahmed			C,D		
17	Abdelghany				C,D	
18	Abdullah			C,D		
19	Mohammed			C,D		
20	Ali				C,D	
21	Mostafa			C,D		
22	Mohammed			C	D	
23	Naim			C	D	
24	Mazen		<u>C</u>		D	
25	Sara	C			D	
26	Allan	C		D		
27	Mohammed		<u>C</u>	D		

10.1 Describe and define the preferred leadership model for project leadership

Adequate leadership style is a vital key to the success of the project. This project required a leader who has integrity, defines clear goals, enhance innovation, and inspires their team to work together towards a common target.

10.2 Determine the reasons for the preference for that model

Transformational / Visionary Leader who have positive vision for the future is the recommended leader to lead the project.

It is recommended as Transformational leaders are able to get staff on board and excited about changes. He is able to gets staff engaged to reach highest possible productivity level. He will also help to build a healthy culture among involved team ends in better overall work.

10.3 Proposals for stimulus methods

In fact, it not reasonable practicable to control each team member's attitude towards the project, However Project Manager shall be able to motivate, encourage and excite the team to achieve successes of the project. Below are simple tips to motivate the project team:

- Project Manager shall elaborate on how the project is benefiting the company as a whole.
- Weekly catch-up meeting shall be conducted to see how the progress of the project.
- Project Manager shall Keep Project's team feeling valued by delivering constant flow of positive feedback for small victories.
-
- Project Manager shall ensure Project's team are feeling supported.
- Project Manager shall support a better Work-Life Balance for all team members by encouraging breaks, allowing flexible hours and working remotely where practicable.

11.1 RACI Matrix

This matrix describes how the tasks should be handled, reported and this will benefit in maintenance a clear project resource hierarchy and work flow and setting the ground rule for each team member and their tasks.

Task	Responsible	Accountable	Consulted	Informed
Project Authorization	CEO	IT Department Manager	Hyper Security Manager	IT Department Team
Assigning Project Team	IT Department Team	IT Department Manager	Hyper Security Manager	CEO
Testing, Commissioning & Handover	IT Department Manager	Hyper Security Manager	IT Department Team	CEO

12 Detention of Conflict and crisis

12.1 Conflicts

It is the conflict, not bad, permanent, difference between employees, whether it is between departments or employees, and sometimes conflicts arise due to lack of resources or overlapping of tasks and divergence of goals. The non-functional organization and the organization must stop this conflict.

Crises

Any external or internal event that may affect the course of the project

12.2 Presenting three expected scenarios for the conflict events in the project

1- Wrestle over resources

Conflict between the project and external parties

2- The conflict that appears between the project and relevant external parties such as suppliers and receiving committees

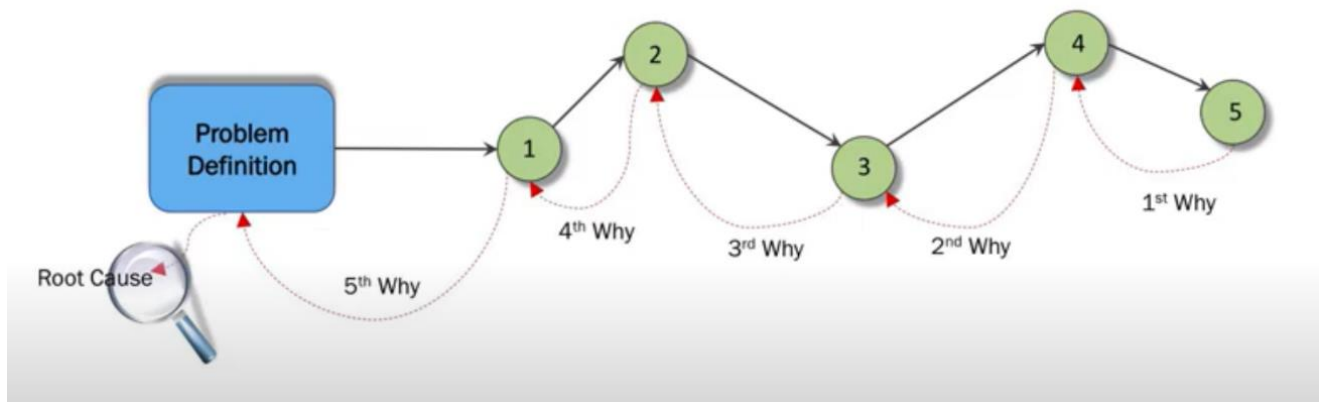
3- The struggle for power within the organization or project.

12.3 Determine the optimal strategies for dealing with each conflict

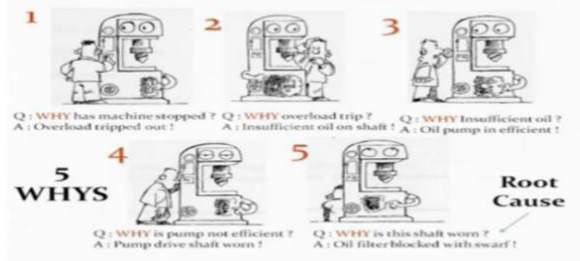
- A. Confronting / Problem Solving
- B. Compromising
- C. Withdrawal / Avoidance
- D. Smoothing / Accommodating
- E. Collaborating
- F. Forcing(3)

12.4 Root Cause Analysis

It is normal in any project that problems appear to us and by tracing the chronology of the event until we reach the origin of the problem and in this way we reach to RCA(Root Cause Analysis)



Mechanical Failure Root Cause Analysis Example almentor.net TALKS



Keep asking “why”
until you find the
actual root cause of
the problem

13. Summary of Resource Crashing & Fast Tracking:

Labor Cost Only	Manhours	Deadline	Relationship type	Schedule Type
185,200 SAR	870 hour	15/May	Normal	Baseline
220,000 SAR	1120 hour	30/April	Without discretion	Fast Tracking
231,600 SAR	1170 hour	28/April	With discretion	Fast Tracking
224,800 SAR	1151 hour	30/ April	Without discretion	Crashing
208,400 SAR	1060 hour	5/ May	With discretion	Crashing

WBS Name		Activity Name	Start	Finish	Budgeted Cost	February 2022							March 2022							April 2022							20-Oct-21 12:00		
						23	30	06	13	20	27	06	13	20	27	03	10	17	24	01	08	15							
	Bidding	preparing bidding draft contract	27-Feb-22	03-Mar-22	3R6,000.00						40																		
	Bidding	receiving offers	03-Mar-22	08-Mar-22	3R6,000.00						13	27																	
	Bidding	analyzing financial offers	14-Mar-22	19-Mar-22	3R6,000.00								40																
	Bidding	assinging contract	19-Mar-22	24-Mar-22	3R6,000.00								1	39															
	Implementation	Story point grooming	29-Mar-22	04-Apr-22	3R6,000.00									SR150.00	SR5,850.00														
	Implementation	Testing stand-alone system	19-Apr-22	24-Apr-22	3R6,000.00											29		11											

[illegible]

WBS Name		Activity Name		Start	Finish	Budgeted Cost	20-Oct-21 12:09													
							February 2022						March 2022							
							23	30	06	13	20	27	06	13	20	27	03	10	17	24
							54	54	54	54	54	54	54	81	67	54	112	116	122	208
							Budgeted Units													67
							Budgeted Cos													

WBS Name		Activity Name	Start	Finish	Budgeted Cost	February 2022							March 2022							April 2022				22
						23	30	06	13	20	27	06	13	20	27	03	10	17	24	01				
Bidding		preparing bidding draft contract	27-Feb-22	03-Mar-22	SR6,000.00							40												
					Budgeted Unit																			
Bidding		receiving offers	03-Mar-22	06-Mar-22	SR6,000.00							SR6,000.00												
					Budgeted Unit							13												
Bidding		analyzing financial offers	14-Mar-22	19-Mar-22	SR6,000.00							SR1,950.00												
					Budgeted Unit																			
Bidding		assigning contract	19-Mar-22	24-Mar-22	SR6,000.00								SR6,000.00											
					Budgeted Unit																			
Implementation		Story point grooming	29-Mar-22	04-Apr-22	R12,000.0								SR150.00		SR5,850.00									
					Budgeted Unit										58	22								
Implementation		Testing stand-alone system	14-Apr-22	19-Apr-22	R12,000.0										SR8,700.00	SR3,300.00								
					Budgeted Unit																			
					Budgeted Coe												SR5,100.00	SR6,900.00						



WBS Name		Activity Name	Start	Finish	Budgeted Cost	February 2022						March 2022						April 2022				20-Oct-21 12:13
						23	30	06	13	20	27	06	13	20	27	03	10	17	24			
	Bidding	preparing bidding draft contract	27-Feb-22	03-Mar-22	SR6,000.00							40										
					Budgeted Unit							SR6,000.00										
	Bidding	receiving offers	03-Mar-22	08-Mar-22	SR6,000.00							13	27									
					Budgeted Unit							SR1,950.00	SR4,050.00									
	Bidding	analyzing financial offers	14-Mar-22	19-Mar-22	SR6,000.00								40									
					Budgeted Unit								SR6,000.00									
	Bidding	assinging contract	19-Mar-22	24-Mar-22	SR6,000.00								1	39								
					Budgeted Unit								SR150.00	SR5,850.00								
	Implimentation	Story point grooming	26-Mar-22	30-Mar-22	SR9,000.00										11	50						
					Budgeted Unit									SR1,575.00	SR7,425.00							
	Implimentation	Testing stand-alone system	09-Apr-22	14-Apr-22	SR9,000.00												5	56				
					Budgeted Unit												SR675.00	SR8,325.00				
					Budgeted Cos																	

<

14.1 General Rules for the Negotiation Process

When we are talking about negotiating first of all from our perspective we look at it as an art, easy for someone and difficult someone else and any conflict need to negotiate in order to solve this conflict, not all conflicts are negative and some conflict is healthy in the project and added value to it.

It's possible to face a conflict need to negotiate in any stage of the project and usually it's appear in the first stage of the project (Initiation Stage) and sometimes in (Execution Stage).

As a project manager/member we need to know that some conflicts may appear internally between the project team members and some conflicts may appear with other third parties (stakeholders) of the project and need to know how to manage these conflicts by negotiating effectively.

There are five stages of negotiation:

- 1- Exploration.
- 2- Bidding.
- 3- Bargaining.
- 4- Settling.
- 5- Ratifying.

14.2 Two Negotiating Plans

First plan: (General Plan)

1- Preparation for negotiation

- Preparing for negotiation is an ongoing process. Negotiation does not start or end it ends as soon as an agreement is reached.
- It is necessary to keep any information related to a topic negotiate for possible future need.

- If you know that you have to negotiate with one of the parties a month next, how do you prepare yourself to face the party? the other?
- How do you predict the strategy of the other party and how do you face it?
- The answer is not easy. But anyway, get ready normal thing.

2- Setting goals:

- The objectives of negotiation vary according to the type of situations in which they are located require negotiation.
- But we can set a general goal for negotiation, which is to satisfy or meet the needs of the negotiating parties.
- If we narrow the goal of negotiation in a way that limits our vision the negotiating party would collapse the negotiations.
- It is difficult to build general goals that should be achieved during the negotiation process is left to the negotiating party to pursue it according to the conditions of the negotiation process.

3- Team formation:

Depends on the depth of preparation for negotiation and the number and quality of people participants in this process stress the importance of negotiations, the potential difficulties, the time available.

- It is preferable to negotiate through a team due to the negotiator's need individual to aid. Whether the negotiator is an individual or a team It depends on an important factor, which is: What is the quality of the skills? Or functions required in the negotiation process.
- If it is decided to form a team, the team members must they can implement the plans and goals set.

4- Determine negotiating topics:

- Negotiating topics are those things in which one party takes a positive attitude and the other takes a negative attitude.

- It is essential that negotiating topics be practical as it is difficult to make certain judgments on unrealistic issues. It raises controversy and encourages the exchange of accusations so that the accusations become a topic for dialogue.

Second plan: (Detailed Plan)

Negotiation plan:

- The more skilled the negotiators are, the more time and effort they put into the planning stage.
- There is no dispute that the plan will be modified upon implementation, and accordingly, the negotiation plan will be used as a general framework.
- Negotiators understand that what they will do during negotiation depends on what the other party plans to do.
- It is very difficult to identify your needs and resources and then develop a comprehensive strategy and appropriate tactics to implement these strategies.
- It is difficult to know what is going on in the mind of the other party, especially if it is the first time you are negotiating with him.
- It may be useful for the negotiating team to simulate the negotiation process before its implementation by dividing the team into two groups, the group plays specific roles, and thus fewer surprises during the negotiation process.

The effective negotiator resorts to setting a framework for the negotiation process, and this achieves the following advantages:

1. When you put your ideas on paper, you can categorize them, put them in order, and resolve any inconsistencies that are safe in them.
2. When negotiation is conducted in a team format, it is useful to have a document in the hands of the team members to assist each of them in doing their part.
3. It is useful to review the framework of the negotiation plan between the sessions, after the negotiation process is over, in order to benefit from this experience in future negotiations.

The main elements included in this framework are illustrated in the following tables:

First - Negotiation topics:

1. List the items on your agenda that you wish to negotiate in order of importance:

A-

B-

C-

D-

2. Compare your schedule with the expected schedule of the other party:

A- What are the points of disagreement with regard to

- subjects.

- Priorities.

- Subjects that you deem to be non-negotiable.

3. Types of Topics

A- Issues that achieve common interests for the two negotiating parties

-

-

-

-

B- Subjects subject to bargaining

-
-
-
-

C- How can the two negotiating parties achieve their common interests?

Second - What are the topics that can be negotiated as a single deal:

-
-
-
-

1. List the items on your agenda that you wish to negotiate in order of importance:

A- Your minimum position

-
-
-
-

B- Your maximum position

-
-
-
-

2. The best arrangement for the succession of topics to be presented (of course, this will depend on the progress of the negotiations and the positions and surprises it finds).

A-

B-

C-

D-

Third - the concerned parties:

1. History of previous transactions.
2. That the other party prefers cooperation in solving problems or bargaining.
3. Will a third party participate in the negotiations and how will this affect the course of the negotiations?

Fourth - The expected pattern of negotiations:

Must study:

1. The nature of the issues under negotiation.
2. The parties concerned.
3. The time available for negotiations.

Fifth - the required information:

1. Information can be provided before negotiation.
2. Information that can be obtained during the negotiations.

Sixth - providing information:

1. Information provided during negotiation.
2. Information to be withheld.

Seventh- Formulation of the Strategy:

A negotiation strategy is formulated in light of:

1. Topics.
2. The type and nature of the subjects.
3. Topics to be negotiated.
4. The parties concerned.
5. The expected pattern of negotiations.
6. Information exchange.



References

- Website, M., 2021. *Interpersonal and Intrapersonal Communication*. [online] Meemapps.com. Available at: <<https://www.meemapps.com/term/interpersonal-and-intrapersonal-communication>> [Accessed 27 October 2021].
- 2021. موضوع. [Online] ما هي نظم المعلومات الإدارية - موضوع. جامعية، ت. 2021. Available at: <<https://mawdoo3.com/>> [Accessed 27 October 2021].
- *Stakeholder analysis - Project Management Institute | PMI*. (n.d.). Retrieved October 27, 2021, from <https://www.pmi.org/learning/library/stakeholder-analysis-pivotal-practice-projects-8905>.
- Heldman, K. (2007). *Pmp: Project Management Professional Study Guide*. Wiley Publ.
- [Barrett, D.J.](#) (2006), "Strong communication skills a must for today's leaders", *Handbook of Business Strategy*, Vol. 7 No. 1, pp. 385-390. <https://doi.org/10.1108/10775730610619124>
- *Root cause analysis*. Patient Safety Network. (n.d.). Retrieved October 27, 2021, from <https://psnet.ahrq.gov/primer/root-cause-analysis>.
- Sst5.com. 2021. stages of negotiation. [online] Available at: <<https://sst5.com/readArticle.aspx?ArtID=1016&SecID=26>> [Accessed 27 October 2021].
- *Your PMP Application Checklist - Project Management Institute*. (n.d.). Retrieved October 27, 2021, from <https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/your-pmp-application-checklist.pdf?v=19b658fe-b091-4156-bb40-7e1422200ad0>.