

Project Name: Integrated Medical Tourism Project



رقم المجموعة 5202

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فهرس المحتويات

Content	Page No.
<i>Strategy</i>	<i>5-10</i>
Governance, structure and process	<i>11-16</i>
<i>Compliance, standards and regulations</i>	<i>17</i>
Power And Interest	<i>18-20</i>
Culture and Values	<i>21-22</i>
Self-reflection and self- management	<i>23-25</i>
Personal integrity and reliability	<i>26</i>
Personal communication	<i>27-33</i>
Leadership	<i>34-35</i>
Teamwork	<i>36</i>
Conflict and crisis	<i>37-39</i>
Resourcefulness	<i>40-41</i>

Negotiations	42-45
Project design	46-47
<i>Requirements and objectives</i>	48-52
Scope	53-55
<i>Time</i>	56-57
Quality	58-59
<i>Finance</i>	60-61
Resources	62
<i>Procurement</i>	63-73
Plan and control	74-78
<i>Risk and opportunities</i>	79-82
Stakeholder	82

Tables List

Table No.	Table Name	Page No.
1.5	Project Charter	8-10
2.a	Compliance check Table	14
3.a	Check List Table	17
4.a	Stakeholders Register Table	18
6.1.a	Proposal Behavior of the Student Table	23
8.1.a	Stakeholders Register (Personal Communication Table)	27
8.2.a	Effective Communication Table	28
8.4.a	communication Matrix	31
8.6.a	Stakeholders Assessment Matrix Table	33
10.1.a	Design RACI Table	36
11.2.a	Root Cause Analysis Table	39
13.2.1.a	Negotiation Plan Table 1	45
15.1.a	Requirement Traceability Matrix	50

16.1.a	Proposed Rental	52
19.3.a	Product Description Template	54
21.1.a	Fixed Price Contract characteristic	56
21.2.a	Cost Reimbursable Contract	67
23.2.a	Risk Register	78-79
23.3.a	Qualitative Risk Analysis	79
23.4.a	Risk Response Strategy	80
24.1.a	Stakeholders engagement Matrix	81

List of Shapes

Figure No.	Shape Name	Page No.
1.a	An Organizational structure	12
2.a	PMO Graph	14
4.2.a	Develop power and interest networks	19
4.3.a	Logical Diagram	20
12.2.a	Crashing and Fast-Tracking Example	42
13.2.2.a	Negotiation Plan 2	46
14.1.a	Triple Constraint	45
14.3.a	Work Breakdown Structure	46
15.1.a	Method requirement collection	50
15.2.a	Hierarchical Structure	51
17.1.a	Logical Diagram and Critical Path	55
17.2.a	Gantt Chart & Milestone Model	56
18.2.a	SIPOC Model	58
19.1.a	Cost Breakdown Structure	59
21.1.a	fixed-price contract	64
22.2.a	KPI	74
22.2.b	KPI	75
22.3.a	Change Request Model	76

23.4.a	Risk Response Strategy	80
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1. Strategy:

1.1 Mission:

An integrated therapeutic tourist resort entertainment of traveling outside of one's home country to receive healthcare treatment that is either less expensive or more accessible, as well as trade in services, and represents the fusion of at least two sectors: Tourism and medicine.

1.2 Vision:

Providing a healing tourism surroundings Treatment of diseases, enhancement, and fitness. Furthermore, illness remedy contains an extensive kind of offerings that variety from an easy healthcare provider that can be supplied through nearby fitness experts, which includes vaccinations, remedy treatments, and nutrition, to a complex to remove the terrible effects of life's stresses

1.3 Objectives evaluated by SMARTER tool:

Specific

- 1- Determine the key motivators that drive people to seek medical treatment in another country
- 2- Define the role of stakeholders in improving the medical tourism sector.
- 3- Develop a framework for building a sustainable medical facility.
- 4- General relaxation and calm, change your daily routine and relax in new and innovative ways.

Measurable

Health and psychological assistance are presented in four main axes: prevention, diagnosis, treatment, and finally convalescence and recovery.

Attainable

Carrying out specific procedures to successfully deliver a medical tourism product to international patients. A medical tourism product can be defined as an advanced medical service with tourism values for foreign patients and provided by licensed doctors and includes check-ups, health examinations, dental care services, joint prostheses, cardiac surgery.

Realistic

The provision of a scientific tourism product to global sufferers is primarily based totally on positive processes and techniques that may be correctly defined with inside the "triangle of commercialization of services". The cause of the triangle is to symbolize 3 interconnected agencies running concurrently to develop, promote, and serve the business. , Customer and Supplier Since scientific tourism

merchandise are a part of the provider enterprise, the triangle form may be implemented to the scientific tourism enterprise to demonstrate the 3 interconnected agencies that come collectively to give a scientific tool with inside the international context of the scientific tourism market. Medical tourism, the triangular form represents 3 interrelated agencies: scientific institutions, overseas doctors, and sufferers.

Timeframe

The venture is primarily based totally at the implementation of 3 major activities: healing interest, leisure interest and visitor interest, wherein it's far viable to paintings for the complete venture on the cease of every section for a complete duration now no longer exceeding 3 years

Extended

Initiate plans to expand clinical establishments and centers with good enough fitness offerings within side the long-time period and reply to the future needs of worldwide patients. Moreover, establishing a sustainable medical facility that can be sustained for the next generation by implementing four primary

- 1) Building a strong foundation and addressing environmental considerations,
- 2) Improving community relations
- 3) The expansion of offered services
- 4) Gaining patients from new markets

Rewarding

- Marketing that gives tourism with complete and accountable facts will increase recognize for the natural, social and cultural environments of vacation spot regions and complements purchaser satisfaction
- Staff training which integrates sustainable tourism into work practices, along with recruitment of local personnel at all levels, improves the quality of the tourism product.
- Tourism that helps a huge variety of nearby monetary sports and which takes environmental prices and values into consideration each protects the ones economies and avoids environmental damage.
- Maintaining and selling natural, social and cultural range is important for long-time period sustainability, and creates a resilient base for the industry.

1.4.1 Leading KPI's

The project is aiming to build and operate the integrated medical tourism sector in western region and has following initial KPI's:

- Represents how a scientific facility makes guarantees primarily based totally on a patient's expectancies and what else may satisfy a patient's desire.
- Build long-time period relationships with sufferers and advantage from repeat visits to the identical scientific destination.
- Interacts immediately with the clinical facility and the carrier at that factor is produced via way of means of the clinical facility and fed on via way of means of the patient.

- Represents permitting promises, the affected person interacts without delay with the scientific facility and 15 the carrier at this immediate could be produced with the aid of using the scientific facility and ate up with the aid of using the affected person.

1.4.2 Lagging KPI's

- % Of achieved goals and results based on the strategy
- % Percentage of value-driven based on initial requirements by the project owners
- % Of customers satisfaction weight
- Number of healed customers and their views on our treatment methods

1.5 ESU - Project Charter

Project Title			
Integrate therapeutic tourist resort entertainment			
Planned Start Date	22-Sep-21	Planned End Date	13-Dec-23
Vendor	Albawani	Payment	YES
Project Manager	Group Member	Sponsor	ESU
Budget	13,998,390 SR	Dept.	PMO
Project Goals			
An integrated therapeutic tourist resort entertainment of traveling outside of one's home country to receive healthcare treatment that is either less expensive or more accessible, as well as trade in services, and represents the fusion of at least two sectors: Tourism and medicine			
Project Objectives			
1- Determine the key motivators that drive people to seek medical treatment in another country 2- Define the role of stakeholders in improving the medical tourism sector. 3- Develop a framework for building a sustainable medical facility 4- General relaxation and calm, change your daily routine and relax in new and innovative ways			
Deliverables			

No	Assumptions
1	Impact the patient's decision simultaneously for selecting the most appropriate medical facility
2	Marketing that give information and providing extensive service and self assistance service
3	Build long term relationship with medical of various spot regions and complements purchaser
4	Satisfaction stakeholders and develop inter organizational relationship
Constraints	
1	Economic Condition
2	Political Climate
3	Social Behavior
4	Regulatory Standards
Project Main Stakeholders	
1	Anas Alamoudi
2	Khalil Almuwallad
3	Hamed Albahary
4	Mohammed Qabani
5	Khalid Almutiri
6	Salman Alamri
7	Abdalmohsen Othman

No	Milestones	Date
1	Strategy	17-Sep-21
2	Governance, structures and processes & Compliance, standards and regulations	24-Sep-21
3	Power And Interest , Culture and values	1-Oct-21
4	Self-reflection and self-management, Personal integrity and reliability, Personal communication, Relationships and engagement	8-Oct-21
5	Leadership, Teamwork, Conflict and crisis	15-Oct-21
6	Resourcefulness, Negotiation	22-Oct-21
7	Project design, Requirements and objectives	5-Nov-21
8	Scope, Time and Quality	12-Nov-21
9	Finance	19-Nov-21
10	Resources and Procurement	26- Nov- 21
11	Plan and Control	27-Nov-21
12	Risk and opportunities, Stakeholder	3-Dec-21
13	Project Execution	30-Jun-23
14	Project close	01-Dec-23

2. Governance, structure and process

2.1 Organizational Structure and what is the common used

The sort of agency chart you want will replicate at the sort of agency you've got and what statistics you need to attention on conveying.

Here are 4 styles of organizational charts:

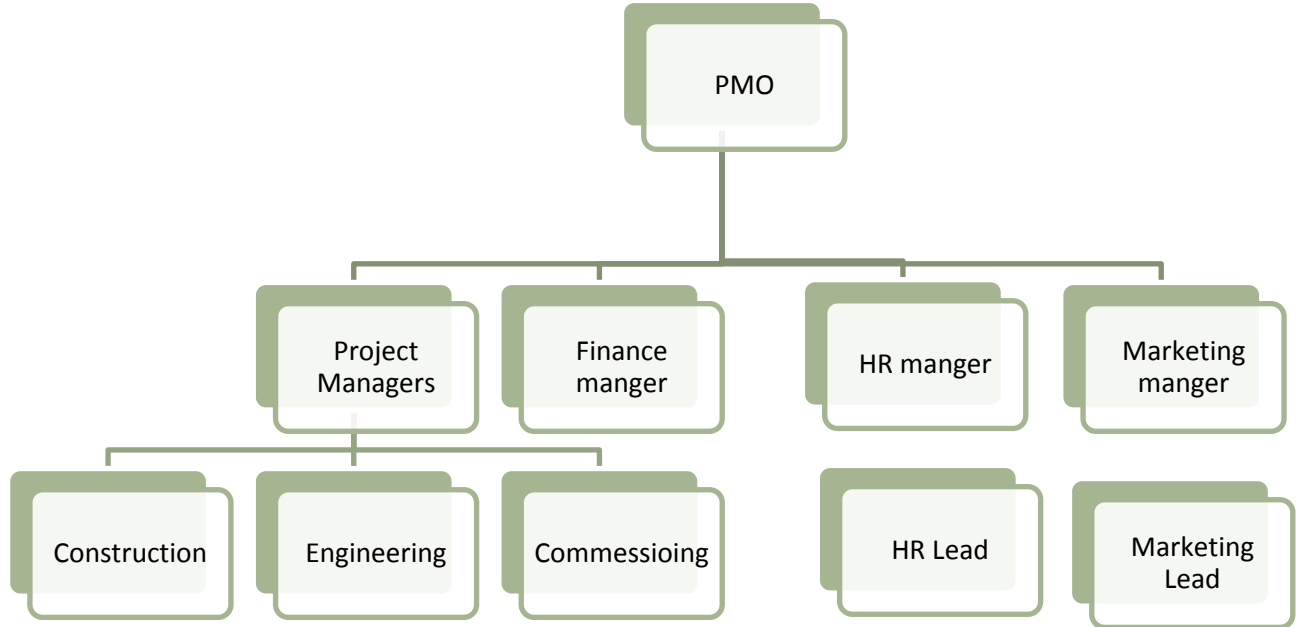
1. Functional Top-Down Hierarchy

A purposeful, top-down organizational chart displays a conventional enterprise shape. This shape suggests the C-Suite on the top, accompanied with the aid of using different senior management, center managers, and so on. The shape is split into conventional departments like IT, marketing, finance, human resources, and operations primarily based totally on everyone's purposeful function within side the organization. [Source](#) (1)

The advantages of commonly used the Hierarchy structure as follows:

Better defines ranges of authority and responsibility

- Shows who all and sundry reviews to or who to speak to approximately particular projects.
- Motivates personnel with clean profession paths and possibilities for promotion.
- Gives every worker a specialty.
- Creates camaraderie among personnel inside the identical department.



1-a An Organizational structure

2. Divisional Structure

A divisional organizational chart displays an organization prepared alongside a product line or precise geography. For example, in an automobile organization the divisions may also constitute SUVs, sedans, and electric powered cars. Each department than has it very own practical shape like IT and marketing.

3. Matrix Organizational Chart

A matrix organizational chart displays an enterprise wherein personnel are divided into groups with the aid of using tasks or product lead with the aid of using an assignment or product manager, however additionally file to a practical manager. It suggests an enterprise that operates the use of cross-practical agencies rather than vertical silos.

4. Flat Organizational Chart

A flat agency shape will display few or no tiers of control among executives and all different employees. This kind of shape empowers self-control and more choice making capacity for each employee. Its most customarily hired via way of means of smaller businesses, however it is now no longer unparalleled it even at large companies.

2.2 Practical and Scientific Base

May also have numerous unique dimensions, which includes however now no longer restrained to the following:

►Performance. Does the deliverable characteristic because the venture crew and different stakeholders Intended?

►Conformity. Is the deliverable suit for use, and does it meet the specifications?

►Reliability. Does the deliverable produce steady metrics whenever its miles performed? Or produced?

►Resilience. Is the deliverable capable of address unexpected disasters and fast recover?

►Satisfaction. Does the deliverable elicit fine comments from cease users? This includes Usability and person experience?

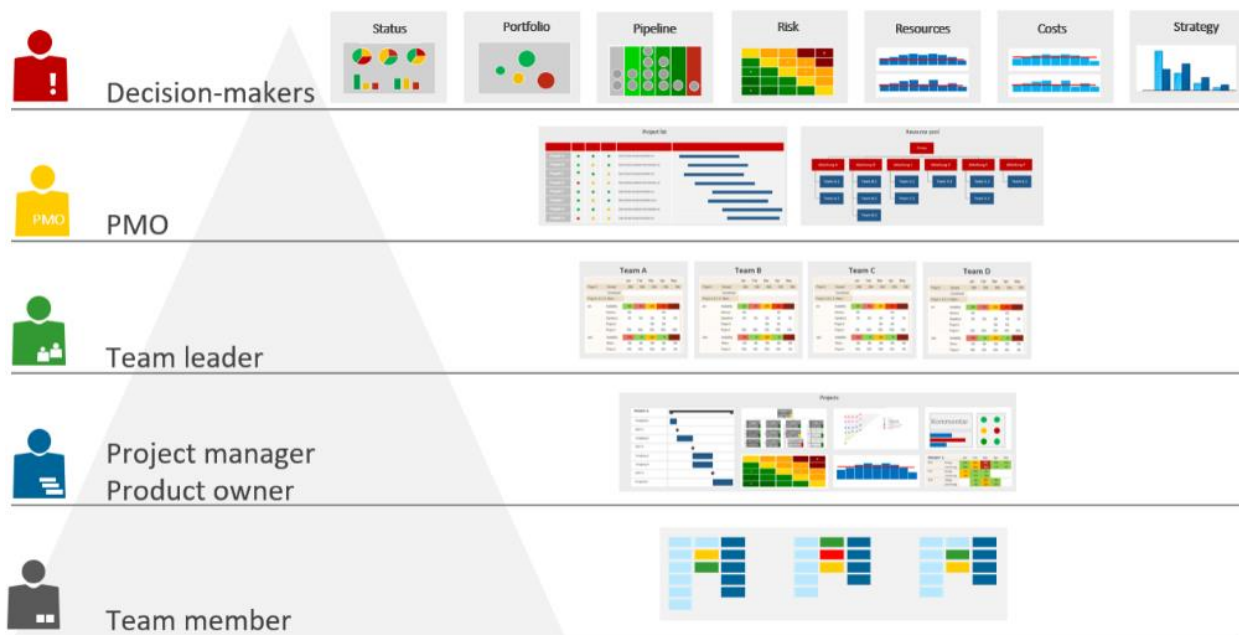
►Uniformity. Does the deliverable display parity with different deliverables produced in the Equal manner?

►Efficiency. Does the deliverable produce the finest output with the least amount? Of inputs and effort?

►Sustainability. Does the deliverable produce a fine effect on economic, social? And environmental parameters?

2.3 Project Model Office

A PMO is a centralized, everlasting organizational unit this is answerable for dealing with a couple of projects (multi-assignment management) for a whole employer or branch in the employer. Its duties may also include, for example, training, assignment services, methodology, processes, and PM tools. It can also have strategic duties, including presenting help in assignment portfolio management. [Source](#) (2)*



2. a PMO Graph

There are 3 primary varieties of Project Management Office (PMO) organizations, various with inside the diploma of manage and have an effect on they have got on initiatives in the organization. You will want to decide which sort you want to set up a good way to have a powerful task office. The 3 varieties of PMOs include:

1. Supportive PMO

The Supportive PMO commonly gives resource within side the form of on-name for expertise, templates, exceptional practices, access to records and expertise on exceptional responsibilities, and the like. This can artwork in an organization in which responsibilities are completed successfully in a loosely controlled manner and in which greater control is deemed unnecessary. Also, if the aim is to have a type of "clearing-house" of mission manage records at some stage in the corporation to be used freely via mission managers, then the Supportive PMO is the right type.

2. Controlling PMO

In groups in which there can be a desire to "rein in" the activities, processes, procedures, documentation, and more - a controlling PMO can accomplish that. Not only does the company provide useful resource, but it moreover requires that the useful resource be used. Requirements might probably embody adoption of specific methodologies, templates, forms, conformance to governance, and application of various PMO controlled gadgets of rules. In addition, project places of work might

probably need to by skip normal opinions thru manner of way of the controlling PMO, and this will represent a chance aspect on the project. This works if a) there can be a smooth case that compliance with project manage company offerings will deliver improvements with inside the company and the manner it executes on projects, and b) the PMO has sufficient government useful resource to stand in the back of the controls the PMO locations in place.

3. Directive PMO

This kind is going past manage and actually "takes over" the initiatives with the aid of using presenting the assignment control revel in and sources to control the assignment. As companies adopt initiatives, expert assignment managers from the PMO are assigned to the initiatives. This injects a incredible deal of professionalism into the initiatives, and, because every of the assignment managers originates and reviews returned to the directive PMO, it ensures a excessive degree of consistency of exercise throughout all initiatives. This is powerful in large companies that frequently matrix out help in numerous areas, and wherein this setup might in shape the culture.

The first-class type may be very particular to the organization, culture, and information of what works and what does not. But the objectives are - greater or less:

1. Implement a now not unusual place methodology
2. Standardize terminology
3. Introduce powerful repeatable task control processes
4. Provide now not unusual place helping tools
5. Ultimately, the cause is to enhance stages of task achievement within side the organization.

3. Compliance, Standard and Regulation

3.1 . Compliance Check:

#	Compliance and Regulation	Status	Remark
1	Grant of Right Regulation	Delivered	
2	Lease Extension Fee	In Progress (70%)	
3	Fire Regulation	Delivered (100%)	
4	Boundary Regulation	Hold	Waiting reply from other entity
5	Lease Rent Regulation	In progress (90%)	
6	Regulation on Safety and Security Standards at Tourism Establishments	Delivered (100%)	

3. a Compliance check Table

3.2 . Check List:

#	Milestone	Start	Due date	Status	Remark
1	Scope	12-Nov-21	24 th -Nov-21	Completed (100%)	
2	Materials Quality	26- Nov- 21	30- April-22	In Progress (15%)	
3	Execution	30-Jun-22	1 st -Dec-22	In Progress (5%)	The land use permit already issued from the municipality

3.b Check List Table

4 Power and Interest

4.1 Stakeholder Register:

Key objectives of stakeholder identification are to:

a) Establish which organizations, groups and individuals may be directly or indirectly affected (positively and/or negatively), or have an interest in the Project; and

b) Understand their needs and expectations for engagement.

Stakeholder analysis enables engagement to be tailored appropriately to the needs and interests of different stakeholder groups to ensure their views and concerns are addressed in a suitable manner. In order to ensure that the engagement process is inclusive, it is important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the Project because of their marginalized or vulnerable status.

A diverse range of Project stakeholders have been identified. Details of these stakeholders have been compiled to enable the Project to readily communicate with them. The stakeholder lists developed will be continually updated as the Project progresses.

<u>STAKEHOLDER REGESSTIER</u>						
Project Tittle: Integrated medical tourism project				Date prepared: 21st Sep 2021		
Name	Position	category	Contact information	Expectation	Influence	Classification
Khalil	Project sponsor	external			high	important
Anas	Project manager	Internal			high	important
Khalid	Construction manager	Internal			Moderate	semi important
Salman	Resources manager	Internal			Moderate	Semi important
Abdulmohsen	SME	external			Moderate	Semi important

4.a Stakeholders Register Table

4.2 Two Network of Power Interest

Expectation

Project sponsor: administers project finances, approves ideas and changes, and participates in making key decisions.

Project manager: Project to be delivered on time within budget.

Construction manager: overseeing all the logistics of a construction project.

Resources manager: Assigning people to projects based on their skills and Resource planning and allocation.

SME: Ensure the facts and details are correct so that the project's/program's deliverable will meet the needs of the stakeholders.



4.2.a Develop power and interest networks

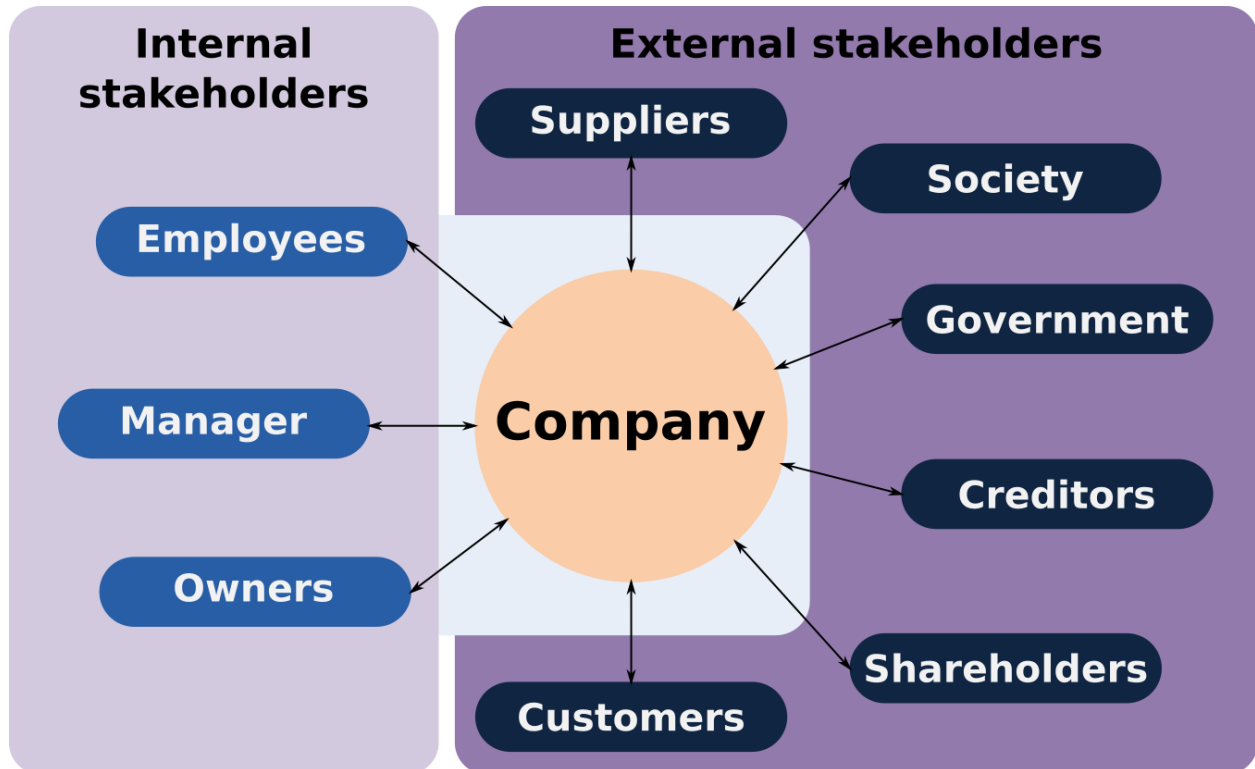
Key Player – High impact, high Influence: these are the stakeholders that must be fully engaged, and make the greatest efforts to satisfy.

Important Player – High impact, low Influence: put enough work in with these stakeholders to keep them satisfied, but not so much that they become bored with your message.

Affected Player – Low impact, high Influence: keep these stakeholders adequately informed, and talk to them to ensure that no major issues are arising. These stakeholders can often be very helpful with the detail of your project.

Potential Player – Low impact, low Influence: again, monitor these stakeholders, but do not bore them with excessive communication.

4.3 Logical Diagram of the Register Stakeholder



4.3.a Logical Diagram

5. Culture and Values

5.1. Cultural of the Organization:

It is a mixture of values, beliefs, rules, requirements and expectancies shared with the aid of using the business enterprise, making plans and associated orientations whilst the business enterprise's dreams offer a recuperation vacationer surroundings toward a not unusual place goal. The capacity of the business enterprise to thrive, and all through the existence cycle of the business enterprise its lifestyle evolves in reaction to converting possibilities and necessities which incorporates vaccinations, healing remedies and nutrition, right into a complicated to cast off the horrible results of existence stresses.

5.2. Proposal of the Organizational Values:

Suggestion #1

Disney culture:

"It is incredibly important to be open and accessible and treat people fairly and look them in the eye and tell them what is on your mind."

We can benefit from this culture in our project, by taking care of customers, facilitating the registration process, and being fair and honest with customers.

Suggestion #2

Huawei culture:

"We have a "wolf" spirit in our company. In the battle with lions, wolves have terrifying abilities. With a strong desire to win and no fear of losing, they stick to the goal firmly, making the lions exhausted in every possible way."

We can benefit from this culture in our project, by learning to insist on achieving project goals and always be steadfast in the face of challenges.

Suggestion #3

GlaxoSmithKline culture:

"I've tried to keep us focused on a very clear strategy of modernizing ourselves."

We can benefit from this culture in our project, by learning to develop clear strategies for processes and procedures during the different phases of the project.

Suggestion #4

SOLSTICE culture:

"As we continue to grow, we work to build strategies that not only improve employees' skills and our leadership skills but also our culture," says Henry Oyuela, Vice President of Engineering "We continuously seek employee feedback to improve, whether that's one-on-one or in a team huddle."

We can take advantage of this company culture in our project, by conducting assessments of the knowledge and performance of the work team and developing training programs to improve performance during the project implementation period, thus improving the quality of project deliverables, and developing the company's culture.

Suggestion #5

SHIPWELL culture:

"Shipwell assumes you know how to do your job; outside of core office hours, you are allowed to set your own in-office times, says David, a Backend Engineer at Shipwell. "Working from home to deal with a delivery or appointment is a simple notice to a manager, and you're encouraged to make use of the unlimited PTO!"

We can take advantage of this company culture in our project, by resorting to working from home in case of need, especially with the Covid-19 epidemic, in order to protect the project from being behind schedule, and thus achieve the project's goals.

6. Self-Reflection and self-Management:

6.1. Proposal Behavior of the Student and Study of the Behavior

The 3 personal behaviors the student which can influence impact on project as follows:

1. Disregard For Deadlines
2. Side Conversations
3. Ignorance the escalation process

The study of the impact behavior on the project and how to be eliminated as table:

#	Behavior list	Reasons	Eliminate
1	Disregard For Deadlines	Missed submission deadlines	Mitigate deadline by re-estimate the expected time of completion
2	Side Conversations	The member not agreed on some point,	Create a compelling focus, Stay Positive
3	Ignorance the escalation process	Some member think the oral communication will remedy of issues without documentation	Awareness increase by updating management to avoid any missed steps and understanding of the project

6.1.a Proposal Behavior of the Student Table

6.2. Strength, Weakness, Opportunity and Threats (SWOT)

1. Strength

- Workforce Code of Conduct: This will prescribe expected behavior and govern interactions with local communities. It will include a disciplinary procedure and workers will be made aware of the grievance mechanism for local stakeholders, explaining that stakeholders have the right to register a grievance through a formal procedure.
- Camp Management Plan: This plan will include provisions for induction and training and include the workforce Code of Conduct for the Project. The camp will be closed to non-residents and be fully self-contained, providing lodging, catering and recreational facilities.

- Grievance Mechanism: Local communities will be made aware of the Project's grievance mechanism as part of ongoing stakeholder engagement, as detailed in the SEP.
- All measures will be in place before workers move to the camp.

2. Weakness

- Construction workers on the Project will be exposed to risks typical of civil construction facilities, such as working at height, manual handling, and contact with hazardous material, noise and vibration, amongst others. In the absence of appropriate standards, the health and safety of workers would not be adequately protected. Impacts could be of major significance with the potential for injury or fatalities.
- While impacts to cultural heritage were scoped out during the scoping phase, there is a possibility that important cultural heritage is found during excavation and construction
- Excavation works, blasting, building construction, and Project related traffic will create temporary noise and vibration emissions. Night time noise emissions from the construction activities are expected to generate significant noise impacts to residential receptors.

3. Opportunity

- Number grievances submitted by workers.
- Recruitment records, including gender, age, ethnicity, disabilities etc. and number of staff per contract type (eg contractor, full time, part time)
- Record of how applicants were informed of opportunities.
- Engagement minutes and materials from meetings with staff.
- Number of grievances reported and dealt with according to grievance mechanism.

4. Threats

- During the first four months to one year of construction, up to 510 vehicles are expected to be on site each day including 200 HGVs, 70 trucks, 90 cement mixers and 150 cars. This will reduce in year two once earthworks are complete and concrete mixers are no longer required; down to 220.
Accordingly, this will generate additional traffic load on the existing road network near the Project site and increase the potential for traffic accidents to occur, which could lead to injury or fatalities to other road users and pedestrians.
- Construction workers on the Project will be exposed to risks typical of civil construction facilities, such as working at height, manual handling, and contact with hazardous material, noise and vibration, amongst others. In the absence of appropriate standards, the health and safety of workers would not be adequately protected. Impacts could be of major significance with the potential for injury or fatalities.
- The following could cause significant risks without appropriate mitigation and management:

- Exposure to infections/disease
- Exposure to hazardous materials, waste and radiation
- Security, particularly with regard to the high security forensic hospital
- Storage, handling, and presence of chemicals, pressurized gases, boards, plastics, and other flammable substrates

7. Personal Integrity and Reliability

7.1 Behaviors Contradict

1. Confidentiality
2. Being Responsible
3. Being Honest

7.2 Analyze the Financial, Social, and Technical influence

Effect of these issues on technical, commercial, and social to the Project activities and relationships:

Confidentiality is a prime example of integrity in the Project. It is also a legal necessity. Employers have an obligation to keep certain information secret. Violation of privacy is harmful and punishable. Confidentiality instills trust and encourages sincere consideration of the privacy of others.

Being Responsible is to confirm that the project's goals and objectives are met to ensure that the project obtains the intended business objectives. Keep abreast of major project activities. Ultimate decision maker for issues that impact the business. Provides final approval for all major scope changes

Ethics is a concept commonly used to refer to the morality of an individual or an organization. If well applied, ethics can become a principle that improves decision-making processes.

However, ethics do not describe a specific standard or conduct. Ethics is linked to an intimate reflection and helps to determine what the correct path is and how people should act.

Ethics must be expressed and practiced within the organization by identifying:

- The way a person should behave,
- The correct and accepted behaviors, without ambiguity.

At the basis of ethics is honesty, which should be part of every relationship, interaction, Decision, or action taken by an organization and its employees.

8. Personal Communication

8.1. Register of Stakeholders

PERSON	ROLE / TITLE	CONTACT INFORMATION	COMMUNICATION FREQUENCY	FORMAT / CHANNEL	NOTES
Khalil Almuwallad	Team Lead		Daily, weekly, monthly	The team lead facilitates the daily, in-person Scrum meeting, does weekly progress reports using communication tools, and sends monthly, high-level timeline/budget/progress updates to the product owner by email.	Go-to for problem solving and questions
Anas Alamoudi	Team Member - Functional		Weekly	The team member/functional participates in daily and weekly check-in meetings and emails.	Specializes in functional
Mohammed Qabbani	Team Member - Technical		Daily	The team member/technical participates in daily and weekly check-in meetings and emails.	Oversees product backlog technicality
Hamed Albahary - Salman Alamri	QA		Daily	QA reports on testing status and troubleshooting squashing.	
Abdulmohsen Othman	Release Manager		Weekly and as needed	The release manager updates release documentation.	Only person authorized to change release plan

Khalid Almutiri	Product Owner		Monthly	The product owner reports team progress to leadership stakeholders monthly.	Not involved in daily Scrum meeting
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8.1.a Stakeholders Register (Personal Communication Table)

8.2. Effective Communication

SUMMARY

This is the communication plan for the Integrated medical tourism project team. It covers our schedule of meetings, where we store our shared documents, and how we communicate at other times.

COMMUNICATION GOALS

- Keep each other informed about the status of tasks (i.e., green, yellow, or red).
- Ask for and offer help where needed.
- Track budget to actual.
- Help groom the product backlog.
- Define information so you can share it with product owners and other stakeholders.

8.2.a Effective Communication Table

8.2. Identify the shape, models, and channels

Communication it is the process by which a message or information is exchange from a sender to a receiver.

Communication unlike expression does not require response. When you communicate, you exchange with other people the evidence of their ideas and feelings as well as yours.

In a formal meeting managers should meet with employees at twice a month to communicate about anything that has an impact on their work with the new management team, employees at all levels rely on reports? Manager develops strategy in response with an internal report. Employees.

Objectives:

- Assure customers that the resort will still maintain its enviable customer service and product quality.
- Communicate and assure employees that the new management team will not affect their organizational structure, culture and leadership style and also their security.
- To call a meeting for all shareholders, for the uncertainty about the security of their investment and the profitability.

- To have a community meeting with people in and around the resort to generalize the uncertainties and assure them that this new management will still carry out the community projects.

Methods:

Internal Communication structures like internal emails to communicate issues if any or just to give needed information, also using organization charts to help them understand chain of command and span of control therefore they know who to report to. Make them aware of how they can advance in the company (position).

External Communication helps to establish your company's identity. External Communication is important because you will be dealing with a lot of people from outside of the company who will need to know what is going on with the company.

Meetings & Messages can also flow from the superior to subordinate levels, when you communicate with employees at level subordinate to yours, your job is to share information related to their concerns with work requirements, organizational policies, and job tenure.

Advertisements will be used to on customers; to show them enticing products and service, media such as television, radio, internet, and newspaper. The public needs to understand how their input will be used, how decisions will be made, and the consequences of potential management action. There should be a link between public comment and decision making, or the public will see no reason to participate.

8.4. Establish the communication Matrix

TYPE	WHEN / WHERE / PARTICIPANTS
DAILY SCRUM MEETING	We gather in person around the Scrum board for a stand-up meeting of 15 minutes.
SHARE	
• Each person reports on doing, done, to do. • Problems are flagged. • Ask for help if needed.	

TYPE	WHEN / WHERE / PARTICIPANTS
SLACK CHANNEL	This is open-ended, real-time communication and file sharing.
SHARE	
• Include the burndown chart. • Include documentation. • Ask questions so everyone can see.	

TYPE	WHEN / WHERE / PARTICIPANTS
SPRINT PLANNING AND RETROSPECTIVE	At the start and end of each two-week sprint, we meet to discuss what will be accomplished or to analyze the successes and failures of the past sprint.
SHARE	
• Share two days in advance: ○ Agenda for meeting ○ Product backlog ○ QA report ○ Attendees needed for meeting (includes product owner) ○ Budget • Meeting format: ○ Agenda review ○ Review product backlog ○ Questions/discussions ○ Next steps review • Email (immediately after meeting): ○ Meeting notes to all attendees	

- Sprint goals

TYPE	WHEN / WHERE / PARTICIPANTS
MONTHLY EMAILS	Khalil (team leader) reports to Khalid (product owner).
SHARE	
• Progress report vs. plan • Help needed from other departments • Issues • Timeline • Upcoming activities	

8.4.a communication Matrix

8.5.3 Wrong Scenarios of Communication

1. Passive Aggressive Communication

Passive-competitive conversation is a bad exercise that has an instantaneous poor have an effect on how human beings sense approximately themselves and others withinside the workplace. Passive-competitive conduct or conversation is a tough issue, due to the fact the poor matters which might be being stated or accomplished are regularly diffused and won't be visible as brazenly competitive, offensive or confrontational. However, the man or woman at the receiving stop of the conversation time and again feels disregarded or dealt with poorly and to the factor that the connection is damaged.

[Source](#) (3)

2. Failing to Listen

There are instances to forge a direction ahead in business, however leaders and personnel who function as disconnected people and fail to pay attention to the ones round them are undertaking bad communications. There are many examples of failure to pay attention, amongst them the failure to pay attention on your patron base. If a service or product gets ordinary poor remarks and also you do now no longer pay attention and remedy the problem, your clients will fast end up upset and purchase elsewhere. A competitor who listens and meets the need, might also win your clients' business.

3. Intimidation in the Workplace

Intimidation techniques are a shape of bad conversation that fast creates a poisonous and regularly fear-stuffed paintings environment. A boss who bullies his personnel into getting matters finished is probably to revel in excessive flip over rates. Intimidation also can arise among co-employees competing for the identical promotion. This unnerving form of conduct is regularly withinside the shape of direct verbal language or bodily threatening actions. Examples

of intimidation consist of loud speech, bodily taking on paintings space, or status in near bodily proximity to motive discomfort.

8.6. Stakeholder assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Team Lead					C D
Team Member - Functional			C	D	
Team Member - Technical				C D	
QA				C D	
Release Manager			C	D	

8.6.a Stakeholders Assessment Matrix Table

9. Leadership

9.1. Identify the Leadership Model and which model you preferred

This leadership style defines the vision for a team and project. It motivates team members by establishing a shared vision in which all project participants can identify and strive toward. When team members understand how their work fits within a project's vision, it may motivate them to apply their specific skills because they know how their role directly contributes to their project's success. This style is most effective after the development of a strong team bond.

This style of leadership works best when a project manager frequently communicates project goals with their team. **The affiliative leadership style** helps members of a team build positive relationships with one another. It promotes team bonding by prioritizing the emotional needs of individuals. By focusing on individual needs and positive feedback, this leadership style creates a team culture of support and positivity. This leadership style is effective for:

- Increasing team morale during stressful moments
- Limiting and managing conflicts between team members
- Restoring trust in a project, goal or individual

It can also help improve communication among team members and help them develop good workplace relationships. Leaders who use this style focus on offering praise and employing team-development activities. For example, a leader may conduct an activity for team members to introduce themselves and learn about one another before starting a project.

Although this leadership style can be a great way to maintain morale and support a team through work-related challenges, it may be less effective in addressing performance-related issues. This style may not be effective in situations where leaders provide constructive feedback or set clear directions for their team.

9.2. Proposal of Motivation

Hence, our project can use the **five mentioned motivation methods** that could suits the nature of integrated medical tourism project.

1) **Build relationships with team members**

As a project leader, your team is your most valuable asset for achieving project goals. Taking the time to understand each team member's interests, motives, and skills and work habits can help you optimize their abilities and performance.

2) Set measurable goals

After outlining the major goals of your project, consider defining smaller, measurable goals to track your progress. These goals may help you divide larger objectives into smaller targets that are easier to manage and accomplish.

3) Evaluate progress

As your team works toward achieving project goals, ensure that you routinely evaluate their progress. Remaining attentive to your team's performance and identifying any strengths or weaknesses may help you adjust your strategy to ensure that your team meets its objectives in a timely fashion.

4) Prioritize communication

Constant communication with your team is essential for a productive and healthy work environment. Good communication practices include listening and acting on feedback and providing performance evaluations that help your team members understand their strengths and weaknesses.

5) Be flexible

Finally, remain flexible and adapt your leadership style based on the specific requirements of your team. Understanding different leadership styles that you can employ may help you determine which is the best for meeting your project's objectives.

10. Teamwork

10.1. Design RACI Model

Deliverable or Task	Status	Sponsor / Leadership				Project Team				Other Resources			
Phase 1													
Deliverable/Task 1		A	R			I							
Deliverable/Task 2		A		R		I							
Phase 2													
Deliverable/Task 1		C	I			A	R						
Deliverable/Task 2			I			A		R					
Phase 3													
Deliverable/Task 1			I			A	I		R		C		
Deliverable/Task 2			I			A	I	R			C		
Phase 4													
Deliverable/Task 1				I		A	R				C		
Deliverable/Task 2				I		A		R					
Insert new rows above this one													
D	Driver	Assists those who are responsible for a task.											
R	Responsible	Assigned to complete the task or deliverable.											
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.											
S	Support	Provides support during implementation.											
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.											
I	Informed	Must be informed after a decision or action.											

10.1.a Design RACI Table

11. Conflict and Crisis

11.1. Identify the Conflict and Crisis

Conflict

1. **Body language** – A person's body language is one of the most common ways to tell whether something is amiss. Often, people do not realize the body language they adopt, so focusing on body language can be essential in recognizing if an employee is bottling a problem up. Examples of body language to watch out for include:
 - **Avoiding eye contact** – this can show nervousness towards a person.
 - **Crossed arms** – someone who feels under attack may adopt crossed arms, which shows defensiveness.
 - **Frowning** – this expresses discontent and sometimes anger towards a person and/or situation.
 - **Position** – people may stand or face away from others to show their discontent.
2. **Behavioral changes** – Changes in normal behavior show that something is wrong. For example, people may withdraw from situations, not contribute, and remain quiet, even though this is out of their usual character.
3. **Clique formation** – Employees should always work together as a team for the benefit of the company. If you notice a division of the team into obvious groups, this may indicate a conflict between certain people. This also applies if you see people taking sides or ganging up on others.
4. **Slowed productivity** – When people feel unhappy in their work environment, their morale and motivation tend to decrease and they focus less on their work. If you notice a reduction in productivity, consider asking employees if there is a particular reason for this.
5. **Anxiety** – People who experience conflict may seem anxious and on-edge. For example, they may avoid social interactions and constantly question their work.
6. **Words and comments** – The way employees express themselves verbally can indicate if conflict is occurring. If people are upset, their words become much more emotive. You may also notice sly and odd comments made between people, and some employees may even be rude and inappropriate towards others.
7. **Complaints** – Listen to how people talk about their job, colleagues, and their work. If they frequently complain, this indicates dissatisfaction and may be a sign of conflict. You should also take extra care to focus on any negative responses in staff surveys.
8. **Loss of trust** – Trust is essential in workplaces. Employees must be able to trust each other and people in management. Distrust may indicate conflict and feelings of anxiety.
9. **Increased sickness levels** – Higher sickness levels can indicate staff dissatisfaction and a lack of willingness to come into work. Furthermore, frequent conflicts can lead to mental health implications such as stress, anxiety, and depression. We all get sick from time to time, but if there are noticeable patterns you should ask why.

10. **High staff turnover** – If you experience a high staff turnover and a large number of staff leaving, there is usually a reason why. You should investigate this to prevent current employees from leaving and to make your company a better place to work.

Crisis

A crisis is a sudden and unwanted situation that has the potential to threaten the integrity or reputation of your company if not handled properly or responded to immediately.

It is difficult to predict all crises, but there are certain steps your organization can take, in order to prepare for them. Through knowledge, preparation, calmness, control and communication, your organization can secure the best possible outcome from a crisis. This is also recognized as crisis management.

Ultimately, crisis management is a process used to protect or reduce the impact of damages a crisis might have on your organization's reputation or credibility and in turn, upon your stakeholders. As it is a part of a process categorizes the process into three phases:

1. **Pre-crisis: Prevention and preparation planning**
2. **Crisis response: When management has to respond and deal with the crisis**
3. **Post-crisis:** Re-examining what happen to be better prepared for the next crisis the essence of crisis management is effective communication and the principle of crisis mismanagement is making a bad situation worse. The crux of crisis management “is about seizing the initiative – taking control of what has happened before it engulfs [your] organization. Planning to manage for crises and issues is the key to [your] corporate survival” because now more than ever before, your company profits are tied up to your reputation. How you handle a crisis can make significant differences to your brand image and market value.

11.2. Expected Conflict 3 Scenarios with RCA

Root Cause Analysis (RCA) is a structured problem-solving method. The aim of RCA is to identify, understand and solve the deeper ‘root causes’ of problems. RCA is built on

the principle that causal relationships exist for all events. By understanding these we can move beyond the symptoms and address the root causes at source

<i>The 5 Whys Technique (3 Whys)</i>								
<i>Scenario 1</i>			<i>Scenario 2</i>			<i>Scenario 3</i>		
<u>Problem Statement</u>			<u>Problem Statement</u>			<u>Problem Statement</u>		
Your new supervisor not being very responsive			You want to keep the friendship going, but they aren't even speaking to you outside of team meetings			Feeling frustrated and overloaded all day from your resort manager		
<u>Why?</u>	<u>Answer</u>	<u>Countermeasure</u>	<u>Why?</u>	<u>Answer</u>	<u>Countermeasure</u>	<u>Why?</u>	<u>Answer</u>	<u>Countermeasure</u>
<u>Why?</u>	You did not help them when they need you	Helping each other is the best in the workplace	<u>Why?</u>	You got a promotion that your friend at work was also looking for	Your management have a criteria that result you get promotion	<u>Why?</u>	They send you seemingly urgent requests when you're sleeping or just waking up, even before you start your duty	Checking these requested importance to determine why they are
<u>Why?</u>	you are working on a tight	Considering helping them as a waste of	<u>Why?</u>	Based on the criteria	Management to	<u>Why?</u>	You are trustabl	You need to

	deadline and don't want to waste time	time and maybe they will help you to complete your activity		of your company they selected you	notify everyone and clear the criteria of promotion		e and you complete your tasks before deadlines	keep and manage your task without any change
<u>Why?</u>	You don't have enough team to work with you to complete your task	Sit with your new supervisor and explain to him your difficulty	<u>Why?</u>	promotion Criteria wasn't clear to everyone	Checking company manual for this criteria	<u>Why?</u>	No other employees can act same as your performance	Management needs to hire trustworthy employees
<i>Root Why?</i> <i>No effective communication between you and your new</i>	<i>Root Answer</i> <i>Since he is new supervisor, you need to know his style of work</i>	<i>Have a regular meeting with your supervisor</i>	<i>Root Why?</i> <i>no clear criteria for promotion</i>	<i>Root Answer</i> <i>Promotion criteria wasn't clear to all</i>	Have a regular meeting with management to explain this criteria to avoid team conflict	<i>Root Why?</i> <i>not enough employees that they can do same as your performance</i>	<i>Root Answer</i> <i>No regular meeting with your management to explain your issues</i>	<i>Have regular meetings with your management and explain in your</i>

<i>superv isor</i>							<i>feelin gs</i>
------------------------	--	--	--	--	--	--	----------------------

11.2.a Root Cause Analysis Table

12. Resourcefulness:

12.1. Distribute the Human Resources

Human sources is the strategic control of an organization's team of workers. At its maximum basic, meaning dealing with all ranges of every employee's lifestyles cycle: being recruited, hired, on boarded, skilled and eventually, transitioned out of the organization.

In maximum companies, HR is likewise tasked with selling every group of workers member's expert development, protection and morale whilst employed. To do that, an HR branch has many equipment at its disposal, such as the company's blessings plan, payroll, profession development, anti-harassment guidelines and team of workers variety initiatives.

In doing its work, HR serves multiple constituents:

- **Employees**, who seek workplace fairness, protections and resources.
- **Leaders**, who seek policies and structure to guide their management decisions.
- **Shareholders**, who depend on HR to spend wisely and earn a return on its investment.
- **Lawmakers**, local, state and federal, who look to HR to understand and enforce all statutes that regulate employment. [Source](#)

12.2. Analyze the Influence of Conducting Crashing and Fast-tracking

There are two ways to compress the Project Schedule (Time) without reducing the scope of the project:

Crashing

Fast-Tracking

Crashing

Crashing involves including resources for a particular project activity. This is done so that the project can be completed seamlessly and quickly, but this method tends to be costly.

Fast-Tracking

Fast-Tracking involves changing the string of activities so that some of the activities are performed simultaneously. It increases the risks involved as it ignores the discretionary dependencies and performs additional activities parallels. It does not always increase the cost to the Project.

Schedule compression reasons for using fast tracking method to meet the estimated time without any extra cost.

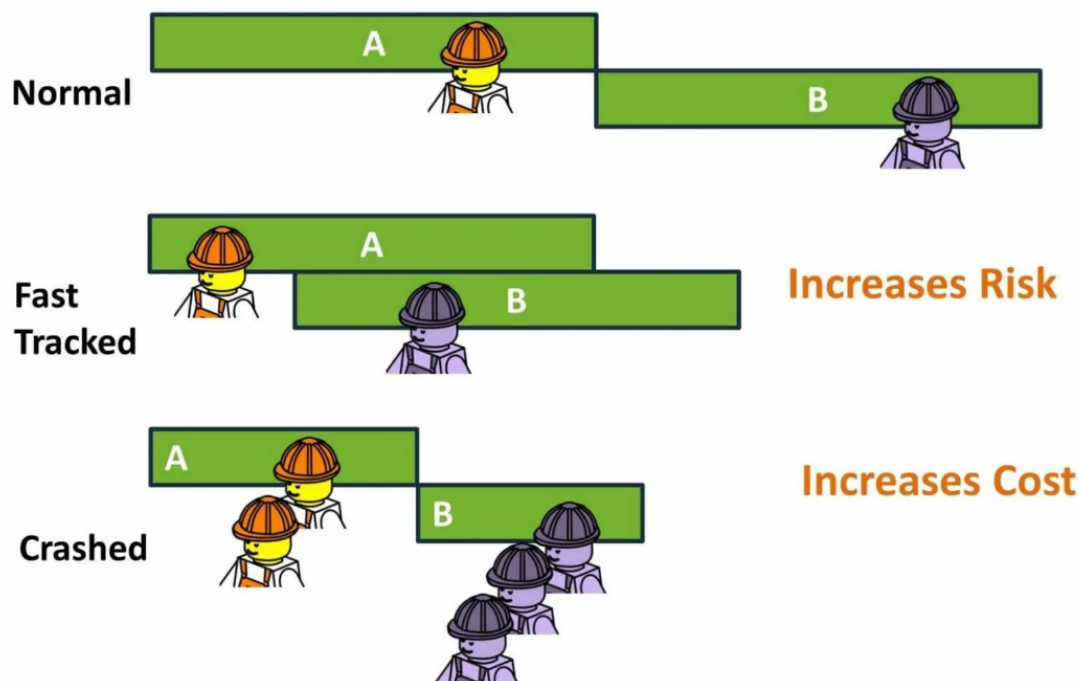
There can be a non-exhaustive list of reasons for compressing the schedule during the initial schedule development. However, common reasons are as follows.

1. An externally imposed deadline requires completion of the project sooner than later. For example, the deadline to submit some information to the government
2. Lack of additional funding forces the project completion by the end of the fiscal year
3. The project is part of the program which requires the deliverables from the project earlier so work can proceed on other projects
4. A key stakeholder will be unavailable for an extended period urging an early finish of a part of the project work
5. The project must be delivered before an operational contract expires, etc.

Now, here are some reasons for schedule compression while the project is ongoing.

1. There is an urgency to compress the schedule because the work has progressed slower than expected. The slow progress may have been due to,
 - the low skill level of project resources
 - scarcity of resources
 - a serious setback
2. The original estimate was too aggressive and unrealistic
3. There has been a change or an addition to the scope as the project progressed, etc.

[Source](#) (4)



12.2.a Crashing and Fast-Tracking Example [Source](#)

13. Negotiations

13.1. General Rules for the Negotiation Process

Definition of Negotiation:

Negotiation is a process by which two or more people (or groups) resolve an issue or arrive at a better outcome through compromise. Negotiation is a way to avoid arguing and come to an agreement with which both parties feel satisfied.

Negotiation can be used by a variety of groups in a variety of situations—for instance, between individuals at a market looking to get the best price on an item, between startups looking to merge organizations through business negotiations, or between governments who want to come to a peace agreement. In your daily life, you may find yourself at work in salary negotiations or sales negotiations.

The 5 Stages of the Negotiation Process:

While there are many approaches to negotiation tactics, there are five common steps that most effective negotiations follow to achieve a successful outcome:

1. **Preparation and Planning's:** Negotiation preparation is easy to ignore, but it's a vital first stage of the negotiating process. To prepare, research both sides of the discussion, identify any possible trade-offs, determine your most-desired and least-desired possible outcomes. Then, make a list of what concessions you're willing to put on the bargaining table, understand who in your organization has the decision-making power, know the relationship that you want to build or maintain with the other party, and prepare your BATNA ("best alternative to a negotiated agreement"). Preparation can also include the definition of the ground rules: determining where, when, with whom, and under what time constraints the negotiations will take place.
2. **Definition of Ground Rules:** Once the planning and strategy are developed, one has to begin defining the ground rules and procedures with the other party over the negotiation itself that will do the negotiation.
 - Where will it take place?
 - What time constraints, if any will apply?
 - To what issues will negotiations be limited?
 - Will, there be a specific procedure to follow in an impasse is reached? During this phase, the parties will also exchange their initial proposals or demands.
3. **Exchange information:** This is the part of the negotiation when both parties exchange their initial positions. Each side should be allowed to share their underlying interests and concerns uninterrupted, including what they aim to receive at the end of the negotiation and why they feel the way they do.
4. **Clarification and Justification:** During the clarification step, both sides continue the discussion that they began when exchanging information by justifying and bolstering their claims. If one side disagrees with something the other side is saying, they should discuss that disagreement in calm terms to reach a point of understanding.

5. Bargain and problem-solve: This step is the meat of the process of negotiation, during which both sides begin a give-and-take. After the initial first offer, each negotiating party should propose different counter-offers for the problem, all the while making and managing their concessions. During the bargaining process, keep your emotions in check; the best negotiators use strong verbal communication skills (active listening and calm feedback; in face-to-face negotiation, this also includes body language). The goal of this step is to emerge with a win-win outcome—a positive course of action.
6. Conclude and implement: Once an acceptable solution has been agreed upon, both sides should thank each other for the discussion, no matter the outcome of the negotiation; successful negotiations are all about creating and maintaining good long-term relationships. Then they should outline the expectations of each party and ensure that the compromise will be implemented effectively. This step often includes a written contract and a follow-up to confirm the implementation is going smoothly.

13.2. Negotiation Plans

13.2.1 Negotiation Plan1:

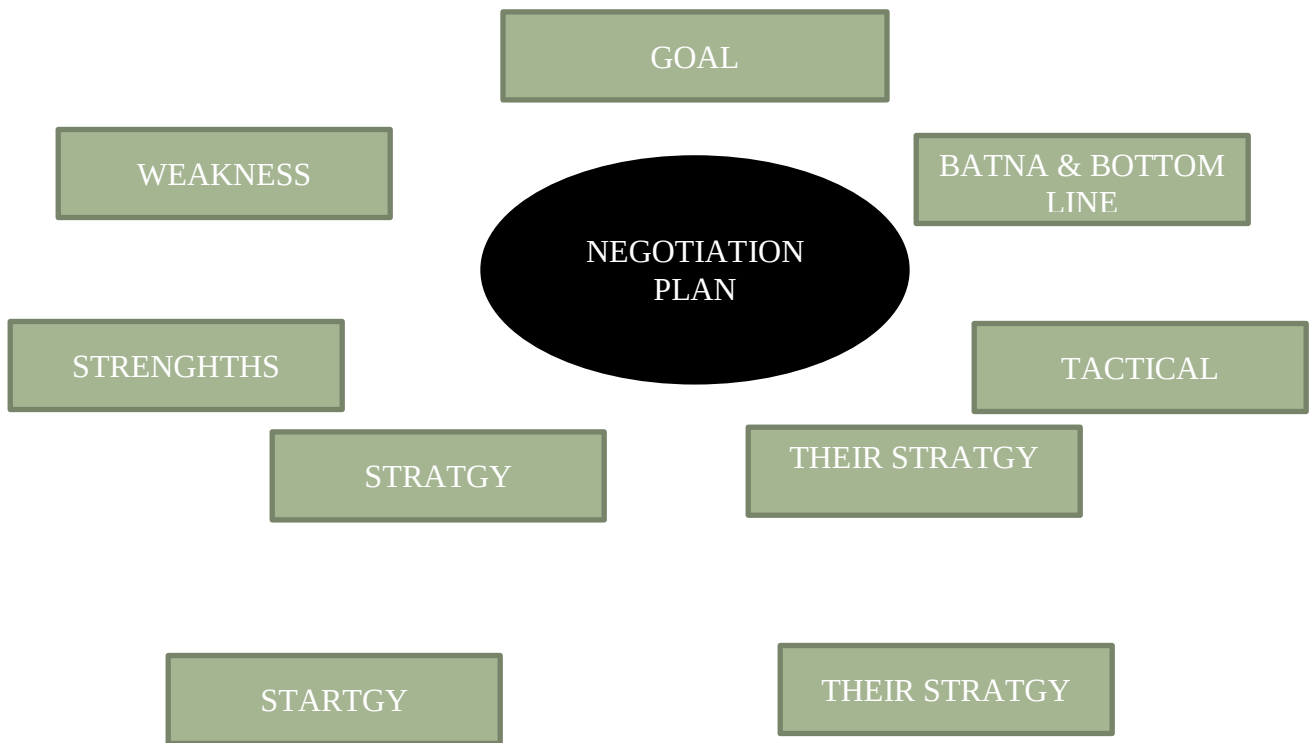
Clarify interests, issues positions		Plan the process	Create options		Choose (issues/options)	Implement the agreement
Our interest	Their interest	Who/when/where /how	Generate	viability	Options/issue we agree on:	What is the agreement?
Our position	Their position	Tone of the meeting	Brainstorm			
			Creative		Options/issue we cannot agree on:	Who/when/How
		BATNA*	Our interest		Their recourse	Measure of the success
		Our agreement Their agreement				
		WATNA*	Our recourse		Their interest	

*Best Alternative to a Negotiation Agreement.

*Worst Alternative to a Negotiation Agreement

13.2.1.a Negotiation Plan Table 1

13.2.2 Negotiation Plan 2;



13.2.2.a Negotiation Plan 2

14. Project design

14.1 identify the Triple constraint of the project

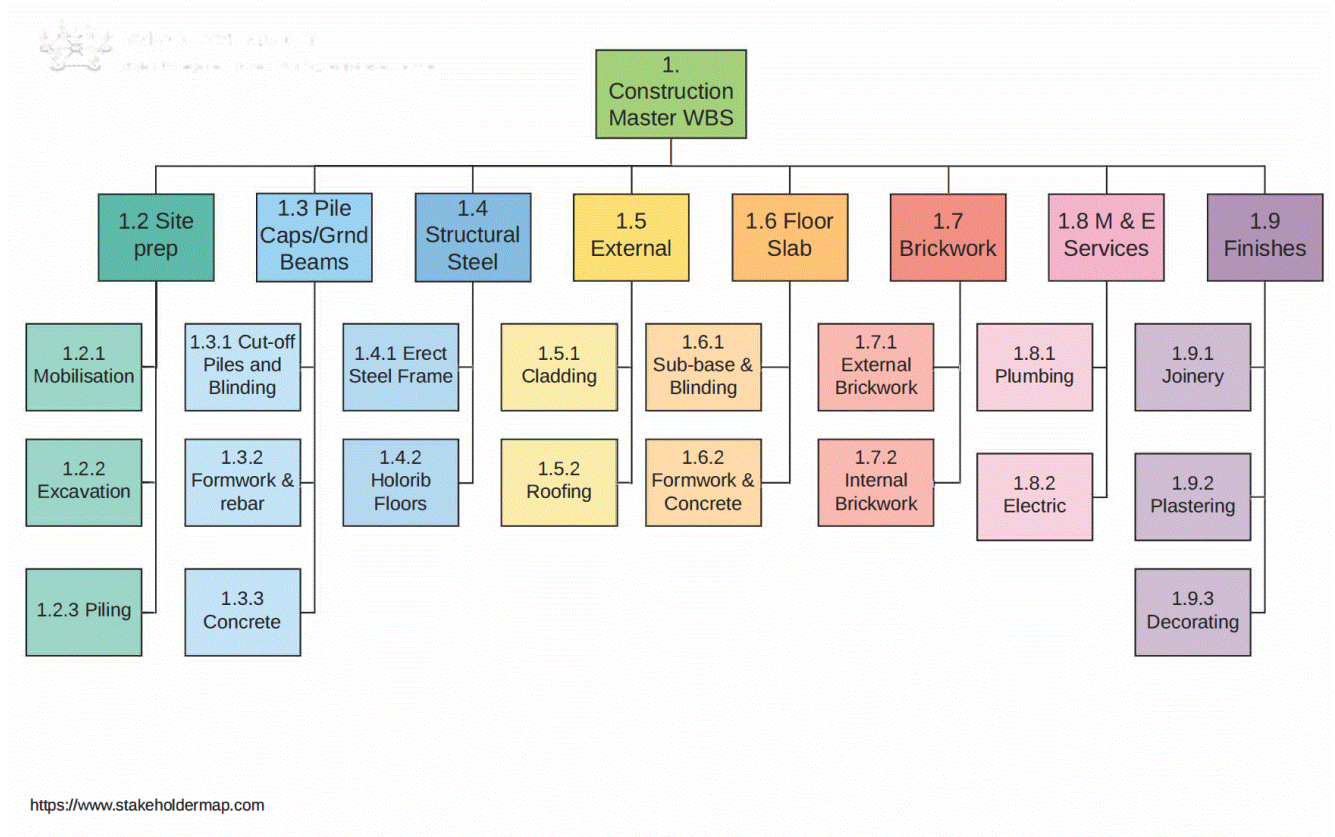


14.1.a Triple Constraint

14.2 To set up a list of the project success factors

- Intelligent People. To make a project a success, you need capable people in your team. ...
- Comprehensive Planning. Having a detailed plan sets the ball rolling in favor of project success from the start. ...
- Open Communication. ...
- Proper Risk Management. ...
- Strong Project Closure.

14.3 develop and identify work breakdown structure, in addition to prepare a guide to illustrate it.



14.3.a Work Breakdown Structure

15. Requirements and objectives

15.1 Requirement traceability matrix

1. Prioritizing Requirements on a Higher Level

We'll use the RTM to select the most critical requirements that we need to implement. This way we can get the most from the resources we have and produce a product that clients need. Or alternatively, we have a product that we continuously develop through several projects. We update the list of requirements all the time. This matrix will help us to form the Scope for the next project.

2. Avoid Gold Plating

Fill in the Business Need and justification for each requirement. Often times, it appears that some requirements don't have justifications. We defer or remove these requirements because it doesn't bring any value to the product or the users. It helps us prevent gold plating.

3. Triage Project Scope

Also, we have to connect a Requirement with a specific Project Objective. This is pure integration on an objective level. If something doesn't support a project objective, it shouldn't be a part of that project. With these two columns, we can easily triage the project scope.

4. Analyze the Requestor

Let's review the connection between a requirement and its requestor or source. First of all, you can get conflicting requirements: One stakeholder will ask a blue button on a white background. Another one red button on a green background. These stakeholders may never meet. They don't know about the requirement of each other. So, you need to reach out to them to resolve the conflict. Or you can see who has more authority. But, again, we might have a short deadline or small budget. And different stakeholders will put the top priority on different requirements. But we can do only one of them. So, we can check whether a client or sponsor provided a requirement, or it was a technical stakeholder. At the very least, we can initiate negotiations to select one of the requirements.

5. Keep Stakeholders on the Same Page

Also, it's integration on the stakeholder level. Different stakeholders have different areas of expertise. Sometimes, clients may not know some technical needs for the project. They don't understand they need to allocate time and budget for it. So, RTM provides transparency for all major stakeholders and their areas of responsibility.

6. Avoid Scope Creep

We have a connection between a requirement and a WBS Element. From one side, by connecting these dots you'll ensure that you don't forget to implement some requirements.

7. Control the Requirements Definition Process

Having reference to specifications and designs is convenient first of all. But it also shows you the progress on the requirements definition process.

8. Ensure Test Cases Coverage

Now, think about having Test Cases on the same document. First, it shows the coverage. Second, Project Team can use these case cases as additional pieces of information to ensure that product meets requirements and passes the test cases.

9. RTM Will Help You Validate Scope

Later, when you are done with requirements definition RTM becomes your tool for tracking the progress on the Scope Baseline. You'll provide deliverables and get acceptance from the client on each and every requirement. Performed Test Cases might be a pre-requisite for getting a sign-off. As you know it's better to get acceptance during the project rather than at the end of it.

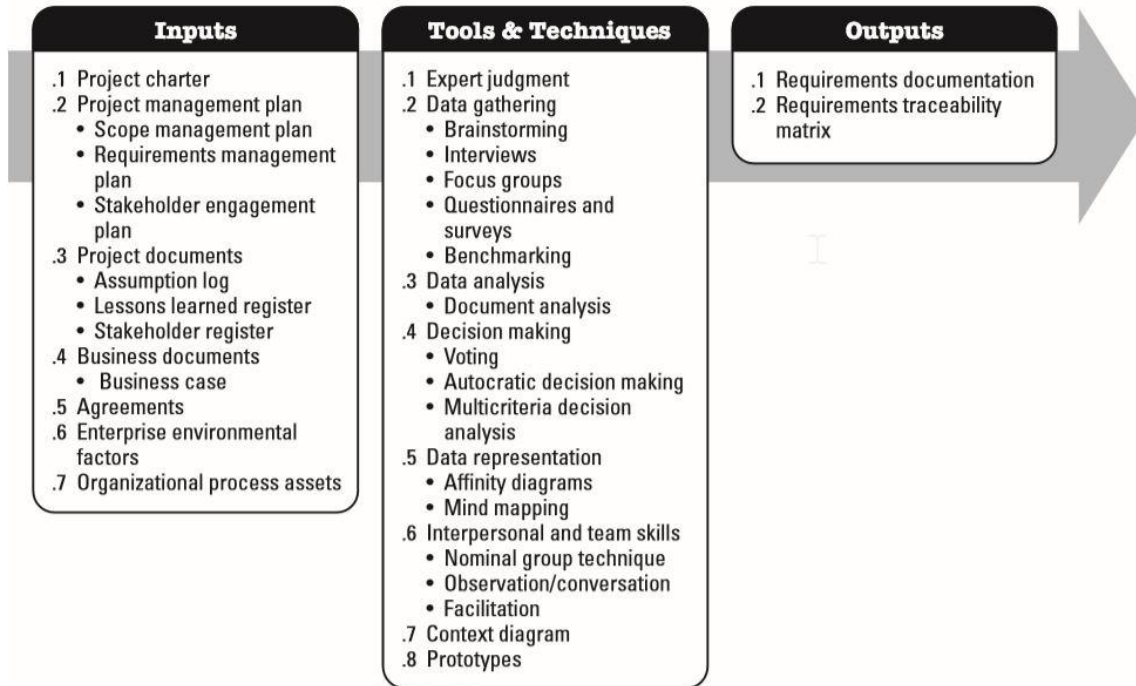
Table: 15.1.a Requirement Traceability Matrix

Requirements Traceability Matrix								
Project Manager:				Project ID:				
Project Sponsor:				Project Title:				
Requirement Information					Relationship Traceability			
ID	Category	Requirement	Priority	Source	Business Objective	Deliverable(s)	Verification	Validation
REQ-001	Mandatory	Ability for customers to search the knowledge base for solutions to broadband problems.	High	CTO	Increase self-service resolution rate by 13%	Knowledge base module Analytics module	Achievement of business objective within 1 yr from go live.	Unit test
REQ-002	Should have	My account area with ability for customers to register their product.	Medium	CCO	Increase reservation rate of 50% in 2 yrs	My account module Product registration plug-in	Achievement of business objective.	Unit test
REQ-003	Nice to have	Ability for customers to see recently viewed knowledge articles in a mv account area.	Low	Service Desk	Increase CSAT by 3% by 2nd half FY.	My account module and customisation to save viewed knowledge articles.	Up tick of CSAT.	Unit test

15.2 Methods used in requirement collection

The process of determining, documenting, and managing stakeholder needs and requirements to meet objectives. The key benefit of this process is that it provides the basis for defining the product scope and project scope. This process is performed once or at predefined points in the project. Here's a chart of the inputs, tools & techniques, and outputs of this process. (As you can see, Brainstorming is a type of Data Gathering under the Tools & Techniques section.)

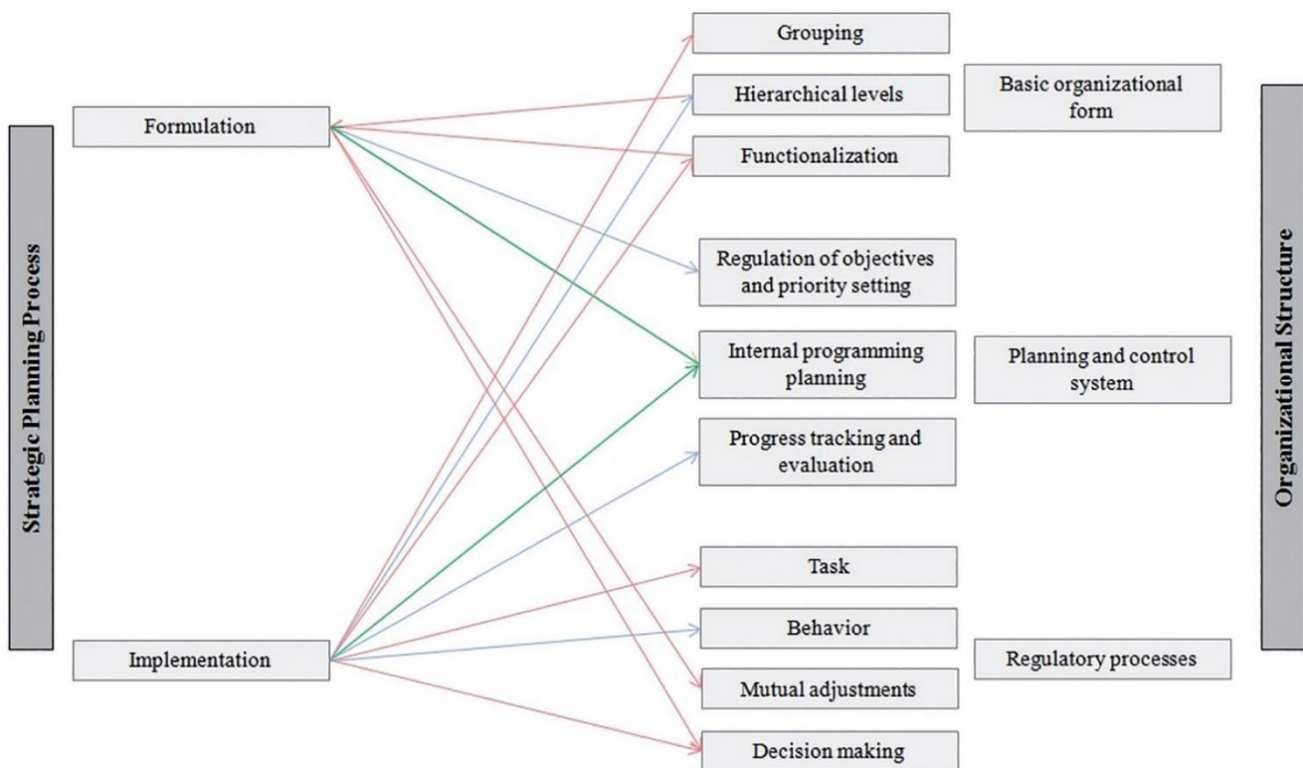
Collect Requirements



15.1.a Method requirement collection



Hierarchical structure



15.2.a hierarchical structure

16. Scope

16.1 develop, identify, and prepare the scope statement

Key to Success in order to capture and define the scope work that needs to be done

The following actions will be taken to ensure the success of the project scope:

Select the right therapist, test them, and determine their suitability for visitor services

Purchase comfortable welcome in facilities.

Purchased under the project will be handed over to and owned by the resort administration.

Staff operators can rent the equipment upon a seasonal basis against a fixed fee (per tour/day, week, month, full season).

Communicate with various tourism agencies and tour operators, collaborate with the team areas administration, and distribute appropriate leaflets in information centers, marketplaces, etc. Bookings could be arranged through the Park's visitor center.

Marketing

Target market the target market of the rental point is as follows:

- Local tourists: visitors who come to see the national park within the facilities in summer (the previous initial experience shows that visitors stay for approximately three-to-five days) - Foreign tourists/travelers: visitors who come via tourist agencies or individually and visit the region to see the national park - Birdwatchers: experts or amateurs interested in bird watching coming from all over the world - Weekend visitors: foreign and local visitors visiting the region at the weekends.

Pricing policy, the pricing policy is and will be customer oriented. The proposed rental rates for this project are shown below in Table Below:

Table: 16.1.a Proposed Tentel

#	Service	Visitor (SAR)
1	Rent for one day	250
2	Guide service for one day	50

The price has been determined from the consultant's experience and based upon the analysis of existing rates in other protected areas. At the same time, the consultant questioned the residents about rental rates during the field studies. Of course, the prices are not static and demand-supply regulation will change them from time to time.

Advertisement

Within the framework of the Integrated Medical Tourism Project Supporting zone project worked out within the framework of the Establishment, the following promotional activities are planned: media-tours and preparation and distribution of advertisement-informational materials which will include information

about rental points as well. The information will be also posted on the websites of the Integrated Medical Tourism Project. At the same time, the owners of rental points will co-operate closely with the administration. Information about offered services and prices will be available in leaflets distributed at the Tourist Information Centre located in the administration building of the Integrated Medical Tourism Project. It also recommended distributing the same type of information in the entrance Visitors Centre.

This project involves building a fence between the Villas in all Integrated Medical Tourism Project. The fence will consist of steel posts within concrete-filled holes. The fence will be built out of cedar, and it will be 8 feet tall. This is anticipated to keep the visitor's privacy contained within the yard at a reasonable cost. The fence will be located as close to the property line as possible and reach from the garage on the west side to the house on the north side.

This project is for the privacy of a all visitors of Integrated Medical Tourism Project. The fence will be designed as part of the project but will contain, as a minimum, the ability to create move around as needed, field level hazard assessments, safety inspections, and audits. Each of these will have a built-in checklist for typical projects in typical industries. There will be a corresponding continuous quality check. To illustrate the transformation of the project creep work packages in WBS structure we will adhere to the following:

19.3 product analysis management

Product analysis:

- Get the user's agreement on the project scope and requirements
- Establish the customer's quality expectations
- Record the acceptance criteria, method, roles and responsibilities for the project

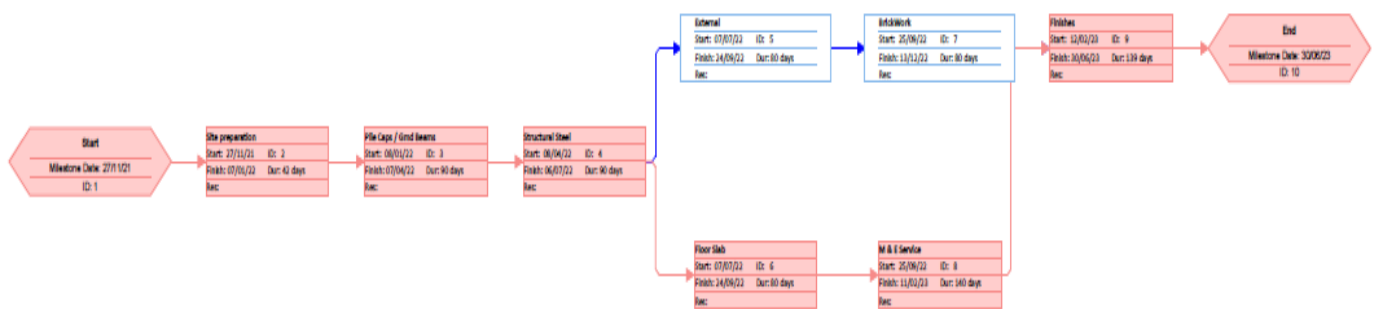
Product Description Template

Table: 19.3.a Product Description Template

Identifier	Relax with care product aim to provide our customers with a unique experience in the field of skin treatment with our specialist	
Title	Relax with care	
Purpose	For any customer looking for skin treatment	
Composition	Aqua (Water), Glycolic Acid, Propanediol, Hydrogenated Castor Oil, PEG-40 Hydrogenated Castor Oil, Betaine, Glycerin, Sodium Hydroxide, Polyquaternium-10, Phenoxyethanol,	
Derivation	Relax with care Scalp Scrub as a spring-clean for your scalp, instantly sweeping away build-up, balancing your microbiome, balancing oils and fighting flakes to keep your hair follicles happy. Made with both physical and chemical exfoliants, this formula is ideal for every scalp and skin type.	
Quality Responsibilities	Role	Responsible Individuals
	Product Producer	
	Product Reviewer(s)	
	Product Approver(s)	

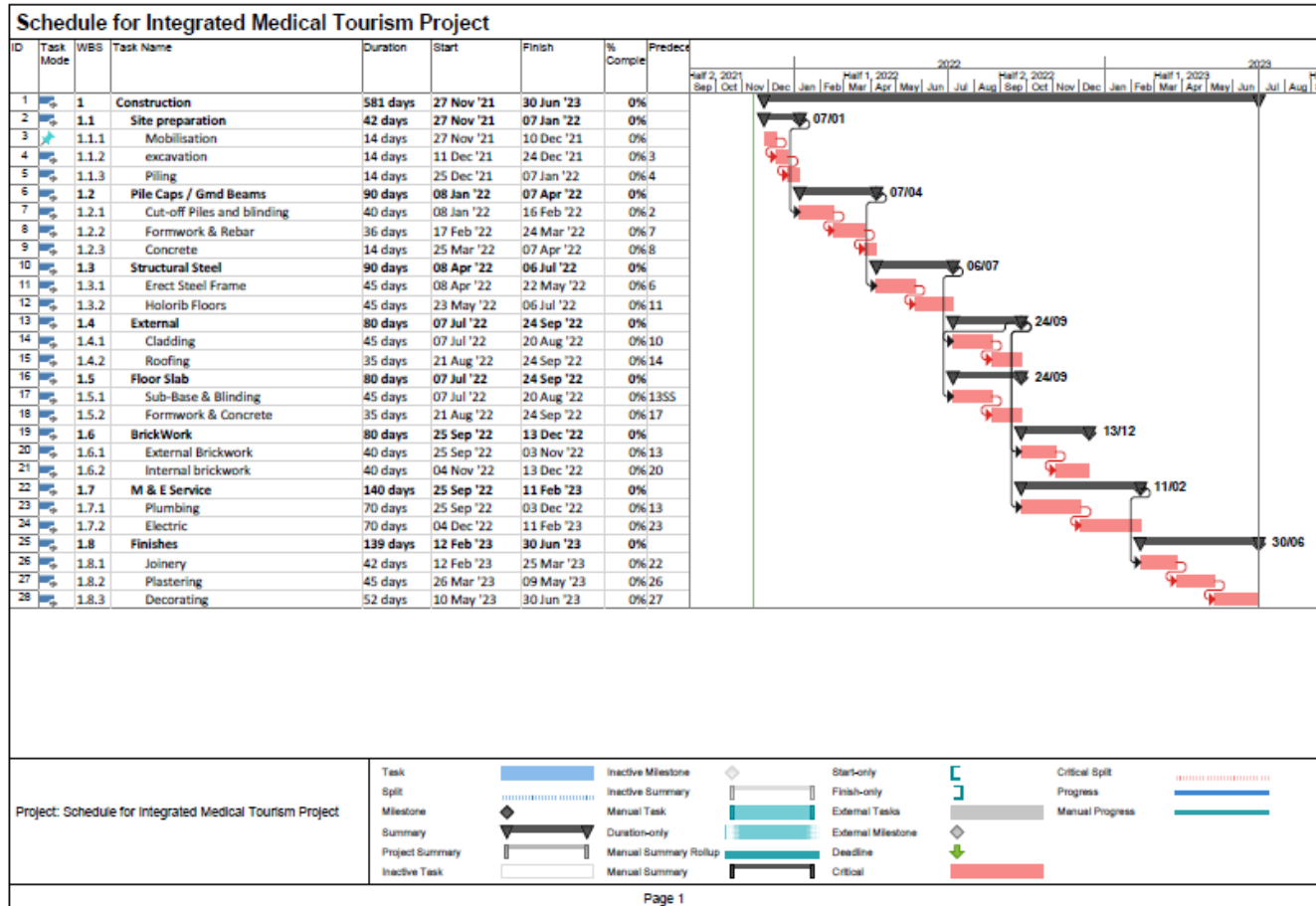
17. Time

- Activities included in each work package in WBS: Refer please to table 18.4
- Relationships between the activities: Refer please to table 18.4
- Logical diagram of the project activities, and identify the critical path:



17.1.a Logical diagram and Critical Path (highlighted in red)

- Gantt chart and Milestones model



17.2.a Gantt chart and Milestones model

18. Quality

18.1 To clarify Deming model for quality.

Plan

Integrated medical tourist resort

Long term goals

- The largest integrated tourist medical center in the world
- Featuring the best doctors in the world

- Be the first destination for medical tourism

Short term goals

- Establishment of a tourist medical center
- Attracting medical staff
- Establishment of laboratories
- Purchasing the necessary medical equipment

Do

Starting to choose the appropriate site in the appropriate country whose atmosphere is suitable for all visitors to the center. Starting the establishment of the center by contracting with a specialized engineering office to establish such centers. Upon completion of the establishment of the center, the necessary equipment for the center, whether medical or electronic, is purchased by assigning a team. For this purpose, he brought in the necessary medical, sports and other cadres to start operating the center.

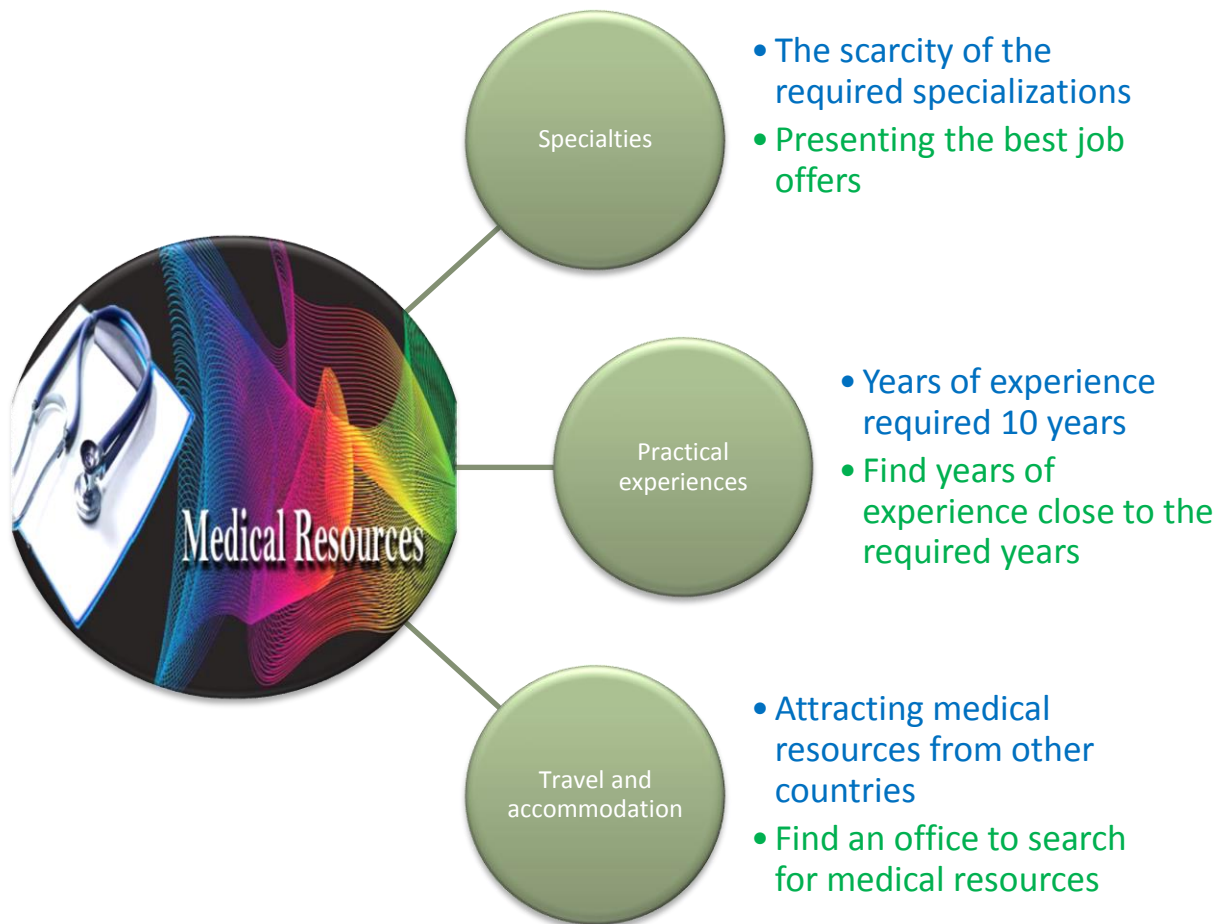
Check

Field tours are made to ensure the suitability of the place and then the progress of the construction and engineering works of the center is checked. Upon completion of the establishment of the center, it is ensured that the project is implemented as planned with the required specifications, ensuring that medical equipment and devices are of high quality and conform to specifications and standards. After that, the files of all cadres and their experiences that are appropriate to work in the workers' view center are considered, which should be the first center in the world.

Act

Work on what is planned according to the time required, and in the event of inability to implement some of what was planned, a meeting with stakeholders is held to develop alternative plans so that the project does not falter.

18.2 To develop SIPOC model, and Ishikawa for one of the issues of the project outputs.



18.2.a SIPOC model

19. Finance

19.1 Cost Breakdown Structure



19.1.a Cost Breakdown Structure

What Is the Earned Value of a Project?

Earned value (EV), also known as Budgeted Cost of Work Performed (BCWP), helps project managers measure a project's performance. It's the relationship between the budget and the percentage of completion of a project. It is a method used to calculate the health and status of any project by taking time and cost into consideration.

There are three important indicators to keep in mind when calculating the earned value of a project:

1. Earned value represents the amount of the work that's actually completed. It's the value the project has produced. It will allow you to compare the work that has been completed with the planned costs of your project. This calculation will allow you to objectively and quantitatively measure the success of your project. As mentioned earlier here is the formula to calculate the earned value:

EV = Percent complete (actual) x Task Budget.

2. The planned value also known as **Budgeted Cost of Work Scheduled (BCWS)** is the amount of the task that is supposed to have been completed.

3. The third indicator is **actual cost**, also known as **Actual Cost of Work Performed (ACWP)** is the actual amount of money that has been spent for the work completed by a specific date.

AC = Actual Cost of the Task

Earned value can be computed this way:

Earned Value = Percent complete (actual) x Task Budget.

CASE 1

if the actual percent complete is 20% and the task budget is SR13.998.930 then the earned value of the project is SR 2.799.786. **20% of the budget provided for this project.**

So, $EV = 20\% \times SR13.998.930 = SR\ 2.799.786$

CASE 2

if the actual percent complete is 50% and the task budget is SR13.998.930 then the earned value of the project is SR 6.999.465. **50% of the budget provided for this project.**

So, $EV = 50\% \times SR13.998.930 = SR\ 6.999.465$

20. Resources

20.1 . Concept of Resource Leveling and Smoothing

Resource Leveling and Resource Smoothing are aid optimization techniques. Resource Leveling is achieved to stability the call for and deliver of resources. Resource Smoothing is achieved to acquire a greater uniform aid usage over a duration of time. Resource Leveling may also alternate the critical path of the project, while Resource Smoothing does not.

20.2 To be trained on distributing the project resources of equipment and tools.

Resource leveling

- It applies the aid constraints to the assignment and can bring about an extrade in Project duration.
- Resource Leveling is by and large pushed with the aid of using useful resource constraints such as you do now no longer have extra than forty five hours of the given useful resource for a week.
- The allocation limits diagnosed in useful resource leveling have to be applied.
- When Resource Leveling modifications the project dates, might also change the crucial path, since constraints drive it.

Resource Smoothing

- We follow useful resource smoothing after doing useful resource-leveling. Since we want to first accommodate the useful resource constraints earlier than we will optimize it. Here we employ slack and could now no longer bring about an alternate of task duration. Because the total allocation of a sure useful resource stays the same.
- Resource smoothing is extra to do with favored limits like we do have forty five hours to be had for a given resource, however we desire that we allocate 38 hours in line with week, so we've a few respiration space.
- The preferred restriction diagnosed in aid smoothing might not be implemented in a few cases, if we do now no longer have slack. It is optimized in the drift boundaries
- Resource smoothing will now no longer extrade the important path; it attempts to make the first-class use of slack.

21. Procurement

Procurement management follows a logical order. First, you plan what you need to contract; then you plan how you'll do it. Next, you send out your contract requirements to sellers. They bid for the chance to work with you. You pick the best one, and then you sign the contract with them. Once the work begins, you monitor it to make sure that the contract is being followed. When the work is done, you close out the contract and fill out all the paperwork.

You need to start with a plan for the whole project. Before doing anything else, you need to think about all of the work that you will contract out for your project. You will want to plan for any purchases and acquisitions. Here's where you take a close look at your needs to be sure that contracting is necessary. You figure out what kinds of contracts make sense for your project, and you try to define all of the parts of the project that will be contracted out.

Contract planning is where you plan out each individual contract for the project work. You work out how you'll manage the contract, what metrics it will need to meet to be considered successful, how you'll pick a seller, and how you'll administer the contract once the work is happening.

The procurement management plan details how the procurement process will be managed. It includes the following information:

- The types of contracts you plan to use and any metrics that will be used to measure the contractors' performance
- The planned delivery dates for the work or products you are contracting
- The company's standard documents you will use
- The number of vendors or contractors involved and how they will be managed
- How purchasing may impact the constraints and assumptions of the project plan
- The coordination of purchasing lead times with the development of the project schedule
- The identification of prequalified sellers (if known)

The procurement management plan, like all other management plans, becomes a subsidiary of the project management plan. Some tools and techniques you may use during the procurement planning stage include make-or-buy analysis and definition of the contract type.

Make-or-Buy Analysis

This means figuring out whether or not you should be contracting the work or doing it yourself. It could also mean deciding whether to build a solution to your problem or buy one that is already available. Most of the same factors that help you make every other major project decision will help you with this one. How much does it cost to build it as opposed to buying it? How will this decision affect the scope of your project? How will it affect the project schedule? Do you have time to do the work and still meet your commitments? As you plan out what you will and won't contract, you need to think through your reasoning very carefully.

There are some resources (like heavy equipment) that your company can buy, rent, or lease depending on the situation. You'll need to examine leasing-versus-buying costs and determine the best way to go forward.

Contract Types

You should know a little bit about the major kinds of contracts available to you (the client) so that you choose the one that creates the most fair and workable deal for you and the contractor. Some contracts are fixed price: no matter how much time or effort goes into them, the client always pay the same. In Figure 13.1 the cost to the client stays the same, but as more effort is exerted the profit to the contractor goes down. Some are cost reimbursable also called cost plus. This is where the seller charges you for the cost of doing the work plus some fee or rate. Table 13.1 illustrates this by showing that as efforts increase, costs to the client go up but the contractor's profits stay the same. The third major kind of contract is time and materials. That's where the client pays a rate for the time spent working on the project and also pays for all the materials used to do the work. Figure 13.2 shows that as costs to the client go up, so does the profit for the contractor.

Fixed-Price Contracts

The **fixed-price contract** is a legal agreement between the project organization and an entity (person or company) to provide goods or services to the project at an agreed-on price. The contract usually details the quality of the goods or services, the timing needed to support the project, and the price for delivering goods or services. There are several variations of the fixed-price contract. For commodities and goods and services where the scope of work is very clear and not likely to change, the fixed-price contract offers a predictable cost. The responsibility for managing the work to meet the needs of the project is focused on the contractor. The project team tracks the quality and schedule progress to ensure the contractors will meet the project needs. The risks associated with fixed-price contracts are the costs associated with project change. If a change occurs on the project that requires a change order from the contractor, the price of the change is typically very high. Even when the price for changes is included in the original contract, changes on a fixed-price contract will create higher total project costs than

other forms of contracts because the majority of the cost risk is transferred to the contractor, and most contractors will add a contingency to the contract to cover their additional risk.

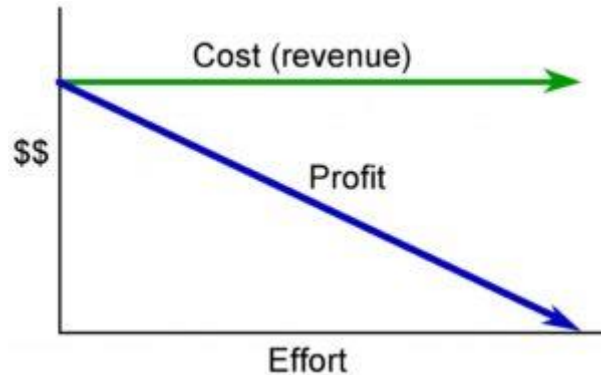


Figure 21.1.a: In a fixed-price contract, the cost to the client is constant regardless of effort applied or delivery date.

Fixed-price contracts require the availability of at least two or more suppliers that have the qualifications and performance histories that ensure the needs of the project can be met. The other requirement is a scope of work that is most likely not going to change. Developing a clear scope of work based on good information, creating a list of highly qualified bidders, and developing a clear contract that reflects that scope of work are critical aspects of a good fixed-priced contract.

If the service provider is responsible for incorporating all costs, including profit, into the agreed-on price, it is a **fixed-total-cost contract**. The contractor assumes the risks for unexpected increases in labour and materials that are needed to provide the service or materials and in the materials and timeliness needed.

The **fixed-price contract with price adjustment** is used for unusually long projects that span years. The most common use of this type of contract is the inflation-adjusted price. In some countries, the value of its local currency can vary greatly in a few months, which affects the cost of local materials and labour. In periods of high inflation, the client assumes the risk of higher costs due to inflation, and the contract price is adjusted based on an inflation index. The volatility of certain commodities can also be accounted for in a price-adjustment contract. For example, if the price of oil significantly affects the costs of the project, the client can accept the oil price volatility risk and include a provision in the contract that would allow the contract price adjustment based on a change in the price of oil.

The **fixed-price contract with incentive fee** provides an incentive for performing on the project above the established baseline in the contract. The contract might include an incentive for completing the work on an important milestone for the project. Often contracts have a penalty clause if the work is not performed according to the contract. For example, if the new software is not completed in time to support the implementation of the training, the contract might penalize the software company a daily amount of money for every day the software is late. This type of penalty is often used when the software is critical to the project and the delay will cost the project significant money.

If the service or materials can be measured in standard units, but the amount needed is not known accurately, the price per unit can be fixed—a **fixed-unit-price contract**. The project team assumes the responsibility of estimating the number of units used. If the estimate is not accurate, the contract does not need to be changed, but the project will exceed the budgeted cost.

Table 21.1.a Fixed price contracts and characteristics

Type	Known Scope	Share of Risk	Incentive for Meeting Milestones	Predictability of Cost
Fixed total cost	Very High	All contractor	Low	Very high
Fixed unit price	High	Mostly project	Low	High
Fixed price with incentive fee	High	Mostly project	High	Medium-high
Fixed fee with price adjustment	High	Mostly project	Low	Medium

Cost-Reimbursable Contracts

In a **cost-reimbursable contract**, the organization agrees to pay the contractor for the cost of performing the service or providing the goods. Cost-reimbursable contracts are also known as **cost-plus contracts**. Cost-reimbursable contracts are most often used when the scope of work or the costs for performing the work are not well known. The project uses a cost-reimbursable contract to pay the contractor for allowable expenses related to performing the work. Since the cost of the project is reimbursable, the contractor has much less risk associated with cost increases. When the costs of the work are not well known, a cost-reimbursable contract reduces the amount of money the bidders place in the bid to account for the risk associated with potential increases in costs. The contractor is also less motivated to find ways to reduce the cost of the project unless there are incentives for supporting the accomplishment of project goals.

Cost-reimbursable contracts require good documentation of the costs that occurred on the project to ensure that the contractor gets paid for all the work performed and to ensure that the organization is not paying for something that was not completed. The contractor is also paid an additional amount above the costs. There are several ways to compensate the contractor.

- A **cost-reimbursable contract with a fixed fee** provides the contractor with a fee, or profit amount that is determined at the beginning of the contract and does not change.
- A **cost-reimbursable contract with a percentage fee** pays the contractor for costs plus a percentage of the costs, such as 5% of total allowable costs. The contractor is reimbursed for allowable costs and is paid a fee.
- A **cost-reimbursable contract with an incentive fee** is used to encourage performance in areas critical to the project. Often the contract attempts to motivate contractors to save or reduce project costs. The use of the cost reimbursable contract with an incentive fee is one way to motivate cost-reduction behaviors.
- A **cost-reimbursable contract with award fee** reimburses the contractor for all allowable costs plus a fee that is based on performance criteria. The fee is typically based on goals or objectives that are more subjective. An amount of money is set aside for the contractor to earn through excellent performance, and the decision on how much to pay the contractor is left to the judgment of the project team. The amount is sufficient to motivate excellent performance.

On small activities that have a high uncertainty, the contractor might charge an hourly rate for labor, plus the cost of materials, plus a percentage of the total costs. This type of contract is called **time and materials (T&M)**. Time is usually contracted on an hourly rate basis and the contractor usually submits time sheets and receipts for items purchased on the project. The project reimburses the contractor for the time spent based on the agreed-on rate and the actual cost of the materials. The fee is typically a percentage of the total cost.

T&M contracts are used on projects for work that is smaller in scope and has uncertainty or risk. The project, rather than the contractor, assumes the risk. Since the contractor will most likely include contingency in the price of other types of contracts to cover the high risk, T&M contracts provide lower total cost to the project.

Table 21.2.a Cost-reimbursable contracts

Cost Reimbursable (CR)	Known Scope	Share of Risk	Incentive for Meeting Milestones	Predictability of Cost
CR with fixed fee	Medium	Mostly project	Low	Medium-high
CR with percentage fee	Medium	Mostly project	Low	Medium-high
CR with incentive fee	Medium	Mostly project	High	Medium
CR with award fee	Medium	Mostly project	High	Medium
Time and Materials	Low	All project	Low	Low

To minimize the risk to the project, the contractor typically includes a not-to-exceed amount, which means the contract can only charge up to the agreed amount. The T&M contract allows the project to make adjustments as more information is available. The final cost of the work is not known until sufficient information is available to complete a more accurate estimate.

Progress Payments and Change Management

Vendors and suppliers usually require payments during the life of the contract. On contracts that last several months, the contractor will incur significant cost and will want the project to pay for these costs as early as possible. Rather than wait until the end of the contract, a schedule of payments is typically developed as part of the contract and is connected to the completion of a defined amount of work or project milestones. These payments made before the end of the project and based on the progress of the work are called *progress payments*. For example, the contract might develop a payment schedule that

pays for the design of the curriculum, then the development of the curriculum, and then a final payment is made when the curriculum is completed and accepted. In this case there would be three payments made. There is a defined amount of work to be accomplished, a time frame for accomplishing that work, and a quality standard the work must achieve before the contractor is paid for the work.

Just as the project has a scope of work that defines what is included in the project and what work is outside the project, vendors and suppliers have a scope of work that defines what they will produce or supply to the company. (Partners typically share the project scope of work and may not have a separate scope of work.) Often changes occur on the project that require changes in the contractor's scope of work. How these changes will be managed during the life of the project is typically documented in the contract. Capturing these changes early, documenting what changed and how the change impacted the contract, and developing a change order (a change to the contract) are important to maintaining the progress of the project. Conflict among team members may arise when changes are not documented or when the team cannot agree on the change. Developing and implementing an effective change management process for contractors and key suppliers will minimize this conflict and the potential negative effect on the project.

Procurement Process

The project procurement cycle reflects the procurement activities from the decision to purchase the material or service through to the payment of bills and closing of procurement contracts.

Procurement Plan

After the decision has been made to purchase goods or outsource services, the procurement team develops a plan that includes the following:

- Selecting the appropriate relationships and contract approaches for each type of purchased goods or outsourced service
- Preparing requests for quotes (RFQs) and requests for proposals (RFPs) and evaluating partnership opportunities
- Evaluating RFQs, RFPs, and partnerships
- Awarding and signing contracts
- Managing quality and timely performance
- Managing contract changes
- **Closing contracts**

Depending on the complexity level of the project, each of these steps can take either hours or sometimes weeks of work to complete. Each of these steps is also included in the project master schedule. The time involved in the procurement cycle can influence the scheduling of critical activities, including the decision to self-perform the work or contract the work to others. The delivery dates for equipment and materials and the work completion dates for contracted works are placed on the project schedule. Any procurement activities that create a project delay or fall on the project critical path may require special attention.

Selecting the Contract Approach

The technical teams typically develop a description of the work that will be outsourced. From this information, the project management team answers the following questions:

- Is the required work or materials a commodity, customized product or service, or unique skill or relationship?
- What type of relationship is needed: supplier, vendor, or partnership?
- How the supplier, vendor, or potential partner should be approached: RFQ, RFP, or personal contact?
- How well known is the scope of work?
- What are the risks and which party should assume which types of risk?
- Does the procurement of the service or goods affect activities on the project schedule's critical path and how much float is there on those activities?
- How important is it to be sure of the cost in advance?

The procurement team uses the answers to the first three questions listed above to determine the approach to obtaining the goods or services and the remaining questions to determine what type of contract is most appropriate.

A key factor in selecting the contract approach is determining which party will take the most risk. The team determines the level of risk that will be managed by the project and what risks will be transferred to the contractor. Typically, the project management team wants to manage the project risk, but in some cases, contractors have more expertise or control that enable them to better manage the risk associated with the contracted work.

Soliciting Bids

A **solicitation** is the process of requesting a price and supporting information from bidders. The solicitation usually takes the form of either an RFQ or an RFP. Partnerships are pursued and established differently on a case-by-case basis by senior management.

Qualifying Bidders

Potential bidders are people or organizations capable of providing the materials or performing the work required for the project. On smaller, less complex projects, the parent company typically has a list of suppliers and vendors that have successfully provided goods and services in the past, and the project has access to the performance record of companies on that list. On unique projects, where no supplier lists exist, the project team develops a list of potential suppliers and then qualifies them to become eligible to bid on project work. Eligible bidders are placed on the bidders list and provided with a schedule of when work on the project will be put out for bid.

The eligibility of a supplier is determined by the ability to perform the work in a way that meets project requirements and demonstrates financial stability. Ability to perform the work includes the ability to meet quality specifications and the project schedule. During times when economic activity is high in a region, many suppliers become busy and stretch their resources. The project team investigates the potential suppliers, before they are included on the bidder's list, to ensure that they have the capacity and track record to meet deadlines.

The potential supplier must also be financially stable to be included on the bidders list. A credit check or a financial report from Dun and Bradstreet (D&B)—a well-known provider of financial information about individual companies—will provide the project with information about the potential bidder's financial status. D&B services include the following:

- D&B proprietary rankings and predictive creditworthiness scores
- Public filings, including suits, liens, judgments, and UCC (uniform commercial code) filings—standardized financial disclosure documents that conform to the uniform commercial code
- Company financial statements and history

Request for Quote

An RFQ focuses on price. The type of materials or service is well defined and can be obtained from several sources. The bidder that can meet the project quality and schedule requirements usually wins the contract by quoting the lowest price.

Request for Proposal

An RFP accounts for price but focuses on meeting the project quality or schedule requirements. The process of developing a proposal in response to an RFP can be very expensive for the bidder, and the project team should not issue an RFP to a company that is not eligible to win the bid.

Evaluating Bids

Evaluation of bids in response to RFQs for commodity items and services is heavily graded for price. In most cases, the lowest total price will win the contract. The total price will include the costs of the goods or services, any shipping or delivery costs, the value of any warranties, and any additional service that adds value to the project.

The evaluation of bids based on RFPs is more complex. The evaluation of proposals includes the price and also an evaluation of the technical approach chosen by the bidder. The project team evaluating the proposal must include people with the expertise to understand the technical aspects of the various proposal options and the value of each proposal to the project. On more complex projects, the administrative part of the proposal is evaluated and scored by one team, and the technical aspect of the proposal is evaluated by another team. The project team combines the two scores to determine the best proposal for the project.

Awarding the Contract

After the project team has selected the bidder that provides the best value for the project, a project representative validates all conditions of the bid and the contract with the potential contractor. Less complex awards, like contracts for printed materials, require a reading and signing of the contract to ensure that the supplier understands the contract terms and requirements of the project schedule. More complex projects require a detailed discussion of the goals, the potential barriers to accomplishing those goals, the project schedule and critical dates, and the processes for resolving conflicts and improving work processes.

Managing the Contracts

The contract type determines the level of effort and the skills needed to manage the contract. The manager of supplier contracts develops detailed specifications and ensures compliance with these specifications. The manager of vendor contracts ensures that the contractors bidding on the work have the skills and capacity to accomplish the work according to the project schedule and tracks the vendor's performance against the project needs, supplying support and direction when needed. The manager of partnering arrangements develops alignment around common goals and work processes. Each of these approaches requires different skills and various degrees of effort.

Items that take a long time to acquire—**long-lead items**—receive early attention by the project leadership. Examples of long-lead items are equipment that is designed and built specifically for the project, curriculum that is created for training a new workforce, and a customized bioreactor for a biotech project. These items might require weeks, months, or years to develop and complete. The project team identifies long-lead items early to begin the procurement activities as soon as possible because those procured through the normal procurement cycle may cause delays in the project.

After the contract is awarded, the project team tracks the performance of the contractor against performance criteria in the contract and his or her contribution to the performance of the project. Usually, contractors deliver the product or service that meets the quality expectations and supports the project schedule. Typically, there are also one or two contractors that do not perform to project expectations. Some project managers will refer to the contract and use it to attempt to persuade the contractor to improve performance or be penalized. Other project managers will explore with the contractor creative ways to improve performance and meet project requirements. The contract management allows for both approaches to deal with non-performing contractors, and the project team must assess what method is most likely to work in each situation.

Managing contractor performance on a project is as important to the overall project outcomes as the work performed by the project team.

Logistics and Expediting

Equipment and materials that are purchased for use on the project must be transported, inventoried, warehoused, and often secured. This area of expertise is called *logistics*. The logistics for the project can be managed by the project team or can be included in the RFP or RFQ. On international projects, materials may be imported, and the procurement team manages the customs process. On smaller projects, the logistical function is often provided by the parent company. On larger projects, these activities are typically contracted to companies that specialize in logistical services. On larger, more complex projects, the procurement team will include logistical expertise.

The project work often depends on materials procured for the project. The delivery of these materials influences the scheduling of the project, and often some materials are needed earlier than normal procurement practices would deliver. On long-lead items, the project schedule is included in the contracting plans and contractors must explain how they will support the project schedule.

22. Plan and Control

22.1 prepare agenda- Invitation and virtual record of a virtual meeting

Date

Time

Link to virtual meeting

Contact name and phone number for people having questions or having trouble logging in

-
-

List of attendees and their titles or positions

-
-

AGENDA

Call to Order – Board Chair

Introductions

Approval of Prior Meeting Minutes

Executive Director Summary

Follow-Up from Previous Meeting

-
-
-

New Business Items

-
-
-

Action Items

-
-
-

Next Meeting's Agenda

-
-

Announcements

-
-

Public Comments

-
-

Adjournment

22.2 identify performance measurement course and submit reports, in addition to explaining the reason

22.2.a Key Performance Indicator

	KPI 1	KPI 2
Strategic Goal: Name the strategic objective (from the strategy map), which is being assessed with this indicator.		
Audience / Access: Name the key audience for this indicator and clarify who will have access rights to it.		
Key Performance Question(s): Name the performance question(s) this indicator is helping to answer.		
How will and won't this indicator be used? Describe how the insights this indicator generates will be used and outline how this indicator will not be used.		
Indicator Name: Pick a short and clear indicator name.		
Data Collection Method: Describe how the data will be collected.		

22.2.b Designing Key Performance Indicators

Template for Designing Key Performance Indicators

Assessment / Formula / Scale:

Describe how performance levels will be determined. This can be qualitative, in which case the assessment criteria need to be identified, or it can be numerical or using a scale, in which case the formula or scales with categories need to be identified.

Targets and Performance Thresholds:

Identification of targets, benchmarks, and thresholds for traffic lighting.

Source of Data:

Describe where the data will come from.

Data Collection Frequency:

Describe how frequently is this indicator will be collected. If possible, include a forward schedule.

Reporting Frequency:

Outline how frequently this indicator will be reported to the different audiences (if applicable).

Data Entry:

Name the person or role responsible for collecting and updating the data?

Template for Designing Key Performance Indicators

Expiry / Revision Date:

Identify the date until when this indicator will be valid to or when it will have to be revised.

Validate your KPI

How much will it cost?:

Estimate the costs incurred by introducing and maintaining this indicator.

How complete is this indicator?:

Briefly assess how well this indicator is helping to answer the associated key performance question and identify possible limitations

Possible unintended consequences:

Briefly describe how this indicator could influence the wrong behaviors or how people could cheat on this KPI. Briefly

Extra Notes

22.3 develop Change Request model, including (impact analysis- alternatives analysis- recommendation)

22.3.a Change Request model

Project Details:	
Project Name:	
Request #:	Date of Request:
Requested By:	
Request Description:	
<i>Reasons for this Change Request:</i>	
Options considered to implement the change:	

Impact of each option (Cost, Scope, Schedule, Quality):
Chosen solution:
Approval Signature(s) and Date(s):

23. Risk and Opportunities

23.1 Identify risk and opportunities:

The growing importance of the medical tourism sector to the global economy contributes to the increase of investment in medical tourism risks assessment. In view of this tendency, the results in the field of the risk analysis on tourists' travels in various countries during the last decades have been analyzed. Commonly used in these studies statistical methods allow to reveal and identify country-specific tourism risks and threats. But it is necessary to underline that relevant statistical data on risks are available not in all cases and countries whereas the chances in KSA is high for this field. Moreover, in most cases, the reliability of the information available is questionable. In order to improve the reliability and quality of the tourist risk assessment, it is proposed to consider tourist travel as a project. The proposed project that we are working on approach to tourist risk analysis provides an opportunity to go beyond assessment based on available country-specific inferior statistical data and allows to develop a more flexible and versatile method for risk evaluation. Thus, the countries that have certain attractions associated with cheaper healthcare cost will be the most preferred place for them to practice medical tourism. Conclusion: This identification can be useful for the patients who want to practice medical tourism, for nations which has already practiced medical tourism to improve their quality in medical tourism and aware of ethical concerns that arise from this practice, as well as for the references of the countries which want to practice medical tourism in the future. Common risk factors and sub-factors for tourists were identified for further risk assessment as it shown in the risk register below:

23.2 Risk register:

23.2.a Risk Register

Risk type	Risk Identification
Medical Tourism Regulator	In KSA, they are subordinate to government departments and perform the administrative supervision function of the government.
Medical Service Provider	Medical service providers in the Pilot Zone strive to build themselves into world-class medical institutions and medical care teams in the region of middle east.
Tour Service Operator	According to their functions, tourism operators include organizers, intermediaries, and “food, accommodation, transportation, shopping and entertainment” service providers. Organizers and intermediaries are usually travel companies with a cooperative relationship with the Pilot Zone. Medical service providers promote their medical services with the help of tourism operators who have publicity, source of tourists and operational advantages.
Medical Tourist	Medical tourists are the consumers of medical tourism. Their decisions for choosing medical tourism are usually affected by three factors. First, medical conditions. Destination countries often possess advanced

	medical expertise and facilities, ²¹ such as early cancer detection and diagnosis.
Ex-Post Regulation Risks in Medical Tourism Administrative Supervision	In this event, consumer remedies could not be fulfilled with the ex-post regulation given that the harm to consumers' health by the fake vaccine is hard to be determined. This reflects on the problem of the regulation for medical tourism, as ex-post regulation fails to eliminate such risk in advance or in the process of medical tourism activities

23.3 Qualitative Risk Analysis

23.3.a Qualitative Risk Analysis

		Consequence				
		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	5 Almost certain	Moderate 5	High 10	Extreme 15	Extreme 20	Extreme 25
	4 Likely	Moderate 4	High 8	High 12	Extreme 16	Extreme 20
	3 Possible	Low 3	Moderate 6	High 9	High 12	Extreme 15
	2 Unlikely	Low 2	Moderate 4	Moderate 6	High 8	High 10
	1 Rare	Low 1	Low 2	Low 3	Moderate 4	Moderate 5

23.4 Risk Response Strategy

23.4.a Risk Response Strategy



Risk Response Strategy is an action plan on what you will do a Risk on your project. The main risk response strategies for threats are Mitigate, Avoid, Transfer, Actively Accept, Passively Accept, and Escalate a Risk.

The main Risk Response Strategies are:

- Avoid Risk
- Mitigate Impact/Probability of a Risk
- Transfer Risk
- Actively Accept Risk
- Passively Accept Risk
- Escalate Risk

Avoid Risk Response Strategy: you need to do something to eliminate the cause of the threat.

Mitigate Risk Response Strategy: you do something to reduce the impact or the probability of a threat.

Transfer Risk Response Strategy: you need to take action to make another party responsible for the risk.

Actively Accept Risk Response Strategy: you need to develop a (contingency) plan and make reserves for a risk. However, you will only act if and when the risk happens.

Passively Accept Risk Response Strategy: you'll do really nothing. If a risk happens, you will need to decide if there is a workaround. Or you would simply soak up the impact.

Escalate Risk Response Strategy: do something to get engagement from a stakeholder who can eliminate or mitigate risk.

Exploit – Do some extra work or change the project plan to make an opportunity happen:

Enhance – Do something to increase the chances or impact of an opportunity:

Share – Share benefits with another party for an opportunity to happen for both of you.

24. Stakeholders

24.1.a

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Ministry of Health			C	D	
Food & Drug Authority			C	D	
Tourism Authority				C D	
Ministry of Sports	C			D	

References

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