

Project Name

CONSTRUCTION OF TUWAIQ RESORT

Group No. 5180

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1. Strategy

A business strategy, in simple terms, is a documented plan on how an organization is setting out to achieve their goals. A business strategy contains a number of key principles that outlines how a company will go about attaining these goals. For example, it will explain how to deal with your competitors, look at the needs and expectations of customers, and will examine the long-term growth and sustainability of their organization.

The reason why having a strategy is so important is because it gives business time to get a sense of how they are performing, what their capabilities are, and if these capabilities are able to help them grow.

Any Strategy should consist of three main aspects, Mission, Vision and Objectives the same is elaborated more under the below sections.

1.1 Mission

Mission describes how to get to where you want to be. However, the importance of mission in organizational strategy are:

- 1- Mission statements are standard and critical elements of the strategy of an organization.
- 2- Most known companies develop mission statements that serve as foundational guides in the establishment of organizational objectives.

The organization then develops strategic and tactical plans for objectives.

In our project, “the mission is to provide and deliver outstanding services, hospitality, and entertainment that are beyond our guests’ expectations. Simply, it is to be such unique memorable moments to all at our resort”.

1.2 Vision

vision signifies how an organization or an organization concerning the outer world will look like in the future. It is an important starting point because it provides direction to the organization. All the next set of activities are dependent on vision. In our project, our vision is “to be one of the best resorts to give you a new experience and make your best memories”.

1.3 Develop and Identify the Project Objectives in SMART model

First, the objective is to set out what achievements will be gained from the project and these objectives should be in line with the project vision, mission and strategy. There are many tools to help the organizations as well as the individual to set their objectives in an effective and productive manner.

In our project, we shall use The SMART acronym to help us develop and identify our project objectives.

Why use SMART objectives?

- To provide a structured approach to developing and designing a work plan.
- To systematically monitor progress towards a target
- To set the stage for measuring performance and identifying opportunities for improvement
- To succinctly communicate intended impact and current progress to stakeholders
- To concretely describes how goals will be met

SMART is stand for:

- “S” Specific
- “M” Measurable
- “A” Attainable

- “R” Realistic
- “T” Timeframe

The Table 1-1: below shows the SMART objectives, related to our project:

Table 1-1 SMART Objectives

S. No.	SMART OBJECTIVES
1)	By September, 2022, complete the construction of the Resort and handing over to the Client.
2)	To maximize the utilization of local suppliers/ manufacturers supporting the local community achieving the required localization requirements (20% of Contract Value).
3)	Achieve 10% profit margin by optimizing the design and selecting the best suppliers serving the project purpose, manage expenses during the construction phase.
4)	Assure to follow strictly all safety regulations and give a periodical training by Safety manager to the team member towards zero incidents.
5)	Assign qualified personnel on the project team and maintain periodic training to enhance their knowledge and capabilities to assure that project is done as per the Contract with Client satisfaction.
6)	Targeting 60% of the occupancy of the rooms when open the Resort for the first year by starting the marketing for the resort in parallel with the construction phase.
7)	Increase the room occupancy to be 80% by the end of third year of running by increasing the direct booking through the web site, through mobile apps, customer loyalty program, and by direct contracts and promotional campaign with main flight operators, tour agents and major local companies such as Saudi Aramco, Sabic...Etc.

8)	Targeted to achieve profit of the resort to 20% by the end of third year of running the Resort by creating additional channels for earning other than the room booking like pool day use, Restaurant, rents the halls for events and meetings.
9)	Improve the time response for customer complaints to be within 30 minutes for room service and within 1 hour for booking issues by the staff.
11)	Increase the employee loyalty and healthy work environment to reach 70% which will reduce the turnover cost, through continued skills improvement, motivations, incentives.

1.4 Develop and identify the performance measurement indicators

One of the key factors to monitor the progress of a project is KPIs, which are important metrics to make sure the objectives of the project are met, and to monitor the performance and the health of the project.

Key Performance Indicators (KPIs) help define and measure the organizational goals which are fundamental to an organization's current and future success. Having solid KPIs is crucial for companies that are implementing performance management systems, such as balanced scorecards, six sigma, or activity-based management. In many organizations, KPIs are often too numerous, randomly assembled, and overly complex—essentially rendering them ineffectual, or at worse, counterproductive. Key Performance Indicators provides a model for simplifying the complex areas of KPIs while helping organizations avoid common mistakes and hazards”(Parmenter, 2010).

Table 1-2 Performance Measurement Indicators:

Strategic Objectives	Lead Measure	Lag Measure
1-By September, 2022, complete the construction of the Resort and handing over to the Client.	-Total number of manpower. -Total working hours.	-100% of the project handed over to the client.
2-To maximize the utilization of local suppliers/ manufacturers supporting the local community achieving the required localization requirements (20% of Contract Value).	-% of orders issued to local suppliers. -Number of local manpower trained	-20% of local orders achieved.
3-Achieve 10% profit margin by optimizing the design and selecting the best suppliers serving the project purpose, manage expenses during the construction phase.	-Total savings from issued orders below the budget.	-10% of profit achieved.
4-Assure to strictly follow all safety regulations and give a periodical training by Safety manager to the	- Number of incidents during construction. -Average of training hours.	-Zero number of incidents. -20 hours of training achieved.

team member towards zero incidents.		
5-Assign qualified personnel on the project team and maintain periodic training to enhance their knowledge and capabilities to assure that project is done as per the Contract with Client satisfaction.	-% of qualified manpower. -Number of NCRs.	-5 qualified manpower assigned to the project. -% of client satisfaction score.
6-Targeting 60% of the occupancy of the rooms when opening the Resort for the first year by starting the marketing for the resort in parallel with the construction phase.	-Total number of rooms occupied through early contracts.	-60% of room occupancy achieved.
7-Increase the resort occupancy to be 80% by the end of third year of running by increasing the direct booking through the web site, through mobile apps, customer loyalty	-Number of visitors for the resort website. -Total number of contracts with major agencies and local companies.	-80% occupancy achieved.

program, and by direct contracts and promotional campaign with main flight operators, tour agents and major local companies such as Saudi Aramco, Sabic...Etc.		
8-Targeted to achieve profit of the resort to 20% by the end of third year of running the Resort by creating additional channels for earning other than the room booking like pool day use, Restaurant, rents the halls for events and meetings.	-Number of day use tickets issued for pool guests. -Number of booked tables in the restaurant.	-20% profit achieved.
9-Improve the time response for customer complaints to be within 30 minutes for room service and within 1 hour for booking issues by the staff.	-Number of complaints. -Average of customer call waiting time. -Average time required.	-Number of customers increased. - Client satisfaction score.

10-Increase the employee loyalty and healthy work environment to reach 70% which will reduce the turnover cost, through continued skills improvement, motivations, incentives.	-Number of resigned employees per year.	-10% of Turnover achieved.
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1.5 Develop and prepare the project charter model

Develop Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

The project charter establishes a partnership between the performing and requesting organizations.

Table 1- 3: Project Charter

Project Name:	CONSTRUCTION OF TUWAIQ RESORT		
Start date	5/9/2021	End date:	4/9/2025
Sponsor:	Everyone's Smart University		
Project Manager:	Abdullah	Address.	RIYADH
Estimated budget:	1,000,000 SR		

Major Stakeholders:	Tourism Authority Ministry of Commerce Ministry of Human Resources Municipality
Project Description:	
Our resort is a self-contained commercial establishment that provides excellent hospitality services, such as food, drink, lodging, sports, entertainment, and shopping on the premises.	
Customers:	
High-class, middle-class family and especially couples	
Government guests.	
Tourist groups	
Deliverables	1- 1 executive suite 2- 3 Junior suite 3- 10 double room 4- 5 single room 5- 1 admin building 6- Lobby 7- Swimming pool 8- Playing areas 9- Parking lot
Project Risks:	

1- Construction material market price change 2- Global Pandemic restrictions 3- Lack of resources 4- Changes in regulation and laws	
Project Milestones:	
Milestone	Target Date
Project documents completion	15/9/2021
Start constructions	16/9/2021
Finish constructions	4/9/2022
Soft opening	10/9/2022
Opening ceremony	1/10/2022

2. Governance, Structures and Process

2.1 Organizational Structure

Organizations, like ships at sea, need a clear design, hierarchy, and well-defined processes to navigate sometimes challenging waters and reach their destinations safely(planergy.com,2019).

2.1.1 A Definition of Organizational Structure

Organizational structure is the framework of reporting relationships in an organization. These relationships can usually be diagrammed in the form of an organization chart. The organization chart does not necessarily reflect actual reporting or decision-making relationships in an organization, so we can make a distinction between the formal and the informal structure. This note will deal

primarily with the formal structure.

Organizational systems are the processes that attempt to coordinate those divisions of work. The structure of an organization is like a skeleton: it defines the spatial relationships and influences the power relationships among its various parts. The skeleton alone does not do much work; it merely provides the framework within which the body tries to organize its resources to accomplish its task (Waterman & Philips, 1984, p.132).

2.1.2 Types of Organizational Structures

There are different types of organization Structures, such as:

- 1) Hierarchical org structure
- 2) Functional org structure
- 3) Horizontal or flat org structure
- 4) Divisional org structures (market-based, product-based, geographic)
- 5) Matrix org structure
- 6) Team-based org structure
- 7) Network org structure

In our project we will select the most common structure which is Hierarchical Structure where the chain of command goes from the top to down.

Below figure 1-1 shows the Project organization structure – Construction phase:

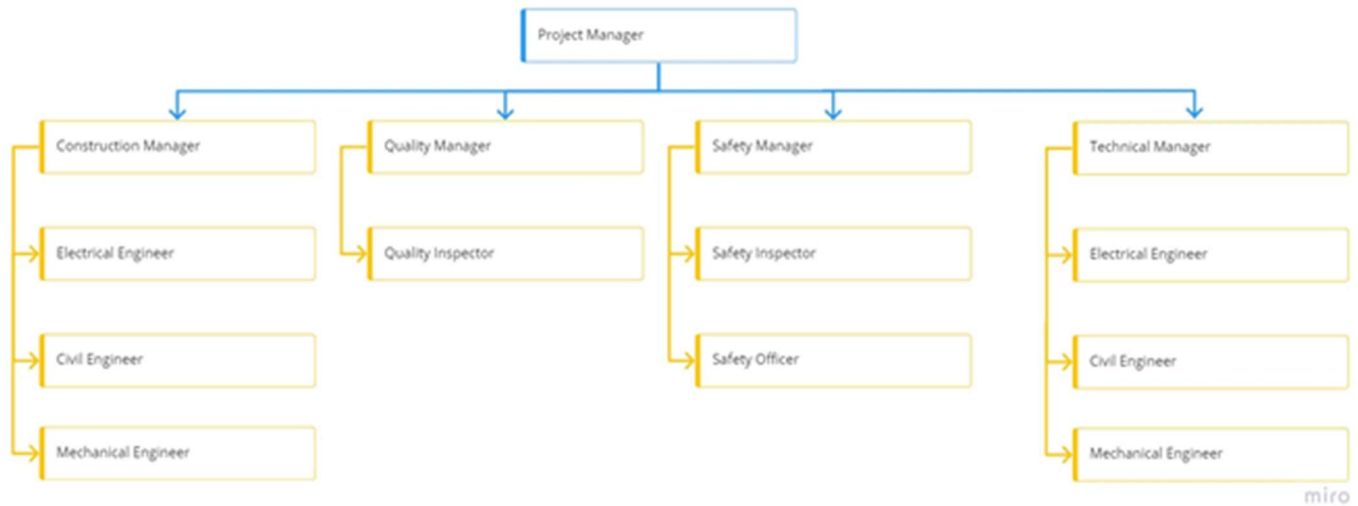


Fig 1-1 Project Organization Structure – Construction Phase

Below figure 1-2 Shows the Project organization Structure – Operation Phase

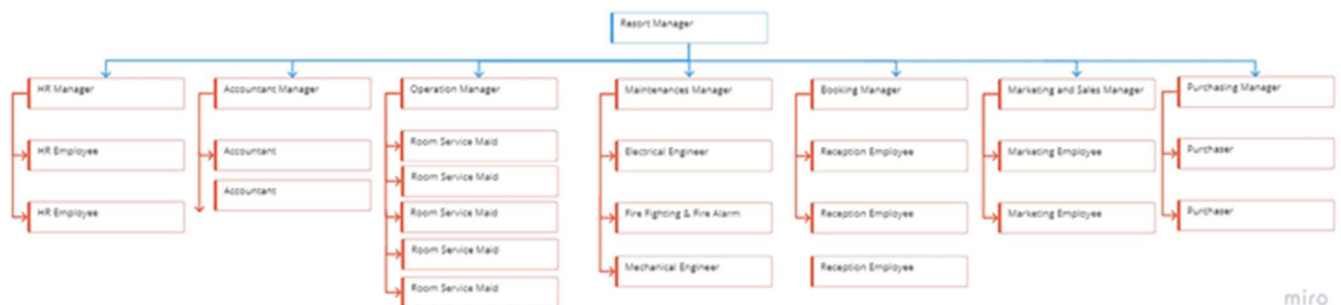


Fig 1-2 Project Organization Structure – Operation Phase

2.2 Why Hierarchical Structure?

There are many reasons to go with this structure and here we mention our opinion for the same:

- Better defines levels of authority and responsibility
- Shows who each person reports to or who to talk to about specific projects
- Motivates employees with clear career paths and chances for promotion
- Gives each employee a specialty
- Creates camaraderie between employees within the same department.

2.3 Identify Projects Office Model

The project management office (PMO) is defined as an entity or department within the organization that directs everything related to projects. It aims to improve the performance and results of project management, and to assist project managers in achieving project goals. It is found in matrix organizations or in project-based organizations, for developing methodologies and institutionalizing project management practices. According to Desouza & Evaristo, PMO is an exercise to customize and sustain the practices, methods, techniques, and tools in organizations. (Desouza & Evaristo, 2006)

Project office model is the directive model and the reason for choosing this model is because our organization is a projectized organization, the project manager controls the project. The ultimate authority in relation to the project lies with the project manager. Directive PMO's take complete control of all the projects executed within the organization.

3. Compliance, Standards and Regulations

3.1 Design a check compliance model

Compliance is a general concept of conforming to a rule, standard, law, or requirement such that the assessment of compliance results in a binomial result stated as “compliant” or “noncompliant” (PMBOK 5th, 2013).

We would provide excellent services and security for our customers, and safe working environment, training, suitable salaries plus bonuses and other benefits for the best employees. Additionally, we would be equitable and honest return to our investors, making significant contributions to our partners and the community as a whole. Our resort would be an environmentally friendly organization that offers more jobs opportunity for the community. There will be incredible products and

services to be offered which include 1 executive suite, 3 junior suite, 10 double room, 5 single room, and 1 admin building

Table 3-1 Compliance

Requirements				Compliance		
No.	Goal / Deliverable	Responsible	Details of Deliverables	Goal / Deliverable	Compliant (Yes/No/NA)	Remarks
1	Regulations	Sponsor	hospitality	Applying regulations	yes	
			Culture			
2	Air condition	Main contractor	Energy efficiency label level C or higher from SASO	Energy efficiency	yes	
3	Drinking water	Sub-contract	TDS 250 max	SASO specs.	yes	
4	Lightening	Main contractor	Energy efficiency label level B or higher from SASO	Energy efficiency	yes	
5		Furniture contractor	Lobby	Class A classic	yes	

	Furniture, Beds & mattresses		executive suite	Class A classic	yes	
			Other rooms	(IKEA or equal)	yes	
			admin building	(IKEA or equal)	yes	
6	Key employees	PM	Resort Manager	Hospitality graduates, +5 years' experience	yes	
			Accountant			
			Chef			
			Reception			
7	Number of car parks	PM	5 VIP	Cars barking specs.		
			5 handicaps			
			30 normal			

3.2 Develop Checklist model for the three stages of the project (Start- Plan- Achieve Close)

A checklist for project management provides a benchmark for your project execution direction. It is an approach that will show what to do in the projects and lets you know if you have met the project quality. Project managers juggle a lot of responsibilities. From negotiating with the stakeholders to dealing with vendors,

they handle everything. They're also responsible for directing the team and ensuring everything goes smoothly.

Indeed, you can rely on this checklist to ensure that you don't miss any step or waste precious resources by repeating a task. A good project management checklist addresses this issue and emphasizes on the steps or processes your team has missed in the previous projects.

Table 3-2 Check List of The Project

Phase I Construction			
START	Yes	No	Notes
Fund			
Equipment manpower			
Materials Stakeholders			
Telecommunication Application			
Consultant Regulation			
PLAN	Yes	No	Notes
Specification			

Availability			
Mock-up			
Approvals			
Safety			
Satisfaction			
ACHIEVE	Yes	No	Notes
Mobilization			
Application			
delivery plan			
Admin building			
Executive suite			
Junior suite			
Double room			
Single room			
CLOSE	Yes	No	Notes
De-mobilization			
Admin building			
Executive suite			

Junior suite			
Double room			
Hand-off			
Handover			

Phase II Operation			
Running & Operation	Yes	No	Notes
Booking list			
Attendance			
Electronic Safe			
Safe Instruction Card			
Telephone & Internet working			
Purchases & expenses			
Emergency Exit Plan			
Revenue & budget			
Cleaning up			

4. Power Interest

4.1 Develop a stakeholder register and form groups for them.

The main output of the Identify Stakeholders process is the stakeholder register. This

contains all details related to the identified stakeholders including, but not limited to:

- **Identification information.** Name, organizational position, location, role in the project, contact information;
- **Assessment information.** Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest; and
- **Stakeholder classification.** Internal/external, supporter/neutral/resistor, etc.

The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change—or new ones identified—throughout the life cycle of the project.

Table 4-1: Stakeholder Register

Project Name	CONSTRUCTION OF TUWAIQ RESORT		
Project Manager	Abdullah		
Stakeholder Name	Internal	Project Role	Contact Information
Ahmad	Internal	Resort manager (sponsor)	Mobile No. Email:
Saleh	Internal	Operation manager	Mobile No. Email:
Ali	Internal	Maintenance manager	Mobile No. Email:
Sami	Internal	Purchase manager	Mobile No. Email:

Saad	Internal	Accountant manager	Mobile No. Email:
Abdullah	Internal	PM	Mobile No. Email:
Bandar	Internal	Internal Audit	Mobile No. Email:
Foti	External	External Auditors	Mobile No. Email:
Fahad	External	Contractor	Mobile No. Email:
Hamad	External	Governor	Mobile No. Email:
High-class, middle- class family and especially couples	External	Guests	Mobile No. Email:
Government guests.	External	Guests	Mobile No. Email:
High-class groups	External	Guests	Mobile No. Email:
Civil defense	External	safety precautions	Mobile No. Email:
Tourism Authority	External	Tourism regulations	Mobile No. Email:
passports affair department	External	Visa regulations	Mobile No. Email:

4.2 Develop the two networks: (Strength/Interest) and (Influence/Strength)

Influence / Interest Stakeholder

- **High influence, interested people:** these are the people you must fully engage and make the greatest efforts with e.g. A head of department, who represents the users/customers
- **High influence, less interested people:** provide sufficient information to these people to ensure that they are up to date but not overwhelmed with data e.g. the Accountable Body (Management Board or Operations Committee)
- **Low influence, interested people:** keep these people adequately informed, talk to them to ensure that no major issues arise. These people can help with the detail of the project e.g. End Users, other Project Managers, Business Community.
- **Low influence, less interested people:** provide these people with minimal communication to prevent boredom e.g. other departmental members, teams unaffected by the change.

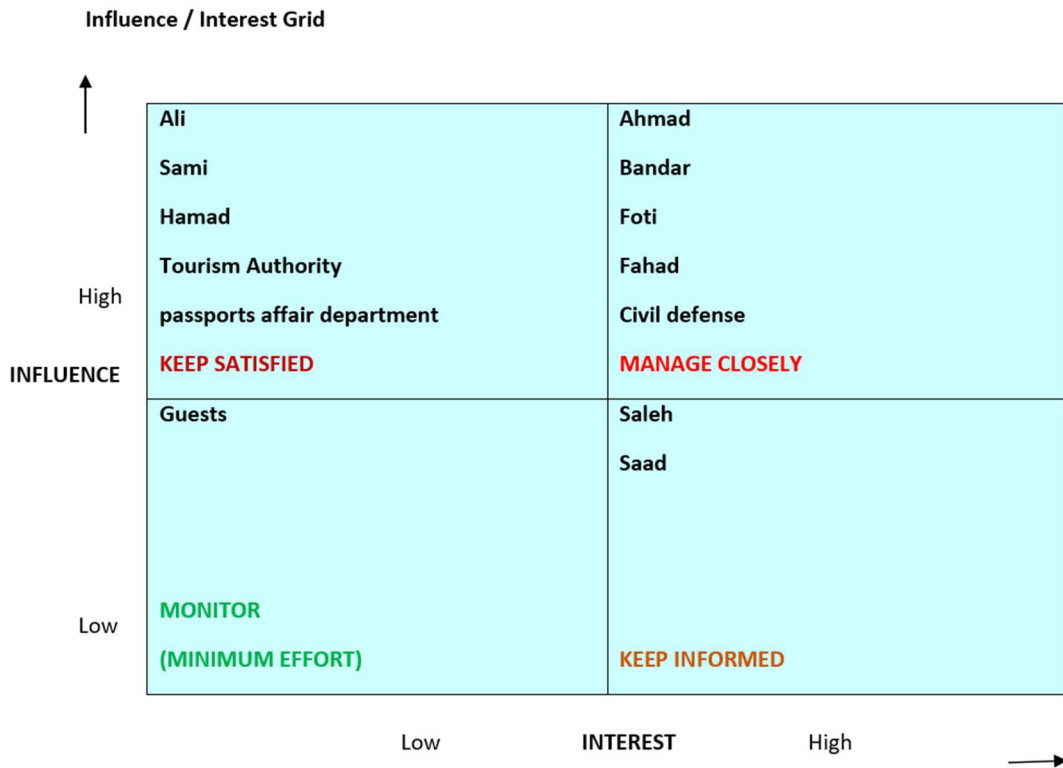


Fig 4-2 (Strength/Interest) and (Influence/ Strength) Networks

4.3 logical diagrams for the register of the stakeholder.

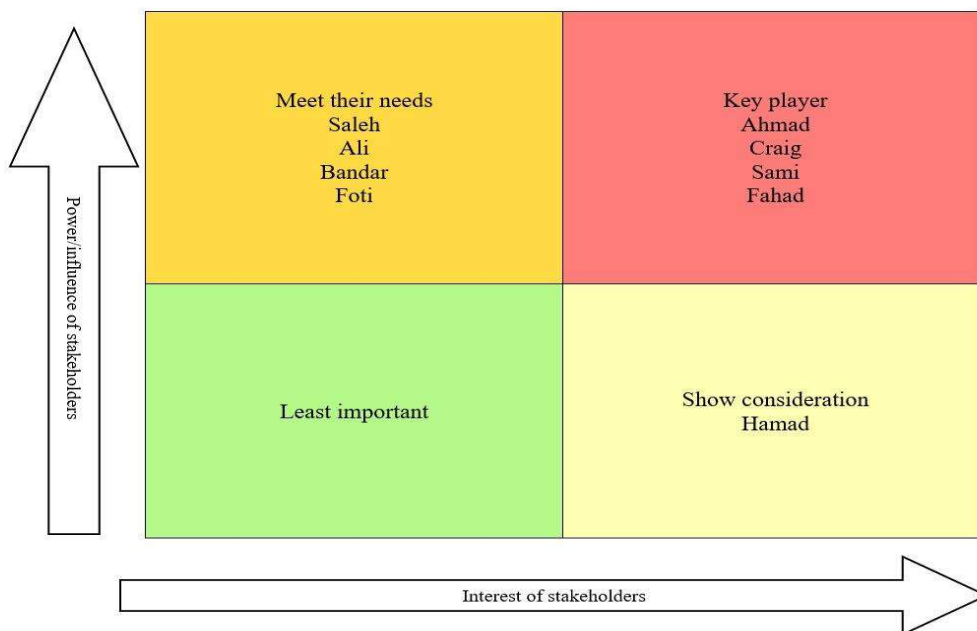


Fig 4-3 Logical Diagrams for the Register of the Stakeholder

5- Cultures and Values

5.1 Identify the culture of the organization

Organizational Culture is the set of behaviors or beliefs that determine how an organization or team interacts or carries out work. Awareness of culture and different circumstances/attitudes is key. Influenced by: The industry, environment, customers, organizational practices. Also, Personalities, values, principles, etc. of the organization, leader, and team. Regarding Organizational Values and Needs, it is similar to the concept of culture, organizations have defining characteristics: How customers are treated (input, visibility into inner workings), Risk tolerance and preferred schedule certainty, Experience level of personnel and management. In this project, we are planning to implement a remarkable resort. We are focusing on the Islamic Culture since our resort is in an Islamic Arabic country. Islamic Culture includes several things: creating prayer areas, charity and volunteering activities. As when we have such activities, we can attract many clients within the society. We will make sure that each activity is well established and meaningful to the clients. In addition, high customer service which will be implemented before, during and after the activities to achieve the success of the resort. Important note to mention that the organization culture and environment within the employees is healthy. One of the strategies that are going to be set up to maintain communication with the top management of the resort and the customer service agents is connected by key communication channels such as face to face meetings. Face to face meeting gives the chance to go over everything and dialogue about it, which results in great communication. Face to face meetings are a great tool for decision making, brainstorming and provide a high-level service to the clients.

5.2 Organization Values

You can find below the organization values:

Table 5-1: Organization Values

Value	Description	Responsible	Duration
Customer Needs	Providing customer needs	Customer Service Agents	24 Hours
Customer Voice	High level customer care	Complaints Department	1 business day
Entertainment	Providing diversified activities	Resort Employees	Operational
Saudization	Saudization for suppliers and Manpower	Top management of the resort	Operational
Teamwork	Teamwork Engagement	Resort Employees	Operational
Commitment	Committing to the line management	Resort Employees	Operational

6- Self-reflection and Self- Management

Self-management is really about controlling your reactions. When I think of self-management I recall Thomas Jefferson, the third President of the United States, who is reported to have said, “If you are angry count to 10, if you are really angry count to 100.”

Our self-management (reactions) can be improved by reflecting. So, what is reflection?

Reflection involves describing, analyzing, and evaluating our thoughts and actions (blog.velsoft.com, 2019).

6.1 Personal behaviors of the student that can influence on the project

There are many personal behaviors effect on the project, and here we will specify only three (3), as stated below:

1) Arrogant:

This behavior is affecting the project negatively since it is causing huge difficulties with the team to communicate as the person consider himself superior and better than his team mates such as objecting any team proposal and unwilling to accept any comment related to his duty/performance, beside overconfidence and underestimating others capability and productivity.

2) Distracted:

This behavior affects the quality of tasks. In addition to causing additional burden on the team as we will have to double check every task he did.

3) Lazy:

Laziness will cause delay or missing the task deadlines and effecting all cascaded activities waiting for him to complete his task.

This will cause very unrequired stress on the team since other team members may have to crash their schedule to recover the delay caused by the lazy person.

6.2 Study the behaviors, identify their reasons, and how they can be eliminated

1) Arrogant:

There are many reasons why a person becomes Arrogant, in our opinion the main one is feeling insecurity and lack of self-confidence.

In addition, he uses it as a defense mechanism, for him it is a way to protect

his self- esteem and self-worth.

Below are few tips how to deal with such persons:

- 1) Don't enter a conversation angry.
- 2) Allocate apt tasks to this person.
- 3) Keep interactions brief.

2) Distracted:

With current modern life there are many reasons why to get distracted, such as:

- 1) Smartphone Usage and social media
- 2) Not well organized so he will not be focusing on finishing one task.

Below are few tips how to deal with such persons:

- 1) Regulate using the smartphones/ social media to be limited during the break time only.
- 2) Guide him to schedule the activities to focus and to prioritize the tasks.

3) Lazy:

According to psychological studies, laziness is mainly linked with depression and low time management (Procrastination), indecisiveness and losing motivation.

Below are few tips how to deal with lazy co-worker:

- 1) Encouraging them and providing continuous motivation.
- 2) Maintain proper documents for all tasks.
- 3) Involve management and superiors.
- 4) Keep time slack in their tasks.

6.3 Self-professional assessment by using SWOT model

What is a SWOT Analysis?

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a

SWOT Analysis is a technique for assessing these four aspects of your business. You can use SWOT Analysis to make the most of what you've got, to your organization's best advantage. And you can reduce the chances of failure, by understanding what you're lacking, and eliminating hazards that would otherwise catch you unawares (mindtools.com).

Figure 6-1. Shows the SWOT Analysis for the Resort



Fig 6-1 SWOT Analysis

7- Personal integrity and Reliability

Integrity and reliability are very important ethics in every community. It means the quality of being honest and having strong moral principles.

7.1 Provide “3” behaviors that contradict moral integrity.

These are three of behaviors contradict the moral Integrity:

1)Plagiarism. 2) Embezzlement. 3) Bribery.

7-2 Analyze the financial, social, and technical influence, if any, of such behaviors on the works of the project and the relationships.

This schedule will explain and analyze the influence of these behaviors that contradict moral Integrity.

Table 7-2: Integrity Analysis

Behaviors contradict moral Integrity.	Financial influence	Social influence	Technical influence
1)Plagiarism.	Financial penalty by the government.	Destroyed the professional reputation of the company.	Struggles to get a new project.
2) Embezzlement.	It will affect the company cash flow and budget plan.	It will affect getting new projects and bad reputation of the company.	It will put the company in a bankruptcy situation.
3) Bribery.	It will affect the company cash flow and budget plan.	It will put the company in jeopardy since it isn't ethical.	Close by the government.

8- Personal Communication

8.1 Prepare the register of the stakeholder

There is no doubt that communication management is one of the most important

factors that lead to the success or failure of the project. Therefore, it is obligatory for those who oversee the project to develop a plan to manage communication among all stakeholders. In our project, we set up a way of communication that we have thought would work for everyone as per the preferable method and time.

Table 8-1: Stakeholders register

Stakeholder Name	Internal / External	Role	Contact Information	Frequency	Method	Time
Ahmad	Internal	Resort manager (sponsor)	Mobile No. Email:	Weekly	Email	Thursday Morning
Saleh	Internal	Operation manager	Mobile No. Email:	Daily	Face to face	Early Morning
Ali	Internal	Maintenance manager	Mobile No. Email:	As needed	Conference call	Noon
Sami	Internal	Purchase manager	Mobile No. Email:	Weekly	Email	Sunday
Saad	Internal	Accountant manager	Mobile No. Email:	Monthly	Email	Sunday
Abdullah	Internal	PM	Mobile No. Email:	Daily	Face to face	Noon
Bandar	Internal	Internal Audit	Mobile No. Email:	As needed	Email	Monday

Foti	External	External Auditors	Mobile No. Email:	As needed	Email	Monday
Fahad	External	Contractor	Mobile No. Email:	Conference call	Daily	Morning
Hamad	External	Governor	Mobile No. Email:	Monthly	Email	Sunday
Civil defense	External	safety precautions	Mobile No. Email:	Monthly	Visit	Wednesday
Tourism Authority	External	Tourism regulations	Mobile No. Email:	Monthly	Visit	Wednesday

8-2 Identify personal communication and effective communication.

Many studies have found that the project manager spends 90% of his time only communicating with the project team and different levels of stakeholders either externally or internally. Effective communication is the ability to communicate an idea in a simple and clear way to others. It also plays an important role in solving problems and reducing their occurrence, by maintaining calm and hearing all points of view and then finding an appropriate solution for every issue. In our project, we always try to build a good relationship with all using many techniques as follows:

- 1- Building respect and mutual trust among all and taking into consideration the multicultural environment.

- 2- Active listening which is the key to understanding and delivering messages.
- 3- Making sure everyone is on the same page and understands the goals.
- 4- Emotional intelligence: The speaker must be able to interact and influence others.
- 5- Making sure all team members read the team charter and know their responsibilities.

8.3 Identify the shapes, models, and channels of personal communication

There are many ways to exchange information throughout projects such as written forms and spoken forms or through gestures or media. In our project, we have many factors that determine the most suitable form to use to send or receive messages. Those factors are urgency and sensitivity of needed information, availability of technology, and to whom we are talking. Anyhow, interactive communication like phone calls, and face-to-face meetings, is the best method to deliver messages. Push communication like emails and fax, and pull communication like uploading project drawings to google drive, have been used throughout different stages of the project.

8.4 Establish the communication matrix

The communication matrix is a document that helps sponsors, project managers, project team, and stakeholders to establish effective and efficient methods of communication which contribute clearly to the success of the project.

Table 8-2: Communication Matrix

Owner	Role	Audience	Frequency	Method	Tasks	Agenda
Abdullah	Project Manager	Project team Project sponsor Stakeholders	Once	Face to face	Kickoff Meeting	Introducing a project. Review objectives and goals
Abdullah	Project Manager	Project team	Weekly	Face to face	Project Team Meetings	Review status of project
Abdullah	Project Manager	Sponsors and Stakeholders	Monthly	Conference call	Project Status Meetings	Present project schedule
Abdullah	Project Manager	Key Stakeholders	Monthly	Conference call and Email	Project Status Reports	Detailed report on project status including progress, costs, and problems
Saleh	Operation manager	Project Manager and Contractor	Daily	Conference call	daily briefing	Review status and upcoming

						tasks
Civil defense	External	safety precautions	Quarterly	as needed	Visit	Regular Check
Tourism Authority	External	Tourism regulations	Quarterly	as needed	Visit	Regular Check

8.5 Provide 3 wrong scenarios of communication

- 1- If any of the team members send some confidential information through what's up. In team charter, the official email is the only method to exchange confidential stuff.
- 2- If the project manager tried to call a certain stakeholder, and he did not get his call answered. The project manager did not update the stakeholders register regularly so that the stakeholder might change his phone number.
- 3- If the project manager speaks only in English in the morning briefing, and some employees do not know English.

8.6 Develop and prepare stakeholder assessment matrix

Managing the involvement of stakeholders is one of the most challenging yet important tasks of a project manager. However, there are many tools and techniques such as the stakeholder engagement matrix that facilitate and improve a project's stakeholder management significantly.

The Stakeholder Engagement Assessment Matrix is a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. It helps identify potential gaps in the involvement of stakeholders.

How to Create a Stakeholder Engagement Matrix?

A stakeholder engagement assessment matrix consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders, if applicable).

The columns indicate the level of engagement. However, the sixth edition of PMBOK suggests the following classification:

- unaware,
- resistant,
- neutral,
- supportive,
- leading.



Table 8-3: Stakeholder Engagement Matrix

Owner	Power / interest	Unaware	Resistant	Neutral	Supportive	Leading
Ahmad	High / High	C			D	
Saleh	High / low			C	D	
Ali	Medium / low				D C	
Sami	High / medium			C		
Saad	Medium / medium				D C	
Abdullah	Medium / High				C	D
Bandar	Medium / low	C				

Foti	Low / Medium			C	D	
Fahad	Medium / Medium			C		
Hamad	Low/low		C			

9- Leadership

9.1 Identify the leadership model, which is preferred to the project leadership

Leadership is as old a phenomenon as human civilization; and perhaps that is why there are so many definitions of leadership. However, while remaining cognizant of the focus of this study; that is the impact of leadership skills of the project leader for successful execution of the project, only relevant definitions will be discussed.

Leadership is defined as the conduct of an individual which aims at guiding the activities of a group for achievement of a shared goal” (Gregoire & Arendt, 2004, p.396).

Project leaders may lead their teams in many ways. The style a project leader selects may be a personal preference, or the result of the combination of multiple factors associated with the project. The style a project leader uses may change over time based on the factors in play.

9.1.1 Leadership Styles

Research describes numerous leadership styles that a project leader can adopt. Some of the most common examples of these styles include but are not limited to:

- **Authoritarian Leadership Style:** This style is also called Autocratic style, where the leaders are distant from their employees. This type of leadership is gained through demands, punishments, regulations, rules and orders. Followers of authoritarian leaders must adhere to all the instructions without

comment or question.

- **Democratic Leadership Style:** This is also known as participative leadership style. This style, unlike the authoritarian style, is characterized by cooperation, active participation, accountability and delegation of responsibilities and tasks. Followers are held accountable for their decisions, actions, and willingness to maintain the group's freedom and autonomy. **This the style which will be selected in our project**
- **Laissez-faire leadership Style:** (e.g., allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style), Laissez-faire is often used to describe a laissez-faire economics or political policy but is also used regularly in the business world to describe a leadership style. Laissez-faire leaders have an attitude of trust and reliance on their employees. They do not micromanage or get too involved; they do not give too much instruction or guidance. This leadership style is suitable for organizations that have long-term employees. It is, however, not suitable for environments that require direction, quick feedback and praise (Uhl-Bien & Marion, 2009).

9.2 The reasons for which such model is preferred

The democratic style of leadership allows the team to work as they want freely and with minimal interference, because he trusts the team with less interference from him. It will be successful, because the team is self-motivated and well experienced. The democratic leadership style can be one of the most effective styles of leadership. This leadership style values collaboration and affirmation of followers.

A democratic leader shares the decision-making and problem-solving responsibilities with his or her leadership team, while retaining the ultimate

say in the final resolution.

This type of leader encourages employees to set workable goals and recognizes their achievements (S. Jakhar, 2017).

9.3 To provide “5” proposals for the motivation methods that are compatible with the nature of the project

Below are some key tactics to keep the team motivated:

1) Offer employee rewards

If people know they'll be rewarded for a job well done, they'll be 1) more likely to, well, do a good job, and 2) stay to see things through. By starting an incentive program, you will assure that your good people are motivated. Maybe it's a quarterly bonus. Maybe it's a commission structure that's better than the competition.

2) Give them room to grow

Giving the employees room to grow within the company is a huge motivator. When you give your best employees growth opportunities, it shifts their thinking from “this is just a side job” to “this could be a full-fledged career.”

3) Be transparent

Having insight into how business is going makes your employees more invested.

4) Recognize their achievements

Sometimes all people want is some recognition for a job well done. So, do not hesitate to praise them. It's not just about the act of recognition, but the principle: If people feel that their efforts are appreciated, they will feel compelled to continue working hard.

5) Ask them what they want

Instead of trying to guess what's most important to them, actually sit down with them and find out what they value. Crazy, right? Doing the unexpected might be the best thing you can do for your employees, and your company (squareup.com, 2020).

10- Teamwork

10.1 To design RACI model for 3 administrative measures of the project

RACI matrix: A table showing for each project task, who is responsible, accountable, who can be consulted, and who needs to be informed. (Also known as responsibility or assignment chart).

- Responsibility Assignment Matrix is Outputs from Quality Planning.

Responsibility Matrix (RM):

One tool that is widely used by project managers is the responsibility matrix (RM). The RM (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project. In its simplest form an RM consists of a chart listing all the project activities, the participants responsible for each activity, clarifies critical interfaces between units and individuals that need coordination, provide a means for all participants to view their responsibilities and agree on their assignments & clarifies the extent or type of authority that can be exercised by each participant.

Why responsibility Matrices?

- Responsibility matrices provide a means for all participants in a project to view their responsibilities and agree on their assignments.

- They also help clarify the extent or type of authority exercised by each participant in performing an activity in which two or more parties have overlapping involvement.
- By using an RM and by defining authority, responsibility, and communications within its framework, the relationship between different organizational units and the work content of the project is made clear.

Table 10-1: RACI Matrix

TASK	Marketing team	Marketing Manger	sponsor	Construction manager	project manager	Civil Engineer	Top management of the resort	Resort Employees as a team	Complaints team
Ceiling Molding				A	I	R	C		
Reply to customer complaints					C		A	I	R
Advertisement in the newspaper	R	A	I				C		

R= Responsible: Person who is completing the task

A= Accountable: Person who is making decisions and taking actions on the task(s)

C= Consulted: Person who will be communicated with regarding the decision-making process and specific tasks

I = Informed: Person who will be updated on decisions and actions during the project

11- Conflict and Crisis

11.1 To identify the conflict and crisis

The concept of conflict and crisis has been identified in management literature by several scholars and managers in practice as one of the endemic phenomena which every organization is bound to experience and respond to at any stage of its life cycle as a result of its constant interaction and interdependence with the environment.

Robbins, Judge and Vohra iterate that functional conflict is constructive in nature and supports organizational objectives and enhances performance outcome (2011, p.98). On the other hand, dysfunctional conflict is destructive in nature and has the tendency to obstruct organizational goal attainment (Wobodo, 2019).

Accordingly, Sullivan (2003) spotted out five forms of crises that are likely to befall organizations at any level of their life circle as including financial, public relation, strategic, natural or sudden and smoldering crisis:

- Financial Crisis
- Public Relations Crisis
- Strategic Crisis
- Natural Crisis
- Smoldering Crisis

11.2 To provide 3 expected scenarios of the conflict's events in the project

Conflict is as inevitable in a project environment as change seems to be. When project team members interact during the course of completing their tasks and responsibilities, there is always a potential for conflict. In fact, it is virtually impossible for people with diverse background skills and norms to work together; make decisions, and try to meet project goals and objectives without conflict.

1. Dependency between tasks and the effect of delaying them, as any delay may cause delays in other activities with other suppliers.
2. Identification of one of the stakeholders at a late time, which caused a delay and an increase in some activities.
3. Non-delivery of reports to the concerned persons, which causes differences and sometimes the lack of interest of those concerned.

11.3 To set the optimal strategies to deal with each conflict, and specify the reason of preference

Table: 11-1 Conflict Resolution Strategy

	Conflict events	Optimal strategies
1	Dependency between tasks and the effect of delaying them	Planning taking into account all interrelated activities and emphasizing with all concerned the use of project schedule management and follow-up of all activities periodically to ensure that there is no delay in the delivery of any activity
2	Identification of one of the stakeholders at a late time	Identify all stakeholders early and review the record of those involved periodically
3	Non-delivery of reports to the concerned persons	Determining all communication plans and assigning responsibilities for delivering the required reports to the concerned persons in a timely manner

11.4 Root Cause Analysis

Root cause analysis (RCA) is a process designed for use in investigating and categorizing the root causes of events with safety, health, environmental, quality,

reliability, and production impacts. The term “event” is used to Four Major Steps the RCA is a four-step process involving the following:

1. Data collection.
2. Causal factor charting.
3. -Root cause identification
4. Recommendation generation and implementation.

Table: 11-2: Root Cause Analysis

	Conflict Event (1)	Conflict Event (2)	Conflict Event (3)
Item	Dependency between tasks and the effect of delaying them	Importance of updating registers regularly	Non-delivery of reports to the concerned persons
Why (1)	Delay in electrical inspection	one of the key stakeholders was not able to attend an important meeting	one of the new supervisors did not send the weekly reports to the manager
Why (2)	did not finish the electrical installation as scheduled	we informed him at a late time	the supervisor did not know the right receivers of the weekly report
Why (3)	Some equipment arrived a month behind	we could not reach him on his registered phone number	the supervisor did not get enough coaching
Why (4)	International shipping is suspended	the stakeholder’s register was not updated in the last three months	due to relocation, the new supervisor attended only two days of the orientation week
Why (5)	Mandatory lockdown due to COVID-19	The manager was busy following up on deliverables and forgot to update the register	the development team of the project did not follow up with this new supervisor and coach him

Solutions	1-The solution is to plan, confirm and review activities to avoid any delay. 2-Always have alternative plans. 3-Using either fast-tracking or crashing to catch up.	1- the stakeholders register must be updated regularly	1- all team members should read the team charter carefully, especially newcomers. 2- development team should do their responsibilities towards new joiners
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12- Resourcefulness

12.1 To distribute the human resources on the functions.

Human resources are the most important in project organization. Therefore, distributor is one way to highly decentralized to achieve project target and balance between authority administrator's different level. This table design to know everyone which his function. This table design to know everyone which his function.

Table:12-1 Human Resources Function

Name	Function	Contact Information
Ahmad	Resort manager (sponsor)	Mobile No. Email:
Saleh	Operation manager	Mobile No. Email:
Ali	Maintenance manager	Mobile No. Email:
Sami	Purchase manager	Mobile No.

		Email:
Saad	Accountant manager	Mobile No. Email:
Abdullah	PM	Mobile No. Email:
Bandar	Internal Audit	Mobile No. Email:
Khalid	HR employee	Mobile No. Email:
Raid	HR employee	Mobile No. Email:
Mahmood	Accountant	Mobile No. Email:
Dan	Accountant	Mobile No. Email:
Saied	Room service maid	Mobile No. Email:
Jaen	Room service maid	Mobile No. Email:
Siddique	Room service maid	Mobile No. Email:
Neel	Room service maid	Mobile No. Email:
Daniel	Room service maid	Mobile No. Email:

Ibrahim	Electrical Engineer	Mobile No. Email:
Sara	Fire fighting	Mobile No. Email:
Mustafa	Mechanical Engineer	Mobile No. Email:
Aisha	Reception employee	Mobile No. Email:
Halima	Reception employee	Mobile No. Email:
Turki	Reception employee	Mobile No. Email:
Manal	Marketing employee	Mobile No. Email:
Hana	Marketing employee	Mobile No. Email:
Abadi	Purchaser	Mobile No. Email:
Rayan	Purchaser	Mobile No. Email:

12.2 Analyze the influence of conducting Crashing and Fast-tracking process on the time table, in addition to representing the table after achieving the two measures.

The skill of schedule development may not be enough as the demand to deliver the

project sooner will require the project manager to adjust the schedule for reducing the overall project duration. For this purpose, the project manager will apply schedule compression techniques, viz. fast tracking and crashing.

If the stakeholders do not agree with the duration of the project schedule during initial schedule development, the project manager can conduct schedule compression. Sometimes schedule compression may happen while the project is ongoing due to changing needs or delays. Let's look at the reasons for compressing the schedule.

Schedule compression reasons

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.

So, one or more of these reasons may result in schedule compression.

Methods of schedule compression

There are two ways a schedule can be compressed; by fast tracking or crashing. Fast tracking usually results in increased risk while crashing mostly results in increased cost. There is a possibility that fast tracking increases costs. So, let's talk about these in detail. We will take the example of two activities A and B, that have a finish to start dependency.

Fast tracking

In this method, the activity will start earlier than the originally planned start date. The work of two sequenced tasks will have an overlap. Overlapping refers to the parallel run of the two activities. So, when fast tracked, B will not wait for A to finish. Instead, it will start earlier and will run in parallel with A. The duration of each activity is unchanged, but the time it takes to complete the set of these activities is reduced.

Fast track the critical activities before considering the non-critical activities because fast tracking non-critical work will not produce any time saving as the deliverables and overall project is still taking the same amount of time. So the whole value of fast tracking is lost, and unnecessary risk is introduced in the project.

Activities that have the same resources working cannot be fast tracked against

each other because a resource can work on only one task at one time.

Here is an example.

Activity A is ‘Design the Tower’ and activity B is ‘Construct the Tower’

Activity A has a finish-to-start relationship with activity B.

The design, including reviews and refinement, will take three months to complete. The project manager, working with the project team and stakeholders, decided to begin construction one month earlier because the project must complete the tower sooner. Therefore, the team overlapped the two activities for one what will happen if there are changes to the design as a result of the reviews? The changes may impact the construction work that has already started. So, the risk of rework increases. If there is rework, then it will very likely increase the cost too.

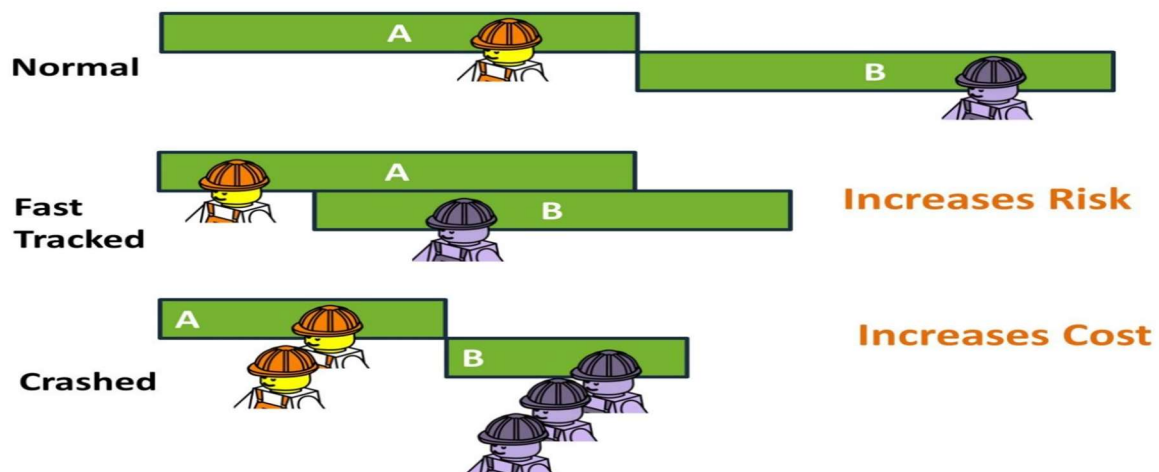


Fig.12-1 Fast Tracking and Crashing

Crashing

Sometimes fast tracking may not be possible or desirable. In that case, the project manager can use crashing to get the desired results. Several methods can be used to crash the schedule and reduce the duration of the activities. For example,

1. Add more resources, which can be both people and physical resources.
2. Make resources work overtime
3. Replace current resources with higher productivity ones
4. Give an incentive to the seller for finishing the work earlier

All of the above options are bound to result in increased costs. To shorten the critical path, always crash the critical activities first. Once all possible crashing of critical activities is complete, then review the non-critical activities. If the critical path has shifted after the crashing of critical activities, non-critical activities may become critical. So, these new critical activities can now be crashed, to further reduce the project duration.

Fast tracking or crashing?

The decision is not so easy. I suggest looking at several factors before making a decision. Here are a few important ones.

- Does the project budget has room to spend on crashing?
- How do stakeholders respond to additional work and project delay? Do stakeholders consider scope change as normal and an unavoidable part of work, or do they frown upon changes and delays?
- Are additional resources available? How long is the process of on-boarding the resources?
- Can we offer an incentive big enough that will entice the seller to finish the work faster?

Similarly, consider any other information that can help.

Stakeholders at an organization consider project end dates as fixed and are not willing to consider a delay. These stakeholders will accept higher risk and lower quality, but will not agree to extend the schedule. In this instance, fast tracking is always preferable.

Another organization considers quality as extremely important. Crashing would be a better choice then as fast tracking may impact quality.

So, projects may need to compress the schedule for various reasons. Both crashing and fast-tracking methods are available. As discussed above, projects can consider several factors to decide which will be a better method for various sets of activities in the schedule.

Here are links to further readings on fast tracking and crashing techniques.

13- Negotiations

Negotiation is a technique by which individuals settle contrasts. It is an interaction by which compromise, or understanding is reached while staying away from contention and questions. The interaction by which at least two individuals or gatherings settle an issue or show up at a superior result through compromise. Explicit types of exchange are utilized as a rule like irreconcilable circumstance, great buying etc.

Accomplishing a beneficial result, it could be helpful to follow an organized way to deal with negotiation. there is just a set measure of significant worth in the arrangement, and the two sides should leave with the more ideal arrangement.

13.1 General Rules for Negotiation Process:

1- Separate people from problem

- Remember that people are human.
- Emotions can become entangled with the problem and can set positions.
- Try to understand their perceptions.
- Don't assume you know how they feel.
- Be able to see it from their side.
- Openly discuss different perceptions.

- Don't blame people for problems.

2- Focus on interests, not positions

- Interests can inform positions.
- Look at interest from their perspective.
- Sharing interests can show both sides not as opposed as initially thought.
- Seek to understand their needs and wants.
- Money is NOT the most important driver, sometimes there are human needs.
- Openly discuss and understand interests.

3- Invent options for mutual gain

- When stuck, sit back and be creative in generating new ideas.
- Encourage looking at the bigger picture.
- Don't think your offer or view is the only solution.
- Step back from positions and refocus on interests.
- Try to solve each other's problems.
- Be prepared to lead and encourage brainstorming.

4- Insist on using objective criteria

- Bring standards of fairness or scientific merit to problems.
- Use recent comparisons or guides.
- Be specific with facts.
- Refer to original aims and ideal outcomes.
- Review limitations, scope or authority and autonomy.
- Develop specific criteria where needed.

13.2 Negotiation plans:

■ Plan A:

- a. **Preparation:** Exploring the two sides of the conversation decide your generally wanted and least wanted potential results. Know the relationship that you need to assemble or keep up with the other party.
- b. **Discussion:** Each side has to be permitted to share their fundamental advantages and concerns continuously.
- c. **Clarification of goals:** an essential of the arrangement cycle, without its errors are probably going to happen which might make issues and hindrances arrive at a valuable result.
 - a. This explanation is generally expected to distinguish some shared beliefs.
- d. **Agreement:** understanding should be made completely clear, so the two sides realize what has been chosen. an agree arrangement has been settled upon, the two sides ought to say thanks to one another for the conversation, regardless of the result of the exchange.
- e. **Bargain:** The objective of this progression is to arise with a mutually advantageous result. pointers of adaptability incorporate concession rates, inception of new proposition, and other delicate practices.
- f. **Conclude and implement** at that point, layout the assumptions for each party and guarantee that the case will be executed viably. a satisfactory arrangement has been settled upon the two sides ought to say thanks to one another for the conversation.
- **Plan B:**
 - a. **What's needed:** Think about what you must get out of this negotiation and what you would like to have. The most important thing from your list needs to be obtained.
 - b. **Walkaway points:** concessions you might be prepared to make. reviewing what you are prepared to trade on will make it easier to go into

the negotiation. Ensuring that you know what they are prepared to sacrifice during the negotiation.

- c. Technique's requirement:** Reviewing techniques might point out involvement through negotiation and achieve the same objective using techniques and identifying sit best for management style.
- d. Authority Limits:** confirm from management the authority of discussion and point should step away from the deal.

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