

**Project Name**



**Group NO. (16)**

**Prepared by**

**Haitham Nazih Barakat - 2021200276**  
**Hanan Saud Al-Qahtani - 2021202665**  
**Thamer Khaled Al-Ammari - 2021200924**  
**Sultan Thalnoon Hussain Thalnoon - 2021200720**  
**Naif Fawaz Arab - 2021203512**  
**Fahad Hussain Qutub - 2021200846**  
**Ahmed Mohammed Awad Al-Nahhli - 2021201332**  
**Sultan Saeed Al-Ghamdi - 2021202775**  
**Mohammed Ali Mohsen - 2021200702**

**Supervised by/ Dr. Waleed Soliman**  
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## 1. Strategy: -

### 1.1 Mission: -

To help people move faster, think deeper, and motivate them to enjoy life with their families.

### 1.2 Vision: -

One of the top 10 smart entertainment cities in Saudi Arabia in 2027

### 1.3 Develop and identify the Strategic Objectives in a SMART Model: -

| Perspective | Objective                                          |
|-------------|----------------------------------------------------|
| Customer    | Create a spirit of competitive challenge           |
| Customer    | Enrich the family social bonding                   |
| Finance     | Gain profit and revenues sustainability            |
| Process     | develop the entertainment programs innovatively    |
| Process     | Provide an entertainment area continuously         |
| Customer    | Increase the level of physical and mental movement |

### 1.4 Develop and identify performance measurement indicators: -

|                                         |                                                                                                                            |                                  |                                         |                                                 |                                            |                                                    |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------|-------------------------------------------------|--------------------------------------------|----------------------------------------------------|
| Strategic Objective                     | Create a spirit of competitive challenge                                                                                   | Enrich the family social bonding | Gain profit and revenues sustainability | develop the entertainment programs innovatively | Provide an entertainment area continuously | Increase the level of physical and mental movement |
| KPI(1)                                  | increase                                                                                                                   | increase                         | increase                                | increase                                        | increase                                   | increase                                           |
| KPI(2)                                  | increase                                                                                                                   | increase                         | increase                                | increase                                        | increase                                   | increase                                           |
| Key Performance Question(s):<br>Formula | What extent are we improving our profit margins for our new services?<br><br>Formula: total revenue/number of transactions |                                  |                                         |                                                 |                                            |                                                    |

| KPI Characteristics                        | Measurable                                  | Actionable                                        | Measurable                                               | Measurable                                  | Measurable                 | Measurable                 |
|--------------------------------------------|---------------------------------------------|---------------------------------------------------|----------------------------------------------------------|---------------------------------------------|----------------------------|----------------------------|
| How will and won't this indicator be used? | Will be used by competing with other cities | Will be used by increasing the families accessing | Will increase by increasing the tickets and the visitors | Will be used when new programs are launched | Will continue              | Will increase              |
| Indicator Name:                            | Profit margin                               | Customer satisfaction                             | Profit margin                                            | Profit margin                               | Revenue per client         | Customer satisfaction      |
| Data Collection Method:                    | Observations                                | Focus groups                                      | Documents and records                                    | Documents and records                       | Observations               | Questionnaires and surveys |
| Assessment / Formula / Scale:              | 4-7                                         | 3-6                                               | 2-6                                                      | 3-6                                         | 1-4                        | 5-8                        |
| Targets and Performance Thresholds:        | Using a Baseline                            | Using External Benchmarks                         | Using a Baseline                                         | Compliance and Regulations                  | Compliance and Regulations | Using a Baseline           |
| Data Collection Frequency:                 | Per week                                    | Per week                                          | Per week                                                 | Per week                                    | Per week                   | Per week                   |
| Reporting Frequency:                       | Per month                                   | Per month                                         | Per month                                                | Per month                                   | Per month                  | Per month                  |
| Data Entry:                                | Head office                                 | HR                                                | Head office                                              | HR                                          | HR                         | Head office                |
| Expiry / Revision Date:                    | Max 2 weeks                                 | 2 weeks                                           | 2 weeks                                                  | 2 weeks                                     | 2 weeks                    | 3 weeks                    |
| How much will it cost?                     | 20%                                         | 20%                                               | 10%                                                      | 10%                                         | 10%                        | 30%                        |
| Possible unintended consequences:          | fail                                        | fail                                              | Not gain money                                           | Not gain money                              | fail                       | fail                       |

### 1.5 Develop the Project Charter: -

[Project ID: EEC - 001]  
[Project Name: Everyone Entertainment City Project]

#### Project Charter

| Document History |               |                 |  |  |
|------------------|---------------|-----------------|--|--|
| Revision         | Issue Date    | Description     |  |  |
| 00               | February 2022 | Project Charter |  |  |

| General Information |  |                                     |                 |                         |
|---------------------|--|-------------------------------------|-----------------|-------------------------|
| Project Name        |  | Everyone Entertainment City Project |                 |                         |
| Project ID:         |  | [EEC - 001]                         |                 |                         |
| Project Duration:   |  | Start Date:                         | [February 2022] | Finish Date: [May 2027] |

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### 1.5.1 **Project Overview: -**

In the last two years, Saudi Arabia has succeeded in developing the entertainment and tourism fields, as a part of the Saudi Vision 2030, under the Quality-of-Life program, this program has many projects, one of these projects is to provide a vital society through applying healthy life to all, and entertainment activities. It is a good opportunity for investors to invest in entertainment projects because it's less risky and a failure than other projects.

In addition to the RIO can be increased faster especially when the society is thirsty and excited for entertainment activities. This project will integrate both goals; offering a vital society, and entertainment activities in the Entertainment City, which the major activities for it focusing on physical entertainment, these entertainments have a good impact on the customer behavior to create positive energy where all the family can engage and have fun.

### 1.5.2 **Project Objectives: -**

| # | Objective                                                         | Related Strategic objective                        |
|---|-------------------------------------------------------------------|----------------------------------------------------|
| 1 | To develop the growth of entertainment activities in Saudi Arabia | Create a spirit of competitive challenge           |
| 2 | To serve 100,000 visitors in the first year                       | Gain profit and revenues sustainability            |
| 3 | To make the society in a good health                              | Increase the level of physical and mental movement |
| 4 | To ensure the location is suitable and, in a services area,       | Provide an entertainment area continuously         |

### 1.5.3 **Project Benefits: -**

| <b>Benefit 1:</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description:</b>   | Financial Growth                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Directed from:</b> | <ul style="list-style-type: none"><li>• Selling the tickets and entrance fees.</li><li>• Counting the number of the visitors each year.</li></ul>                                                                                                                                                                                                                                                                                            |
| <b>Measurement:</b>   | <ul style="list-style-type: none"><li>* The numbers of visitors in the first year will determine the financial growth because the number will declare the income of this project.</li><li>* The target of the tickets will show the turnout for this new project.</li><li>* The level of the satisfaction of the visitors. If it is in high level this indicates to that the cost is spent actually in perfect way and vice versa.</li></ul> |

| <b>Benefit 1:</b>     |                                                                                                                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description:</b>   | Increasing the level of entertainment depending on the 2030 vision of the kingdom                                                                                                            |
| <b>Directed from:</b> | <ul style="list-style-type: none"> <li>- Supply all ways to increase this level.</li> <li>- Depending on the 2030 vision, which ensure on the entertainment must be for everyone.</li> </ul> |
| <b>Measurement:</b>   | <ul style="list-style-type: none"> <li>- The level of entertainment from the Entertainment Authority.</li> <li>- The terms of this Authority.</li> </ul>                                     |

| <b>Benefit 2:</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description:</b>   | Revenues Sustainability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Directed from:</b> | <p>The sustainable growth rate in a business is the maximum growth rate a business can achieve without having to increase its financial leverage or debt financing. Stated another way, it is the maximum growth rate that can be achieved given the company's profitability, asset utilization, dividend payout, and debt ratios.</p> <p>Here are three keys to sustainable <u>revenue growth</u>.</p> <ul style="list-style-type: none"> <li>* Connect with your prospects and clients</li> <li>* Understand what they want to achieve</li> <li>* Deliver to beyond their expectations</li> </ul> |
| <b>Measurement:</b>   | <ol style="list-style-type: none"> <li>1. The turnout for the second year will show the decrease or increase of Revenues Sustainability.</li> <li>2. Achieving the clients or visitors` expectations, surprising them with new events and things will give them the trust that the project wants and increase the Revenues Sustainability.</li> </ol>                                                                                                                                                                                                                                               |

#### 1.5.4 High level Scope: -

| <b>In Scope</b>                                                                                                                                                       | <b>Out of Scope</b>                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- <b>Healthy club.</b></li> <li>- <b>Gym hall.</b></li> <li>- <b>Funfair</b></li> <li>- <b>Entertainment parks.</b></li> </ul> | <ul style="list-style-type: none"> <li>- Restaurants.</li> <li>- Car parks.</li> <li>- Swimming pools.</li> <li>- Public library.</li> </ul> |

|                                                                                                                                                                                          |                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- <b>Amusement programs.</b></li> <li>- <b>Innovation events.</b></li> <li>- <b>Kid's areas.</b></li> <li>- <b>Physical activities</b></li> </ul> | <ul style="list-style-type: none"> <li>- Café's</li> <li>- Fashion shows.</li> <li>- Exhibitions. (Traditional cars, costumes, historical studios and etc)</li> <li>- Pharmacies</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 1.5.5 **Project Main Phases/Deliverables: -**

| # | Phase/Deliverable         | Start         | Finish         |
|---|---------------------------|---------------|----------------|
| 1 | Business Case Study       | February 2022 | April 2022     |
| 2 | Design Development        | April 2022    | May 2023       |
| 3 | Tender Process            | June 2023     | September 2023 |
| 4 | Project Execution         | October 2023  | November 2026  |
| 5 | Testing and Commissioning | November 2026 | May 2027       |
| 6 | Project Handover          | May 2027      |                |

#### 1.5.6 **Major Stakeholders: -**

| # | Stakeholder             | Role                                                                                                               | Responsibility                   |
|---|-------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 1 | Civil Defense           | Issuance of a security and safety license for the project in the context of concern for citizens                   | Ministry of Interior Affairs     |
| 2 | Entertainment Authority | Approval of the entertainment permit and the issuance of a license for entertainment and games held in the project | Ministry of Entertainment        |
| 3 | Government              | Security approvals from government agencies and issuance of the required licenses                                  | Ministry of commerce and finance |

#### 1.5.7 **Constraints Assumptions: -**

| # | Description   | Initial Actions                                                                                                                                                                                                                                                                                                           |
|---|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Time and Cost | These are considered the standard constraints. They are reflected in our estimates and presented as ranges (plus-or-minus). Good project management practice requires us to provide ranges for these constraints – ranges representing the estimating uncertainties associated with a project's particular circumstances. |
| 2 | Quality       | The quality constraint (or “quality tolerance”) is quite similar to that of scope – except that quality focuses on characteristics of a deliverable                                                                                                                                                                       |

|   |                   |                                                                                                                                                                                                                                                      |
|---|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Benefits and Risk | When these two new constraints – benefits and risk – are not considered, they are likely to be neglected and produce a negative impact on the project and the organization. We will examine those potential consequences as we discuss each of them. |
|---|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 1.5.8 Assumptions: -

| # | Description                                                                                     |
|---|-------------------------------------------------------------------------------------------------|
| 1 | Resources – people, materials, or facilities needed to complete the project                     |
| 2 | Delivery – it's intended to be delivered.                                                       |
| 3 | Budget – estimated cost of the project                                                          |
| 4 | Finances – funding to complete the project                                                      |
| 5 | Scope – the scope of the what's to be delivered                                                 |
| 6 | Schedule: tasks, durations, and dependencies needed to complete the project                     |
| 7 | Methodology – the approach you'll take to completing the project.                               |
| 8 | Technology – this could cover software development, platforms, environments, and infrastructure |
| 9 | Architecture and design – architecture and design approach your team will use                   |

#### 1.5.9 Risks: -

| # | Description                                                  | Initial Action                                                                                                                                                                             | Responsibility  | Due Date |
|---|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------|
| 1 | Changing in the prices of the materials<br>(High level risk) | <ul style="list-style-type: none"> <li>- Saving stocks for long time.</li> <li>- Making deals with the supplier</li> </ul>                                                                 | Project sponsor | 3 weeks  |
| 2 | Changing in the rules of the countries<br>(Low level risk)   | <ul style="list-style-type: none"> <li>- The deals with the government to protect the rights of the project.</li> </ul>                                                                    | The owner       | 1 month  |
| 3 | Natural disasters<br>(High level risk)                       | <ul style="list-style-type: none"> <li>- Take all necessary measures to protect individuals and facilities, and provide comprehensive insurance for individuals and facilities.</li> </ul> |                 | 1 month  |

#### 1.5.10 Budget: -

| Budget Information |                  |                 |
|--------------------|------------------|-----------------|
| Required Budget    | Available Budget | Shortage        |
| 500,000,000 SAR    | 300,000,000 SAR  | 200,000,000 SAR |

| Budget Details |                                                                     |                 |
|----------------|---------------------------------------------------------------------|-----------------|
| #              | Budget Item                                                         | Amount          |
| 1              | Infrastructure                                                      | 100,000,000 SAR |
| 2              | Entertainment construction                                          | 300,000,000 SAR |
| 3              | Advertisement, stock for salaries for first year and other expenses | 100,000,000 SAR |
| Total          |                                                                     | 500,000,000 SAR |

#### 1.5.11 Key success factors: -

##### Cost – Time – Quality

**1.5.11.1 Cost:** one of the successful factors are cost. Decreasing the expenses and increasing the income without breach of the quality of the product. Most of the cost must be divided perfectly on the fields of the project.

##### Example: -

|                 |                 |
|-----------------|-----------------|
| Expenses        | Benefits        |
| 100,000,000 SAR | 250,000,000 SAR |

**1.5.11.2 Time:** As fast as it can be done. The time of initiating and closing project is very important and a bright factor of success.

**Example:** If the customer has requirement to pay a different premium for the first 2 hours overtime and different premium for remaining overtime hours.

| <b>Time Type Group Name</b> | <b>Time Category</b>  | <b>Purpose</b>                                                                                                              | <b>Time Types</b>                                             |
|-----------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Paid Absences               | Paid Absences         | This Time Type Group can act as input for time valuation engine and passes paid absence hours as an input.                  | Can assign any absence time types to this time type group.    |
| Public Holidays             | Paid Holidays         | This Time Type Group can act as input for time valuation engine, and passes paid holiday hours as a input.                  | Time Types can't be assigned to this category.                |
| Recorded Hours              | Recorded Working Time | This Time Type Group can act as input for time valuation engine and passes recorded working hours as an input.              | Can assign any attendance time types to this time type group. |
| Overtime                    | Calculated Time       | This Time Type Group can act as output for time valuation engine, and outputs the overtime hours based on configured rules. | Time Types can't be assigned to this category.                |

### **1.5.11.3 Quality: -**

- **A Good Plan: -**

The Plan, Do, Check, Act cycle is fundamental to achieving project quality. The overall project plan should include a plan for how the project manager and team will maintain quality standards throughout the project's cycle.

- **Appropriate Communication: -**

Despite good project planning and scheduling, poor or absent communication with team members and stakeholders can bring a project undone. Project managers need excellent communication skills and a comprehensive scheme that encourages formal and informal discussion of expectations, innovation, progress and results.

- **Manage Stakeholders: -**

Stakeholders include everyone who has an interest in, can influence or is affected by the project's implementation or outcomes. To engage stakeholders, identify who they are, analyze their concerns and what they need to know and then prepare a strategy to provide the appropriate amount of information and opportunities for involvement.

- **Good Measurement: -**

Early in the process it is important to identify the key outcomes and outputs of the project and how you will measure whether they have been delivered. Implement processes that measure progress, both qualitatively and quantitatively, throughout the project at individual, team and whole project levels. This ensures that problems can be identified early, and successful tactics can be promulgated throughout the project.

- **Constant Review: -**

Along with good measurement go good review mechanisms. Successful project managers diligently and regularly review progress against the schedule, budget and quality elements of the project. Regular review allows problems to be identified early so that corrective action can be taken to keep the project on track. Review also helps team members to learn and improve their skills.

- **Act Early: -**

Measurement and review are important, but they are only effective if the project manager acts on issues identified. Leaving problems to be fixed up later is a recipe for disaster. Simple issues should be addressed immediately. More complex issues should be added for action into the project plan and resources allocated to address them.

#### **1.5.12 Acceptance Criteria: -**

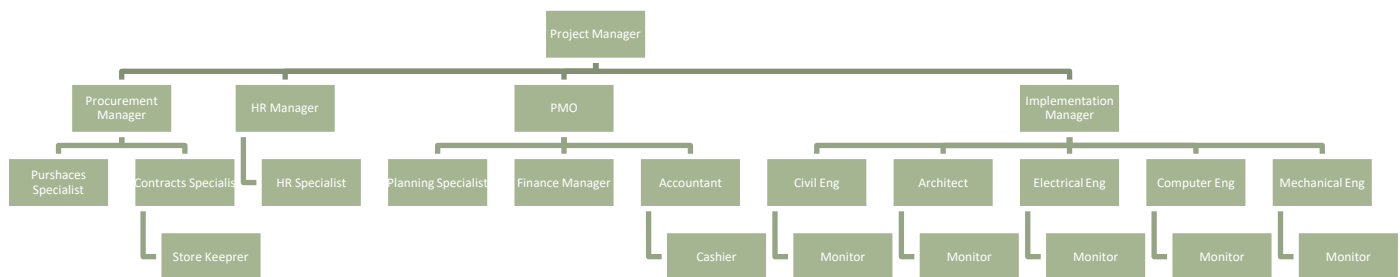
Success criteria may be:

- Delivered with Time and Budget tolerances: Budget tolerance is particularly useful at the end of a project as you near the delivery date. If you have a budget of £80,000 with a tolerance of 10 per cent and you complete the project for £85,000 you have still delivered within the parameters set by your sponsor. A budget tolerance of 10 per cent means you can deliver the project 10 per cent over cost without having to get special permission to do so.
- Delivered to specification: The list of characteristics a commodity or financial instrument must meet in order to settle futures or options contracts traded on organized exchanges. Such characteristics might include the grade, or quality, of the commodity, its size, and where the physical product must be delivered.
- Customer satisfactions rating achieved: Customer satisfaction is important because it is an indicator of service quality. If customers are dissatisfied, it's probably because their needs have not been met for some time.
- Here are some simple ways by which companies can make customers more satisfied: 1. Understating Customer's Needs 2. Exceeding Customer Expectations 3. Help Customers Help Themselves 4. Hire the Best Customer Service Support 5. Use of Tours and Demos 6. Fixing Recurring Problems 7. Clearly Defined Customer Service Policy 8. Believing in Customer Complaints.

- Realization of business benefits: It provides the means to validate that proposed projects and programs will deliver real outcomes that specifically support strategic objectives and provide the data that is normally absent to manage this and drive decision-making in other processes such as portfolio management.
- Increased market share: Basically, market share is how much you make as a company in the industry, and how that stacks up against others. So, to increase your market share, you need to make more sales than your competitors to increase your share in the industry.
- Improve productivity: Productivity, in economics, measures output per unit of input, such as labor, capital, or any other resource. It is often calculated for the economy as a ratio of gross domestic product (GDP) to hours worked.
- Labor productivity may be further broken down by sector to examine trends in labor growth, wage levels, and technological improvement. Corporate profits and shareholder returns are directly linked to productivity growth.
- At the corporate level, productivity is a measure of the efficiency of a company's production process, it is calculated by measuring the number of units produced relative to employee labor hours or by measuring a company's net sales relative to employee labor hours.

## 2. Governance, structure and process: -

### 2.1 To develop an organizational structure for the teams and units of the project: -



### 2.2 To identify the practical and scientific bases, which adopted in developing the structure: -

As for the organizational structure and its foundations, its size and design depend mainly on the size of the organization, the number of its departments, branches and divisions, the nature of its activities and the industry to which it belongs. In general, there are several forms of organizational structures:

**2.2.1** The simple or easy design, which takes the form of a hierarchy, starting with the chairman of the board of directors, then the general manager and/or his deputy, then the rest of the departments. And so on.

**2.2.2** Design according to departments and departments so that each department and each department has its own box in the organizational structure.

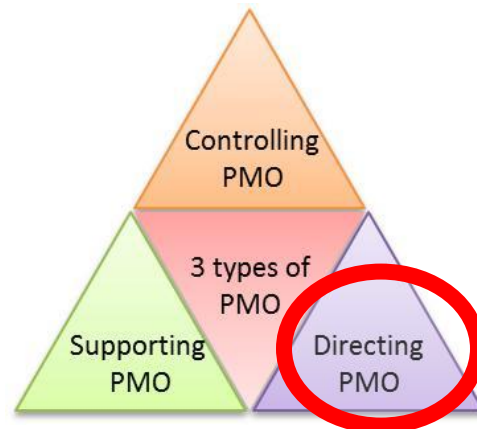
**2.2.3** Design according to the functions and activities practiced by the organization such as: research and development - production - stores and supply chains - marketing - customer service. and so on.

**2.2.4** Design according to work teams and / or according to existing projects.

As for the characteristics of effective organizational design or structural building, they can be briefly summarized as follows:

- Flexible and helps achieve strategy.
- Compress and control costs.
- Fruits and enables employees to be creative and release their energy
- Works in all conditions and despite all obstacles
- Protects and empowers professionals, creative and innovative technical personnel
- Explains the decision-making sequence in the organization
- Shows the power levels
- Supports the assumption of responsibilities at all levels
- Helps and facilitates innovation and development processes
- Reflects the flow and effectiveness of performance rather than political games and the personal importance of employees, Which puts the right person in the right place according to the methodology of strengthening.

### 2.3 To identify projects office model, most appropriate to manage the project, in addition to mentioning the reason: -

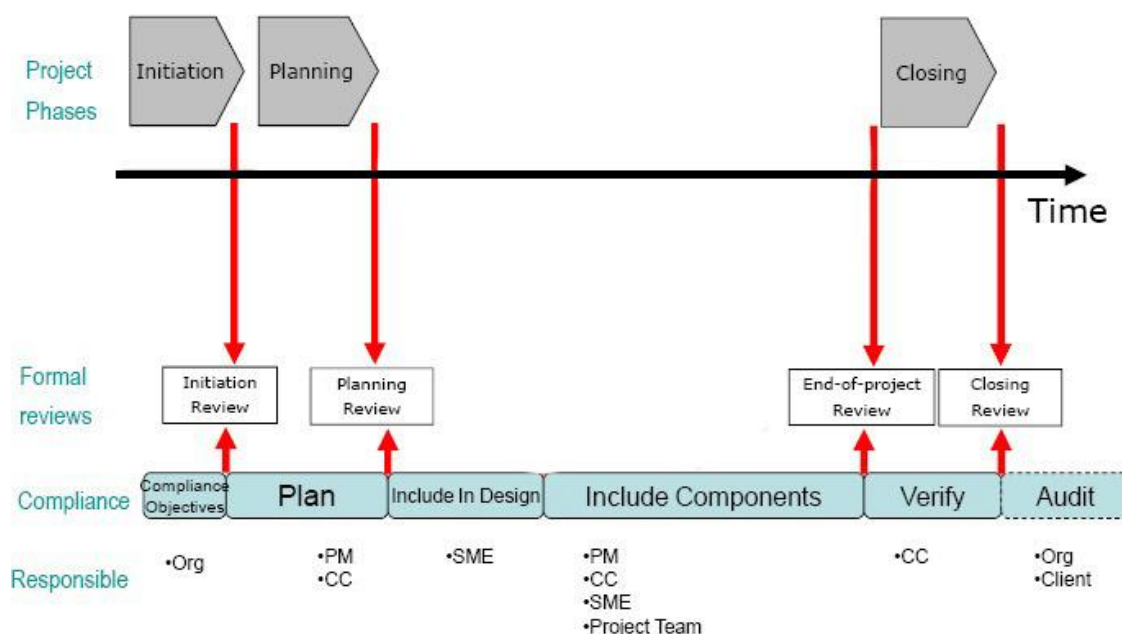


#### ***Directive PMO (high control)***

This type is characterized by a great level of control over the projects and even managing them completely, while providing the necessary support and resources. As soon as the institution contracts on the project, the office identifies managers for it. This type is also characterized by providing high professionalism in project management, as each manager writes periodic reports for the office, which ensures a very high level of consistency in work at the level of all projects. The reason for choosing this type is: This type is very suitable for large organizations that need technical support in many and varied places.

### 3. Compliance, standard and regulations: -

#### 3.1 To design a check compliance model before delivering the project outputs: -



### **3.2 To develop Check List model for the three stages of the project (Initiate- Plan- Closure): -**

#### **3.2.1 Initiate: -**

| #  | Description                                                                                    | Answer         | Score |
|----|------------------------------------------------------------------------------------------------|----------------|-------|
| 1  | Has a Project Initiation Request been documented and approved?                                 | yes            | 10    |
| 2  | Are the project context, scope, deliverables and expected outcomes documented?                 | No             | 0     |
| 3  | Has a Project Owner (PO) been identified?                                                      | yes            | 10    |
| 4  | Are project benefits and success criteria documented?                                          | Yes, partially | 5     |
| 5  | Are the benefits and success criteria measurable?                                              | Yes, partially | 5     |
| 6  | Have all the key project stakeholders been identified?                                         | Yes            | 10    |
| 7  | Are all the initial roles and responsibilities defined?                                        | Yes            | 10    |
| 8  | Has the Project Steering Committee (PSC) been established?                                     | Yes            | 10    |
| 9  | Have at least 4 alternative solutions been analyzed e.g., using a SWOT analysis?               | Yes            | 10    |
| 10 | Are major assumptions, constraints and risks identified?                                       | Yes            | 10    |
| 11 | Have project synergies and dependencies been analyzed?                                         | Yes            | 10    |
| 12 | Has the project Total Cost of Ownership (TCO) been estimated in FTE and €?                     | Yes            | 10    |
| 13 | Are both requestor and solution provider costs included in the project TCO?                    | Yes            | 10    |
| 14 | Are project funding sources (budget lines) identified for each cost element?                   | Yes            | 10    |
| 15 | Have project savings been estimated in FTE and k€?                                             | Yes            | 10    |
| 16 | Has a Business Case been documented and approved by the Project Owner (PO)?                    | Yes, partially | 5     |
| 17 | Is there a Project Manager (PM) assigned to the project?                                       | Yes            | 10    |
| 18 | Are requestor needs documented and linked to project deliverables?                             | Yes            | 10    |
| 19 | Is project roadmap (start and end dates) for major milestones and deliverables documented?     | Yes            | 10    |
| 20 | Is project approach / methodology identified?                                                  | Yes            | 10    |
| 21 | Are Risk, Issue and Decision Logs setup?                                                       | Yes            | 10    |
| 22 | Have the identified risks an associated response strategy been approved?                       | Yes            | 10    |
| 23 | Are major resources needed to execute the project identified as well as requirements detailed? | Yes            | 10    |

|    |                                                                                             |                |     |
|----|---------------------------------------------------------------------------------------------|----------------|-----|
| 24 | Have security, document management and data protection constraints been assessed?           | Yes, partially | 5   |
| 25 | Has a Project Charter been documented and approved by the Project Steering Committee (PSC)? | Yes            | 10  |
| 26 | Is the project currently delivering to schedule?                                            | Yes            | 10  |
| 27 | Is the budget allocated sufficient at this point of the project?                            | Yes            | 10  |
| 28 | Is the project ready to proceed to the Planning Phase?                                      | Yes            | 10  |
| 29 | Total score for compliance                                                                  | 0              | 250 |

### 3.2.2 Plan: -

| #  | Description                                                                                                                      | Answer         | Score |
|----|----------------------------------------------------------------------------------------------------------------------------------|----------------|-------|
| 1  | Is the Stakeholder Matrix complete with all the relevant stakeholders' names and contact details?                                | Yes, partially | 5     |
| 2  | Are all project roles and responsibilities detailed?                                                                             | Yes            | 10    |
| 3  | Is the project scope broken-down in manageable components that allow accurate estimation of resources, work effort and duration? | Yes            | 10    |
| 4  | Is it clear the link between project scope / deliverables and work packages / activities / tasks?                                | Yes, partially | 5     |
| 5  | Are project management and business implementation activities considered in the Project Work Plan?                               | Yes            | 10    |
| 6  | Are all the activities / tasks assigned to someone?                                                                              | Yes            | 10    |
| 7  | Were all the activities / tasks and related effort validated by the task owner / domain expert?                                  | Yes            | 10    |
| 8  | Are all project costs / effort estimated and detailed at task level?                                                             | Yes, partially | 5     |
| 9  | Are all project work packages, activities and tasks scheduled?                                                                   | Yes            | 10    |
| 10 | Is the critical path identified?                                                                                                 | Yes            | 10    |
| 11 | Are project performance indicators and metrics defined?                                                                          | Yes            | 10    |
| 12 | Is the Project Work Plan baselined and approved by the Project Steering Committee (PSC)?                                         | Yes            | 10    |
| 13 | Are all the communication items (e.g., meetings and reports) defined as well as their frequency?                                 | Yes, partially | 5     |
| 14 | Has a Communications Management Plan been documented, as a separate document or included in the Project Handbook?                | Yes            | 10    |
| 15 | Is the project management approach detailed and documented in a Project Handbook?                                                | Yes, partially | 5     |
| 16 | Has an escalation process been documented and tailored to risk, issues and change management?                                    | Yes            | 10    |

|    |                                                                                                                                                                  |     |    |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 17 | Has a Project Change Management Plan been documented, as a separate document or included in the Project Handbook?                                                | Yes | 10 |
| 18 | Are the risk assessment thresholds defined, including the risk appetite?                                                                                         | Yes | 10 |
| 19 | Is a Risk Management Plan documented, as a separate document or included in the Handbook?                                                                        | Yes | 10 |
| 20 | Is an Issue Management Plan documented, as a separate document or included in the Handbook?                                                                      | Yes | 10 |
| 21 | Is there a Change Log in place?                                                                                                                                  | Yes | 10 |
| 22 | Were quality requirements, assurance activities and metrics defined and approved by the Project Steering Committee (PSC)?                                        | Yes | 10 |
| 23 | Has a Quality Management Plan been documented, as a separate document or included in the Project Handbook?                                                       | Yes | 10 |
| 24 | Are all the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner (PO)?                                             | Yes | 10 |
| 25 | Has a Deliverables Acceptance Management Plan been documented, as a separate document or included in the Project Handbook?                                       | Yes | 10 |
| 26 | Has a configuration management procedure been documented?                                                                                                        | Yes | 10 |
| 27 | Are the project management processes communicated to the Project Core Team (PCT) and to the major project stakeholders?                                          | Yes | 10 |
| 28 | Are all types of resources (people, software, infrastructure, facilities, outsourcers, materials, services...) identified and their effort and period estimated? | Yes | 10 |
| 29 | Are training needs identified?                                                                                                                                   | Yes | 10 |
| 30 | Has a Resource Plan been documented, as a separate document or included in the Project Handbook?                                                                 | Yes | 10 |
| 31 | Are all the activities that will be performed by the business/requestor side identified and estimated?                                                           | Yes | 10 |
| 32 | Has a Business Implementation Plan been documented?                                                                                                              | Yes | 10 |
| 33 | Are the transition activities planned and agreed with the involved stakeholders?                                                                                 | Yes | 10 |
| 34 | Is a Transition Plan documented?                                                                                                                                 | Yes | 10 |
| 35 | Are outsourcing activities and deliverables defined as well as evaluation criteria?                                                                              | Yes | 10 |
| 36 | Is there an Outsourcing Plan documented, as a separate document or included in the Handbook?                                                                     | Yes | 10 |
| 37 | Are all project plans approved?                                                                                                                                  | Yes | 10 |
| 38 | Is there a Project Handbook documented?                                                                                                                          | Yes | 10 |
| 39 | Are all the major deviations from the Project Charter approved by the Project Steering Committee (PSC) / Appropriate Governance Bodies (AGB)?                    | Yes | 10 |
| 40 | Is the project currently delivering to schedule?                                                                                                                 | Yes | 10 |

|    |                                                                  |                |     |
|----|------------------------------------------------------------------|----------------|-----|
| 41 | Are all resources available for the executing phase?             | Yes            | 10  |
| 42 | Is the allocated budget sufficient at this point of the project? | Yes            | 10  |
| 43 | Is the project ready to proceed to the Executing Phase?          | Yes, partially | 5   |
| 44 | Total score for compliance                                       | 0              | 400 |

### 3.2.3 Closure: -

| #  | Description                                                                                                                                       | Answer         | Score |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|
| 1  | Did a Project-End Review Meeting take place?                                                                                                      | Yes            | 10    |
| 2  | Were final project performance indicators and metrics assessed and compared to project baselines?                                                 | Yes            | 10    |
| 3  | Are project benefits and unachieved goals assessed and remaining benefits forecasted?                                                             | Yes            | 10    |
| 4  | Was client / requestor satisfaction assessed?                                                                                                     | Yes            | 10    |
| 5  | In case some risks or issues couldn't be closed, are they re-assessed, and follow-up actions recommended?                                         | Yes            | 10    |
| 6  | Are follow-up actions assigned to people and a formal transfer of ownership performed?                                                            | Yes, partially | 5     |
| 7  | Were all the hand over activities to the operations mode performed?                                                                               | Yes            | 10    |
| 8  | Are support and maintenance activities running as planned?                                                                                        | Yes            | 10    |
| 9  | Did all the relevant stakeholders give feedback on the overall project experience?                                                                | Yes            | 10    |
| 10 | Were lessons learned and post-project recommendations captured?                                                                                   | Yes            | 10    |
| 11 | Is the Project-End Report documented and delivered to the relevant stakeholders?                                                                  | Yes            | 10    |
| 12 | Are project artefacts and other supporting documentation organized and archived in a central repository?                                          | Yes, partially | 5     |
| 13 | Is project archiving following the EC internal policy for records management and archives?                                                        | Yes            | 10    |
| 14 | Were all the configuration management procedures completed?                                                                                       | Yes, partially | 5     |
| 15 | Were all the security management procedures completed e.g., copies of project data and restriction of project members access to systems and data? | Yes            | 10    |
| 16 | Was the project formally accepted by the Project Steering Committee (PSC) / Project Owner (PO)?                                                   | Yes            | 10    |
| 17 | Have project team members performance been assessed?                                                                                              | Yes            | 10    |
| 18 | Is the project team officially released?                                                                                                          | Yes            | 10    |
| 19 | Have project costs stopped?                                                                                                                       | Yes            | 10    |

|    |                                    |     |     |
|----|------------------------------------|-----|-----|
| 20 | Is the project ready to be closed? | Yes | 10  |
|    | Total score for compliance         | 0   | 185 |

#### 4. **Power and Interest: -**

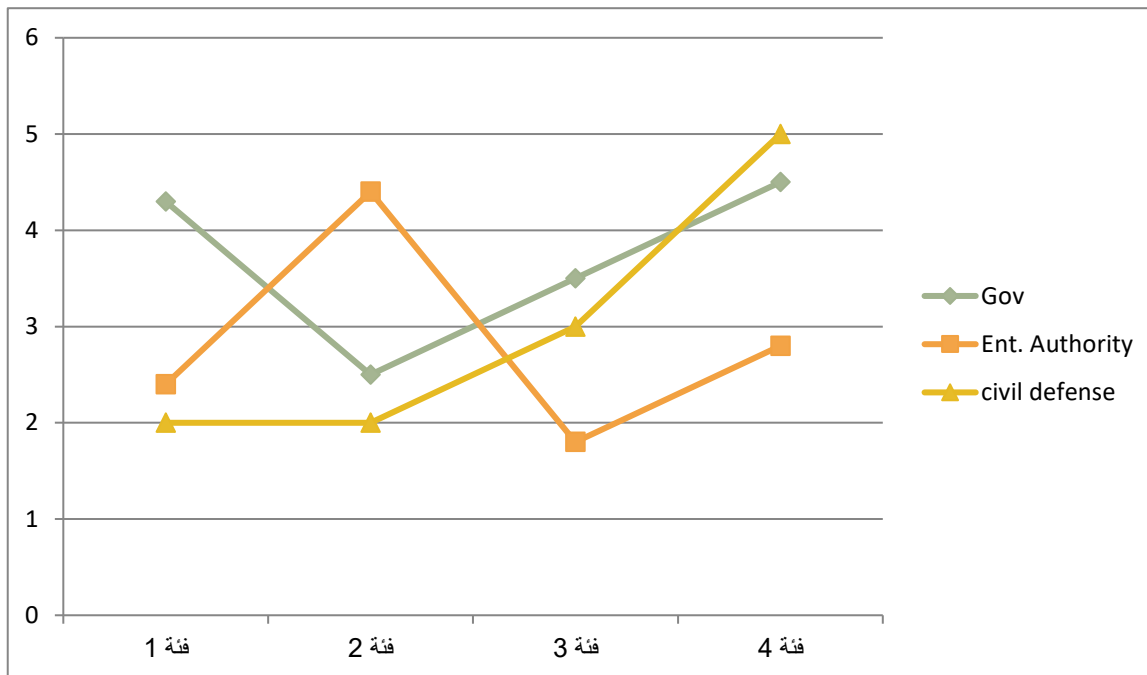
##### 4.1 **To develop a stakeholder register and form groups for them (Competency): -**

| Group                   | Groups interest in issue | Resources | Resource's mobilization capacity | Position on issue |
|-------------------------|--------------------------|-----------|----------------------------------|-------------------|
| Civil Defense           | high                     | low       | low                              | high              |
| Entertainment Authority | high                     | high      | mid                              | high              |
| Government              | high                     | high      | high                             | high              |

##### 4.2 **To develop the two networks: (Strength/Interest) and (Influence/Strength): -**

| Stakeholder             | Strength                               | Interest       | Influence                                                                                                                                                          |
|-------------------------|----------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Civil Defense           | Decision making, vision and strategies | Public opinion | Defensing and safety                                                                                                                                               |
| Entertainment Authority | Facilities, agreements, permits        | Public opinion | The global influences and affecting on public                                                                                                                      |
| Government              | Rules, controlling                     | Public opinion | the effect of regulatory law on businesses and indicates that state influence through law is a necessary, but not sufficient influence on business risk management |

#### **4.3 To use the logical diagrams for the register of the stakeholder: -**



### **5. Culture and Values: -**

#### **5.1 To identify the culture of the organization: -**

It is Market culture: A market culture is a type of corporate culture that emphasizes competitiveness not only between the organization and its market competitors but also between employees. Employees are encouraged to set difficult goals and strive to achieve them. Employee performance is closely monitored and often directly rewarded or punished. The emphasis on individual performance is thought to lead to greater achievement for the individual employee and, as a result, greater success for the organization.

#### **5.2 To provide proposals of the organization values that can be adopted: -**

**5.2.1 Personal values:** They are the values that the individual believes, is convinced of and believes in on his own, and is not necessarily linked to the elements of the incubating environment.

**5.2.2 Organizational values:** include family, educational/educational, and institutional values; It is defined as: the value declared by the organization and providing its requirements and acquired by the individual belonging to it or working in it.

**5.2.3 Societal values:** They are the values adopted by a group of people who have grown up, like an ethnic community or something in between, and which invite their members to adopt them as beliefs they believe in, apply them and defend them.

**5.2.4 National values:** they are the values adopted by the ruler and show emotional attachment and loyalty to a specific nation in a special way and exceptional from other countries, and make the individual love his country, support its authority, safeguard its interests, and feel national pride.

**5.2.5 Universal values:** These are the values that international organizations adopt and impose on the countries under their banner.

**5.2.6 Miscellaneous values:** These are the values propagated and disseminated by irresponsible influencers in the cyberspace through all available means of communication.

## **6. Self - reflection and self – management: -**

### **6.1 To specify "3" personal behaviors of the student that can influence on the project: -**

**6.1.1 Authorize person:** It must be an authorized person who leads and guide the student to impact perfectly on his behavior.

**6.1.2 Closely:** When it is close, it will be more efficiency.

**6.1.3 Keep informed:** student must be informed with all steps of the projects and do as well as he knows.

### **6.2 To study such behaviors, identify their reasons, and how they can be eliminated: -**

#### **6.2.1 UNDERSTAND CULTURE – PEOPLE VS PROCESSES: -**

The most important factor coming from humans including sensitive aspects is Culture. The term culture means different things to different people. From a project management perspective, culture simply means “how is stuff done here”. Culture is something that comes with people as a baggage along with them. It is imperative that a project manager understand and interpret what the culture of the performing organization is. This becomes increasingly challenging with virtual global teams. When a team member responds swiftly “It is impossible for us to carry out this work” without analyzing the work assigned – it is likely that employees are striving within an organizational culture that is not supportive of their efforts.

### **6.2.2 ENGAGE TEAM MEMBERS: -**

Engaging project team members is the foundation to project success. In PMC, it is extremely important that the groundwork be laid to engage team members and stakeholders and finally sustain in the short and long term. Focus should be setting key performance/productivity indicators for the performing team. The level of engagement of team and stakeholders should be monitored, and strategies be devised to maximize the engagement levels of both at the same time. Performance, Productivity, Efficiency and Efficacy must be maximized or at a minimum balanced.

### **6.2.3 IMPORTANCE OF EMOTIONS and MOTIVATION: -**

Emotions have to do with hormones and neurotransmitters in the human body. Emotions drive employee motivation positively or negatively. Oh boy! Isn't it difficult to psycho-physio-biologically scan a person's mind and body to anticipate what the Expressions, Feelings, Body Language, and Actions he or she may exhibit e.g.– they are sometimes Happy, Sad, Angry, Excited, Tender, Scared etc. This has been a long-standing challenge for most people managers, especially project managers!

### **6.3 To conduct a self-professional assessment by using SWOT model: -**

|          | Strengths                                                                                                                                                                                                                                                                                                              | Weaknesses                                                                                                                                                                                                                                                                                                                      |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal | <ul style="list-style-type: none"><li>✓ Your specialist marketing expertise</li><li>✓ A new, innovative product or service</li><li>✓ Location of your business</li><li>✓ Quality processes and procedures</li><li>✓ Any other aspect of your business that adds value to your product or service</li></ul>             | <ul style="list-style-type: none"><li>✓ Lack of marketing expertise</li><li>✓ Undifferentiated products or services (i.e. in relation to your competitors)</li><li>✓ Location of your business</li><li>✓ Poor quality goods or services</li><li>✓ Damaged reputation</li></ul>                                                  |
| External | Opportunities                                                                                                                                                                                                                                                                                                          | Threats                                                                                                                                                                                                                                                                                                                         |
|          | <ul style="list-style-type: none"><li>✓ A developing market such as the Internet</li><li>✓ Mergers, joint ventures or strategic alliances</li><li>✓ Moving into new market segments that offer improved profits</li><li>✓ A new international market</li><li>✓ A market vacated by an ineffective competitor</li></ul> | <ul style="list-style-type: none"><li>✓ A new competitor in your home market</li><li>✓ Price wars with competitors</li><li>✓ A competitor has a new, innovative product or service</li><li>✓ Competitors have superior access to channels of distribution</li><li>✓ Taxation is introduced on your product or service</li></ul> |

## **7. Personal integrity and reliability: -**

### **7.1 To provide (3) behaviors contradict the moral integrity: -**

How do views on integrity relate to the characteristics of governance summarized previously? All interpretations of integrity focus on the behavior of the participants in governance in decision making and decision implementation. That is, it does not concern everything in politics and governance; integrity concerns *behavior*, *process*, and *procedure* (in a broad sense). It is not about the content of the output or the societal results (outcome).

The ethics of the content of decisions, policies, and laws, with a focus on the consequences or results of policy, should thus be distinguished from the “moral quality” of the governance process. To simplify: a government can decide to go to war (or not) or to limit immigration (or not) with or without a process of policy and decision making (and implementation) in line with the valid moral values and norms for that process.

### **7.2 To Analyze the financial, social, and technical influence, if any, of such behaviors on the works of the project and relationships:-**

#### **7.2.1 The Trust and Technology project aimed: -**

7.2.1.1 To develop a way of preserving through recording orally transmitted indigenous knowledge, and controlling access to it; and

7.2.1.2 To develop specifications for an annotation system which would allow today's Indigenous Australians to ‘answer back’, that is to respond to institutional archives by creating websites of collections comprising comments, digitized documents and even lists of other relevant collections. Social outcomes set the medium or long term effects of project outputs and consist of risk and impact.

7.2.1.3 Social impacts include the portion of infrastructure project outcomes experienced by stakeholders, excluding those which would happen without any intervention, and can be divided into:

(1) processes, (2) change, (3) consequences. In practice, impacts are usually considered as positive (benefits) or negative (costs), primary or secondary long-term changes, or consequences of decisions taken which lead to development.

It can also be stated as the social consequence of development or all the issues that directly or indirectly affect stakeholders. Social impacts include both intended and unintended outcomes of projects.

## **8. Personal Communication/Relationships and Engagement: -**

### **8.1 To prepare the register of the stakeholder: -**

| <b>Stakeholder Register</b> |                    |              |             |              |                  |
|-----------------------------|--------------------|--------------|-------------|--------------|------------------|
| <b>Stakeholder`s name</b>   | <b>Role</b>        | <b>Group</b> | <b>Type</b> | <b>Group</b> | <b>Influence</b> |
| Civil Defense               | Safety and Quality | External     | Positive    | Support      | High Power       |
| Entertainment Authority     | Supervision        | External     | Positive    | Sponsor      | High Power       |
| Government                  | Approvals          | External     | Positive    | Controlling  | High Power       |

### **8.2 To identify the personal communication and the effective communication: -**

Personal communications include emails, text messages, online chats or direct messages, personal interviews, telephone conversations, live speeches, unrecorded classroom lectures, memos, letters, messages from no archived discussion groups or online bulletin boards, and so on.

### **8.3 To identify the shapes, models and channels of personal communication: -**

#### **8.3.1 Models of personal communications:**

- Linear models – only looks at one-way communication.
- Interactive models – looks at two-way communication.
- Transactional models – looks at two-way communication where the message gets more complex as the communication event (e.g., conversation) progresses.

**8.3.2** Personal communication channels relate to two or more persons who communicate directly with each other face-to-face, person-to-person through telephone, email or fax and so on.

#### 8.4 To establish the communication matrix: -

| COMMUNICATION                          | PURPOSE                                                      | MEDIUM                             | FREQUENCY | AUDIENCE                                        | OWNER                           | DELIVERABLE                               |
|----------------------------------------|--------------------------------------------------------------|------------------------------------|-----------|-------------------------------------------------|---------------------------------|-------------------------------------------|
| Kickoff Meeting                        | Introduce project.<br>Review objectives and goals.           | In person /<br>Face-to-face        | Once      | Project team<br>Project sponsor<br>Stakeholders | Project manager                 | Agenda                                    |
| Project Team Meetings                  | Review status of project                                     | Face-to-face or<br>Conference call | Weekly    | Project team                                    | Project manager                 | Agenda<br>Project schedule                |
| Technical and Creative Design Meetings | Discuss, review technical and design problems and solutions. | In person /<br>Face-to-face        | As needed | Technical team<br>Creative team                 | Technical lead<br>Creative lead | Agenda                                    |
| Monthly Project Status Meetings        | Update leadership on project status.                         | Face-to-face or<br>Conference call | Monthly   | Project manager<br>Stakeholders                 | Project manager                 | Slide presentation<br>Project schedule    |
| Project Status Reports                 | Detailed report on project status including                  | Email                              | Monthly   | Project manager<br>Stakeholders                 | Project manager                 | Project status report<br>Project schedule |

|  |                                   |  |  |  |  |  |
|--|-----------------------------------|--|--|--|--|--|
|  | progress, costs,<br>and problems. |  |  |  |  |  |
|--|-----------------------------------|--|--|--|--|--|

## **8.5 To provide 3 wrong scenarios of communication: -**

### **8.5.1 Lack of Specific Communications with Customers: -**

Bad business communication exists when companies have no mechanism in place to handle special orders from its customers. Without communication from management to the sales and customer service staffs on how to handle such situations, and without good communication with the customers involved, such a company is likely to lose customers.

### **8.5.2 Lack of Consideration and Follow-Through: -**

Bad business communication often occurs when one person fails to return telephone calls or emails, and especially when he fails to say thank you for favors done or to report back when expected to do so.

### **8.5.3 Lack of Rumor Control: -**

In a volatile business environment, it's important to make sure that information about sensitive subjects, such as layoffs, is communicated directly and clearly. Allowing rumors to circulate unchecked and unconfirmed will only result in a drop in employee morale, as well as in the possibility that some employees will move to another company in advance of the actual layoff announcement.

## **8.6 To develop and prepare stakeholder assessment matrix: -**

| <b>Stakeholder</b>      | <b>Unaware</b> | <b>Resistant</b> | <b>Neutral</b> | <b>Supportive</b> | <b>Leading</b> |
|-------------------------|----------------|------------------|----------------|-------------------|----------------|
| Civil defense           | D              | C                | D              | C                 | D              |
| Entertainment Authority | D              | C                | D              | D                 | D              |
| Government              | D              | C                | D              | C                 | D              |

## **9. Leadership: -**

### **9.1 To describe and identify the leadership model, which is preferred to the project leadership: -**

#### **9.1.1 Team-oriented leadership: -**

Team-oriented leaders set a positive example by creating a collaborative team environment in which the focus is on nurturing the individual strengths of each team member, encouraging them to reach their highest potential as individuals and as a team through collaboration and motivation.

### **9.2 To specify the reasons for which such model is preferred: -**

Team-oriented leadership, often referred to as "people-oriented leadership," tends to be the most effective in terms of efficiency, productivity, employee engagement and employee satisfaction. The leadership styles that fall under the main concept of team-oriented leadership are:

- **Coaching:** A coaching leader strives to identify individual strengths and works with employees to develop strategies for growth. This leader is focused on the overall success of the company and works to achieve it through coaching their employees, providing support and tools for building their strengths so they can use them to contribute to the company's success. A coaching leader is goal-oriented rather than task-oriented, and they observe situations as a "big picture" rather than focusing on the details.
- **Affiliative:** An affiliative leader excels at building teams within which the members work well with each other to increase quality and productivity. This leader supports employees in maintaining unanimity within the group and freely bestows praise for accomplishments. An affiliative leader motivates employees to meet goals and resolve any conflicts amicably among the group. This type of leader is often brought into an organization to provide inspiration, team building and employee morale.
- **Participative:** This style of leadership, often referred to as democratic leadership, is a combination of subcategories of leadership known as authentic, authoritative and group-think leaders all in one. Each of these subcategories focuses on productive feedback, communication and open dialogue to unify the team and bring success to the organization. A participative leader strives to encourage their team to set and meet goals, creating efficient processes to facilitate the highest possible level of productivity. A unique trait of democratic leaders is that they seek feedback and participation from employees in making decisions that affect the whole team.

### **9.3 To provide (5) proposals for the motivation methods that are compatible with the nature of the project: -**

#### **9.3.1 Foster Open Communication: -**

Having open communication with your staff is crucial to maintaining employee motivation. No one wants to work under a boss he feels uncomfortable approaching. Applying methods of establishing effective communication with your team will do wonders for your staff's motivation.

#### **9.3.2 Create an Agile Work Environment: -**

Another extremely powerful way to uphold employee motivation and engagement is by creating an agile work environment. An "agile work environment" refers to fast-paced project management techniques that place value on constant change and adjustment over adhering to a rigid structure. While this technique is typically used in software development, the principles behind it are demonstrably effective in any industry.

#### **9.3.3 Be Someone You'd Want to Work For: -**

Whether it's unrealistic expectations, constant crabbiness, or unapproachability, almost all of us have had that one manager who made work a living nightmare. Even if you love what you do, having a miserable manager can spoil a dream job in record timing. Therefore, being someone who you'd want to work for is integral to keeping your staff motivated.

#### **9.3.4 Incentivize the Workplace: -**

Providing incentives or rewards for completion of certain goals is a great way to get your staff to go above and beyond with their work. Making their jobs both gratifying, and fun is sure to boost employee motivation.

#### **9.3.5 Encourage Workplace Camaraderie: -**

The average full time adult employee spends 40 hours a week in the same office, with the same people. As a manager, making sure your employees are happy with the people they work with is extremely important to keeping them motivated and on task.

**10. Teamwork: -**

**10.1 To design RACI Model for 3 administrative measures of the projects: -**

|                          | <b>Roles</b>                                                                                              |                           |                 |                        |                |                       |          |                 |
|--------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------|-----------------|------------------------|----------------|-----------------------|----------|-----------------|
| <b>Critical Activity</b> | FSG Council                                                                                               | Executive Committee Chair | Committee Chair | Advisory Group Members | Business Leads | Business Stewards Ops | AS Ops   | Project Manager |
| <b>Administration</b>    | Schedule and conduct FSG group meetings                                                                   | <b>C</b>                  | <b>C</b>        | <b>R+A</b>             | <b>C</b>       | <b>C</b>              | <b>C</b> | <b>C</b>        |
|                          | Establish priorities for ongoing support, maintenance, critical issues and enhancement of the application | <b>C</b>                  | <b>I</b>        | <b>I</b>               | <b>A</b>       | <b>R</b>              | <b>C</b> | <b>C</b>        |
|                          | Manage scope, resources and issues related to system operations and enhancements                          | <b>C</b>                  | <b>I</b>        | <b>I</b>               | <b>A</b>       | <b>R</b>              | <b>C</b> | <b>C</b>        |

|  |                                                                                                           |   |   |   |   |   |   |   |
|--|-----------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|
|  | Cross-functional coordination of ongoing operational concerns, patches, fixes, upgrades, and enhancements | I | I | I | I | A | R | R |
|  | Provide progress on performance metrics (KPIs)                                                            | A | I | R | I | I | C | C |
|  | Provide status and progress of ongoing FMS initiative (non-BA initiatives) projects                       | A | I | R | C | C | C | C |

## **11. Conflict and Crisis: -**

### **11.1: To identify the conflict and crisis: -**

Conflict is when two perspectives, personalities, values or opinions contradict each other. In some cases, it is a natural contradiction. Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. Conflicts are natural to human nature and they can be constructive and promote better performance among individuals.

### **11.2: To provide 3 expected scenarios of the conflict events in the project: -**

#### **11.2.1 Scenario 1: -**

You get off on the wrong foot with a new coworker.

They ask you for help responding to a customer inquiry, but you refuse to lend a hand because you are working on a tight deadline and don't want to waste time. There has been tension between you two ever since, and now you need their help on a project, but they're not being very responsive.

#### **11.2.2 Scenario 2: -**

You're frustrated because your colleague keeps messaging you at 5am (your time). They send you seemingly urgent requests when you're sleeping or just waking up, and you're sick of being bombarded with 11 requests before you've even sat down at your desk. You get the vibe they don't like you very much and you don't know how to approach them.

#### **11.2.3 Scenario 3: -**

You got a promotion that your friend at work was also gunning for. Now things are awkward between you two. You want to keep the friendship going, but they aren't even speaking to you outside of team meetings.

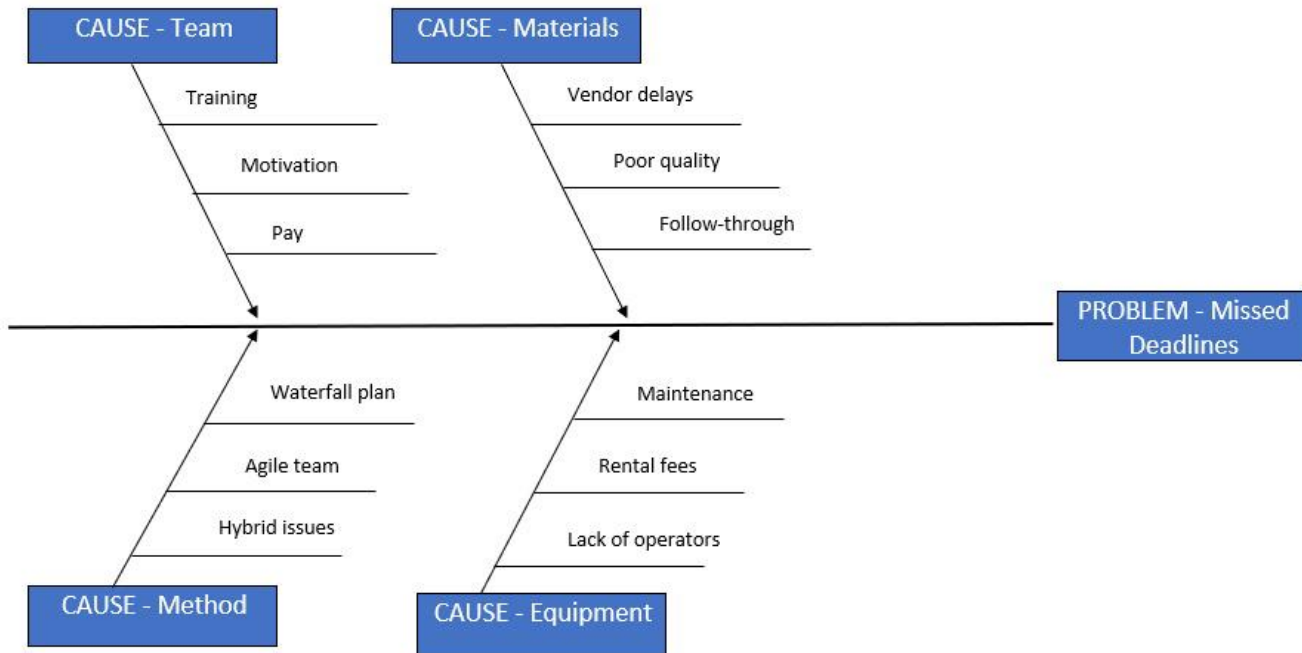
### **11.3: To set the optimal strategies to deal with each conflict and specify the reason of preference: -**

#### **11.3.1 Conflict Management Strategies: -**

There is a menu of strategies we can choose from when in conflict situations:

- **Forcing** - using formal authority or other power that you possess to satisfy your concerns without regard to the concerns of the party that you are in conflict with.
- **Accommodating** - allowing the other party to satisfy their concerns while neglecting your own.
- **Avoiding** - not paying attention to the conflict and not taking any action to resolve it.
- **Compromising** - attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties, but completely satisfactory to neither.
- **Collaborating** - cooperating with the other party to understand their concerns and expressing your own concerns in an effort to find a mutually and completely satisfactory solution (win-win).

#### 11.4: Root Cause Analysis: -



#### 12. Resourcefulness: -

##### 12.1: To distribute the Human Resources on the functions: -

**12.1.1 Recruiting talent** – We’re starting to see titles in distribution such as *Director of Talent Management* and *Talent Strategist*. An effective HR department finds good candidates, so the individual managers make the right hiring decisions.

**12.1.2 Compliance** – An effective HR staff works with legal counsel and other advisors to keep the company out of trouble for having improper employment practices.

**12.1.3 Benefits and Compensation** – Effective HR management reduces expensive turnover, controls costs, and most importantly attracts (and keeps) “A” and “B” players.

**12.1.4 Performance Management** – HR leadership is critical to making sure the company’s staff is accountable for results – and that weak performers are brought up to speed if possible.

**12.1.5 Training and Safety** – Strong HR management makes sure that the company’s training and safety programs work as intended and are cost effective.

**12.1.6 SOFTWARE TIP:** Human resources management software can help HR professionals do their jobs better and at lower cost per employee. Send for a copy of Evergreen’s *Distributor HR Scorecard*.

**12.2: To analysis the influence of conducting crashing and fast-tracking process on the timetable, in addition to representing the table after achieving the two measures: -**

| # | Fast Tracking                                                                       | Crashing                                                                                  |
|---|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 1 | Activities or phases are performed in parallel to compress the schedule             | More resources are added to the activities or phases to compress the schedule             |
| 2 | Increases rework and risk                                                           | Increases cost and can result in increased risk/cost too                                  |
| 3 | Works only when activities/phases can be overlapped to shorten the project duration | Works only for activities where additional resources will shorten the activity's duration |
| 4 | Always tried first                                                                  | Always tried when fast tracking hasn't given required compression in schedule             |
| 5 | Applied on critical path activities. If not, it will only add to float              | Applied on critical path activities. If not, it will only add to float                    |

**13. Negotiation: -**

**13.1: To develop general rules for the negotiation process: -**

**13.1.1 The background homework:** Before any negotiation begins, understand the interests and positions of the other side relative to your own interests and positions. Put these points down and spend time in advance seeing things from the other side.

**13.1.2 During the process: Don't negotiate against yourself.** This is especially true if you don't fully know the position of the other side. Much is learned about what the other side really wants during the actual negotiation process. Stay firm on your initial set of positions and explain your rationale but don't give in too early on the points. Wait to better understand which points are more important to the other side.

**13.1.3 The stalemate:** There will often come a point in a negotiation where it feels like there is zero room for either side to budge. Two sides are stuck on their positions and may have

lost sight of the overall goals of the negotiation. Emotion may have overtaken logic at this point. If you recognize that you've reached this point, see if you can give in to the other side on their issue in exchange for an unrelated point that is relatively more important to you. An example helps clarify during a friend's recent car purchase he negotiated the price to a level that the dealer did not want to move any more. My friend was going to leave when he asked if they would do the deal if he took the car price the dealer wanted but give him a substantial discount on a brake job, he needed on his second car. They said yes – likely since the discount on the brake job was an easier give (less profit on a job, but on a job, they would not have gotten). Yet there was higher relative value of that discount for my friend who would have had to pay higher on the brake repair elsewhere. Bottom line – there is usually negotiation currency outside of the last area you are focused on negotiating. Use different “currencies” and you might get there.

**13.1.4 To close or not to close:** My partner John Hamel always reminds me that the uber golden rule of negotiation is to always let someone else walk away. Whether you drive too hard a bargain, cannot reconcile on key terms, or feel that the deal is just too rich for your blood, make the offer you want and let the other side walk if they don't want it. This is not to say to be offensive or to low ball, but rather to be honest, straightforward on what you are willing to do and explain that you understand if it does not work for them and that it is the best you can do. A great example to end on is how John Hamel recently purchased his new home. He had found a unit in a townhouse complex that he liked and was ready to close on it at price x per square foot. That said, he thought he'd take a shot on a larger and more recently renovated unit by advising that owner (who he knew was interested in selling) that he was going to be accepting a price on the other unit in 24 hours but would take their unit at an even more aggressive price per square foot if they were interested with an immediate close. Remarkable thing, he ended up with the larger unit and one of the best units in the complex.

### 13.2: To prepare 2 negotiations plans: -

| 1. CLARIFY Interests, Issues & Positions                                                                                                                                             |                                                                                                                                                                                | 2. PLAN the process                                                                                                                                                                                                                                                                                                                                                                        |               | 3. CREATE Options                                                                                |                                                                                      | 4. CHOOSE Issues/Options                                                                                                                                                    | 5. IMPLEMENT the Agreement                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <u>Our Interests</u> (Interests: The need, aspiration or fear that motivates you.)                                                                                                   | <u>Their Interests</u> - If their motivation is identified early on, their issues will be seen more clearly and it will be easier to generate options to address those issues. | <p>Who should go to the meeting? Who has decision-making authority? Who will speak for each side?</p> <p>What will be discussed in order of priority? What is the agenda? What information will be shared? What information will not be shared? When will we meet? When do we plan to finish (deadlines)?</p> <p>Where will we meet?</p> <p>How – Tone of meeting (Formal or Informal)</p> |               | Be creative – Generate new options. Brainstorm creative options to satisfy interests and issues. | Viability                                                                            | Options/Issues we agree on:                                                                                                                                                 | What is the agreement? Develop an Implementation Plan to address: - Who will do what - By When - How will it be done? |
| <u>Our Issues</u> (Issues: Something that should be included in the final agreement.) What issues need to be resolved? (e.g. Price, Delivery, etc.). Generate Options in advance.    | <u>Their Issues</u> : Anticipate needs as these may lead to issues.                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                            |               |                                                                                                  |                                                                                      | Options/Issues we cannot agree on. Identify deal breakers, our concessions and issues we'll still keep negotiating for.                                                     |                                                                                                                       |
| <u>Our Position</u> (Position: A Statement of what you want from the other party.) Identify deal breakers. Identify option we can live with though not necessarily our first choice. | <u>Their Position</u> : See beyond their position to identify underlying issues which, if adequately addressed, may change their position.                                     |                                                                                                                                                                                                                                                                                                                                                                                            |               |                                                                                                  |                                                                                      | <b>Best Alternative to a Negotiated Agreement (BATNA)</b> - It is important to calculate both parties BATNA prior to beginning the negotiation and as circumstances change. | Our Interests                                                                                                         |
|                                                                                                                                                                                      |                                                                                                                                                                                | <div>Our Agreement: What is our next best alternative?</div> <div>Their Agreement</div>                                                                                                                                                                                                                                                                                                    |               |                                                                                                  |                                                                                      |                                                                                                                                                                             |                                                                                                                       |
|                                                                                                                                                                                      |                                                                                                                                                                                | <b>Worst Alternative to a Negotiated Agreement(WATNA)</b> - This is a measure of the risk that you and the other negotiator bring to the process. What is the worst thing that can happen if we can't reach an agreement?                                                                                                                                                                  | Our Resources | Their Interests                                                                                  |  |                                                                                                                                                                             |                                                                                                                       |
|                                                                                                                                                                                      |                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                            |               |                                                                                                  |                                                                                      |                                                                                                                                                                             |                                                                                                                       |

## 14. Project Design: -

### 14.1: To identify the triple constraint of the project: -

#### 14.1.1 The Triple Constraint Defined: -

So, what is the Triple Constraint? That's easy, it's a model of the constraints inherent in managing a project. Those constraints are threefold:

1. **Cost:** The financial constraints of a project, also known as the project budget.
2. **Scope:** The tasks required to fulfill the project's goals.
3. **Time:** The schedule for the project to reach completion.

Basically, the Triple Constraint states that the success of the project is impacted by its budget, deadlines and features. As a manager of that project, you can trade between these three constraints; however, changing the constraints of one means that the other two will suffer to some extent.

While it's true that the Triple Constraint is an important part of any successful project, it doesn't determine success. Projects are made from many parts, more than the three, albeit major ones, that make up the Triple Constraint. Sometimes you can't play around with the Triple Constraint, but those three factors are always at play in the project.

The Triple Constraint appears simple, but that's only on the surface. Each of the three points of this triangle can be unpacked to reveal deeper meaning.

#### 1. **Cost:** -

The financial commitment of the project is dependent on several variables. There are the resources involved, from materials to people, which include labor costs. There are other outside forces that can impact a project, which must be considered in the cost of the work.

There are also the fixed and variable costs inherent in any project, such as the economic cost of teams with varying skills and productivity, which must be calculated. This can seriously come into play with the use of contract workers or outsourcing.

Cost processes include cost estimating to figure out the needed financial commitment for all resources necessary to complete the job. Cost budgeting creates a cost baseline. Cost control works to manage the fluctuation of costs throughout the project.

There are several methods for project cost estimation:

- **Historic Data:** Using the costs of similar projects for comparison.
- **Resource Costs:** Determining the rate of cost for goods and labor by unit.
- **Bottom Up:** Estimating from the lowest- to the highest- level work package.
- **Parametric:** Measure statistical relationship between historic data and other variables.
- **Vendor Bid:** Average of some vendor bids on project.
- **Reserve:** Aggregate cost of activities.
- **Quality Analysis:** Estimate cost of highest quality for activities.

Cost is one of the more complicated points on the Triple Constraint triangle. To ensure that your estimates are as accurate as possible, it's recommended to use project management tools to calculate the cost variances.

## 2. **Scope:** -

As mentioned, project scope deals with the specific requirements or tasks necessary to complete the project. Scope is important to manage on any project, whether agile software projects or well-planned waterfall projects, because if you can't control the scope of the project, you're not likely to deliver it on time or under budget!

When managing scope, it's critical that you prioritize your tasks, enabling you to plan and assign resources effectively. Without creating a sense of order, it's easy to become overwhelmed, enabling scope creep. Make sure that you knock out prerequisite tasks so your project can develop smoothly without hang-ups.

Project Manager has task management features that make it easy to assign, sort and prioritize your tasks. This way you can delegate all the critical project tasks to the right people, preventing the dreaded scope creep. Plus, by offering file sharing and task comments, we enable collaboration on the task level.

Project Manager Task Management Features are key factor in managing and establishing scope is handling stakeholder expectations. Stakeholders can often have new demands that popup during a project, and you need to be able to assuage their expectations. This can especially be the case in long term projects where there might be new stakeholders introduced in the middle of the project. In order to accommodate the requests of stakeholders, and new demands that arrive naturally as projects unfold, you need to be able manage change. This can include managing change requests. When managing change requests, be sure to only accommodate those that are necessary to achieve project goals and deliverables.

**Related:** Theory of Constraints: A Guide for Project Managers, these scope management steps are all essential because the amount of time each task will require is critical to the quality of that final product. This can have a great impact on schedule and cost, especially so if the project is on a large scale.

## 3. **Time:** -

At its basic, the schedule is the estimated amount of time allotted to complete the project or producing the deliverable. Usually, this is figured out by first noting all the tasks necessary to move from the start to the finish of the project.

A Work Breakdown Structure (WBS) is used to take the large project goal and break it down into a series of more manageable tasks. These tasks are then prioritized, dependencies are linked, and then placed on a timeline. A Gantt chart is one way to visualize the project schedule, with each task a point on that timeline, with task dependencies linked, and durations determined. Having historic data can help make more accurate estimates. ProjectManager.com features an online Gantt chart that gets updated automatically as your team completes their project tasks, so data is always accurate.

1. Develop Schedule: Analyze activity, duration, resources and timeline to develop a schedule.
2. Control Schedule: Comparing planned schedule to actual progress to determine if your project is on track.

**14.2: To set up a list of the project success factors: -**

**14.2.1** Satisfaction of Stakeholders. Measuring whether or not your stakeholders are satisfied is important as they have a vested interest in your success.

**14.2.2** Target Project Objectives Met.

**14.2.3** Budget.

**14.2.4** Target Delivery.

**14.2.5** Quality.

**14.2.6** Team Success.

**14.2.7** Client Analysis.

**14.2.8** Management Feedback.

**14.3: To develop and identify work breakdown structure, in addition to prepare a guide to illustrate it: -**

| WBS                             | Work Packages                    |
|---------------------------------|----------------------------------|
| <b>Smart Entertainment City</b> |                                  |
| <b>Business Case Study</b>      |                                  |
|                                 | Market Study                     |
|                                 | Locations Study                  |
|                                 | Cost Study                       |
|                                 | Benefits Study                   |
|                                 | Developing Business Model        |
| <b>Design Development</b>       |                                  |
|                                 | Conceptual Design                |
|                                 | Scheme Design                    |
|                                 | Detailed Design                  |
|                                 | Issued For Construction Design   |
| <b>Tendering</b>                |                                  |
|                                 | Prepare RFP documents            |
|                                 | Study the received proposals     |
|                                 | Negotiation and contract award   |
| <b>Project Execution</b>        |                                  |
|                                 | Engineering & Mobilization works |
|                                 | Infrastructure works             |
|                                 | Civil Works                      |

|                                       |                              |
|---------------------------------------|------------------------------|
|                                       | MEP Works                    |
|                                       | Architectural Works          |
| <b>Testing &amp; Commissioning</b>    |                              |
|                                       | Performance Testing          |
|                                       | Start-up Testing             |
| <b>Project hand-over and start-up</b> |                              |
|                                       | Operation committee check-up |

**15. Requirements and objectives: -**

**15.1: To identify requirement traceability matrix: -**

| <b>Requirements</b>                          | <b>Check / Test</b>                                                                                                                                                  |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop the design of the entertainment city | Design review consultant will validate the design against the following:<br>- Project Scope<br>- International Standard<br>- Design best practice.<br>- project cost |
| construct the project                        | inspector will check the executed work with the following:<br>- design drawings<br>- project specifications<br>- quality checklist                                   |
| MEP systems                                  | test agency will check the MEP systems with the following:<br>- performance test<br>- manufacture recommendations<br>- safety operation requirement                  |

### **15.2: To specify the methods used in requirement collection: -**

We Captured requirements in our project, by following the below techniques:

- Conduct a brainstorming session.
- Interview customer.
- Examine suggestions and problem reports.
- Talk to support teams.
- Conduct collaborative workshops.
- Demonstrate prototypes to stakeholders.

### **15.3: To develop the hierarchical structure of the objectives of the project connected to the strategy: -**

The Goal Hierarchy is a goal-oriented iterative method that can be used to help project managers define the scope of their project. In addition, the method can assist the project managers to fulfil their main responsibility, which is to deliver the project deliverables within the project's goals. To define the scope of the project and deliver the project deliverables within the project's goals, the method can be used for most projects (read more under section 'Limitations'). The place to start is to figure out what the project should lead to. When doing projects, you have to think about the end before the beginning, which is not an easy thing to do. Nevertheless, it is the place to start. If you do not have a goal from the beginning, it is impossible to know what you are searching for. However, it requires knowledge and an analysis to set goals, and with high uncertainties in the very beginning of the project this can be a challenge. The way to work around it is to define goals in different steps as knowledge of the project expands and the uncertainties decreases. By using the Goal Hierarchy, you can get help with how to get started with your project goal setting as well as ensuring that you are on the right track throughout the project lifespan.

The method consists of three elements: goals, deliverables, and success criteria. Together they make a hierarchy of goals. To improve the understanding of the Goal Hierarchy, the figure 1 have been developed with inspiration from (Attrup and Olsson) and (Geraldi, Thesen, Oehmen and Stringl) while the use of it remains the same.

The **goals** are broken down in different levels of details: a main goal, sub-goals, and project-goals. They state where the project is heading and why the project is relevant. This by asking the questions 'why?' and 'how?' again and again to improve the goals during the lifespan of the project. The question 'why?' is about making sure that the goals are relevant at all times. This forces the project manager to adjust the purpose as the project knowledge expands keeping the project up to date. The question 'how?' is about looking down in the hierarchy and reflect on whether what you are doing is relevant. If not, the direction should be changed to achieve the goals.

The **deliverables** can be found further down in the hierarchy. They describe what have to be delivered when the project is finished. You ask the question ‘what?’ to find out what to deliver to fulfil the purpose of the project. They can be described in further details with sub-deliverables as shown in figure

1. The **success criteria** are added to be able to measure the goals to ensure that the impact you wish the project to fulfil becomes a reality. The success criteria should be measured as close as possible to the deliverables, since the project-goals are the goals that you have the most influence on. The higher you reach in the hierarchy the less you can make the criteria specific and useful. Furthermore, some success criteria might be more important than others. These can advantageously be added to the Goal Hierarchy to make a greater focus on meeting these specific criteria.

In short, the connection between the three elements is that a project will carry out deliverables that creates an impact that can be measured with success criteria to find out if the goals are achieved. This will be elaborated in the next section.

## **16. Scope: -**

### **16.1: To develop, identify and prepare the scope statement (It limits – and objects that are not included): -**

**16.1.1** All feedback must be in a written and consolidated format by Client and come from one point of contact.

**16.1.2** Client to ensure all necessary and appropriate stakeholders are available to participate in necessary creative and technical reviews.

**16.1.3** Upon completion of the Discovery Work Session, we will evaluate objectives & key performance indicators against listed deliverables to ensure project requirements are met. If needed, we will issue a Change Order to this SoW reflecting the shift in deliverables for the Client’s signature.

**16.1.4** Any structural changes to design once the Development Phase has begun will constitute a Change Order to both budget and schedule.

**16.1.5** A detailed timeline will be published upon signature to this work order.

**16.1.6** If Client elects to approach this Project with two or more deployments, a Change Order will be issued with additional costs for the additional QA & development staging time required.

**16.1.7** If Client elects to cancel the Project or put the Project on hold for longer than 60 days, Client will pay for work completed to date plus a 10% kill fee on the remainder of the Project scope.

**16.1.8** The client is responsible for all production design

**16.1.9** It retains the right to reproduce, publish and display project details in its portfolios and websites, and in galleries, design periodicals, and other media or exhibits for the

purposes of recognition of creative excellence or professional advancement, pending written approval by Client.

**16.1.10** Full access to hosting environment(s) and technology platforms including related third-party services such as analytics tools.

**16.1.11** Access to all necessary functional specifications and/or data sources.

**16.1.12** Agency will build the site according to the WGAC 2.0 Level A accessibility guidelines. Although comprehensive audit-compliance is not in-scope, Agency will work alongside the client to ensure that any critical compliance issues are resolved within the approved timeline.

## **16.2: To develop and explain concepts: Scope creep and giving examples: -**

There are a number of reasons why scope creep occurs that are fairly common with most projects, including:

- A documented Statement of Work (SOW) that is vague and undefined.
- Undocumented conversations and agreements directly between the client and team members.
- Attempting to add additional uncontrolled changes that haven't been approved.
- Poor communication between team members, team leaders/project managers, clients, and stakeholders.
- Time frames and deadlines that are impossible to achieve.
- A change control process that isn't flexible or doesn't exist at all.
- Lack of a project scope statement.

### **Example 1**

An excellent example of a project scope creep is a significant delay in completing a project due to clients' consistent change requests, as was seen in the lawsuit between the contractor responsible for building Kitchener's main library extension and the city. The root cause of such a scope creep is making too many last-minute changes on a project, causing unseen delays. The best way of managing it is by either saying 'NO' to unnecessary changes or agreeing on how to handle last-minute change requests at the beginning of the project.

### **Example 2**

Another typical example would be a scenario where one fails to effectively communicate with the clients as the project progresses and end up misinterpreting what was required and thus delivering a different thing altogether. The client will then demand another end product altogether; project scope creep that may be hard to deal with. Therefore, project managers must communicate openly and consistently with different clients and stakeholders to avoid such scenarios.

**16.3: To illustrate product analysis management: -**

|                       |                                            |
|-----------------------|--------------------------------------------|
| <b>Product name</b>   | Everyone Entertainment City.               |
| <b>Company name</b>   | Entertainment Smart Company.               |
| <b>Materials used</b> | Funfair, healthy zone, libraries.          |
| <b>Utility</b>        | For entertaining and earning money.        |
| <b>Client`s needs</b> | Healthy air, calm place, enjoyable Things. |
| <b>Safety</b>         | Firefighting, police, health care center.  |

**16.4: To illustrate the transformation of the work packages in work Breakdown Structure to activities: -**

Work packages are broken into smaller, more manageable components called activities. In general terms these are also called as tasks. These are just big enough to be able to track to completion and hence can be assigned to team members as following:

- The activities shall not break down into too small activities. This can lead to increase of management overhead and additional dependencies between team members.
- Involve team into this decomposition exercise, and you will get better accuracy. Team members will get familiar with tasks, so it works to their advantage as well.

Furthermore, transform the work packages to activities by conducted many sessions with each department to list all the activities required to accomplish the work package. This including take advise from the experts and extracting data from old projects and developed checklist for each work package to insure all its components had been covered in the activities.

**17. Time: -**

**17.1: To develop the functions list or the activities included in each work package in WBS:**

=

| WBS                             | Work Packages                  | Activities                                                  |
|---------------------------------|--------------------------------|-------------------------------------------------------------|
| <b>Smart Entertainment City</b> |                                |                                                             |
| <b>Business Case Study</b>      |                                |                                                             |
|                                 | Market Study                   |                                                             |
|                                 |                                | Check the available similar project                         |
|                                 |                                | Check the market demand                                     |
|                                 | Locations Study                |                                                             |
|                                 |                                | Check for the potential available locations for the project |
|                                 | Cost Study                     |                                                             |
|                                 |                                | Gather data from old projects                               |
|                                 |                                | Develop cost estimation for the project                     |
|                                 | Benefits Study                 |                                                             |
|                                 |                                | Check the benefits that can be gained from the project      |
|                                 | Developing Business Model      |                                                             |
|                                 |                                | Develop different optional business model for the project   |
| <b>Design Development</b>       |                                |                                                             |
|                                 | Conceptual Design              |                                                             |
|                                 |                                | Develop the master plan                                     |
|                                 |                                | Develop the discipline design                               |
|                                 | Scheme Design                  |                                                             |
|                                 |                                | Enhance the master plan details                             |
|                                 |                                | Enhance the discipline design                               |
|                                 | Detailed Design                |                                                             |
|                                 |                                | Develop the detailed master plan                            |
|                                 |                                | Develop the detailed design for each discipline             |
|                                 | Issued For Construction Design |                                                             |
|                                 |                                | Develop the IFC drawings                                    |
|                                 |                                | Develop the design reports                                  |
|                                 |                                | Develop the project specifications                          |
| <b>Tendering</b>                |                                |                                                             |

|                                       |                                  |                                                 |
|---------------------------------------|----------------------------------|-------------------------------------------------|
|                                       | Prepare RFP documents            |                                                 |
|                                       |                                  | Prepare the FRP documents for tendering purpose |
|                                       | Study the received proposals     |                                                 |
|                                       |                                  | Evaluate the technical proposals                |
|                                       |                                  | Evaluate the commercial proposals               |
|                                       | Negotiation and contract award   |                                                 |
|                                       |                                  | Negotiate with the best offer                   |
|                                       |                                  | Issue the awareness of contracts                |
| <b>Project Execution</b>              |                                  |                                                 |
|                                       | Engineering & Mobilization works |                                                 |
|                                       |                                  | Prepare the shop drawings                       |
|                                       |                                  | Build the temporary offices and storage area    |
|                                       | Infrastructure works             |                                                 |
|                                       |                                  | Build the main road                             |
|                                       |                                  | Install the dry and wet utilities               |
|                                       | Civil Works                      |                                                 |
|                                       |                                  | Foundations                                     |
|                                       |                                  | columns and slabs                               |
|                                       | MEP Works                        |                                                 |
|                                       |                                  | First and second fix                            |
|                                       |                                  | Third fix                                       |
|                                       | Architectural Works              |                                                 |
|                                       |                                  | Block works                                     |
|                                       |                                  | Painting and finishing                          |
| <b>Testing &amp; Commissioning</b>    |                                  |                                                 |
|                                       | Performance Testing              |                                                 |
|                                       |                                  | Standalone test                                 |
|                                       |                                  | Pre-start-up test                               |
|                                       | Start-up Testing                 |                                                 |
|                                       |                                  | Operational test                                |
|                                       |                                  | Integrated systems test                         |
| <b>Project hand-over and start-up</b> |                                  |                                                 |
|                                       | Operation committee check-up     | Final checkup prior to operates the city        |

## 17.2: To illustrate the relationships between the activities: -

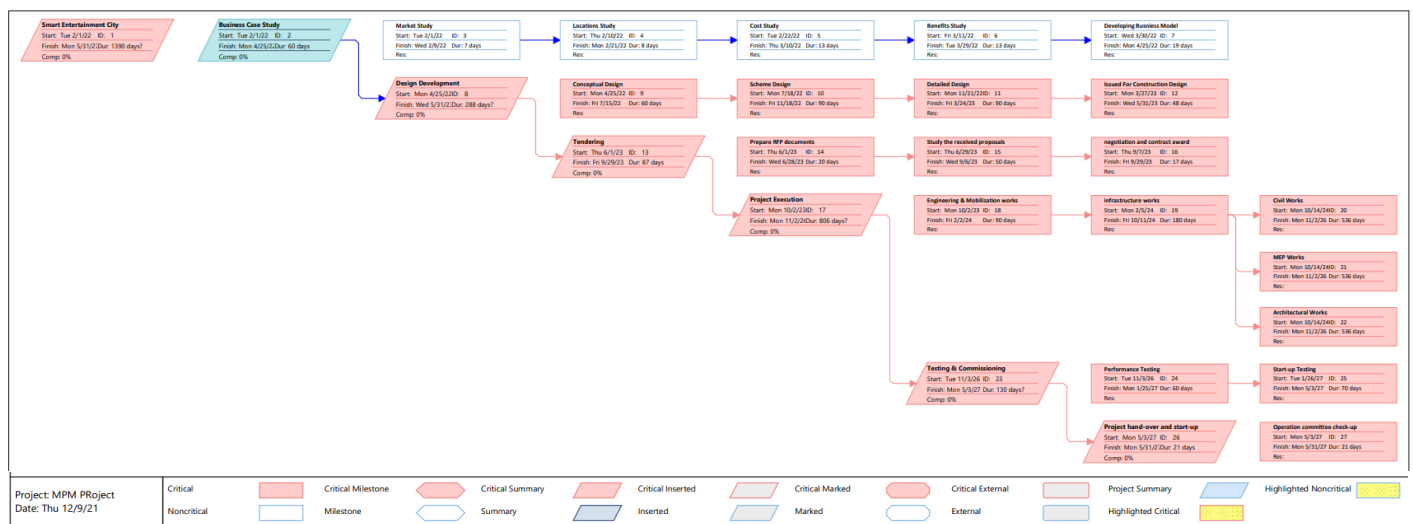
Here, activity “A” is a predecessor, and activity “B” is the successor activity. If something happens to the predecessor activity, it impacts the successor activities. In this way, successor activity “B” is a dependent activity on the predecessor activity “A”. So, you can see here “A” is an independent activity. Activity “A” logically comes before activity “B” in the schedule.

The relationships between “A” and “B” activity are either of four types:

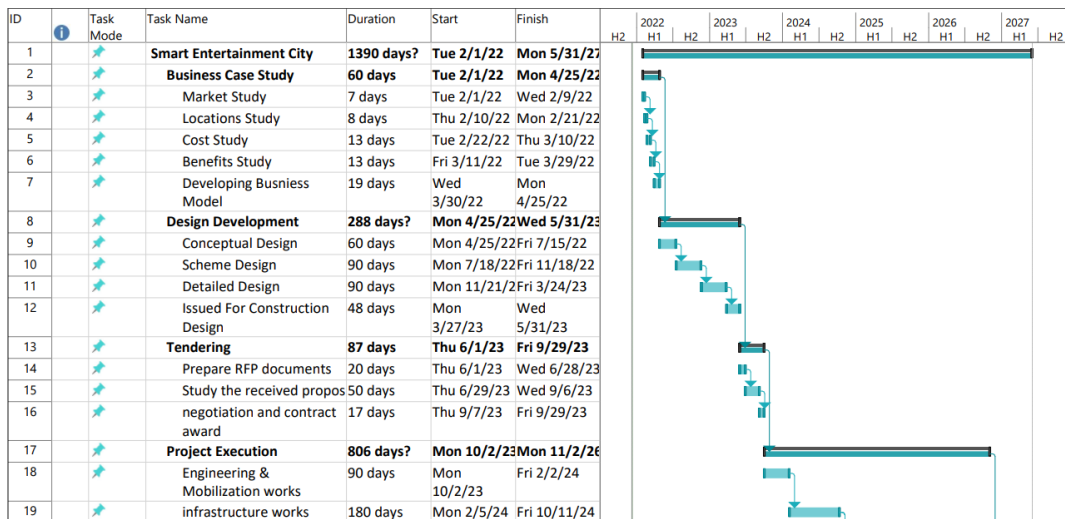
- Finish-to-start (FS)
- Finish-to-finish (FF)
- Start-to-start (SS)
- Start-to-finish (SF)

## 17.3: To develop the logical diagram of the project activities, and identify the critical path:

=

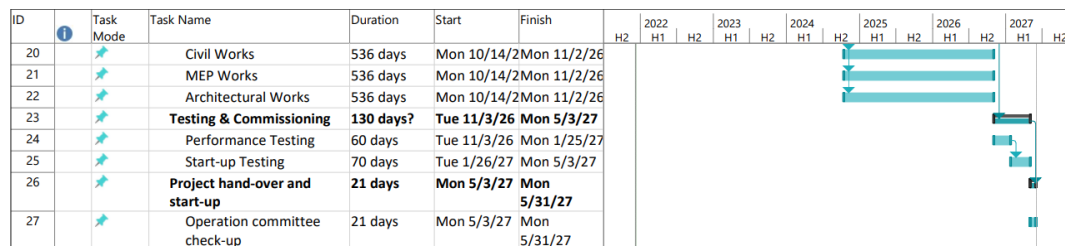


## 17.4: To prepare Gantt Chart and Milestone Model: -



|                                           |                    |                       |                    |
|-------------------------------------------|--------------------|-----------------------|--------------------|
| Project: MPM Project<br>Date: Thu 12/9/21 | Task               | Inactive Summary      | External Tasks     |
|                                           | Split              | Manual Task           | External Milestone |
|                                           | Milestone          | Duration-only         | Deadline           |
|                                           | Summary            | Manual Summary Rollup | Progress           |
|                                           | Project Summary    | Manual Summary        | Manual Progress    |
|                                           | Inactive Task      | Start-only            |                    |
|                                           | Inactive Milestone | Finish-only           |                    |

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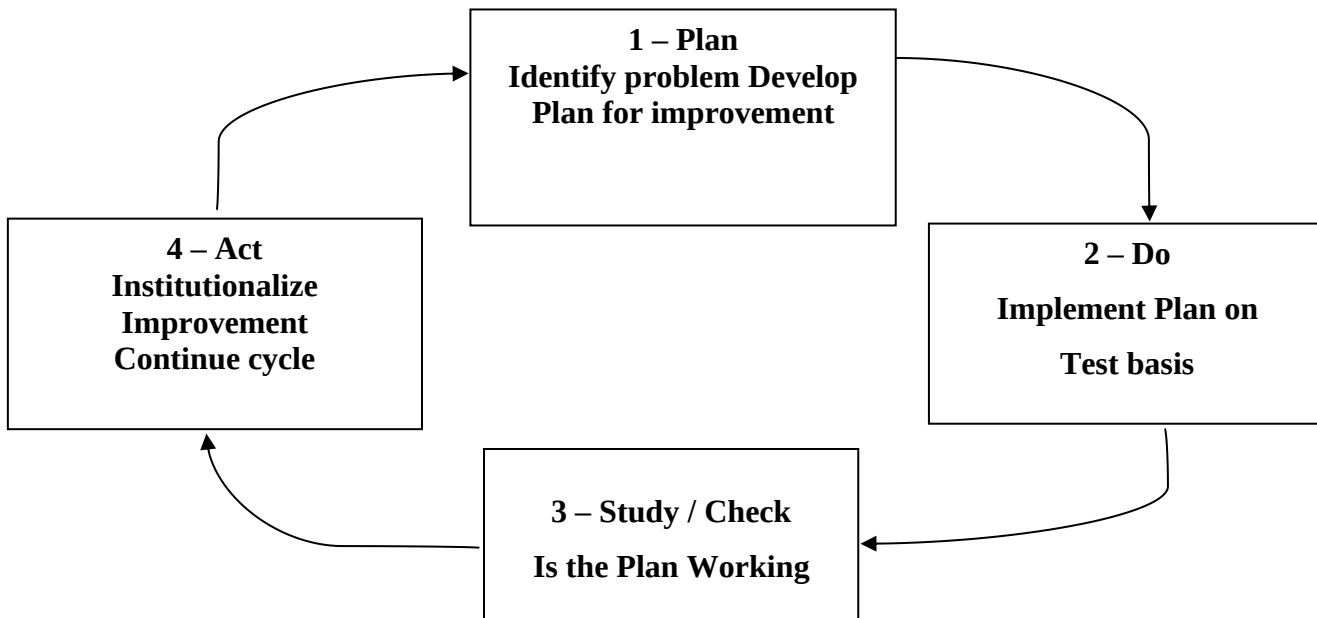
|                                           |                    |                       |                    |
|-------------------------------------------|--------------------|-----------------------|--------------------|
| Project: MPM Project<br>Date: Thu 12/9/21 | Task               | Inactive Summary      | External Tasks     |
|                                           | Split              | Manual Task           | External Milestone |
|                                           | Milestone          | Duration-only         | Deadline           |
|                                           | Summary            | Manual Summary Rollup | Progress           |
|                                           | Project Summary    | Manual Summary        | Manual Progress    |
|                                           | Inactive Task      | Start-only            |                    |
|                                           | Inactive Milestone | Finish-only           |                    |

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## 18. Quality: -

### 18.1: To clarify Deming model for quality: -

#### Deming Wheel: (or P-D-C-A Cycle )



### 18.2: To develop SIPOC model, and Ishikawa for one of the issues of the project outputs: -

| Supplier(s)        | Inputs/Requirements | Process Steps      | Output(s)/Requirements | Customer(s) |
|--------------------|---------------------|--------------------|------------------------|-------------|
| Material resources | Funfair, equipment  | Purchasing tickets | Gain profits           | people      |

## **19. Finance: -**

### **19.1: To establish cost breakdown structure, and the project balance in accordance with WBS: -**

| WBS                            | Cost (SAR)  |
|--------------------------------|-------------|
| Business Case Study            | 10,000,000  |
| Design Development             | 50,000,000  |
| Tendering                      | 5,000,000   |
| Project Execution              | 400,000,000 |
| Testing & Commissioning        | 30,000,000  |
| Project hand-over and start-up | 5,000,000   |

### **19.2: To calculate earned value management of the project after ending of 20% of its period and completion of 50% the outputs case-by-case basis: -**

#### **19.2.1 Earned value can be computed this way: -**

#### **“Earned Value = Percent complete (actual) x Task Budget”**

For example, if the actual percent complete is 20% and the task budget is SAR500,000,000 then the earned value of the project is SAR100,000,000 20% of the budget provided for this project.

So,  $EV = 20\% \times SAR500,000,000 = SAR100,000,000$

In this case, we should have completed 50% of the total work.

Planned Value = 50% of the value of the total work

= 50% of BAC

= 50% of 500,000,000

= 250,000,000 SAR

Therefore, the project's Planned Value (PV) is 250,000,000 SAR.

**20. Resources: -**

**20.1: To explain the concept of resources leveling and smoothing leveling: -**

|   | Resource leveling                                                                         | Resource smoothing                                                                            |
|---|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1 | Resource limited scheduling technique;<br>Importance is given to the limited resources    | Time limited scheduling technique;<br>Importance is given to the duration of the project      |
| 2 | Removes all resource conflicts                                                            | Removes as much resource conflicts as possible;<br>but, may not remove all resource conflicts |
| 3 | May not require additional resources                                                      | May require additional resources to address left<br>over resource conflicts                   |
| 4 | Activities may be shifted beyond the float<br>available while rescheduling the activities | Activities are shifted only to the extent of the float<br>available                           |
| 5 | Generally, the project duration gets extended                                             | The project duration remains the same                                                         |
| 6 | May change the critical path                                                              | No change in critical path                                                                    |

**20.2: To be trained on distributing the project resources of equipment and tools: -**

| TYPE OF RESOURCE | RESOURCE DETAILS/SPEC  | QUANTITY | LOCATION | SOURCE     | ASSUMPTIONS                            |
|------------------|------------------------|----------|----------|------------|----------------------------------------|
| Machine          | Track excavators       | 2        | Onsite   | Hire       | Secure storage onsite and availability |
| Person           | Administrator          | 1        | Offsite  | Staff      | No scheduler required. Just admin.     |
| Person           | Bricklayers            | 3        | Onsite   | Contractor | Assume local availability.             |
| Machine          | Forklift               | 1        | Onsite   | Hire       | Secure storage onsite and availability |
| Software         | Project Management app | 1        | Offsite  | SaaS       | 10 licenses max                        |
| Person           | Construction Manager   | 1        | Mix      | Staff      | L3. HND/HNC and CSCS needed.           |

## 21. Procurement: -

### 21.1: To develop the procurement execution process, and contractor selection: -

#### 21.1.1 Procurement Execution Process: -

- Identify the Project Needs.
- Evaluate Contractors.
- Evaluate Vendors.
- Conduct assessment review on Commercial and Technical proposals.
- Issue Purchase Order.

#### 21.1.2 Contractor Selection: -

- Conduct assessment review on pre-qualifications.
- Develop scoring Model.
- Evaluate Technical assessment based on tender evaluation process.

### 21.2: To develop the comparing model between suppliers and scoring model:

|                  | Technical Assessment                                        | Criteria Weight |       |       |        |       |        |       |        |       |        |       |        |       |        |
|------------------|-------------------------------------------------------------|-----------------|-------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|
| Evaluation       | Evaluation Criteria                                         | Weight          |       | Score | Result | Score | Result | Score | Result | Score | Result | Score | Result | Score | Result |
| General info     | Overall company stability and capabilities                  | 25%             | 5.0%  |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |
|                  | Reputation of company in similar projects                   |                 | 5.0%  |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |
|                  | Communication and responses                                 |                 | 5.0%  |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |
|                  | Solid Reference                                             |                 | 5.0%  |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |
|                  | Company profile                                             |                 | 5.0%  |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |
| Project/ Service | Understanding project goal, objectives and RFP requirements | 45%             | 20.0% |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |       | 0.0%   |

|                                                  |                                                                                                  |      |       |  |      |  |      |  |      |  |      |  |      |  |      |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------|------|-------|--|------|--|------|--|------|--|------|--|------|--|------|
|                                                  | Internal project execution plan & policies                                                       |      | 10.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |
|                                                  | Proposal includes the design timeline matching that of the original intent of the Client.        |      | 15.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |
| Additional criteria related to technical aspects | Ability to take on the SOW in all categories.                                                    | 30%  | 10.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |
|                                                  | Demonstration of this company excelling in this field - specifically specialist bowling projects |      | 10.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |
|                                                  | Key personnel to undertake this scope and their specific past experience also project org chart  |      | 10.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |  | 0.0% |
| Total Score                                      |                                                                                                  | 100% | 0%    |  | 0%   |  | 0%   |  | 0%   |  | 0%   |  | 0%   |  |      |

## **22. Plan and Control: -**

### **22.1: To prepare agenda invitation and virtual record of a virtual meeting: -**

|                         |                                |                                                                                                                                                                           |                        |                 |
|-------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------|
| <b>Meeting Subject:</b> | <b>Weekly progress meeting</b> |                                                                                                                                                                           |                        |                 |
| <b>Date:</b>            | 23/10/2021                     |                                                                                                                                                                           |                        |                 |
| <b>Time:</b>            | 3:00 PM - 4:00 PM              |                                                                                                                                                                           |                        |                 |
| <b>Location:</b>        | Virtual (Microsoft Teams)      |                                                                                                                                                                           |                        |                 |
| <b>Item No.</b>         | <b>Topics</b>                  | <b>Discussions</b>                                                                                                                                                        | <b>Action by</b>       | <b>Due date</b> |
| 1                       | Programme                      | The Contractor shall complete the 50% of the project plan. The closing of items on the accurate time.                                                                     | Contractor             | 30/11/2021      |
| 2                       | shop drawing                   | The contractor shall expedite the issuance of the shop drawings to meet the project date                                                                                  | Contractor             | 30/11/2021      |
| 3                       | Mobilization                   | it has been noticed that the contractor didn't finalize the laydown area for storing the materials. Contractor shall expedite the assessment to finalize this issue       | Contractor             | 2/11/2021       |
| 4                       | Engineering Review             | there are 20 material submittals pending under review with the consultant. This may affect the work at site. The consultant should finish all of these pending submittals | Supervision Consultant | 30/10/2021      |

|                  |                        |                    |
|------------------|------------------------|--------------------|
| <b>Attendees</b> | <b>The Entity</b>      | <b>Designation</b> |
| Salem            | Client                 | PMO Manager        |
| Ahmed            | supervision consultant | Resident Engineer  |
| Mohammed         | contractor             | Project Manager    |

**22.2: To identify performance measurement course and submit reports, in addition to explaining the reason: -**

| <b>Performance Report (PR)</b>  | <b>Service specifications (SS)</b>           |                                       |
|---------------------------------|----------------------------------------------|---------------------------------------|
|                                 | <b>CSGP</b>                                  | <b>KTS customers Protection</b>       |
| Activities                      | Key activities                               | Service Activity component            |
| Key Service Outputs/Outcomes    | Output and Outcome measures                  | Service Level Outcomes                |
| Service Results/Client Outcomes | Report on how you met the Output and Outcome | Report on how you met key performance |

**22.3: To develop Change Request model, including (impact analysis – alternative analysis – recommendation): -**

|                                                                                                                                                                                                                                                                                                                                                         |                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>Project Details:</b>                                                                                                                                                                                                                                                                                                                                 |                                            |
| <b>Project Name:</b><br><i>Everyone Entertainment City Project – Project ID: EEC – 001.</i>                                                                                                                                                                                                                                                             |                                            |
| <b>Request #:</b><br><i>421-EEC001-CR-001</i>                                                                                                                                                                                                                                                                                                           | <b>Date of Request:</b><br><i>dd/mm/yy</i> |
| <b>Requested By:</b><br><i>The Client</i>                                                                                                                                                                                                                                                                                                               |                                            |
| <b>Request Description:</b>                                                                                                                                                                                                                                                                                                                             |                                            |
| <i>Describe the change being requested. Be as specific as possible. If appropriate include technical details, diagrams, and a 'before and after' description. Include the reference IDs of impacted <a href="#">Product Descriptions</a>.</i>                                                                                                           |                                            |
| <b>Reasons for this Change Request:</b>                                                                                                                                                                                                                                                                                                                 |                                            |
| <i>Describe the reasons and purpose of this request (what is the business or technical driver). Explain the impact of the change request on the <a href="#">Business Case</a>. For example the change may be required to manage a <a href="#">risk</a> that if realized could prevent the project realizing a key business <a href="#">benefit</a>.</i> |                                            |
| <b>Options considered to implement the change:</b>                                                                                                                                                                                                                                                                                                      |                                            |
| <i>Document the options that have been considered and reviewed by the team.</i>                                                                                                                                                                                                                                                                         |                                            |
| <b>Impact of each option (Cost, Scope, Schedule, Quality):</b>                                                                                                                                                                                                                                                                                          |                                            |
| <i>For each option, explain the impact on Cost, Scope, Schedule and Quality. See the <a href="#">Iron Triangle</a> for more on Project Constraints.</i>                                                                                                                                                                                                 |                                            |
| <b>Chosen solution:</b>                                                                                                                                                                                                                                                                                                                                 |                                            |
| <i>Explain which option has been chosen and why.</i>                                                                                                                                                                                                                                                                                                    |                                            |
| <b>Approval Signature(s) and Date(s):</b>                                                                                                                                                                                                                                                                                                               |                                            |
| <i>List the Change Request Approvers including name, job title, signature and date. Typically the change approvers will include the Change Manager, <a href="#">Project Sponsor</a>, <a href="#">Project Manager</a> and the <a href="#">Risk Manager</a>.</i>                                                                                          |                                            |

## 23. Risk and Opportunities: -

### 23.1: To identify risks (Threats) and opportunities, and giving examples: -

| Risk no. | Risk               | Causes                       | Affected projects                  | Impact | Likelihood | Risk rating | Actions to be taken                                                                    | Owner  | Control effectiveness | Likelihood after mitigation | Residual risk rating | Comments                    |
|----------|--------------------|------------------------------|------------------------------------|--------|------------|-------------|----------------------------------------------------------------------------------------|--------|-----------------------|-----------------------------|----------------------|-----------------------------|
| 1        | Delays to recovery | Weather                      | Eg Transport, Port                 | Minor  | Likely     | Medium      | Planning will take into account weather patterns and when work can likely be completed | Agency | Effective             | Unlikely                    | Low                  | Eg associated opportunities |
|          |                    | Further damaging aftershocks | Eg Transport, Port, Social support | Major  | Rare       | Extreme     | Limited mitigations are available, other than to remain aware of the possibility       | All    | Ineffective           | Rare                        | High                 |                             |

**23.2: To prepare risk register: -**

| <b>Impact if the risk occurs</b> | <b>Severity</b><br><i>Rating based on impact &amp; likelihood.</i> | <b>Owner</b><br><i>Person who will manage the risk.</i> | <b>Mitigating action</b><br><i>Actions to mitigate the risk e.g. reduce the likelihood.</i>                            | <b>Contingent action</b><br><i>Action to be taken if the risk happens.</i>                                           | <b>Progress on actions</b>                                                                        | <b>Status</b> |
|----------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------|
| High                             | High                                                               | Project Sponsor                                         | Complete a business case if not already provided and ensure purpose is well defined on Project Charter and PID.        | Escalate to the Project Board with an assessment of the risk of runaway costs/never-ending project.                  | Business case re-written with clear deliverables and submitted to the project board for approval. | Open          |
| High                             | High                                                               | Project Sponsor                                         | Define the scope in detail via design workshops with input from subject matter experts.                                | Document assumptions made and associated risks. Request high risk items that are ill-defined are removed from scope. | Design workshops scheduled.                                                                       | Open          |
| Medium                           | Medium                                                             | Project Manager                                         | Hold scheduling workshops with the project team so they understand the plan and likelihood of missed tasks is reduced. | Share the plan and go through upcoming tasks at each weekly project progress meeting.                                | Workshops scheduled.                                                                              | Open          |

|        |        |                 |                                                                                                                                                                                                                                                                            |                                                                                                                              |                                                                                                                |      |
|--------|--------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------|
| Medium | Medium | Project Manager | The Project Sponsor will brief team managers on the importance of the project. Soft book resources as early as possible and then communicate final booking dates asap after the scheduling workshops. Identify backups for each human resource on the project.             | Escalate to the Project Sponsor and bring in back up resource.                                                               | Project Sponsor has agreed to hold briefing. Now making arrangements for a meeting room.                       | Open |
| High   | High   | Project Manager | Include late penalties in contracts. Build in and protect lead time in the schedule. Communicate schedule early. Check in with suppliers regularly. Query '90% done'. Ask again and again if they need anything else.                                                      | Escalate to Project Sponsor and Contracts Manager. Implement late clauses.                                                   | Lead time from each contractor built into the project schedule. Late penalties agreed to and contracts signed. | Open |
| High   | High   | Project Manager | Break this risk into two: 'cost estimating' and 'scheduling errors'. Use two methods of cost estimation, and carefully track costs and forecast cost at completion making adjustments as necessary. Build in 10% contingency on cost and scheduling. Track schedules daily | Escalate to project sponsor and project board. Raise change request for change to budget or schedule. Pull down contingency. | Contingency agreed by Project Board.                                                                           | Open |

|        |        |                 |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                  |                                                |      |
|--------|--------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------|
|        |        |                 | and include schedule review as an agenda item in every project team meeting. Flag forecast errors and/or delays to the Project Board early.                                                                                                                                                                              |                                                                                                                                  |                                                |      |
| High   | Medium | Team Manager    | Attend project scheduling workshops. Check previous projects, for actual work and costs. Check all plans and quantity surveys. Document all assumptions made in planning and communicate to the project manager before project kick off.                                                                                 | Escalate to the Project Manager with plan of action, including impact on time, cost and quality.                                 | Team managers attending scheduling workshops . | Open |
| Medium | Medium | Project Manager | Write a communication plan which includes frequency, goal, and audience of each communication. Identify stakeholders early and make sure they are considered in the communication plan. Use most appropriate channel of communication for audience e.g. don't send 3 paragraph email to Developers, have a call instead. | Correct misunderstandings immediately. Clarify areas that are not clear swiftly using assistance from Project Sponsor if needed. | Communication plan in progress.                | Open |

|        |        |                 |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                          |                                      |      |
|--------|--------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------|
| High   | Medium | Project Manager | Share the schedule with key stakeholders to reduce the risk of this happening. Patiently explain that schedule was built using the expertise of subject matter experts. Explain the risks of the changes. Share the Dennis Lock quote at <a href="https://www.stakeholdermap.com/plan-project/plan-reduction-crashing.html">https://www.stakeholdermap.com/plan-project/plan-reduction-crashing.html</a> . | Escalate to Project Board with assessment of risk and impact of the change. Hold emergency risk management call with decision makers & source of pressure and lay out risk and impact.   | Awaiting completion of the schedule. | Open |
| High   | High   | Project Manager | Document the project scope in a Project Initiation Document or Project Charter and get it authorized by the Project Board. Refer to it throughout the project and assess all changes against it also ensuring alignment of any changes with the Business Case.                                                                                                                                             | Document each and every example of scope creep NO MATTER HOW SMALL in a change order and get authorization from the project board BEFORE STARTING WORK. This includes ZERO COST changes. | Scope clearly defined in PID.        | Open |
| Medium | Medium | Project Manager | Hold regular project team meetings and look out for conflicts. Review the project plan and stakeholder engagement plan for potential areas of conflict.                                                                                                                                                                                                                                                    | When aware immediately escalate to Project Board and gain assistance from Project Sponsor to resolve the conflict.                                                                       | Project team meetings scheduled.     | Open |

|        |        |                 |                                                                                                                                                                                  |                                                                                                                                         |                                                            |      |
|--------|--------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------|
| High   | High   | Project Sponsor | No ability to reduce likelihood, but make sure early warning is given by reviewing business case on regular basis with the Project Board.                                        | Initiate escalation and project close down procedure.                                                                                   | Project close down procedure confirmed with Project Board. | Open |
| High   | High   | Project Manager | Ensure the project plan is as accurate as possible using scheduling workshops and work breakdown structure. Use Tracking Gantt and Baseline to identify schedule slippage early. | Consider insurance to cover costs and alternative supplier as a backup.                                                                 | Awaiting completion of the schedule.                       | Open |
| Medium | Medium | Project Sponsor | No ability to reduce likelihood.                                                                                                                                                 | Consider insurance and use Project Board to get advance notice if possible.                                                             | Project Board reviewing insurance options.                 | Open |
| High   | High   | Project Manager | Ensure customer prepares test cases/quality checks and protect testing/quality assurance window.                                                                                 | Raise risk immediately and raise issue if it is clear testing inadequate. Customer could extend testing & bring in additional resource. | Customer preparing test cases.                             | Open |
| Medium | Medium | Project Sponsor | Ensure all contracts signed before starting the project. Follow all regulatory requirements and complete stakeholder management plan.                                            | Escalate to Project Board who will notify legal department. Follow                                                                      | Contracts issued.                                          | Open |

|        |        |                 |                                                                                                                                                                                                                |                                                                                                             |                                                                                          |      |
|--------|--------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------|
|        |        |                 |                                                                                                                                                                                                                | instructions from legal.                                                                                    |                                                                                          |      |
| Medium | Medium | Project Manager | Ensure customer decision maker with budgetary authority is identified before project start and is part of the project board. Communicate dates for sign-off points up front.                                   | Escalate to project Board and recommend action e.g. to stop the project.                                    | Customer project manager is confirming their sponsor / senior supplier.                  | Open |
| High   | High   | Project Manager | Follow security procedures, ensure Non-Disclosure Agreements, & compliance certificates are in place. Verify all physical security measures in place. Secure insurance.                                        | Notify appropriate authorities e.g. police, project board and initiate internal investigations.             | NDAs issued. Security certificates confirmed for contractors.                            | Open |
| High   | High   | Project Manager | Ensure insurance in place. Familiarize project team with emergency procedures. Where cost effective put back up systems in place e.g. generators.                                                              | Notify appropriate authorities. Follow health and safety procedures. Notify stakeholders and Project Board. | Public Liability Insurance confirmed along with additional premises insurance at site B. | Open |
| High   | High   | Project Manager | Identify stakeholders, analyze power and influence and create a stakeholder engagement plan. Project Board to authorize the plan. Revisit the plan at regular intervals to check all stakeholders are managed. | Notify appropriate authorities and follow internal procedures e.g. for activist demonstrations.             | Stakeholder Analysis in progress.                                                        | Open |

|  |  |                             |  |  |  |
|--|--|-----------------------------|--|--|--|
|  |  | Consider getting insurance. |  |  |  |
|--|--|-----------------------------|--|--|--|

### 23.3: Qualitative risk analysis: -

| Risk                         | Probability | Impact | P*I    |
|------------------------------|-------------|--------|--------|
| Delay of delivering material | 0.2         | 40000  | 8000   |
| Weather                      | 0.33        | 500000 | 165000 |
| Lack of Manpower             | 0.8         | 100000 | 80000  |

### 23.4: To specify risk response strategies: -

Key steps in the risk response strategies:

#### 1. Risk identification: -

It is not possible to solve a risk if you do not know it. There are many ways to identify risk. One way is through brainstorming, a methodology which allows a group to examine a problem. Another method is that of individual interviews. It consists of finding people with relevant experience, so that it is possible to gather information that will help the project manager identify the risk and find a possible solution.

Imagining the current project and thinking about the many factors that can go wrong is another technique. What can you do if a key team member is sick? What can you do if the material does not arrive within the defined deadline? Etc.

An aid in this phase is also to read the reports of similar past projects, verifying the presence of any problems encountered during the path, and see how these have been solved.

#### 2. Risk analysis: -

The next step is to determine the likelihood that each of these risks will occur. This information should also be included in the risk register.

When evaluating the risks of a project, it is possible to proactively address the situation. For example, potential discussions can be avoided, regulatory problems can be solved, new legislation must be known, etc.

Analyzing the risks is certainly difficult. There is never a limit to the information that can be collected in this sense.

Moreover, risks must be analyzed based on qualitative and quantitative analyzes. This means, that you determine the risk factor based on how it will potentially affect the project through a variety of metrics.

### **3. Risk prioritization: -**

Not all risks have the same level of severity. It is therefore necessary to assess each risk in order to know which resources will be gathered to resolve it, when and if it occurs.

Some risks will be more acceptable, others may even risk to completely stop the project, making the situation quite serious.

Having a long list of risks can be daunting, but the project manager can manage them simply by classifying the risks as high, medium or low.

With this perspective, the project manager can then start planning how and when these risks will be addressed.

Some risks require immediate attention; these are the risks that can derail the project.

Other risks are important, they probably won't threaten the success of the project, but will delay it.

Then, there are those risks that have little or no impact on the program and the overall project budget.

Some of these low priority risks could be important, but not enough to be urgently addressed.

Indeed, they could be somehow ignored and also time could delete them and improve the situation.

### **4. Assign an owner to the risk: -**

All the hard work of identifying and assessing risks is useless unless the project manager assigns someone to oversee the risk.

This decision, in general, is up to the project manager who knows the level of experience and training of each team member and is therefore able to assess the most suitable person to face a particular risk.

It is certainly important to identify the risks, but if these are not managed by a person in charge, the work will have been completely useless and the project will not be adequately protected.

### **5. Respond to the risk: -**

Now comes the moment, when all that has been planned must be put into practice.

For each identified risk, based on priority, a mitigation plan or strategy is created.

The project manager should deal with the risk owner in order to decide together which strategy to implement to resolve the risk.

### **6. Risk monitoring: -**

Obviously, every strategy to respond to the risk is useless if it is not monitored in its success – or failure.

The risk owner is also responsible for monitoring the progress towards resolution.

But also the project manager needs to stay updated in order to get an accurate picture of the overall progress and to identify and monitor potential new risks that may arise from the new situation.

It is better to ensure that dedicated communication channels for risk management are organized, so that important elements and information are not lost.

It is possible to have face-to-face meetings, but some updates could be better provided via e-mail or text or through a project management software tool.

## **24. Stakeholders: -**

### **24.1: To prepare stakeholder management assessment matrix: -**

| Stakeholder             | Unaware | Resistant | Neutral | Supportive | Leading |
|-------------------------|---------|-----------|---------|------------|---------|
| Civil defense           | C       |           |         | D          |         |
| Entertainment Authority |         |           | C       |            | D       |
| Government              |         | C         |         | D          |         |

stakeholder engagement assessment matrix with desired (“D”) and current (“C”) levels of engagement per stakeholder.

## **25. Conclusion and Recommendations: -**

As Saudi Arabia moving toward achieving the goals and the objective of its vision Saudi-2030, the entertainment sector become one of the big demands in the market. Based on that, the idea of Smart Entertainment City started to help improving the quality of life and to be in line with Saudi vision 2030.

The estimated budget of the project is 500,000,000 SAR. Where 300,000,000 SAR is already available and 200,000,000 will need to be funded. This budget covers all the cost and fees required to develop and execute the project from design to final completion.

The project shall start in the beginning of February 2022, and shall be completed by no later than the end of May 2027. We have used the waterfall method in our planning for the time schedule in order to ensure high control over the scope and the budget of the project.

The project has no exceptional risks identified. Most of the risks is known and manageable. The risk register shall be updated regularly to update the status of the risk or to add new identified risks. However, contingency for risk shall be placed in order to manage any unforeseen risks.

The project has three main stakeholders, who may play a main role for authorizing the execution of the projects and to enable the works at site. The engagement of those stakeholders shall be studied roughly through the execution of the project to ensure their supportive roles.

It's highly recommended to establish steering committee for the project from the high management of each main entity involved in the project. The steering committee shall have the authority to take an action in order to keep the project within the track and to accomplish the desired benefits from the project.

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