



EVERYONE'S SMART UNIVERSITY (ESU)

Project Research (Spring 2021) Dr. Mohammad

Akram,

Advanced Project Management Course

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Section: Master

My Management by Objectives

(MBO) Approach & It is

effectiveness on the Project

King Abdullah Medical City (KAMC)

Project

Durat AlBahrian, Kingdom of Bahrain

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1. Introduction

1.1 Background about the Project and Methodology:

In this vital project, I shall define the main scope of work and describe the methodology I have used to handle this project since Dec. 2019 and until now. **King Abdullah Medical City (KAMC) project** located in the Kingdom of Bahrain is and it was a nice gesture of goodwill from the late King Abdullah ben AbdulAziz to HRM King Hamad ben Essa Al Khalifah. This project is a non-profit facility in specialized and accurate health care, committed to providing the highest standards of quality, excellence and integration in patient care, education and research, in a hospital environment that is safe for patients and stimulates creativity for its employees. The main purpose it was given the Royal decree is to be the Educational hospital and R&D institution for Arabian Gulf University (AGU) located in Southern Area of Bahrain, Durat AlBahrain.

My methodology was **management by objectives (MBO)** which was popularized by Peter Drucker in 1945 book entitled "**The Practice of Management**". It is simply to set the organizational objectives, and convey this to your employees.

1.2 About the Issue of the Study:

The reasons of the study is to find out how the management by Objectives (MBO) approach is effective in leading the team to a successful project. Sharing with the team the achievable objectives and periodically checking the achievability of these objectives. What the team members will do when they are given all the documentation and outline of the project. The strategic plans to maintain an effective communication with the team will be more investigated.

1.3 Significance of the Study:

The significance of this study is to further investigate the Management by Objectives (MBO) approach to be used especially in complex project with high technology construction and medical equipment's which shall be intertwined with the construction activities.

2. Literature Review and Conceptual Framework

- **Picciotto, R. (2020). Towards a 'New Project Management 'movement? An international development perspective'.**

In this article. The limitations of conventional project management practices dominated by Management by Objectives principles was highlighted.

Beyond confirming the soundness and utility of contemporary project management scholarship, the article puts forward six recommendations grounded in development experience that may be worth consideration by the nascent 'New Project Management' movement.

- **Barbosa, A. P. F. P. L., Salerno, M. S., de Souza Nascimento, P. T., Albala, A., Maranzato, F. P., & Tamoschus, D. (2021). 'Configurations of project management practices to enhance the performance of open innovation R&D projects'.**

This study shows the execution challenges of open innovation projects in R&D with the lens of project management, especially considering the type of external partner as a contingent factor. It fosters the discussion of the configuration of practices in a contingent project management approach in comparison to the traditional best practice approach. For that, we conducted a qualitative fuzzy-set comparative analysis of 50 open innovation projects in R&D.

- **Ntanos, A.S. and Boulota, (2012). 'The Management by Objectives in Modern organizations and enterprises', Int. J. Strategic Change Management , Vol.4, No.1, pp.68-79.**

This study shows Management by Objectives (MBO) as a systematic and organized approach that allows management to focus of achievable goals and to attain the best possible result for available resources.

3. Study Methodology

Descriptive analytical method

Management By Objectives (MBO) results in improved and better managing. Better managing requires setting goals for each and every activity and individual and ensuring that these are achieved. **MBO** not only helps in setting objectives but also ensures balancing of objectives and resources. According to the definition presented by (**Natanos, A.S. and Boulouta, (2012)**, **MBO** is defined as a systemic approach that allows management to focus on achievable goal, and to attain the best possible results from available resources. So my methodology was to define some achievable goals according to the project management plan, Schedule and Milestones and scope management plan assigned them to individual and follow up with ways of communication on daily, weekly, monthly basis and have a check list of all these goals and follow up the progress of the percentage of completion until it is totally completed.



Fig. 01 The Process of MBO

4. purpose, scope, and objectives of the project

Managing communication for a project manager (PM) is the most needed tasks and it is a usual day-by-day to do the project works. Before I start with my methodology I would like first to define two (2) parties that needed to be informed on daily, weekly, monthly, etc. basis:

- i. **The Project Team:** is a set of individuals who support the project manager performing the work of the project
- ii. **The stakeholders:** the individuals or agency who is (are) positively or negatively affected by the project.

In order to have a very effective team members these rules have to be done be forehead:

- Determine Project team members requirements, approve team skills , maintain team knowledge transfer
- Collectively define project ground rules, and Team members engagement from Kingdome of Saudi Arabia
- Ensure that the team members and stakeholders are adequality trained.
- Evaluate the effectiveness of virtual design
- Make sure to support the outcome of involved (PMT, Contractors, Client, etc.)
- Investigate bout Team members acceptance to work by objectives

To be on the top of it and to made the project journey as a success managing communication as the communication is considered to be 91% of the PM job. The plan will be as follows:

- Analyse comm. Needs for all stakes
- Plan communications. Methods, channels, frequency and level of details
- Communicate project, info and update regularly

- Confirm communications is understood and feedback is received on daily basis
- Follow-up on the setting achievable goals, assigning to team members and oversee the parentage of completion of these goals according to **MBO**

The development will consist of approximately one million square meters (one square kilometre) of land located in the Southern Governorate of the Kingdom of Bahrain for Arabian Gulf University (AGU).

Phase-1 focuses on 264 beds hospital plus 12 Labour/Delivery/Recovery Beds and 12 Paediatric Infirmary Beds and Diagnostic, treatment, outpatient services, logistical and administrative services as needed for support, site infrastructure and building works.

This project Package 6 – AMC Buildings shall include but not limited to: AMC Main building (Clinical Service Block, Inpatient Block, and Outpatient Block), Service Building and Car Parking Buildings Structure, External works, Hard & soft landscaping till satisfactory completion of the works for KAMC- Phase-I development of Package 6.

The approximate total built-up area of AMC buildings are as follows:

➤ Clinic Building	26,195 M2
➤ Inpatient Building	32,389m2
➤ Outpatient Building	23,005m
➤ Service Building	5,000 M2
➤ Parking Structure	18,000 M2
➤ R&D Centers	

We are now in the execution phase and the project management methodology used is the traditional (waterfall) approach, the completion percentage as of today is 62% and the end of the project date is 25 Dec., 2021.

The progress will be monitored

The process is divided into two main tasks: monitoring and evaluation. An evaluation is a systematic and objective examination of the relevance, effectiveness, efficiency and impact of activities in light of the objectives set. The idea in project evaluation is to isolate mistakes and not repeat them, and to emphasize successful mechanisms for current and future projects and to reinforce them.

An important goal of the evaluation is to provide recommendations and lessons for project managers and implementation teams that have worked on projects and for projects to be implemented and work on similar projects.

In addition, evaluations are also an indirect way to inform the donor about the activities carried out and to verify that donated funds are well managed and spent with transparency. Evaluators are supposed to check budget lines, analyze them, and report results in their work.

5. Team is Given an Outline of the Project by (Barbosa. A.P.F.P.La, Salemo, M.S., de Souza Nascimento, P.T., Albala, A., Maranzato, F.P.& Tamoschus, D., 2021):

- Detailed **Project Management plans (PMP)**:
 - Scope management plan
 - Requirements management plan
 - Sch. Management plan
 - Cost Management plan
 - Quality Management plan
 - Resource Management plan
 - Communications Management plan
 - Risk Management Plan
 - Procurement Management Plan
 - Stakeholders Engagement plan
 - Change management plan
 - Configuration management plan
 - Scope baseline
 - Schedule Baseline
 - Cost baseline
 - Performance measurement baseline
 - Project Life cycle Description
 - Development Approach.
 - Schedule Plans
 - Scope Details
 - Presentations/Meetings

6. The Strategies to Maintain Communications: (Solberg, I.C., Hoivik, M. L., Cvancarova, M. , & Moum, B., 2015).

- **Set clear , achievable Objectives**

- By doing this we are trying to create a complete environment for everyone to feel as if they are part of the team? Or are trying to create a smaller group to work on specific projects?, the objectives will be communicated periodically to achieve and put theses objectives on the team first Agenda item.

In both cases, make the work team aware that are constantly evaluating the succession plan of employees, explain to them the position of each of them in the organization as a whole, and what the future can hold for them, then they will actually feel their importance in the work team, and make them feel safe.

- **Share knowledge with them:**

Encourage them to read articles about leadership skills, and have lively conversations with them about what each of them read. If someone has a problem, help him solve it. By sharing experiences, not only save the person's time and the hassle of searching for a solution, but also gain their respect and trust; What makes the whole team stronger. On the one hand, seek advice and be prepared to listen to their ideas and implement them in projects.

- **Talk good things about others:**

employees feel happy when they hear praise in their absence. Change rumored negativity by showing team that really stand by them and support their efforts at work.

- **Encourage cooperation between individuals:**

Encourage employees to form smaller groups for a specific project or goal. Teamwork on this project is a great way for employees to get to know each other better.

- **Ask questions:**

It's a great way to have actual conversations, because when ask an employee questions, make them feel how much care about what they say; Which strengthens relationship with him.

- **Develop friendship relationships:**

Activities outside of work help to consolidate and strengthen friendships, such as having a sporting activity with them, participating in a charitable project, or spending time with them that makes them feel important in life.

Building strong and interactive relationships between individuals within team creates a more conducive environment for working with each other and getting work done. What influences the company's results and makes business team more valuable to management.

7. Results:

- The largest age group participating in the work is from 30 years to 40 years which means that **a large percentage of the study sample individuals enjoy mental maturity.**
- It becomes clear from the results of the study that **the performance of working individuals is distinguished, which indicates that hospital personnel are interested in providing the best possible levels of performance.**
- It is evident from the results of the study that **the strategic policies and working by achieving objectives according to MBO approach that are applied are distinguished, which indicates that this method that are applied contribute to improving performance levels and achieving the goals that the hospital seeks to reach and the final objectives of the project.**
- It is clear from the results of the study that **the processes and procedures that are applied are distinguished, which indicates that the processes and procedures that are applied contribute to increasing the hospital's ability to**

achieve the highest possible levels of performance, developing the capabilities of the hospital's staff and meeting all the needs of patients.

8. Discussion:

- Records can reside and be managed over multiple locations which help team members to handle files and documentations and can retrieve them easily any time..
- The performance of the team must be assessed and KPIs to be given for all tasks and objectives on their hands and to see the ability of their performance.
- There is greater control over what type of record the organization has and who can create a record.
- MBO approach is effective if the leader is well aware of the methodologies and the team members are well experienced and well knowledge in this effective method of dealing with complicated R & D Project.

9. Discussion:

- * From the Results, MBOs were shown as a very effective approach even with the Survey done and the Questionnaire distributed among team members.
- * All objectives were smoothly followed and achieved and deliverables checked by client and all stakeholders to be found fit and accurate.
- * The Performance of the team members were checked with KPIs and the achievement of an Objective and there will be no delay and all submittals and deliverables will be on time, under budget and according to specifications.
- * The Success of the Project has been ultimately achieved even though the project is not yet over but with more than 60% achievement, the remaining 40% will follow the same rhythm and same techniques to the final delivery of the project.

10. References

- Barbosa, A. P. F. P. L., Salerno, M. S., de Souza Nascimento, P. T., Albala, A., Maranzato, F. P., & Tamoschus, D. (2021).
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APPENDIX 1: Data Analysis

A Questionnaire on Team Preparation for Instructions

Introduction

The questionnaire aims at identify the extent to which individuals can participate positively **on the Success of the enterprise by following instructions**

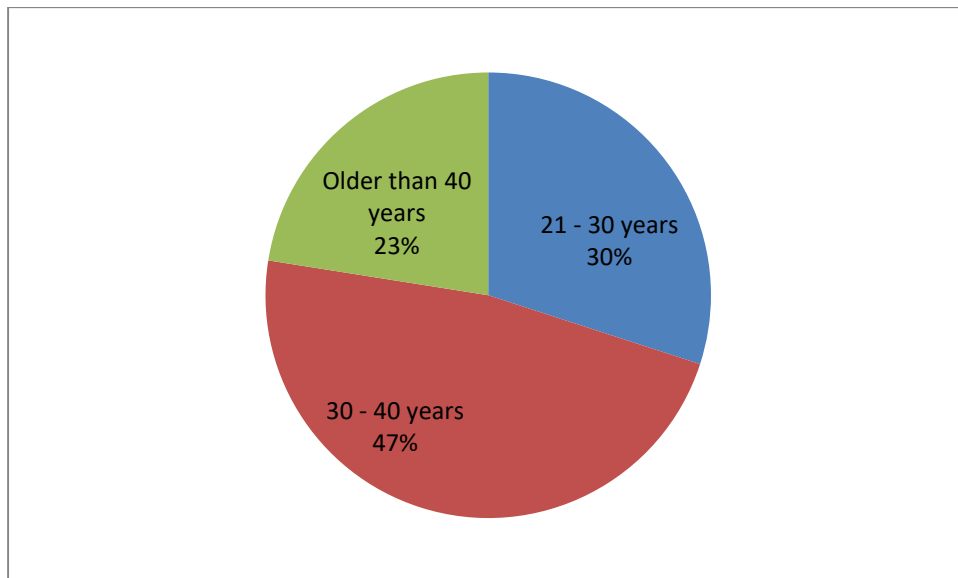
The questionnaire was conducted on a sample of fifty (50) individuals in the existing Project Team. Forty (40) of the respondents answered the entire questions, and the results were as follows:

■ Social characteristics

1- Distribution of the study sample according to age:

The sample of the study was divided according to age to three levels where the number of the sample of the study between the ages of 21 - 30 years 12 individuals by 30% of the study sample, while the number of members of the study sample between the ages of 30 - 40 years 19 individuals by 47.5 9% of the sample of the study, while the number of members of the study sample over the age of 40 years 9 individuals by 22.5% of the study sample, which shows that the number of individuals in the study sample is the largest proportion of them in the age group of 30-40 years and then from 21 - 30 years and finally older than 40 years.

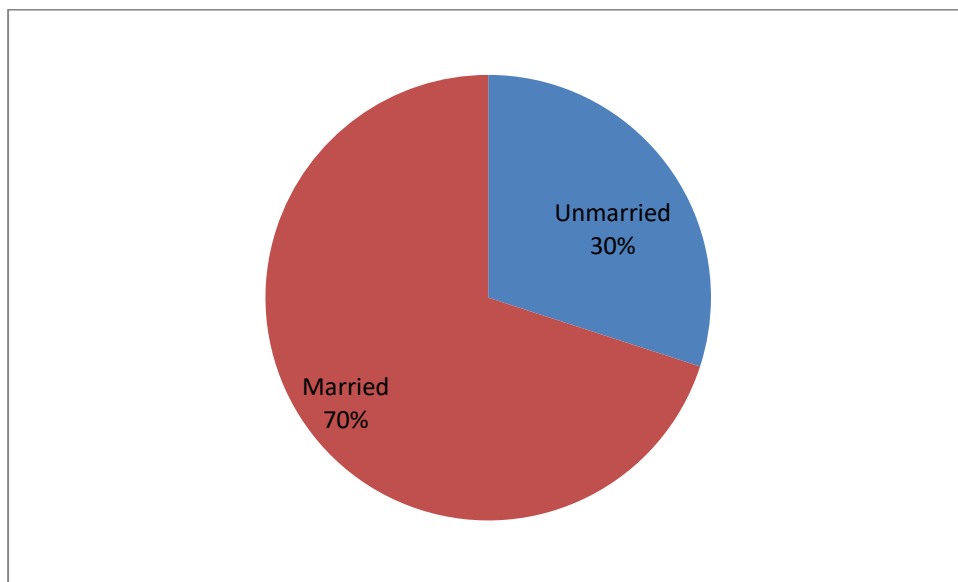
Categories	N	%
21 - 30 years	12	30
30 - 40 years	19	47.5
Older than 40 years	9	22.5
Total	40	100



2- Distribution of the study sample according to Contract Satisfied Status:

The study sample was distributed according to the Contract Satisfaction into two levels; The sample of the study showed Contract satisfied to 28 individuals, 70% of the study sample, while the number of Contract unsatisfied study sample reached 12 individuals with 30% of the study sample.

Categories	N	%
Contract Unsatisfied	12	30
Contract Satisfied	28	70
Total	40	100



3- Distribution of the study sample according to **Experience:**

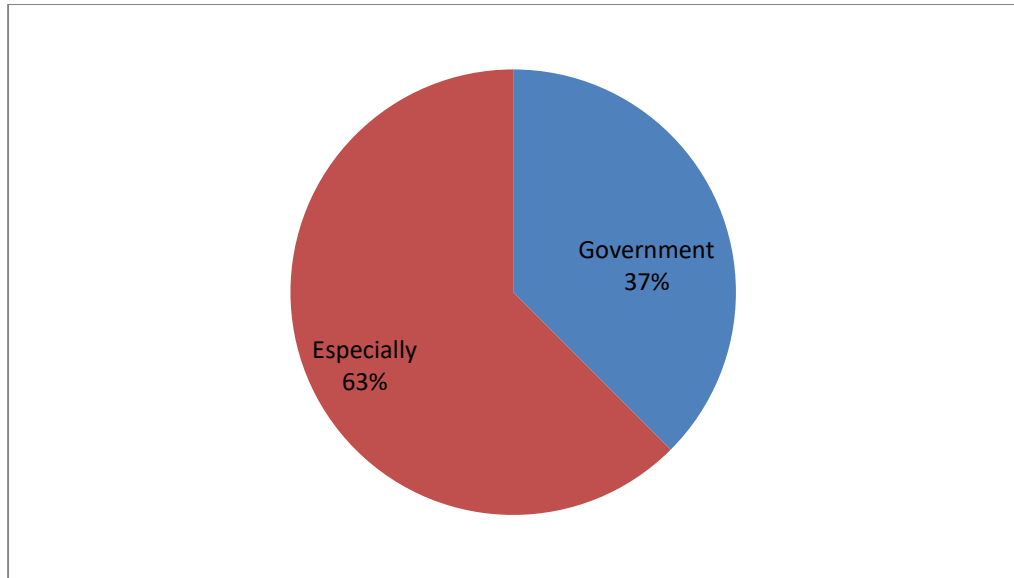
The sample of the study was distributed according to the job to two levels, where the number of the sample of the study sample of fully experienced , 25 individuals, 63% of the study sample, while the number of the sample of the study sample, semi-skilled 15 individuals, 37% of the study sample.

Categories	N	%
Semi-Skilled	15	37
Fully Experienced	25	63
Total	40	100

4- Distribution of the study sample according to Field of Experience :

The sample of the study was distributed according to the job to two levels, where the number of the sample of the study sample having experience mostly in Infrastructure & Buildings Construction , 25 individuals, 63% of the study sample, while the number of the sample of the study sample, having experience in Industrial , 15 individuals, 37% of the study sample.

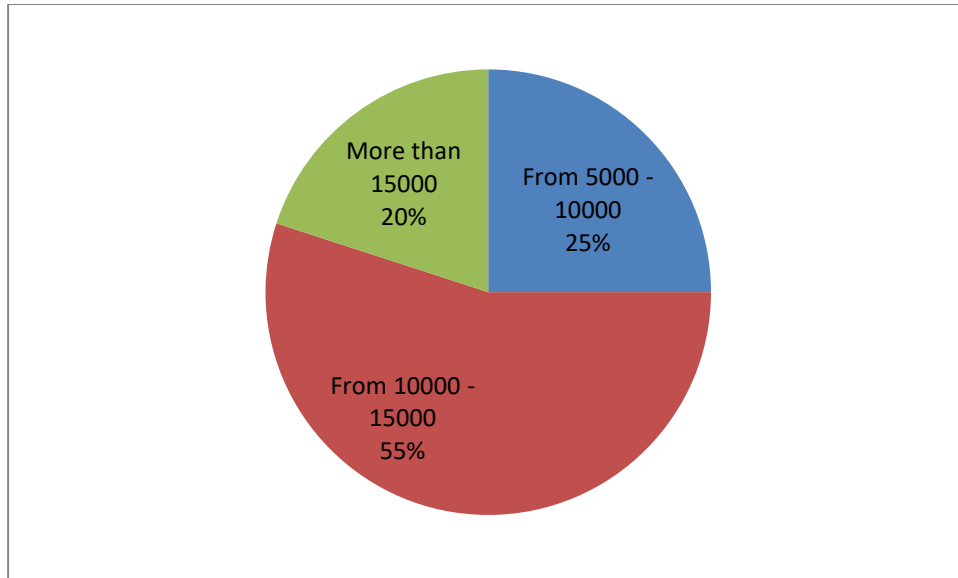
Categories	N	%
Industrial	15	37
Infrastructure & Buildings Construction	25	63
Total	40	100



5- Distribution of the study sample according to **income level**:

The study sample was divided according to the income level into three levels. Where the number of the sample of the study whose income ranges from 5000 - 10000 is 10 individuals, 25% of the study sample, While the number of the sample of the study whose income ranges from 10000 - 15000 is 22 individuals, 55% of the sample of the study, While the number of the sample of the study whose income level exceeds 15000 is 8 individuals, 20% of the study sample.

Categories	N	%
From 5000 - 10000	10	25
From 10000 - 15000	22	55
More than 15000	8	20
Total	40	100



■ **Discussion and Interpretation of Findings:**

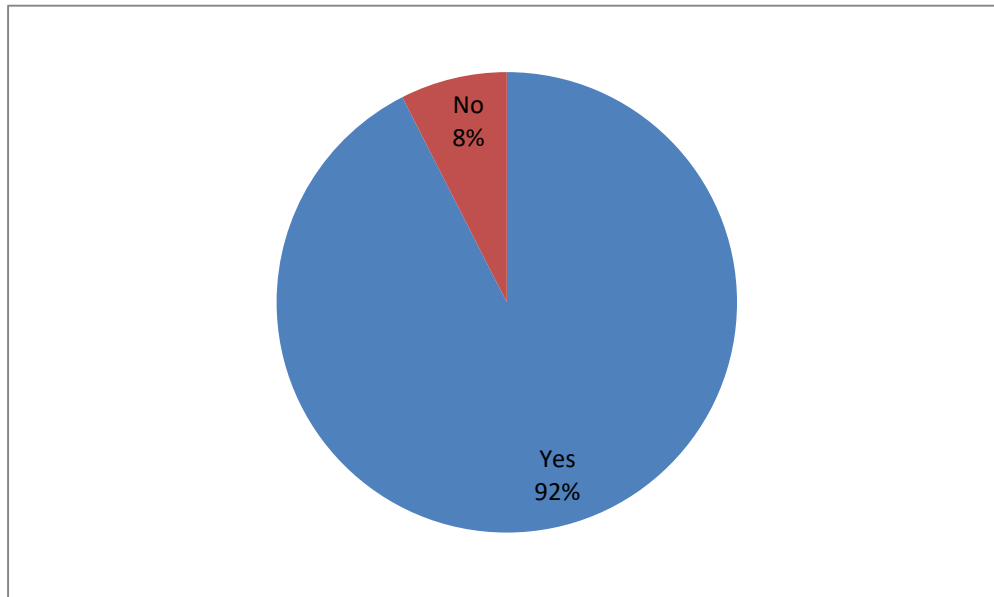
1. Have you ever worked with a manager who ignored effective communication skills and has no care or motivation for the team ?

■ YES

■ NO

It turns out that 92.5% of the sample have worked, while 7.5% of the sample didn't experience such a manager.

Categories	N	%
Yes	37	92.5
No	3	7.5
Total	40	100

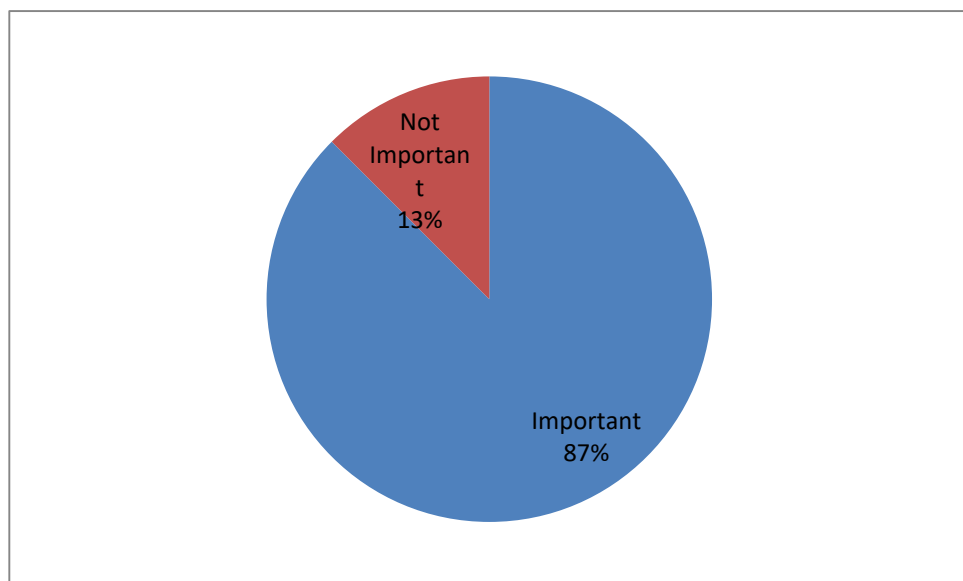


2 - In your opinion, Would it be important to the management to share the Strategic Plans and achievable objectives with all the team members?

- Important
- Not Important

87.5% of respondents believe that it is important to share strategic plans with the management, while 12.5% think that it is not important to do so.

Categories	N	%
Important	35	87.5
Not Important	5	12.5
Total	40	100



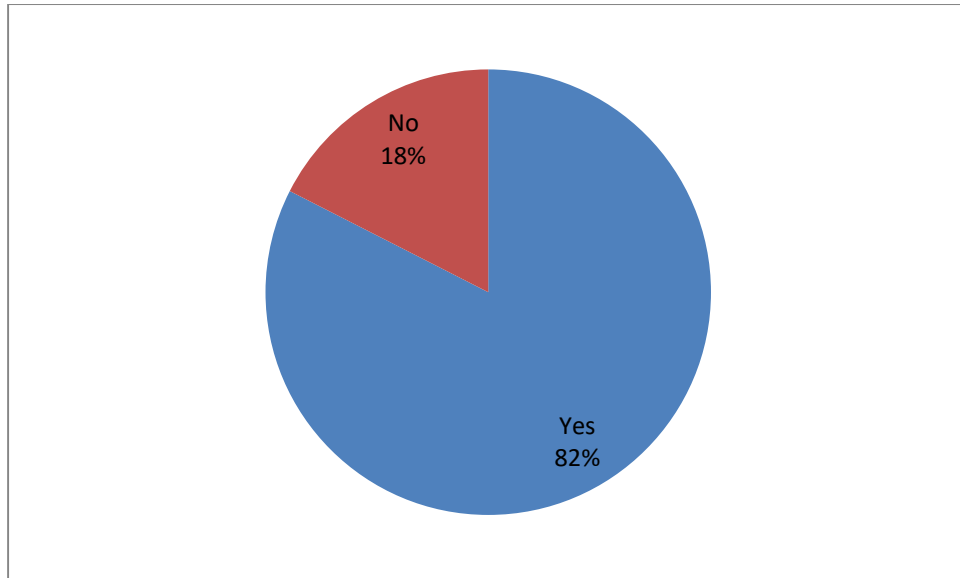
3 – Would the procedure, process and all international standards be available and clear for everybody to understand ?

■ YES

■ NO

82.5% of the sample indicated that they have all the reference documents and clear process and procedures to do the work effectively, while 17.5% of the sample don't do so.

Categories	N	%
Yes	33	82.5
No	7	17.5
Total	40	100



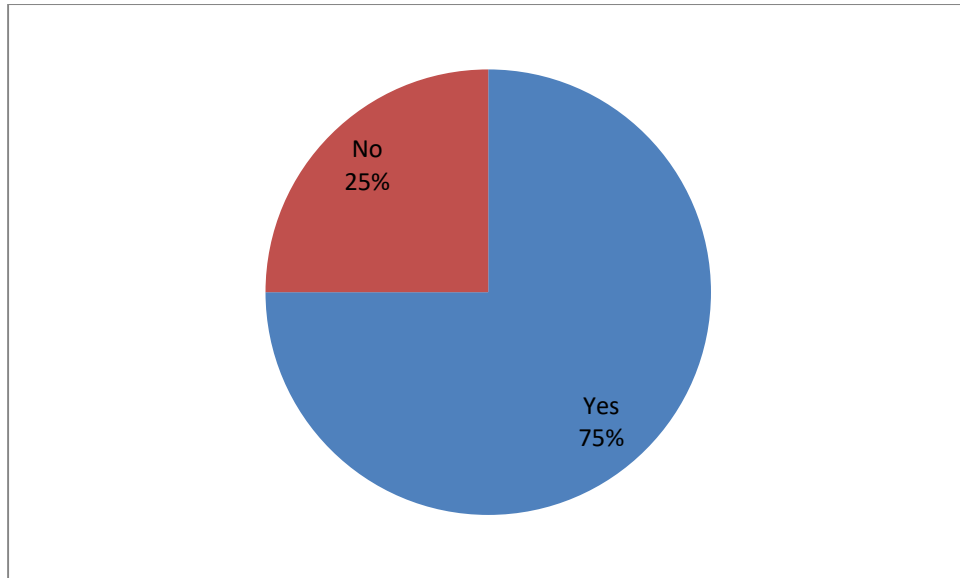
4 – Do you have any previous Medical Facilities experience?

■ YES

■ NO

75% of the study sample showed they have a previous experience in health institution works and construction, while 25% of the sample of the study that they do not.

Categories	N	%
Yes	30	75
No	10	25
Total	40	100



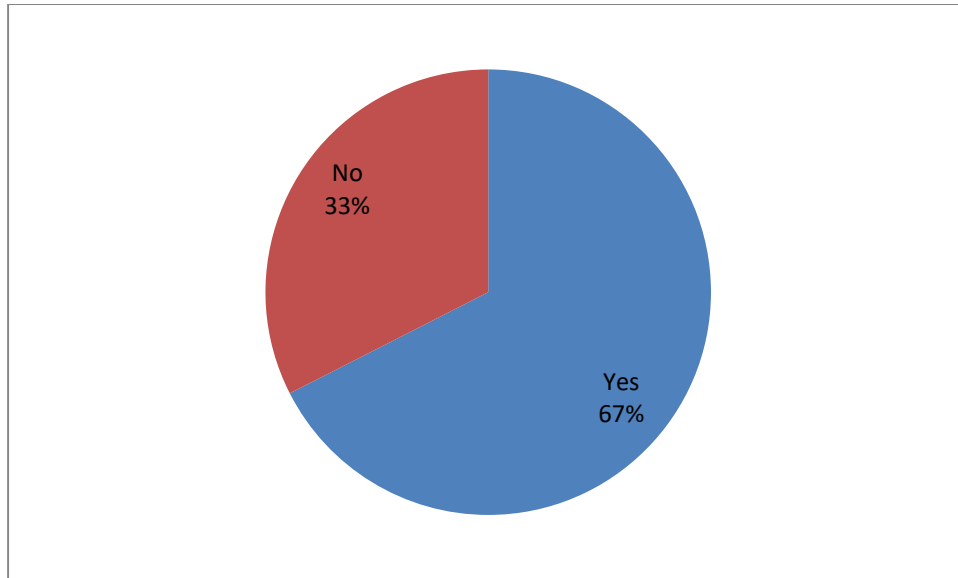
◦- **Have you worked with a fair, friendly boss ?**

■ YES

■ NO

67.5% of the sample indicated that they have worked with a friendly boss , while 32.5% of the sample indicated that they have not worked yet.

Categories	N	%
Yes	27	67.5
No	13	32.5
Total	40	100



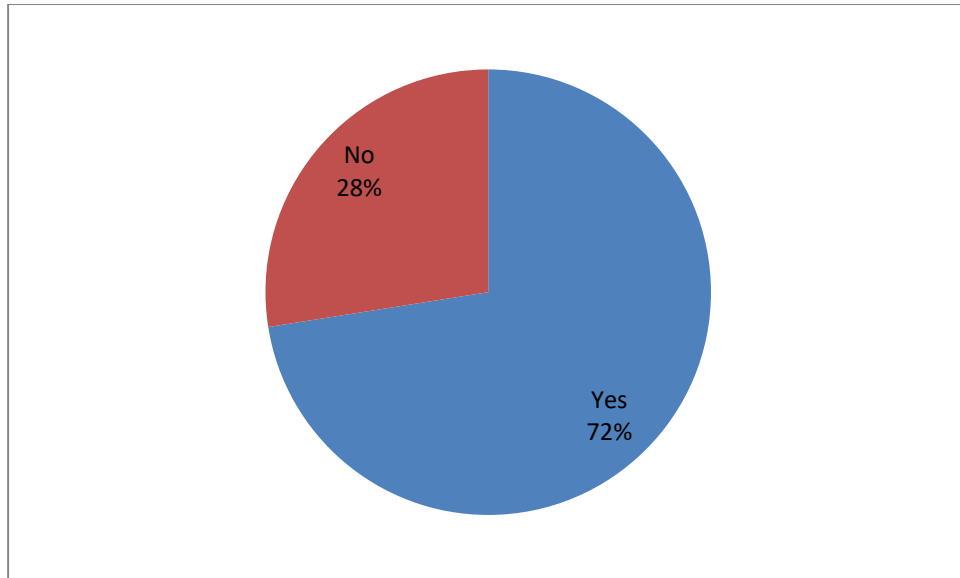
6 – Do consulting companies have all the experience and solve all problems happening on site without any outside interfaced with them?

■ YES

■ NO

72.5% of respondents believe in his consulting company capabilities and diverse field of knowledge , while 27.5% do not see this.

Categories	N	%
Yes	29	72.5
No	11	27.5
Total	40	100

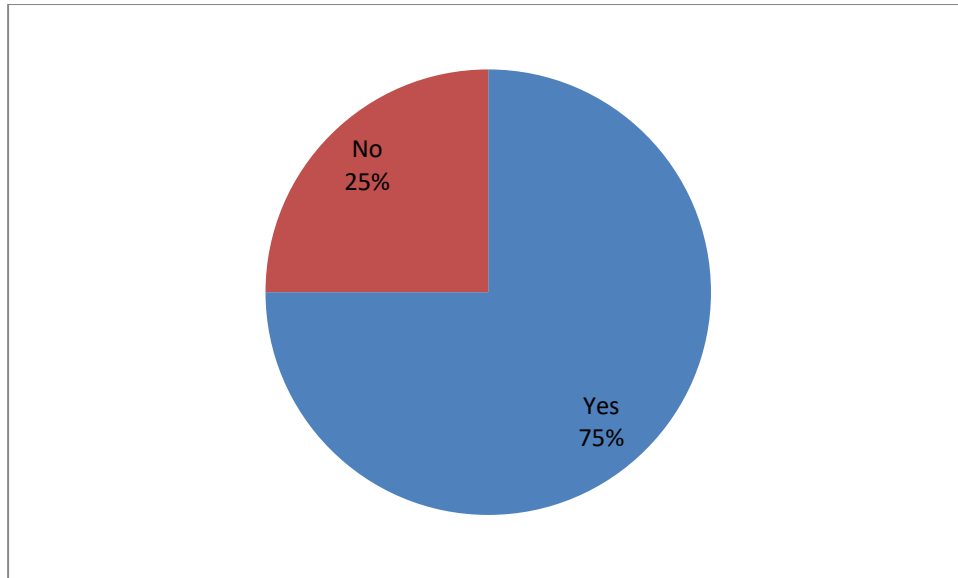


7 - Do you have all the experience, Data, tools and techniques to do the job properly?

- YES
- NO

75 % of the study sample indicated that they have the experience , while 25% of the sample indicated that they do not.

Categories	N	%
Yes	30	75
No	10	25
Total	40	100

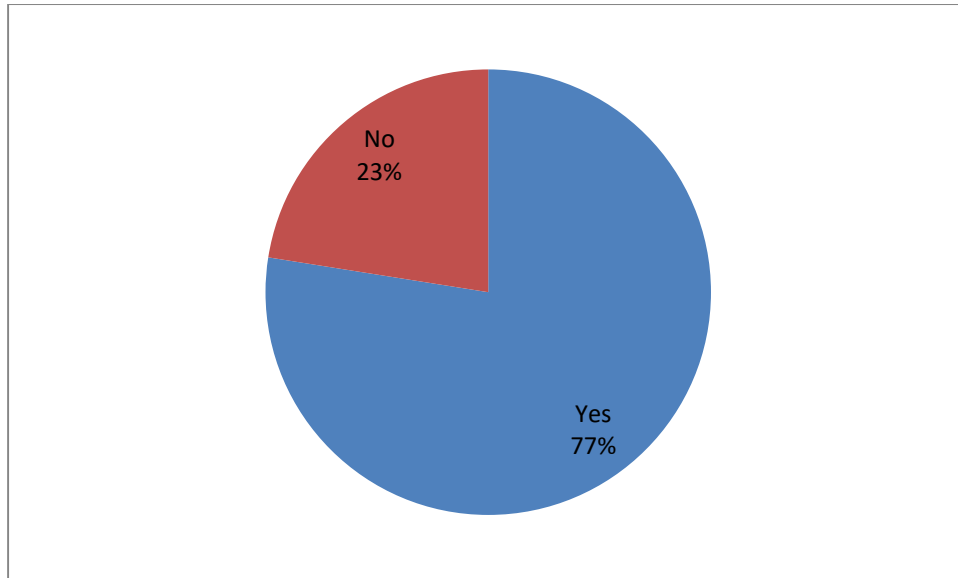


8 – Do you think Team Chart is important in order for the team not to be in conflict and if it happens this document will be the reference ?

- YES
- NO

77.5% of the sample indicated that Team Chart is effective in conflict management, while 22.5% of the sample indicated that they do not.

Categories	N	%
Yes	31	77,5
No	9	22,5
Total	40	100



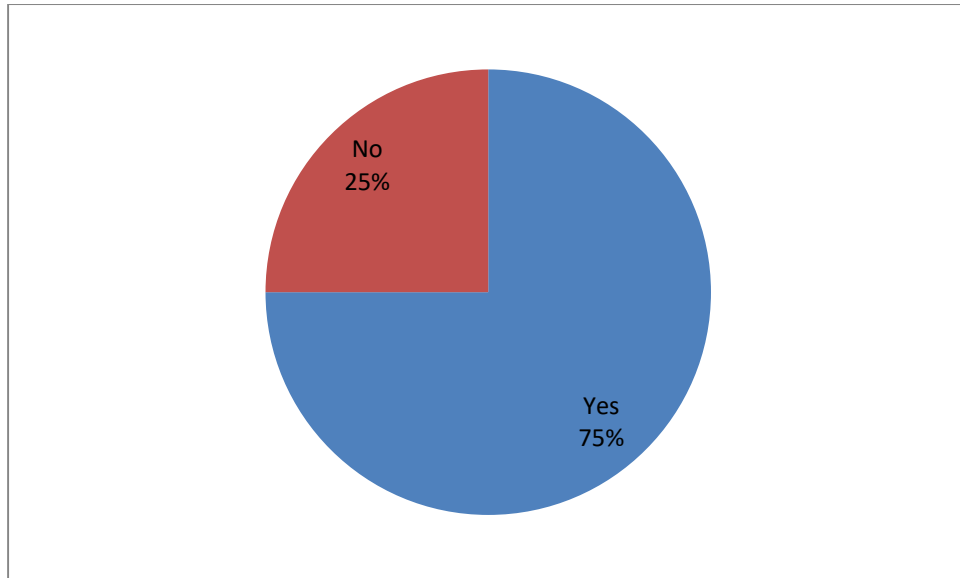
9 –Are you using effective communications with the main contractor and its subcontractors and the client ?

■ YES

■ NO

75 % of the study sample indicated that effective communications are used among team members and all stakeholders, while 25% of the sample said they are not.

Categories	N	%
Yes	30	75
No	10	25
Total	40	100



١٠- Do all the team understand their roles and responsibilities and their job descriptions the Critical Success Factors (CSF) for this project?

■ YES

■ NO

72.5% of the sample indicated that the consultancy institutions provide all supervision services related to real estate projects for which individuals want to get loans, while 27.5% of the sample of the study that they do not

Categories	N	%
Yes	30	72.5
No	11	27.5
Total	40	100

