

Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

Thursday

18 / 03 / 2021.

Course Code

(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN YOUR ORGANIZATION: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

YOUR MISSION:

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

What you have to do:

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

Dr. Sara Adel

تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- مقدمة: بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- دراسات علمية سابقة: تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- المنهجية وطريقة البحث: بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- النتائج ووصف المناقشة حول النتائج الرئيسية للبحث: شرح مفصل للمشكلة محل الدراسة.
- المراجع: تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجالات المحكمة أو المواقع المستخدمة للبحث.
- الملحقات (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Delay in closing projects phases and the role of effective communication

1. INTRODUCTION

Delays has been captured by many Analysts earlier during the last year when the pandemic starts affect the worldwide economics and several sectors has been closed and jobs has terminated, the studies emphasis on the risk of the offshore centers such as Philippine, India, Eastern Europe and china and the expected cracks in their systems.

Delays is every project manager nightmare, for that the projects managers trying their best to avoid any delay during the project phases, and this study is to highlight the delay in vital project “ core system “ implementation and the power of the project manager communication skills to track back the project on scale .

2. LITERATURE REVIEW

Parkinson's Law, speaking to effort, tells us that "work expands to fill the space allotted".
Murphy's Law, speaking to uncertainty, tells us that "whatever can go wrong will go wrong, and most likely at the worst possible time". This is the reality faced by all project managers. No matter how much time you have for a project, it will likely be consumed, and no matter how well you plan, eventually you will always be faced with the "unexpected".
There are four common reasons listed for delays in projects (third party factors, the client, the unforeseen circumstances and team members).

3. METHODOLOGY

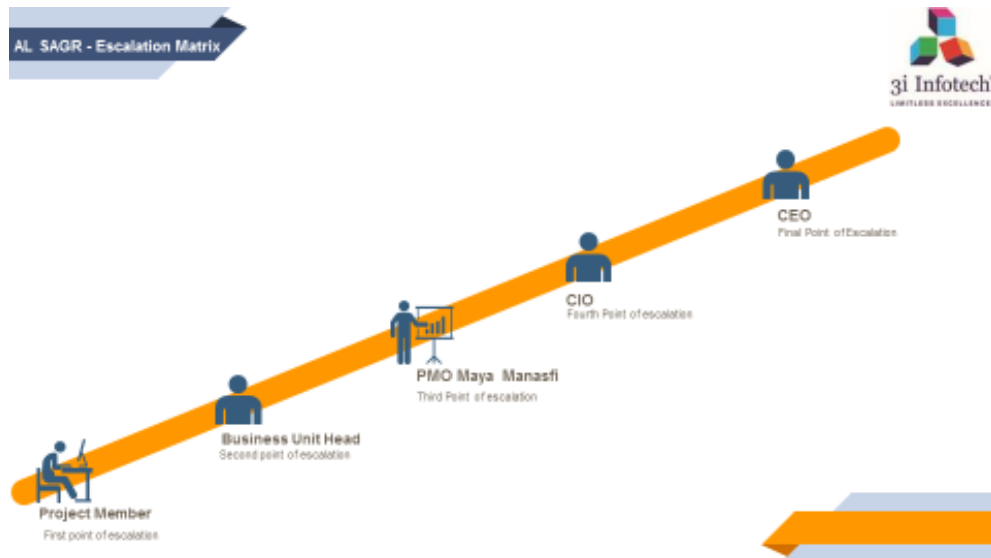
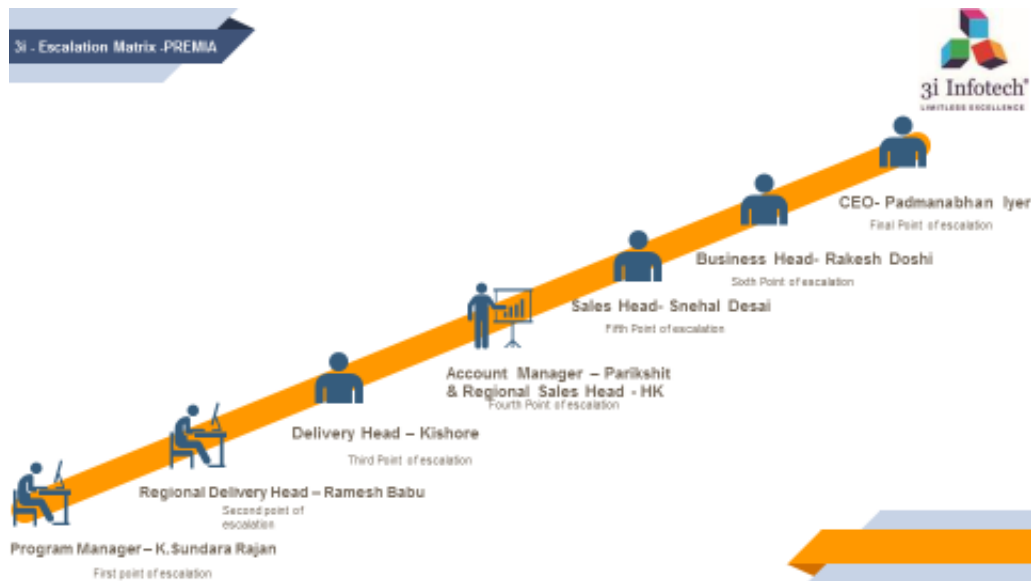
Manage Communications is the process of creating, collecting, distributing, and updating project information according to the Communications Management Plan. This process happens during the Executing process group.

will review some of the effort and technique that created and use to implement an effective communication to reach a point and minimize the bad impact of each delay and comes with proper solutions that could cover up and push the project forward.

The solutions start with allocate “champions “for both teams the vendor and the insurance company, simply by using the excel sheet and describing the positions and departments related hence the communication could be more effective whenever the email has sent to the correct channel and in charge, second an escalation matrix been built to raise any issues to the higher management when needed, the teams been defined for both parties .

Finally review and communication plan has created.

The below pictures are reflecting the escalation matrix for both the vendor and the company



Roles and Responsibilities:

No	Position	Responsibilities 3i infotech
1	Business Head	- Insurance Practice Delivery Review - Final Point of escalation - Coordination with Client and Project Management Team to ensure project is implemented as per plan - Check-n-balance on the project through out from an account management perspective - Coordinate with Client on any scope variation and commercial issues
2	Regional Sales Head & Account Manager	- Participate in steering committee meeting - Risk Identification and Mitigation - Tracking Project commercial - Overall delivery coordination and review - Offshore coordination among other team - Fourth point of escalation
3	Delivery Head	- Project Management & Tracking - Internal Stake holders Co-ordination - Part of the Executive/Steering Committee Review - Third Point of escalation
4	Regional Delivery Head & Program Manager	- Project, Resource Planning and execution - Coordinates Project Implementation along with all activities with the Development Center - Reviews project progress with implementation team and Customer. - Coordinates and escalates with customer for customer activity. - Second & First point of escalation
5	Implementation Consultant	Manages execution of day to day activities for project as per the laid down project plan

		• The one point of contact of 3i Infotech for the customer project team onsite • Carries out the appropriate activities of the project as per plan, with supervision / guidance from project manager • Co-ordinates activities of any other technical resource of 3i Infotech deployed at site
No	Position	Responsibilities AISagr Team
1	Project Sponsor/Owner	• Responsible for overall project planning and time schedule • Participate in finalization and approval of project scope and priorities • Ensure that customer activities are met on time • Review and acceptance of Project deliverables and other milestone documents • Confirm and Signoff business processes and various milestones of project as per Implementation methodology
2	Project Management Committee	• Responsible for liaison and coordination with all concerned personnel/entities of Customer • Ensuring the availability of Customer resources • Responsible for monitoring project plan both at macro as well as micro level • Infrastructure availability and support • Hardware/Network administration and support
3	Core Team	• Responsible for clearly identifying the business requirements • Responsible for preparation of required master data and providing the same to 3i Infotech in time • Responsible for complete understanding of the system during training and preparation of test cases • Responsible for Customer Solution Acceptance Testing and Confirmation

No	Description	Distribution List/Attendees	Frequency	Mode of Communication
1	Weekly Project Review Meeting	3i Infotech : Onsite Consultant , Regional Delivery Head, Program manager, Module Heads (on tele-conference) Al Sagr : Project Manager, Process Owners	Weekly	Copy of Signed doc / Email
2	Steering Committee Review	3i Infotech : Practice Head Account Manager, Delivery Head , Regional Delivery Head, Project Manager Al Sagr : Project Sponsor, Project Management Committee,	Monthly	Copy of Signed doc / Email
3	Phase End Review	3i Infotech : Delivery Head, Regional Delivery Head, Account Manager, Program Manager Al Sagr : Project Manager, Process Owners, Project Management Committee,	Every Milestone/Phase End	Copy of Signed doc / Email
4	Customer Feedback	3i Infotech : Project Leader , Project Manager, Delivery Manager Al Sagr : Project Manager Process Owners	As and when Required	Copy of Signed doc / Email

4. RESULTS AND DISCUSSIONS

After using the four steps for minimize the delay in the projects ; (1)starting with deadline , (2) learn to expect the unexpected , (3) be proactive to minimize the unexpected , (4) and finally act to mitigate the damage , and by implementing the above tools in addition to create a risk register and with following up in weekly basis by providing a full report , the project back to life , moreover using some techniques such as (www) who , when , and why and how which reflected in the responsibilities , champions , and the escalation helped in driving

this project and at the end each project manager techniques is just unique and each project manager is learn from other project managers experiences .

5. REFERENCES

1. Kartam, S. (1999), Generic methodology for analyzing delay claims, Journal of
2. Manage Project Delays: Proactive Steps to Minimize the Unexpected
<https://www.ittoolkit.com/articles/manage-project-delays>
3. PMBOK 2021

Appendix

Champion List sample;

Name	Title	Department	Function	Mobile	Email	3
Hashim ALATTAS	CIO	EXECUTIVE	Technology	500882030	h.alattas@alsagr.com	
Syed Suheb	Project Manager	PMO	Project Management	582957331	s.syed@alsagr.com	
Maya Manasfi	Project Manager	PMO	Project Management	546969459	m.manasfi@alsagr.com	
Hadi Alsaif	Compliance Supervisor	Compliance	Compliance	540343770	h.alsaif@alsagr.com	
Majed Algadeeb	AML Officer	Compliance	AML	504904871	m.algadeeb@alsagr.com	
Shouq Alshahrani	CG Supervisor	Compliance	AML – Backup	534444393	s.alshahrani@alsagr.com	
Mohammed Al Jassem	Cyber Security Specialist	Cyber Security	Cyber Security	542333815	m.aljassem@alsagr.com	
Ibrahim M. Al Faqyat	Motor Uw Officer	Motor Uw/CRO	Motor Uw	557662854	i.faqyat@alsagr.com	
Naif S. Alkathlan	SS Officer	SSS/BROKER/CRO	SSS	547823089	n.alkathlan@alsagr.com	
Hisham Mohamed	RI Manager	RI Dept.	Reinsurance	544032888	h.mohammed@alsagr.com	
Welaiah Jaffar	Senior Officer	RI Dept.	Reinsurance	506819742	w.jaffar@alsagr.com	
Rana AL Yousef	Customer Care Supervisor	CCU.	Customer Care.	548212220	r.alyousef@alsagr.com	
Alrihana Alfudaili	Customer Care Officer	CCU.	Customer Care.	541494334	A.Alfudaili@alsagr.com	
Sadek Sinan	Retail Manager	Retail	Sales	561170007	s.alsinan@alsagr.com	
Abdulrahman Aljawi	POS	Retail	Sales	Ext: 363	a.aljawi@alsagr.com	
Fatma Moneer	Support Supervisor	Retail	Sales	Ext: 293	fatma.moneer@alsagr.com	
Shanavas Nazeer	Officer	Retail	Sales	Ext: 283	shanavas.nazeer@alsagr.com	

Project Status Sample ;

Sr. No	MODULE	BSM/ACD	DD Document	Configurations	Dev	Testing	Show & Tell	Training	UAT	Go Live
1	Payroll	Completed	Pending							
2	HRMS	Pending								
3	Finance	Pending								
4	Purchase & Inventory	Pending								
5	PREMIA ASTRA GI									
	Motor - 8 Products	Completed	Completed	In Progress						
	Fire - (4 Products)	Completed	Completed							
	Engineering - (7 Products)	Completed	Completed							
	Liability - (8 products)	Pending	Completed							
	Misc - (6 Products)	Completed	Completed							
	Energy - (1 Product)	Completed	Completed							
	Marine Cargo (6 Products)	Pending								
	Marine Hull (1 Product)	Pending								
6	Risk Management	Pending								
7	Legal	Pending								
8	Compliance	Pending								
9	Digital Portal GI									
	Motor Comprehensive(Ind/Cor/Leasing)	In Progress								
	Motor thirdparty(Ind/Cor/Leasing)	In Progress								
	Motor High value (Corporate / Individual)	In Progress								
10	ASTRA Medical	Pending								
11	Digital Medical	Pending								

Weekly update discussion report

Module	LOB	DD Sheet Submitted Y/N (3i)	DD Confirmed by Business (AI Sagr)	ACD Submitted Y/N (3i)	ACD confirmed by Business (AI Sagr)	Review with Business team	Responsibility	Remarks
UW	Motor	✓	✗	✓	✓	Review Pending	AI-Sagr	1. Motor ACD confirmed by Business however few points to be discussed with Business for clarity 2. DD document to be confirmed by AI Sagr
	Fire	✓	✓	✓	✓	NA	Confirmed	1. Fire ACD confirmed by Business 2. DD confirmed by Business
	Engg	✓	✗	✓	✗	Review Pending	AI-Sagr	Pending with AI Sagr (DD & ACD)
	Marine Cargo	✗	NA	✗	NA	Pending	Azentio	Pending with 3i
	Marine Hull	✗	NA	✗	NA	Pending	Azentio	Pending with 3i
	Misc	✓	✗	✓	✗	Pending	AI-Sagr	DD Document and ACD document shared on 19-Apr-2021
	Liability	✓	✗	✗	NA	Pending	AI-Sagr/Azentio	Feedback received from AI-Sagr 2nd May'21 Azentio reverted on 3rd May'21
Claims	Energy	✗	NA	✗	NA	Pending	Azentio	
	Motor	✓	✗	✓	✓	Review Pending	AI-Sagr	1. Motor ACD confirmed by Business 2. DD sheet shared by Azentio on 19-Apr-2021
Integration	Non Motor	✗	NA	✓	NA	Review Pending	AI-Sagr	
	Motor UW	✗	NA	NA	NA	Pending	AI-Sagr/Azentio	3i to share the technical document and further discussion to be planned if required
Document prints	Motor Claims	✗	NA	NA	NA	Pending	AI-Sagr/Azentio	3i to share the technical document and further discussion to be planned if required
	Motor UW	✓	✗	NA	NA	Review Pending	AI-Sagr	
	Non Motor UW	✓	✗	NA	NA	Pending	AI-Sagr/Azentio	Document print shared for Miscellaneous LOB
	Motor Claims	✓	✗	NA	NA	Review Pending	AI-Sagr	
Reports	Non Motor claims	✗	NA	NA	NA	Pending	Azentio	
	Motor - UW	✓	✗	NA	NA	Review Pending	AI-Sagr	RSD & Report template shared on 18-Apr-2021
	Non Motor - UW	✓	✗	NA	NA	In Progress	Partially confirmed	RSD & Report template shared on 18-Apr-2021 Received confirmation for common UW reports on 28th Apr'21
	Motor - Claims	✓	✗	NA	NA	Review Pending	AI-Sagr	RSD & Report template shared on 18-Apr-2021
	Non Motor - Claims	✓	✗	NA	NA	Review Pending	AI-Sagr	RSD & Report template shared on 18-Apr-2021
	Reinsurance	✗	✗	NA	NA	Pending	Azentio	
	Finance	✗	NA	NA	NA	Pending	Azentio	

LOB	Pending with Al-Sagr	Pending with Azentio
Motor	❖ DD documents review and confirmation ❖ Conditions and clauses list ❖ Document print review and confirmation ❖ ACD document shared	❖ Actuarial Rating to be reviewed and include in DD sheet
Fire	❖ ACD document shared - Confirmed by Business ❖ DD document review and confirmation - Confirmed by Business ❖ Conditions and clauses list ❖ Treaty agreement	❖ Document print list to be shared
Engineering	❖ ACD document shared ❖ DD document review and confirmation ❖ Conditions and clauses list ❖ Treaty agreement	❖ Document print list to be shared
Motor Claims	❖ ACD document shared- Confirmed by Business ❖ Document print review and confirmation	
Non Motor Claims	❖ ACD document shared for non-motor non marine	❖ Marine products - Pending
Miscellaneous	❖ ACD document shared ❖ DD document review and confirmation ❖ Document print template shared for review and confirmation	
Liability	❖ DD document review and confirmation	❖ ACD Pending
Marine Hull		❖ Discussion in progress
Marine Cargo		❖ Discussion in progress
Energy		❖ Pending