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الفصل الدراسي الثالث

1443هـ - 2022 م



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قائمة الجداول

رقم الجدول	اسم الجدول	رقم الصفحة

قائمة الاشكال

رقم الشكل	اسم الشكل	رقم الصفحة

GREEN SUN



Introduction:

The green sun has Solar product panels created was meticulously selected by a specialized Saudi technical team to ensure the highest possible quality of electrical power production.

The Kingdom has distinct geographical and climatic advantages that make utilizing renewable energy sources economically attractive, supporting Saudi efforts to diversify the domestic energy mix – which support Vision 2030 goals.

GREEN SUN Vision, Mission & Values

GREEN SUN → **Vision**



"to become leader of solar based energy at the global level"

GREEN SUN → **Mission**



"To provide the best energy-saving solutions to our consumers through the latest solar energy technologies, solutions, and products , with the main focus with minimum carbon footprints and betterment of employees and community"

Efficiency
Ethics



- Highly efficient solar energy panels

Nature friend



- The company itself will remain carbon-neutral

customers' satisfaction



- The company will pay back to the society

healthy community



- The business will ensure no discrimination and biasedness towards employees



- The company will ensure ethical profitability

Innovation



New technologies to clean solar panels automatically will be installed

SWOT



- Strong brand recognition
- Supply chain management
- Moderate diversification

Recommendation :

- Extend in all over the world
- Open many offices to have different designers and experience too.



- Imitability of products
- High prices
- Not customized to local tastes
- High employee turnover

Recommendation :

- Create more choices local and global .
- Different models and quality to control of the price.
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- New products
- Established all over the world.
- Business diversification
- Expansion to new countries
- Partnerships with other firms



- Saturation of the market
- Competition with green products
- Healthier lifestyle trends
- Imitation

Organizational excellence

The basic aim is the commitment to organizational excellence. The company will ensure that it has enough internal resources to make sure that the expected quality can be achieved and delivered to consumers. It is very important to produce highly efficient solar panels which will produce maximum energy.

There will be an effective feedback method in order to make sure that the organization improves over the time and does not stuck at one point. A 360-degree feedback system will be used.

Performance indicators

There are various performance indicators which may help the company to not only measure performance but also improve performance in the future. There are two types of performance indicators. These are lagging and leading performance measurements.

In regard to the lagging performance measurement, the relevant performance indicators are customer satisfaction. The customer satisfaction rate should always be above 85%.

In addition, the employee satisfaction rate should also be above 80% because in that case they will be able to increase the effectiveness of their work.

In regard to the leading performance indicators, the role of research and development should highly be significant. The research and development should be able to bring at least one substantial patent which will be used as a competitive advantage in the future.

Project charter model

There are three components of project charter model which are objectives, scope and responsibilities.

Below are the SMART objectives.

The company must generate at least \$500,000 revenue in the first year with each year average growth between 10% to 15%.

The company should also set the targets of at least 30% automation in the process of installation due to efficiency and effectiveness.

The customer and employee satisfaction mentioned above are also the part of business objectives.

Scope

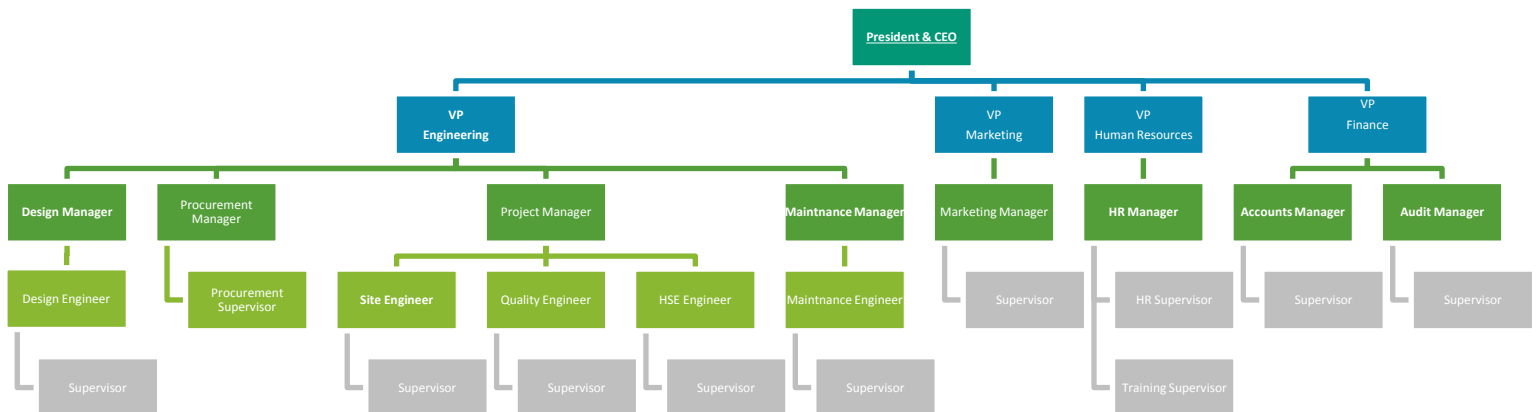
The basic scope of business is to provide renewable or clean energy both to commercial and domestic consumers of electricity. The company plans to initially operate in home country which may turn into an international company after at least ten years. It will provide the company with enough operating experience.

Responsibilities

The responsibilities of the company include ensuring that the needs of customers are met. In addition to that, all internal and external stakeholders are dealt with successfully. Moreover, the responsibilities include providing the right quality at the right price and act as a responsible corporate citizen.

Organizational structure

The company follows a formal organizational structure with a CEO, a board, managers, and employees. There are marketing, human resource, procurement, finance, and customer service managers. Each manager has its own team having respective responsibilities.



Practical and scientific bases, adopted in developing the structure

The organizational structure is hierarchical and simple. The reason is that it is not possible for the company to achieve the desired efficiency if there will be substantial levels of management.

It has been seen that often, companies have hybrid organizational structure but for this company a simple three-level organizational structure has been followed in which employees are only required to report to their managers instead of multiple managers.

Project office model

It is important to have certain project-related philosophies embedded in the organizational culture on which the company will grow in the future.

It is necessary to have dynamism and agility in business processes. It will ensure that the company is going ahead of the competition and can beat competitors well.

Another methodology to be used is the waterfall method. In this method, the company will use various techniques to improve control while the scope remains the same. In such solar installation projects, often an increased control is necessary because the scope often remains the same. That is why it is also important to use this methodology.

Specify 3 personal behaviors of the student that can influence the project

There can be different types of behavior which may influence a project.

- The first behavior is lack of commitment towards work. It will lead towards more errors and mistakes and ultimately the performance will be reduced and the cost of completing project will be higher.
- The second behavior is not meeting deadlines. Since many of the project management activities are sequential, such behavior would lead towards delays and other problems.
- The third behavior is not to be cooperative with other team members. This is very bad behavior and will lead towards lack of harmony among team members. Such teams often see more fights and could not work to achieve common goals.

Study such behavior, identify their reasons, and how they can be eliminated

Often, the reason behind such type of behaviors is to provide no training to team members. Another reason is that teams are not structured in a right manner and as a result, they are not compatible with each other and do not work with the full commitment.

It is important to eliminate these behaviors by providing right type of training to all the team members. It can be done through specialists in training persons. At the same time, the team members should be selected carefully. A combination of introverts, extroverts and effective communicator should be selected carefully in order to make sure that team members can work with each other.

Job Title

- **President & CEO**

Job Summary

The Chief Executive Officer provides leadership for all aspects of the company operations with an emphasis on long-term, growth, profit, and return on investment

Duties & Responsibilities

- Works with the board of directors and other executives to establish short-term objectives and long-range goals, and related plans and policies.
- Presents regular reports on the status of the companys operations to the board of directors and to company staff.
- Oversees the organizations financial structure, ensuring adequate and sound funding for the mission and goals of the company.
- Reviews the financial results of all operations, comparing them with the companys objectives and taking appropriate measures to correct unsatisfactory performance and results.
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Skills and Competencies

- Excellent managerial and financial skills and the ability to take leadership over any business operations area.
- Superlative communication skills, particularly the ability to communicate as a leader.
- Thorough understanding of management and financial practices in all areas and phases of business operations.
- Extensive professional experience in leadership roles.
- Education may vary; an advanced degree in Engineering, business administration, and finance

Job Title

VP Engineering

Job Summary

VP of engineering is an executive who manages development teams. VPs of engineering are responsible for ensuring that design requirements are met, overseeing the consistency of user experiences, and managing a team of engineers and developers.

Duties & Responsibilities

- Leading the team through management and mentorship.
- Contributing to recruitment activities.
- Developing standards and procedures to ensure that quality standards are met and consistent.
- Preparing and optimizing budgets.
- Recommending technological developments and improvements inefficiency.
- Developing the team to ensure quality end products.

Skills and Competencies

- Bachelor's degree Engineering or Master degree.
- Strong organizational leadership skills.
- Extensive experience in working with stakeholders to create hiring strategies to develop quality teams.
- Experience in recruiting engineers and contributors.
- Previous working experience in software design and developing customer-orientated platforms.
- Strong knowledge of data structures and algorithms.
- Must be knowledgeable about industry trends, best practices, and change management.

Job Title

VP Marketing

Job Summary

Vice President (VP) of Marketing is a marketing expert who takes responsibility for overall marketing results of a company. Vice President (VP) of Marketing oversees marketing strategies and efforts in order to strengthen company's market position and achieve desired business goals.

Duties & Responsibilities

- Take responsibility for annual marketing plan, strategy and team
- Identify and plan differentiated and impactful marketing strategies/materials
- Build, manage and coach a high-performing marketing team
- Drive the implementation of marketing campaigns that meet business objectives and drive leads
- Direct and support market research collection, analysis, and interpretation of market data for short- and long-term market forecasts and report

Skills and Competencies

- Previous working experience as a Marketing Director for [X] year(s)
- MA degree in Marketing, Communication or similar relevant field
- Outstanding communication, presentation and leadership skills
- In depth knowledge of market research
- Sense of ownership and pride in your performance and its impact on company's success
- Critical thinker and problem-solving skills
- Team player
- Good time-management skills
- Great interpersonal and communication skills

Job Title

VP Human Resources

Job Summary

Vice President of Human Resources (HR) provides executive-level leadership and guidance to the organizations HR operations. The Vice President is responsible for setting, enforcing, and evaluating legally compliant human resources policies, procedures, and best practices, and identifying and implementing long-range strategic talent management goals.

Duties & Responsibilities

- Collaborates with executive leadership to define the organizations long-term mission and goals; identifies ways to support this mission through talent management.
- Identifies key performance indicators for the organizations human resource and talent management functions; assesses the organizations success and market competitiveness based on these metrics.
- Researches, develops, and implements competitive compensation, benefits, performance appraisal, and employee incentive programs

Skills and Competencies

- Excellent verbal and written communication skills.
- Excellent interpersonal and conflict resolution skills.
- Excellent organizational skills and attention to detail.
- Strong analytical and problem-solving skills.
- Strong supervisory and leadership skills.
- Thorough knowledge of employment-related laws and regulations.
- Knowledge of and experience with varied human resource information systems.

Job Title

VP Finance

Job Summary

Vice President (VP) of Finance is a professional who is responsible for processing the financial activities that maximize profits for an organization. They analyze data in order to make strategic decisions about an organization's future, such as how much money should be invested into R&D or marketing.

Duties & Responsibilities

- Serving as a financial advisor to the CEO and executive team for strategic planning purposes
- Overseeing all sides of accounting operations, including payables, receivables, payroll and tax preparation
- Developing appropriate tracking methods for revenue and expenses
- Prepare timely and accurate analyses, summaries and reports of financial data on the operating progress of the company
- Create a reliable cash flow projection process and reporting structure that includes a minimum cash threshold to meet operational needs
- Routinely review revenue cycle metrics to identify and address issues affecting overall performance proactively
- Manage the company's compliance with local and federal regulatory matters
- Partner with senior leaders to ensure the company hits revenue targets

Skills and Competencies

- Proven work experience as a VP of Finance or similar role
- In-depth knowledge of financial benchmarking, accounting, audit and tax compliance and other regulatory matters
- Adept in fiscal management principles and processes, including resource management and needs assessment
- Partner with Chief Revenue Officer & Chief Executive Officer to establish and track revenue goals
- Possesses critical knowledge of federal and multiple state tax laws as well as basic accounting issues
- A bachelor's degree in finance or accounting is preferred

Job Title

Design Manager

Job Summary

Design managers coordinate all of the design work required during construction projects. They manage the production of technical drawings and plans used to build a structure. Design managers bring together architects, structural and service engineers, along with specialist designers and BIM technicians, to create coordinated designs which can be used during the build and aid maintenance of the structure once complete.

Duties & Responsibilities

- having input into the tendering process (when the main contractor is bidding to win the project in the first place)
- selecting, or having input into the selection of, specialist subcontractors or other organisations that will help complete the project work
- advising on the selection of materials used and other aspects of procurement
- managing processes relating to the project's design to ensure that everything is delivered to schedule and budget, working very closely with estimators, quantity surveyors, site managers and other key members of the project team
- reviewing and advising on designs, ensuring they meet regulatory and legislative requirements and the client's brief
- conducting financial, technical and operational risk assessments and advising on risks, opportunities and potential hazards
- keeping up to date with relevant regulations, codes and legislation
- chairing design meetings, writing reports and giving presentations.

Skills and Competencies

There are a few apprenticeships available for school leavers, but most design management entry-level vacancies require a degree in a related subject, such as

architecture, construction management, construction project management, design management or architectural technology.

Design management professionals can gain professional qualifications with relevant professional bodies: for example, they could gain chartership with the Chartered Institute of Building (CIOB) or acquire project management qualifications through the Association for Project Management (APM). These can be valuable for career progression, but are not often a specified requirement for senior design roles.

- Technical skills and the ability to use design and project management software
- Problem solving skills and creative thinking
- Attention to detail
- Organization and time management
- Commercial awareness
- Communication skills
- Teamworking, relationship-building and influencing skills
- Client management skills
- Leadership skills and decisiveness

Job Title

- **Procurement Manager**

Job Summary

Procurement managers, also known as purchasing managers, manage a company's sourcing capabilities and supply chain. They are responsible for strategizing and negotiating with suppliers and vendors in order to acquire the most cost-effective deals and to reduce procurement expenses.

Duties & Responsibilities

- Developing procurement strategies that are inventive and cost-effective.
- Sourcing and engaging reliable suppliers and vendors.
- Negotiating with suppliers and vendors to secure advantageous terms.
- Reviewing existing contracts with suppliers and vendors to ensure on-going feasibility.
- Building and maintaining long-term relationships with vendors and suppliers.

- Approving purchase orders and organizing and confirming delivery of goods and services.
- Performing risk assessments on potential contracts and agreements.
- Controlling the procurement budget and promoting a culture of long-term saving on procurement costs.
- Overseeing and managing the IT systems that track shipments, inventory, and the supply of goods.
- Preparing procurement reports.

Skills and Competencies

- Bachelor's degree in supply chain management, logistics, or business administration.
- Proven experience managing supply chain operations.
- Experience using supply chain management software and tools, including Oracle, SAP Ariba, and/or Envision.
- In-depth knowledge of preparing and reviewing contracts, invoicing, and negotiation terms.
- Proficient in Microsoft Office Suite (Word, Excel, Outlook, and Access).
- Management and leadership skills.
- Multi-tasking and time-management skills, with the ability to prioritize tasks.
- Highly organized and detail-oriented.
- Excellent analytical and problem-solving skills.

Job Title

Project Manager

Job Summary

Project managers are responsible for planning and overseeing projects to ensure they are completed in a timely fashion and within budget. Project managers plan and designate project resources, prepare budgets, monitor progress, and keep stakeholders informed the entire way. This is all done within the confines of a company's goals and vision. Project managers are needed on a wide variety of projects, including construction, IT, HR, and marketing.

Duties & Responsibilities

- Determine and define project scope and objectives
- Predict resources needed to reach objectives and manage resources in an effective and efficient manner
- Prepare budget based on scope of work and resource requirements
- Track project costs in order to meet budget
- Develop and manage a detailed project schedule and work plan
- Provide project updates on a consistent basis to various stakeholders about strategy, adjustments, and progress
- Manage contracts with vendors and suppliers by assigning tasks and communicating expected deliverables
- Utilize industry best practices, techniques, and standards throughout entire project execution
- Monitor progress and make adjustments as needed
- Measure project performance to identify areas for improvement

Skills and Competencies

- Bachelor's degree in computer science, business, or a related field
- 5-8 years of project management and related experience
- Project Management Professional (PMP) certification preferred
- Proven ability to solve problems creatively
- Strong familiarity with project management software tools, methodologies, and best practices
- Experience seeing projects through the full life cycle
- Excellent analytical skills
- Strong interpersonal skills and extremely resourceful
- Proven ability to complete projects according to outlined scope, budget, and timeline.

Job Title	Maintenance Manager
Job Summary	Maintenance Managers oversee and lead maintenance procedures in a company. They manage activities such as tracking expenses and report progress updates to owners or higher-ups. They also handle specific tasks assigned to them along the way.
Duties & Responsibilities	• Develop maintenance procedures and ensure implementation • Carry out inspections of the facilities to identify and resolve issues • Check electrical and hydraulic systems of buildings to ensure functionality • Plan and oversee all repair and installation activities • Allocate workload and supervise upkeep staff (custodians, janitors etc.) • Monitor equipment inventory and place orders when necessary • Monitor expenses and control the budget for maintenance • Manage relationships with contractors and service providers • Keep maintenance logs and report on daily activities • Ensure health and safety policies are complied with
Skills and Competencies	• Proven experience as maintenance manager or other managerial role • Experience in planning maintenance operations • Solid understanding of technical aspects of plumbing, carpentry, electrical systems etc. • Working knowledge of facilities machines and equipment • Ability to keep track of and report on activity • Excellent communication and interpersonal skills • Outstanding organizational and leadership abilities • High school diploma or equivalent; Degree from a vocational school or BSc/BA in business administration or facility management will be an advantage

Job Title	Marketing Manager
Job Summary	Marketing Managers are responsible for developing, implementing and executing strategic marketing plans for an entire organization (or lines of business and brands within an organization) in order to attract potential customers and retain existing ones.
Duties & Responsibilities	• Oversee all marketing campaigns for their company or department • Implement strategy • Promote a business, product, or service • Ensure the company is communicating the right messaging to attract prospective customers and retain existing ones • Represent the marketing team to cross-functional groups including product management, sales, or customer support

- Updating senior leadership on the progress of marketing activities and reporting on the results of campaigns
- Manage and coordinate marketing and creative staff
- Lead market research efforts to uncover the viability of current and existing products/services
- Collaborate with media organizations and advertising agencies
- Brainstorm ideas for new campaigns
- Coordinate with the sales team and other departments to produce effective strategies
- Monitor current campaigns, ensuring their staff meets deadlines and complete necessary tasks
- Analyze data to evaluate the success of their marketing efforts and come up with new ideas to improve brand marketing and exposure

Skills and Competencies

- Come from a variety of academic backgrounds, including marketing, communication, business and other fields
- Bachelor's degree of Marketing or a master's degree
- 7 years of experience
- Intimate understanding of traditional and emerging marketing channels
- Excellent communication skills
- Ability to think creatively and innovatively
- Budget-management skills and proficiency
- Professional judgment and discretion that comes from years of experience in the field
- Analytical skills to forecast and identify trends and challenges
- Familiarity with the latest trends, technologies and methodologies in graphic design, web design, production, etc.

Job Title

HR Manager

Job Summary

Human resources managers supervise a company or organization's hiring process, from recruiting, interviewing, and hiring new staff. They help connect executives with employees, build an employer brand, improve employee engagement, and build strategic talent resources plans.

Duties & Responsibilities

- Consistently recruiting excellent staff.
- Maintaining a smooth onboarding process.
- Training, counseling, and coaching our staff.
- Resolving conflicts through positive and professional mediation.

- Carrying out necessary administrative duties.
- Conducting performance and wage reviews.
- Developing clear policies and ensuring policy awareness.
- Creating clear and concise reports.
- Giving helpful and engaging presentations.
- Maintaining and reporting on workplace health and safety compliance.
- Handling workplace investigations, disciplinary, and termination procedures.
- Maintaining employee and workplace privacy.
- Leading a team of junior human resource managers.

Skills and Competencies

- Bachelor's degree in human resources management or equivalent.
- Experience in human resources or related field.
- Ability to build and maintain positive relationships with colleagues.
- Experience in educating and coaching staff.
- Experience in conflict resolution, disciplinary processes, and workplace investigations.
- Experience in following and maintaining workplace privacy.
- Ability to give presentations.
- Knowledge of relevant health and safety laws.
- Experience using computers for a variety of tasks.
- Competency in Microsoft applications including Word, Excel, and Outlook.

Job Title

- **Accountant Manager**

Job Summary

The Accounting Manager will plan and direct the accounting activities of the department.

Duties & Responsibilities

- Establishes internal controls and guidelines for accounting transactions and budget preparation.
- Oversees preparation of business activity reports, financial forecasts, and annual budgets.
- Oversees the production of periodic financial reports; ensures that the reported results comply with generally accepted accounting principles or financial reporting standards.
- Responsible for tax planning throughout the fiscal year; files annual corporate tax return.
- Audits accounts to ensure compliance with state and federal regulations; coordinates with outside auditors and provides needed information for the annual external audit.

- Presents recommendations to management on short- and long-term financial objectives and policies.
- Provides financial analysis with an emphasis on capital investments, pricing decisions, and contract negotiations.
- Ensures compliance with local, state, and federal government requirements.
- Performs other related duties as necessary or assigned.

Skills and Competencies

- Excellent management and supervisory skills.
- Excellent written and verbal communication skills.
- Excellent organizational and time management skills.
- Proficient in accounting and tax preparation software.
- Proficient in Microsoft Office Suite or similar software.
- Bachelors degree in Accounting or Master degree required.
- Eight years or more of related experience required.
- Certified Public Accountant designation preferred.

Job Title

Audit Manager

Job Summary

An audit manager is responsible for organizing and managing internal audits according to audit plans. The responsibilities of audit managers include overseeing the process of audits, making recommendations on policies, and ensuring that the organization fulfills international and governmental obligations of compliance

Duties & Responsibilities

- Coordinating and developing internal auditing processes.
- Developing and implementing policies and procedures.
- Supervising and conducting independent audits.
- Preparing analysis for departments.
- Conducting investigations on irregularities and errors.
- Drafting recommendations on corrective measures.
- Advising executives.

Skills and Competencies

- Bachelor's Degree in accounting or finance or master degree.
- Extensive experience in auditing.
- Solid knowledge of regulations and guidelines.
- A record of success in internal and external audits.
- Excellent communication skills.
- Strong time management skills..

Job Title	Design Engineer
Job Summary	Design engineers are responsible for the research and design of a company's new products and systems. They perform various tasks in an engineering department including drafting blueprints, creating test prototypes, and overseeing the manufacturing process
Duties & Responsibilities	• Research and draft blueprints, engineering plans, and graphics. • Develop test prototypes. • Identify solutions to improve production efficiency. • Use design software to develop models and drawings of new products. • Maintain existing engineering records and designs. • Assess all engineering prototypes to determine issues or risks. • Estimate cost limits and budgets for new designs. • Supervise the manufacturing process of all designs. • Coordinate with other engineers, management, and the creative department.
Skills and Competencies	• Bachelor's degree in design engineering, engineering, product design, or relevant field. • A minimum of 3 years' experience in a similar role. • Excellent written and verbal communication skills. • Accurate and strong attention to detail. • Proficient in MS Office and popular design software. • Ability to multitask and manage time effectively.

Job Title	Project Engineer
Job Summary	A Project Engineer is a professional who is responsible for all technical and engineering aspects of their assigned projects. They plan, schedule, predict, and manage all the technical tasks of their assigned project to assure accuracy, proper resources, and quality from start to finish.
Duties & Responsibilities	• Prepare, schedule, coordinate and monitor the assigned engineering projects • Monitor compliance to applicable codes, practices, QA/QC policies, performance standards and specifications • Interact daily with the clients to interpret their needs and requirements and represent them in the field • Perform overall quality control of the work (budget, schedule, plans, personnel's performance) and report regularly on project status

Skills and Competencies	• Assign responsibilities and mentor project team • Cooperate and communicate effectively with project manager and other . • Proven working experience as a Project Engineer • Excellent knowledge of design and visualisations software such as AutoCAD • Advanced MS Office skills • Familiarity with rules, regulations, best practices and performance standards • Ability to work with multiple discipline projects • Project management and supervision skills • Decision making ability and leadership skills • Current engineer license • Time management and organization skills BS degree in Electrical Engineering or relevant field
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Job Title	Maintenance Engineer
Job Summary	Maintenance engineers are responsible for the installation and maintenance of industrial equipment such as those used in the aviation, medical, and manufacturing industry. Maintenance engineers perform routine equipment maintenance, troubleshoot issues, and make on-site repairs when needed.
Duties & Responsibilities	• Traveling to client locations for equipment inspection. • Inspecting equipment and conducting routine maintenance. • Servicing and replacing old or faulty equipment. • Troubleshooting equipment malfunctions. • Removing old equipment and installing new machines. • Providing technical support and training on new equipment. • Responding to customer call-outs. • Adhering to all safety and performance regulation
Skills and Competencies	• Bachelor’s degree in mechanical or electrical engineering. • Proven work experience as a maintenance engineer. • Knowledge of EPA and OSHA guidelines. • Advanced knowledge of mechanical, electrical, plumbing, and heating systems. • Ability to read system schematics. • Advanced troubleshooting skills. • Understanding of safety and equipment procedures. • Good communication and training skills.

Job Title	Quality Engineer
Job Summary	The quality engineer's responsibilities include designing quality standards, inspecting materials, equipment, processes, and products, developing quality control systems, and determining corrective actions. You will also work with managers and supervisors to implement quality measures.
Duties & Responsibilities	• Developing and implementing quality standards. • Developing and implementing quality control systems. • Monitoring and analyzing quality performance. • Inspecting and testing materials, equipment, processes, and products to ensure quality specifications are met. • Collaborating with operations managers to develop and implement controls and improvements. • Ensuring that workflows, processes, and products comply with safety regulations. • Investigating and troubleshooting product or production issues. • Developing corrective actions, solutions, and improvements. • Reviewing codes, specifications, and processes.
Skills and Competencies	• Degree in quality, industrial, or electrical engineering. • ASQ certification preferred. • 2+ years of experience in quality engineering, quality assurance, or a similar role. • Experience coding and using QA software tools and processes. • Strong communication and interpersonal skills. • Strong analytical and problem-solving skills. • Excellent project management skills.

Job Title	• HSE Engineer
Job Summary	HSE engineer to ensure that all occupational health and safety standards are followed and that adherence to environmental laws is maintained in industrial or manufacturing settings. HSE engineers devise safety plans, monitor practices to ensure compliance, write up safety policies and procedures, and respond to emergencies as needed. They also review the impact an industry has on the environment and create plans to minimize or eliminate any impact on a company's surrounding.

Duties & Responsibilities

- Ensure that company policies adhere to local, state and federal regulations.
- Train and oversee employees on health and safety regulations
- Monitor personnel and work space
- Always ensure the company is prepared to submit the appropriate document
- Encourage and advocate for safer work equipment, materials and supplies
- Track the number of incidents and produce reports
- Monitor exposure to certain hazardous chemicals
- Report to Occupational Health and Safety Administration (OSHA) and other relevant organizations
- Attend seminars/workshops for further education
- Work with legislators and politicians to support key local legislation

Skills and Competencies

- More than 3 years of experience as Environmental Health and Safety Coordinator or similar role
- Ability to perform audits, write, and submit reports
- Appropriate licensure
- Appropriate certification for the geographic region
- Good time-management skills
- Great interpersonal and communication skills
- More than 3 years of experience working with Health, Safety and/or Environmental policy
- Degree in Environmental Health or relevant field

Job Title Procurement Supervisor

Job Summary

Procurement supervisor provides production support for SAP procurement and accounts payable modules including testing support and enhancement packs, designing minor enhancements to SAP procurement modules, supporting key constituencies, and resolving system problems.

Duties & Responsibilities

- Support the implementation of appropriate SAP-P2P processes, the related procurement and materials management policies
- Assist with analysis and documentation of business processes as they pertain to the effect of services being procured
- Oversee activities that implement inventory and investment recovery practices
- Lead an international team of Purchasing Agents dedicated to Spare Parts purchase orders creation

- Review processes and deliverables ensuring high standard service level with continuous improvement focus
- Monitor internal customer adherence to procurement Principles & Practices and processes within the assigned scope
- Monitor the implementation of sourcing strategies and processes across local market/cluster
- Conduct buying and post-order management activities ensure proper handling and resolution of procure-to-pay exceptions
- Determines method of procurement such as direct purchase, quotes or bids
- Participate in the preparation and review of bid proposals and the negotiation of contracts within budgetary limitations

Skills and Competencies

Must be able to thrive in a fast-paced, dynamic environment with constantly changing priorities

Must be able to work a flexible schedule to meet the needs of the business

Category management experience (Ingredients, Packaging)

You must possess strong organizational skills and have a good understanding of customer / supplier relations

Requisition equipment, materials and/or supplies according to established policies and procedures

Bachelor degree or equivalent, preferably in Business Administration, Economics, Electrical Engineering, master degree is preferred

Project Management Office

Our Project Management Office is Directive

Directive PMO:

- High level of control over projects
- Project Managers are assigned by and report to PMO.
- PMO directly manages the projects
- Effective in larger matrix or hierarchical organization

Green Sun, we believe that innovative solutions stem from diversity, agility, and collaboration – from ensuring that every team member is doing what they're best at, which is why our PMO is directive. We've created a dedicated team of multi-disciplinary experts in technical engineering, construction, and administration whose purpose isn't to design your project, but to manage your project from start to finish. In practice, our PMO allows us to pair the right project manager with the right project and the right team.

Every project we undertake has its own project manager who acts as the client's primary contact and is intentionally selected and assigned to each project based on skill set, expertise, and project parameters – but even though we assign only one project manager to a project, our project management team works collaboratively to support each other. Not only does each project manager liaise with clients and keep them in the loop, but he or she also manages the project's moving parts (e.g. team, budget, schedule, coordination, and communication). This approach allows our technical engineers to focus on design without worrying about administration. And throughout every phase, the project

manager is readily available and accessible to the team and the client, ensuring that the project is running smoothly.

Objectives (SMART):

Green sun company will focus in installing an on-grid solar PV systems for commercial, industrial, and residential sectors,

Our goal is to obtain 1% from solar energy market in Saudi Arabia by 2030, by installing 58MW of solar systems per year

Performance indicator:

Strategic objectives	Leading indicator	Lagging indicator
Financial Perspectives		
Improve return on investment		Return on investment
Yearly revenue growth	Install more projects	Revenue growth
Overall cost reduction	Costs do not exceed 80% of project price	Expenses costs
Sales Perspectives		
Decentralized projects	Sales representatives for different areas	Number of projects of each area
Increase number of projects	Increase number of commercials	Number of customers
Company reputation	High quality standards	Customers satisfaction
Environment Perspectives		
Decrease carbon footprint	Install more of solar PV projects	Carbon reduction
Increase people awareness of renewable energy	Monthly webinars	Number of people who are interested in clean energy
Decrease the use of fossil fuel	Competitive solar energy price	Number of projects

Project Charter

Project Name	Mahmoud’s Villa Solar System		
Project Manager	Mahmoud Almuhtasib	Organization	Green Sun Company
Sponsor	Andre Magel	Organization	HHM
Project Start Date	30/09/2022	Project End Date	30/11/2022
Project Objectives			
To enhance energy consumption and reduce carbon emissions			
Project Scope		Deliverables	
Design Supply and Install a rooftop solar PV system		1. Efficient Solar system 2. Reduce the electric bill 50%	
Project Size	50 kWp	Number of modules	110 Modules
Project Budget		175,000 SAR	
Milestones Schedule			
Milestone	Target Completion Date	Actual Date	
Sign LNTP	30/09/2022		
Mechanical works Completion	14/10/2022		
Civil Works completion	30/10/2022		
Electrical Works Copmletion	25/11/2022		
Project Team		Approvals	
Project Engineer	Muhannad	Sponsor	Andre Magel
HSE Engineer	Arwa	Business Head Division	
Site Engineer	Hasan	Business Unit Division	
Supervisor	Amjad	CFO	

Project description and expected outcomes template

Timeframe	Goal	Activities	Expected outcomes	Measures of success
From 1-1-2023 to 1-1-2024	Solar power generation	Through the use of solar panels that convert solar rays into electrical energy	Obtaining electrical energy that feeds homes and commercial facilities	Get the highest efficiency at reasonable prices and gain customer satisfaction
From 1-1-2025 to 1-1-2026	make profits	The company must generate at least \$500,000 revenue in the first year with each year average growth between 10% to 15%.	Expanding the field and increasing the number of branches and employees	The customer satisfaction rate should always be above 85%.
In 1-1-2030	Gaining a share in the Saudi energy market	Our goal is to obtain 1% from solar energy market in Saudi Arabia by installing 58MW of solar systems per year	Transformation into an international company after at least ten years	Increase in the value of the company's shares

develop check list model for the stages of the project

Initiation	It is the foundation of the project where your beginning determines your path	1-Identify the project manager 2-Determine the appropriate headquarters for the company 3-Establishing a policy for contract clauses 4-Customers are attracted in the region and abroad 5-Marketing of the company is carried out through programs and social networking sites 6-Create and publish marketing flyers 7-Presenting offers to attract customers	From 1-3-2023 To 1-5-2023
Planning	It is a field survey of the site you want to work on, and it shortens a lot of	-1 Measuring the area where the photovoltaic slides are to be placed	From 10-5-2023 To 1-6-2023

Execution	work for you so that you work clearly	-2Measuring the voltage used at home -3Ensure that there are no obstacles on the site -4Graph of the site	From 1-6-2023 To 1-8-2023
	Implementation must be as planned in order to work properly and be completed quickly	-1Supply and installation of solar panels for the site -2Installing the electrical transformer -3Connect the cables properly -3Removing obstacles on the site	
Monitoring	It is to monitor and control the work	-1Ensure that the photovoltaic strips are properly installed -2Check the electrical connections -3Removing the waste -3Testing the project	From 11-6-2023 To 11-7-2023

Closure

Handing over the
project to the
clients

-1Holding a team
meeting and
reviewing the
project

-2A final exam in
the presence of
clients' owners

-3Handing over
the project to the
clients

-4Receiving the
rest of the amounts
from the
customers' owners

From 15-6-2023

To 25-6-2023

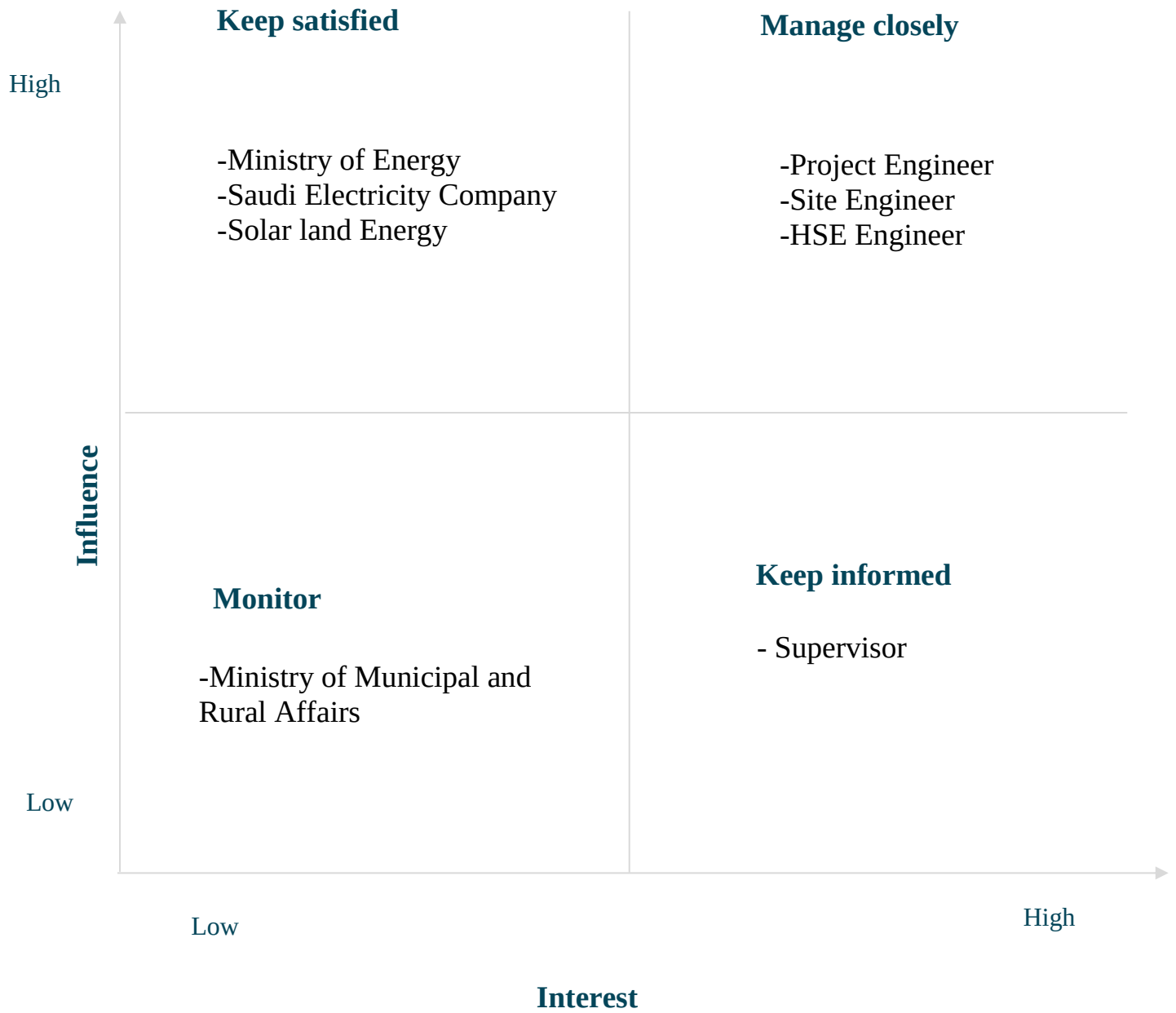
Develop stakeholder register and form groups

Name	Position/Role	Contact information	Requirements	Expectations	Classification
Arwa	HSE Engineer	0541085	Business head division	Follow up business	Influences
Muhannad	Project engineer	05083344	Sponsor	Project sponsorship	Influences
Hasan	Site Engineer	0558644	Business unit division	Follow up field work	Influences
Amjad	Supervisor	0555555	CFO	Monitor project budget	Influences
Ministry of Energy	Audit and follow-up of the company's business	08001244777	Grant a license	Granting the company a license	external
Saudi Electricity Company	Audit and follow-up of the company's business	tqmforum@se.com.sa	Grant a license	Granting the company a license	external

GREEN SUN

Ministry of Municipal and Rural Affairs	Audit and follow-up of the company's business	00966114569999	Grant a license	Granting the company a license	external
Solar land Energy	Supplying project requirements	920011805	1-Solar panels. 2-Electrical transformers. 3-Cables. 4-joined installation.	1-High efficiency 2-Warranty Certificates	external

Stakeholder	Interest	Influence
Project Engineer	High	High
Site engineer	High	High
HSE Engineer	High	High
Supervisor	High	Low
Ministry of Energy	Low	High
Saudi Electricity Company	Low	High
Ministry of Municipal and Rural Affairs	Low	Low
Solar land Energy	Low	High







Example of behavior:

1-Lack of clarity and credibility with the client -

Analyze:

Functional: less isolation in thermal panel which allows more direct sun rays on building .

Social: less comfortable in interior environment which feel harassment of place .

Technical: impact economy due you paid to isolate the building and safe you from high fine every month.. now you pay double

2-.The team has not expired in solar panels .

Functional: Sell many panels without global standards that have not reached the expectations to keep a building more sustainable .

Social: it may allow to build something without isolation or less quality, which keeps the customers unsafe in time of operation.

Technical: Team not specific for solar panels can't market the the panels to population and keep this solution succeed very well

3-Focus only on money and avoid thinking in support .

Functional: Keep the quality in the market very lower and cancel searching to get a best panel in market .

Social: cancel a good competition between each business owner and keep the credibility lower for customers .

Technical: Don't promotion for a solar panels as a good isolation this may stop marketing this solar panels in between different generations

Personal communications: Works that cannot be recovered by readers are cited in the text as personal communications. Personal communications include emails, text messages, online chats or direct messages, personal

interviews, telephone conversations, live speeches, nonarchived social media livestreams (e.g., Instagram Live, Twitter Spaces), unrecorded webinars, unrecorded classroom lectures, memos, letters, messages from nonarchived discussion groups or online bulletin boards, and so on.

Effective communication:

is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that the message is received and understood with clarity and purpose.

When we communicate effectively, both the sender and receiver feel satisfied.

Communication occurs in many forms, including verbal and non-verbal, written, visual, and listening. It can occur in person, on the internet (on forums, social media, and websites), over the phone (through apps, calls, and video), or by mail.

For communication to be effective, it must be clear, correct, complete, concise, and compassionate. We consider these to be the 5 C's of communication, though they may vary depending on who you're asking .

Can lead to:

- Improved social, emotional, and mental health
- Deeper existing connections
- New bonds based on trust and transparency
- Better problem-solving and conflict resolution skills

Personal Communication

Shapes:

1. The Analytical Communicator

Analytical communicators like concrete data and numbers and tend to have a strong aversion to ambiguity. Those with an analytical communication style are largely receptive to people who are in command of facts and data and don't identify well with emotional words.

Positive: Your relatively unemotional view of situations allows you to interpret issues logically and factually, and others will value you for your informational expertise and objectivity.

Negative: You may come across as callous and emotionless, especially when interacting with personal communicators who value warm and conversational personal relationships.

2. The Intuitive Communicator

Intuitive communicators like to see the big picture or a broad overview of the situation, avoiding getting lost in the details, cutting right to the chase. As opposed to functional communicators who like to hear things in perfect linear order, intuitive communicators would rather jump right to the end.

Positive: Your communication is quick and to the point, you don't get caught up in too many details and you're comfortable with the big idea. Due to your natural ability to view things large scale, you have a strong urge to challenge the way things are usually done.

Negative: You may lack the patience for situations that require great attention to detail. Because you are process driven and detail oriented, it can be difficult to interact with functional communicators.

3. The Functional Communicator

Functional communicators like well-thought-out plans and processes. They like to include every detail and display things in a step-by step fashion, the opposite of intuitive communicators.

Positive: Your attention to detail enables you to include every aspect in a situation. Others will value your love for process and detail and look to you to play devil's advocate.

Negative: You may lose the attention of your audience if you allow your objective to get bogged down with details, especially if you have an audience of functional communicators.

4. The Personal Communicator

Personal communicators value emotional language and connecting with others. They tend to be good listeners and care about assessing how people think and feel.

Positive: Your ability to connect with others on a personal level allows you to form deep relationships. You may serve as the “glue” that holds groups together with your strong emotional intelligence, diplomatic ability to smooth over conflicts and passion for maintaining good health in your relationships.

Negative: You can come across as overly emotional, especially in communication with analytical communicators.

Models:

1- Linear Communication Model :

The linear model's behavior is belied by its name, where a sender encodes a message via a channel and the receiver decodes the message. It is straight-line communication found typically in mass communication; think television, radio, newspapers, etc. According to this model, there is no means for immediate feedback.

2- Interactive Communication Model :

the Interactive Model takes the Linear Model and multiplies it times two with a quick flip of the return message. It now allows for a feedback element because after a message is encoded and sent to the decoding receiver, the roles then reverse and the receiver encodes and sends a response to the original sender who has now turned receiver. It sounds more confusing than it is. Envision an exchange of text messages whereby your friend sends you a message and you respond to it. The same thing happens during a telephone call, or even an email exchange. A message is sent and received, then the roles reverse.

3- Transactional Communication Model:

This model depicts face-to-face interaction, or “trans-action” as a dynamic and changeable process that is not limited to simple definition. In the Transactional Model, receiver and sender can play the same roles simultaneously, as sometimes happens, as messages can be sent back and forth simultaneously. It appears chaotic and ineffective, but sometimes communication is just that. Throw in some noise, and it would be a wonder whether any message is conveyed successfully in this environment.

Channels:

It involves two or more persons communicating directly face-to-face, person-to-audience, over the telephone, or through e-mail. Instant messaging and independent sites to collect consumer reviews are another means of growing importance in recent years. Personal communication channels derive their effectiveness through individualized presentation and feedback.

Establish The Communication Matrix:

Communication Matrix Template

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

3 wrong Scenarios of Communication :

- Mistake 1: Not Editing Your Work.

Spelling, tone and grammatical mistakes can make you look careless. That's why it's essential to check all of your communications before you send them.

Don't rely on spell-checkers: they won't pick up words that are used incorrectly. Instead, proofread your work, and use a dictionary to look up any words that you're unsure about.

You may find it helpful to make a list of words and phrases that you find it hard to get right (such as "your/you're," "its/it's," or "affect/effect"). Store this close to hand.

It can be difficult to see errors in your own work, so consider asking a colleague to look over key documents before you distribute them. Alternatively, read your work aloud – this makes it easier to catch typos and tone errors. Then, give yourself time to reflect on your document, and to make any final changes.

- **Mistake 2: Delivering Bad News by Email.**

When you deliver a difficult message in person, it's easier to pick up on signs that people have misunderstood key parts of your message, or that they've taken the information particularly badly. You can then take steps to clarify your message, or help people deal with the difficult news.

- **Mistake 3: Avoiding Difficult Conversations.**

At some point, you will need to give negative feedback. It's tempting to try to avoid these conversations, but this can cause further problems – for instance, you may find that a small problem you "let go" soon grows into big one.

Develop and prepare stakeholder assessment matrix:

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

Stakeholder	Power/Interest	Unaware	Resistant	Neutral	Supportive	Leading
Arwa	High \ High				D C	
Muhannad	High \ High					D C
Hasan	High \ High	C			D	
Amjad	Low \ High				D C	
Ministry of Energy	High \ Low			C		
Saudi Electricity Company	High \ Low			C	D	
Ministry of Municipal and Rural Affairs	Low \ Low			C		
Solar land Energy	High \ Low	C			D	

Leader ship model

Throughout history, great leaders have emerged with particular leadership styles in providing direction, implementing plans and motivating people. These can be broadly grouped into 5 different categories:

1. Authoritarian Leadership

Authoritarian leadership styles allow a leader to impose expectations and define outcomes. A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team. Although this is an efficient strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited. The authoritarian leadership style is also used when team members need clear guidelines.

2. Participative Leadership

Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

3. Delegative leadership

Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

4. Transactional leadership (Preferred)

Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments and other exchanges - to get the job done. The leader sets clear goals, and team members know how they'll be rewarded for their compliance. This "give and take" leadership style is more concerned with following established routines and procedures in an efficient manner, than with making any transformational changes to an organization.

5. Transformational Leadership

In transformational leadership styles, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision.

There are many reasons to preferred the transactional leadership:

- Leaders create specific, measurable and time-bound goals that are achievable for employees.
- Employee motivation and productivity is increased.
- Transactional leadership eliminates or minimizes confusion in the chain of command.
- It creates a system that is easy to implement for leaders and easy to follow by employees.
- Employees can choose reward systems.

Motivation methods:

1. Set clear goals

Set clear goals for completing a project so that your team knows what is expected of them. Ensure that your team agrees with goals and deadlines you have set, and can identify with them on a personal level. This way they can be motivated to work harder and achieve those goals, boosting productivity levels in turn. Making sure that your team are in agreement and happy with goals and deadlines you have set will help them feel more involved in their work.

2. Encourage teamwork

Encourage members to work together as a team by stressing the importance of and the connection between teamwork and achieving group goals. Note the fact that when people work together, work is much easier and quicker to do. You can further motivate your team by linking performance with team goals.

Encouraging teamwork will help individual team members feel less isolated and separate from the workplace. Employees will feel more engaged and a

part of a larger community, inspiring them to work harder and enjoy what they do.

3. Give praise and rewards

This is one of the best ways to inspire and motivate your team to work harder. When you praise one person in front of others, it encourages them to work harder or perform better, simultaneously motivating the others to work hard in order to be praised. When a reward is linked to performance, people will work even harder and be more committed to their task in order to win the reward.

4. Communicate with the team

You should be contactable at all times so that your team members can ask you questions about a project, get your opinion, offer ideas, and give feedback. Being available for your team plays a key role in motivating them, as it shows that you value the project and their feedback. Making yourself more available also avoids making your team members feel isolated and separate from management. Ensuring you're always available for your team can boost productivity and improve the quality of your work.

5. Empower team members

When you give team members the power or authority to do something with complete control, this helps to motivate them to complete the work. You can also keep motivating your team members to work hard and bring out the best in them by offering constructive feedback. This will result in an empowered, happier, and more productive team.

The eight qualities above are essential in making you an effective team leader. By developing your leadership skills, you'll see your team's performance, productivity, and morale improve significantly. In turn, this can lead you and your company towards greater success.

RACI model:

Put simply, it's a tool that identifies roles and responsibilities against tasks within a project.

	Responsible Performs the tasks and is responsible for their execution	Accountable Has final responsibility for the correct completion of project tasks	Consulted Is asked for advice in advance of performing the tasks	Informed Is informed in the interim about the decisions, progress, and results achieved
Product Management	Arwa Muhannad	Mohannad	Saudi Electricity Company	Hasan Amjad
Design	Hasan	Arwa	Saudi Electricity Company	Muhannad Amjad
Product Marketing	Project Manager	Marketing Team		All Stakeholders
Legal and Compliance	Project Manager	Legal Department		
Customer Success	Amjad	Quality Assurance		Project Manager



MARKETING & SALES

Strategic Objectives

- Decentralized projects
- Increase number of projects
- Company reputation



Leading Indicator

- Sales representatives for different areas
- Increase number of commercials
- High quality standards



Lagging Indicator

- Number of projects of each area
- Number of customers
- Customers satisfaction



FINANCE

Strategic Objectives

- Improve return on investment
- Yearly revenue growth
- Overall cost reduction



Leading Indicator

- Install more projects
- Costs do not exceed 80% of project price



Lagging Indicator

- Return on investment
- Revenue growth
- Expenses costs



ENVIRONMENT

Strategic Objectives

- Decrease carbon footprint
- Increase people awareness of renewable energy
- Decrease the use of fossil fuel



Leading Indicator

- Install more of solar PV projects
- Monthly webinars
- Competitive solar energy price



Lagging Indicator

- Carbon reduction
- Number of people who are interested in clean energy
- Number of projects

CONFLICTS AND CRISIS

Conflict is when two perspectives, personalities, values, or opinions contradict each other.

Crisis is a sudden and unplanned event that results in the instability of an organization and can be caused by internal or external factors. To prevent serious damage to your company, it is important to address the factors that instigated the crisis and prevent further escalation.

Three scenarios of conflicts



Goal conflict

- Conflict occur between management mamber about the stratigic goals of the company



Cognitive conflict

- HSE and project engineer argue about the safety process of project



Affective conflict

- One of employees always bullying on other people

Goal Conflict can be solved through a meeting of all management members to agree on the strategic goals with a professional advisor.

Cognitive Conflict in our case can be solved through choose a way that both of project engineer and HSE engineer agree with

Affective conflict to have a conversation with this employee about the dangers of bullying on people mental health

ROOT CASE ANALYSIS

Goal Conflict

- Each member of management have a different vision of the future of the company,
- why they have a different vision ?
- Because they didn't agree on the company vision from the beginning,
- why ?
- because the company owner didn't explain the strategic goals probably
- why ?
- because they think it was obvious

Cognitive Conflict

- Why the project engineer didn't agree on the safety process ?
- Because the HSE engineer have put a detailed safety process,
- Why ?
- Because HSE engineer is fully aware of the importance of safety during the project
- Why ?
- Because safety on the site during projects have saving a lot of workers lives and the project engineer don't have this awareness
- Why ?
- because the project engineer didn't took a full course of safety at sites

Affective conflict

- Why this employee bullying on other people?
- because he is have a bad attitude
- Why ?
- because he didn't feel appreciated by the management
- Why ?
- because he didn't took the promotion when he deserve it
- Why ?
- because the management don't communicate probably with employees,
- Why ?
- because the company don't have a good strategy for communication