

Project Name



Group NO. (16)

Prepared by

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

Supervised by/ Dr. Waleed Soliman
Second Semester
1442هـ - 2021م

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Table of contents

Contents	Page Number
1. Strategy	7
1.1 Mission	7
1.2 Vision	7
1.5 Develop the Project Charter	9
1.5.1 Project Overview	10
1.5.2 Project Objectives	10
1.5.3 Project Benefits	10, 11
1.5.4 High level Scope	11, 12
1.5.5 Project Main Phases/Deliverables	12
1.5.6 Major Stakeholders	12
1.5.7 Constraints Assumptions	12, 13
1.5.8 Assumptions	13
1.5.9 Risks	13
1.5.10 Budget	14
1.5.11 Key success factors	14, 15, 16
1.5.12 Acceptance criteria	16, 17
2.2 To identify the practical and scientific bases, which adopted in developing the structure	18, 19
5. Culture and Values	26
5.1 To identify the culture of the organization	26
5.2 To provide proposals of the organization values that can be adopted	26
6. Self – reflection and self - management	27
6.1 To specify "3" personal behaviors of the student that can influence on the project	27
6.2 To study such behaviors, identify their reasons and how they can be eliminated	27, 28
6.3 To conduct a self-professional assessment by using SWOT model	28
7. Personal integrity and reliability	29
7.1 To provide (3) behaviors contradict the moral integrity	29
7.2 To analyze the financial, social, and technical influence, if any, of such behaviors on the works of the project and relationships	29
8.2 To identify the personal communication and the effective communication	30
8.3 To identify the shapes, models and channels of personal communication	30
8.5 To provide 3 wrong scenarios of communication	32
9. Leadership	33
9.1 To describe and identify the leadership model, which is preferred to the project leadership	33

9.2 To specify the reasons for which such model is preferred	33
9.3 To provide (5) proposals for the motivation methods that are compatible with the nature of the project	34
11. Conflict and Crisis	36
11.1 To identify the conflict and crisis	36
11.2 To provide 3 expected scenarios of the conflict events in the project	36, 37
11.3 To set the optimal strategies to deal with each conflict, and specify the reason of preference	37
12. Resourcefulness	38
12.1 To distribute the human resources on the functions	38
13. Negotiation	39, 40
13.1 To develop general rules for the negotiation process	39, 40
14. Project Design	42
14.1 To Identify the Triple constraint of the project.	42, 43, 44
14.2: To set up a list of the project success factors: -	44
15 Requirements and Objectives	45
15.2 To specify the methods used in requirement collection	46
15.3 To develop the hierarchical structure of the objectives of the project connected to the strategy	46, 47
16 Scope	47
16.1 To develop, identify and prepare the scope statement (It limits – and objects that are not included)	47, 48
16.2 To develop and explain concepts: Scope creep and giving examples	48
16.4 To illustrate the transformation of the work packages in work Breakdown Structure to activities: -	49
17 Time	50
17.2 To illustrate the relationships between the activities	52
19 Finance	55
19.2 To calculate earned value management of the project after ending of 20% of its period and completion of 50% the outputs case-by-case basis: -	55
21 Procurement	57
21.1 To develop the procurement execution process, and contractor selection	57
23 Risk and Opportunities	62
23.4 To specify Risk response strategies	69, 70, 71
25. Conclusion and Recommendation	71, 72
References	73, 74, 75

Tables List

Table name	Page Number
1.3 To develop and identify the Strategic Objectives in a SMART Model	7
1.4 To develop and identify performance measurement indicators	7,8
3.2 To develop Check List model for the three stages of the project (Initiate-Plan- Closure)	21, 22, 23, 24
4. Power and Interest	25
4.1 To develop a stakeholder register and form groups for them (Competency)	25
4.2 To develop the two networks: (strength/Interest) and (Influence/Strength)	25
8. Personal Communication/Relationships and Engagement	30
8.1 To prepare the register of the stakeholder	31
8.4 To establish a communication matrix	31, 32
8.6 To develop and prepare stakeholder assessment matrix	32
10. Teamwork	35
10.1 To design RACI model for 3 administrative measures of the projects	35, 36
12.2 To analysis the influence of conducting crashing and fast-tracking process on the timetable, in addition to representing the table after achieving the two measures	39
13.2 To prepare 2 negotiations plans	41
15 Requirements and Objectives	45
15.1 To identify requirement traceability matrix	45
16.3 To illustrate product analysis management	49
17.1 To develop the functions list or the activities included in each work package in WBS	50, 51
18.2 To develop SIPOC model, and Ishikawa for one of the issues of the project outputs	54
19.1 To establish cost breakdown structure, and the project balance in accordance with WBS	55
20.1 To explain the concept of resources leveling and smoothing leveling	56
20.2 To be trained on distributing the project resources of equipment and tools	56
21.2 To develop the comparing model between suppliers and scoring model	57, 58
22.1: To prepare agenda invitation and virtual record of a virtual meeting	59
22.2 To identify performance measurement course and submit reports, in addition to explaining the reason	60
22.3 To develop Change Request model, including (impact analysis – alternative analysis – recommendation)	61
23.1 To identify risks (Threats) and opportunities, and giving examples	62

23.2 To prepare risk register	63, 64, 65, 66, 67, 68, 69
23.3 Qualitative risk analysis	69
24.1 To prepare stakeholder management assessment matrix	71

List of shapes

Shape name	Page Number
2. Governance, structure and process	18
2.1 To develop an organizational structure for the teams and units of the project	18
2.3 To identify projects office model, most appropriate to manage the project, in addition to mentioning the reason	20
3. Compliance, standard and regulations	20
3.1 To design a check compliance model before delivering the project outputs	20
4.3 To use the logical diagrams for the register of the stakeholder	26
11.4 Root Cause Analysis	38
14.3 To develop and identify work breakdown structure, in addition to prepare a guide to illustrate it	44, 45
17.3 To develop the logical diagram of the project activities, and identify the critical path	52
17.4 To prepare Gantt Chart and Milestone Model	53
18.1 To clarify Deming model for quality	54

1. Strategy: -

1.1 Mission: -

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

1.2 Vision: -

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

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

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

1.4 Develop and identify performance measurement indicators: -

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

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

1.5 Develop the Project Charter: -

[Project ID: EEC - 001]

[Project Name: Everyone Entertainment City Project]

Project Charter

Document History				
Revision	Issue Date	Description		
00	February 2022	Project Charter		

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

Table of Contents

Error! Bookmark not defined.

1.5.1 Project Overview	10
1.5.2 Project Objectives	10
1.5.3 Project Benefits	10, 11
1.5.4 High level Scope	11, 12
1.5.5 Project Main Phases/Deliverables	12
1.5.6 Major Stakeholders	12
1.5.7 Constraints Assumptions	12, 13
1.5.8 Assumptions	13
1.5.9 Risks	13
1.5.10 Budget	14
1.5.11 Key success factors	14, 15, 16 , 17
1.5.12 Acceptance criteria	16, 17

1.5.1 **Project Overview: -**

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

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

1.5.2 **Project Objectives: -**

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

1.5.3 **Project Benefits: -**

Benefit 1:	
Description:	Financial Growth
Directed from:	• Selling the tickets and entrance fees. • Counting the number of the visitors each year.
Measurement:	* The numbers of visitors in the first year will determine the financial growth because the number will declare the income of this project. * The target of the tickets will show the turnout for this new project. * The level of the satisfaction of the visitors. If it is in high level this indicates to that the cost is spent actually in perfect way and vice versa.

Benefit 1:	
Description:	Increasing the level of entertainment depending on the 2030 vision of the kingdom
Directed from:	- Supply all ways to increase this level. - Depending on the 2030 vision, which ensure on the entertainment must be for everyone.
Measurement:	- The level of entertainment from the Entertainment Authority. - The terms of this Authority.

Benefit 2:	
Description:	Revenues Sustainability
Directed from:	The sustainable growth rate in a business is the maximum growth rate a business can achieve without having to increase its financial leverage or debt financing. Stated another way, it is the maximum growth rate that can be achieved given the company's profitability, asset utilization, dividend payout, and debt ratios. Here are three keys to sustainable <u>revenue growth</u>. * Connect with your prospects and clients * Understand what they want to achieve * Deliver to beyond their expectations
Measurement:	1. The turnout for the second year will show the decrease or increase of Revenues Sustainability. 2. Achieving the clients or visitors` expectations, surprising them with new events and things will give them the trust that the project wants and increase the Revenues Sustainability.

1.5.4 High level Scope: -

In Scope	Out of Scope
- Healthy club. - Gym hall. - Funfair - Entertainment parks.	- Restaurants. - Car parks. - Swimming pools. - Public library.

- Amusement programs. - Innovation events. - Kid's areas. - Physical activities	- Café's - Fashion shows. - Exhibitions. (Traditional cars, costumes, historical studios and etc) - Pharmacies
--	---

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

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

1.5.6 **Major Stakeholders: -**

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

1.5.7 **Constraints Assumptions: -**

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

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

1.5.8 Assumptions: -

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

1.5.9 Risks: -

#	Description	Initial Action	Responsibility	Due Date
1	Changing in the prices of the materials (High level risk)	- Saving stocks for long time. - Making deals with the supplier	Project sponsor	3 weeks
2	Changing in the rules of the countries (Low level risk)	- The deals with the government to protect the rights of the project.	The owner	1 month
3	Natural disasters (High level risk)	- Take all necessary measures to protect individuals and facilities, and provide comprehensive insurance for individuals and facilities.		1 month

1.5.10 **Budget: -**

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

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

1.5.11 **Key success factors: -**

Cost – Time – Quality

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

Example: -

Expenses	Benefits
100,000,000 SAR	250,000,000 SAR

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

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

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

1.5.11.3 Quality: -

- **A Good Plan: -**

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

- **Appropriate Communication: -**

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

- **Manage Stakeholders: -**

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

- **Good Measurement: -**

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

- **Constant Review: -**

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

- **Act Early: -**

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

1.5.12 Acceptance Criteria: -

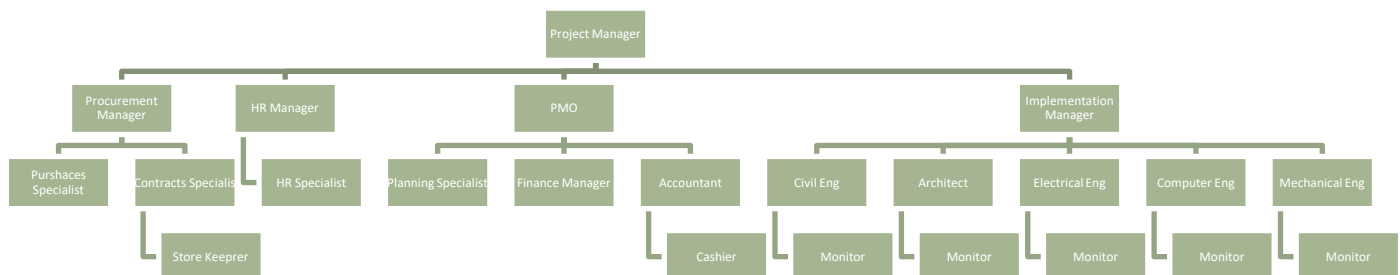
Success criteria may be:

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

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

2. Governance, structure and process: -

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



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

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

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

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

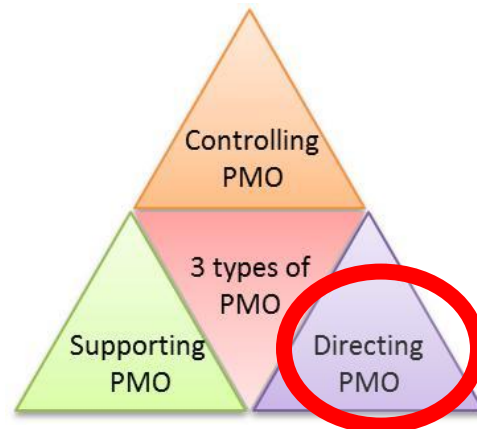
2.2.3 Design according to the functions and activities practiced by the organization such as: research and development - production - stores and supply chains - marketing - customer service. and so on.

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

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

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

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

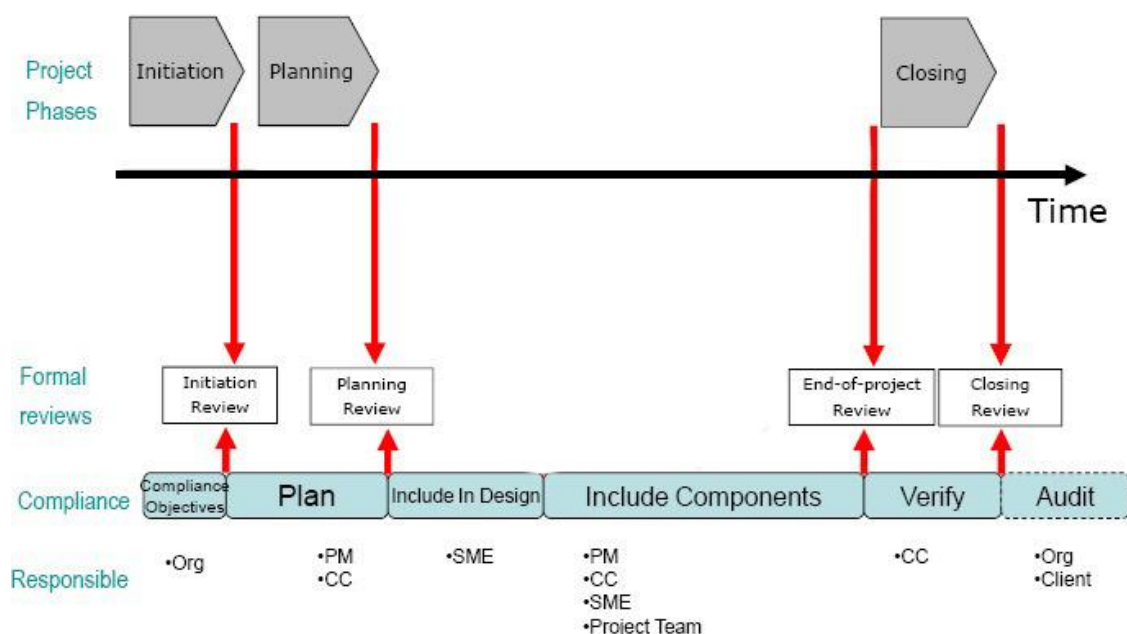


Directive PMO (high control)

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

3. Compliance, standard and regulations: -

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



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

3.2.1 Initiate: -

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

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

3.2.2 **Plan:** -

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

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

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

3.2.3 Closure: -

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

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

4. **Power and Interest: -**

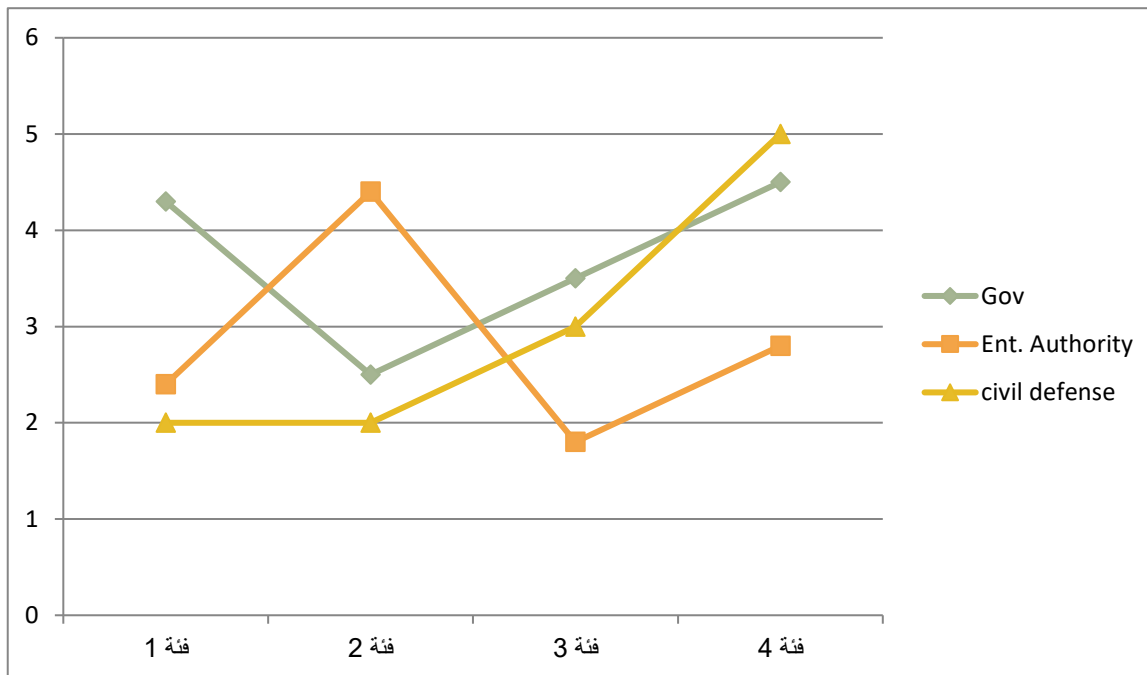
4.1 **To develop a stakeholder register and form groups for them (Competency): -**

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

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

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

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



5. Culture and Values: -

5.1 To identify the culture of the organization: -

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

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

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

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

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

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

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

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

6. Self - reflection and self – management: -

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

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

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

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

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

6.2.1 UNDERSTAND CULTURE – PEOPLE VS PROCESSES: -

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

6.2.2 ENGAGE TEAM MEMBERS: -

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

6.2.3 IMPORTANCE OF EMOTIONS and MOTIVATION: -

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

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

	Strengths	Weaknesses
Internal	✓ Your specialist marketing expertise ✓ A new, innovative product or service ✓ Location of your business ✓ Quality processes and procedures ✓ Any other aspect of your business that adds value to your product or service	✓ Lack of marketing expertise ✓ Undifferentiated products or services (i.e. in relation to your competitors) ✓ Location of your business ✓ Poor quality goods or services ✓ Damaged reputation
External	Opportunities	Threats
	✓ A developing market such as the Internet ✓ Mergers, joint ventures or strategic alliances ✓ Moving into new market segments that offer improved profits ✓ A new international market ✓ A market vacated by an ineffective competitor	✓ A new competitor in your home market ✓ Price wars with competitors ✓ A competitor has a new, innovative product or service ✓ Competitors have superior access to channels of distribution ✓ Taxation is introduced on your product or service

7. Personal integrity and reliability: -

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

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

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

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

7.2.1 The Trust and Technology project aimed: -

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

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

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

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

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

8. Personal Communication/Relationships and Engagement: -

8.1 To prepare the register of the stakeholder: -

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

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

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

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

8.3.1 Models of personal communications:

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

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

8.4 To establish the communication matrix: -

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

	progress, costs, and problems.					
--	-----------------------------------	--	--	--	--	--

8.5 To provide 3 wrong scenarios of communication: -

8.5.1 Lack of Specific Communications with Customers: -

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

8.5.2 Lack of Consideration and Follow-Through: -

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

8.5.3 Lack of Rumor Control: -

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

8.6 To develop and prepare stakeholder assessment matrix: -

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

9. Leadership: -

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

9.1.1 Team-oriented leadership: -

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

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

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

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

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

9.3.1 Foster Open Communication: -

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

9.3.2 Create an Agile Work Environment: -

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

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

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

9.3.4 Incentivize the Workplace: -

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

9.3.5 Encourage Workplace Camaraderie: -

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

10. Teamwork: -

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

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

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

11. Conflict and Crisis: -

11.1: To identify the conflict and crisis: -

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

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

11.2.1 Scenario 1: -

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

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

11.2.2 Scenario 2: -

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

11.2.3 Scenario 3: -

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

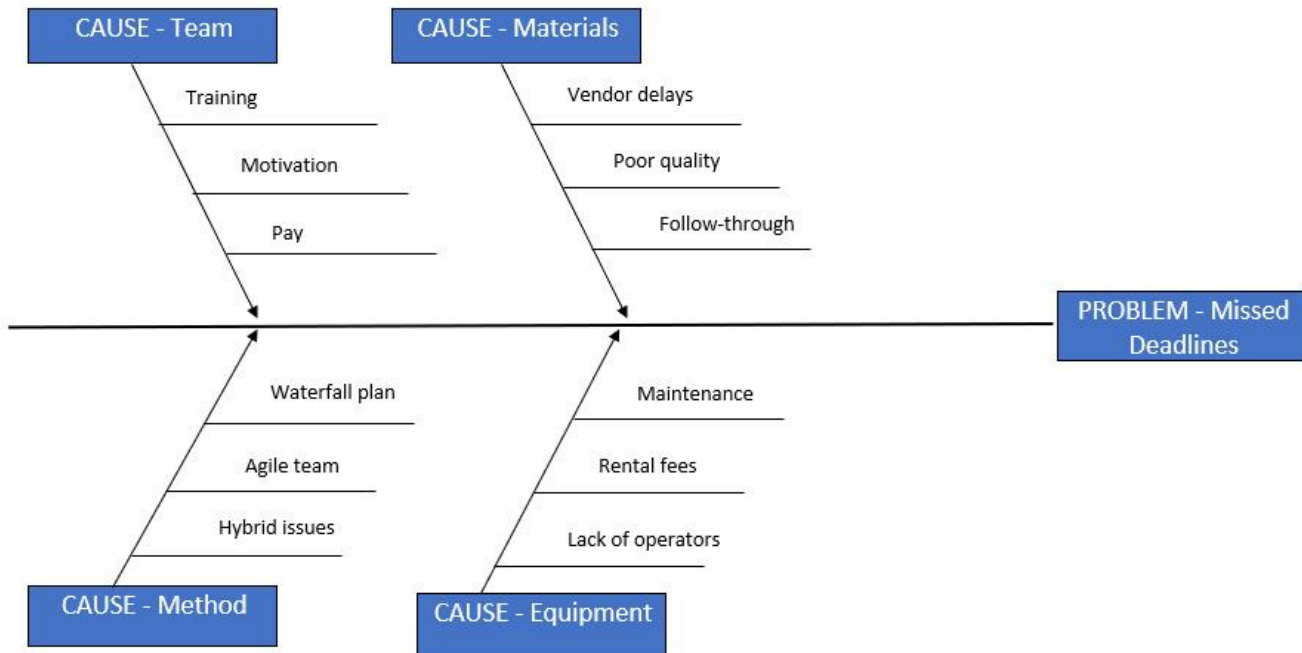
11.3: To set the optimal strategies to deal with each conflict and specify the reason of preference: -

11.3.1 Conflict Management Strategies: -

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

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

11.4: Root Cause Analysis: -



12. Resourcefulness: -

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

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

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

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

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

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

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

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

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

13. Negotiation: -

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

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

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

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

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

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

13.2: To prepare 2 negotiations plans: -

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

14. Project Design: -

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

14.1.1 The Triple Constraint Defined: -

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

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

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

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

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

1. **Cost: -**

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

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

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

There are several methods for project cost estimation:

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

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

2. **Scope:** -

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

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

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

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

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

3. **Time:** -

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

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

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

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

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

14.2.2 Target Project Objectives Met.

14.2.3 Budget.

14.2.4 Target Delivery.

14.2.5 Quality.

14.2.6 Team Success.

14.2.7 Client Analysis.

14.2.8 Management Feedback.

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

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

	MEP Works
	Architectural Works
Testing & Commissioning	
	Performance Testing
	Start-up Testing
Project hand-over and start-up	
	Operation committee check-up

15. Requirements and objectives: -

15.1: To identify requirement traceability matrix: -

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

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

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

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

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

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

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

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

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

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

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

16. Scope: -

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

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

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

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

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

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

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

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

16.1.8 The client is responsible for all production design

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

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

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

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

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

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

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

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

Example 1

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

Example 2

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

16.3: To illustrate product analysis management: -

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

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

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

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

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

17. Time: -

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

=

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

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

17.2: To illustrate the relationships between the activities: -

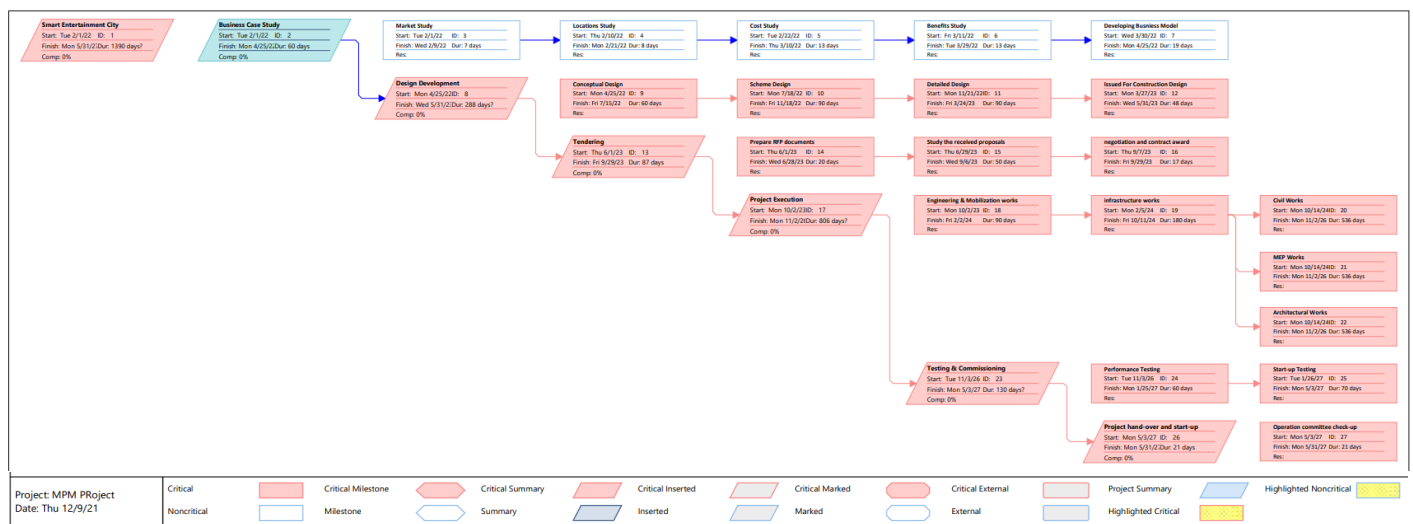
Here, activity “A” is a predecessor, and activity “B” is the successor activity. If something happens to the predecessor activity, it impacts the successor activities. In this way, successor activity “B” is a dependent activity on the predecessor activity “A”. So, you can see here “A” is an independent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

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

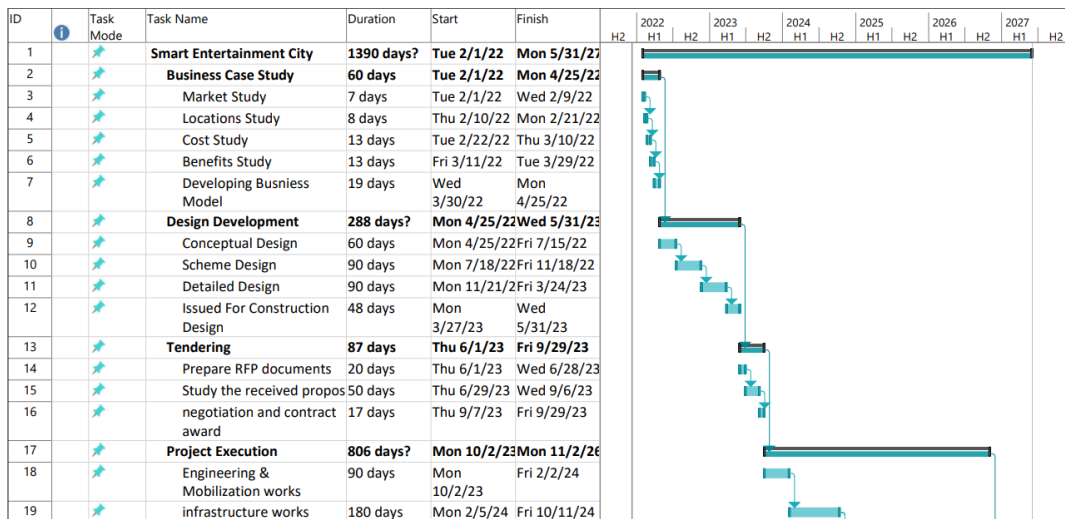
- Finish-to-start (FS)
- Finish-to-finish (FF)
- Start-to-start (SS)
- Start-to-finish (SF)

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

=

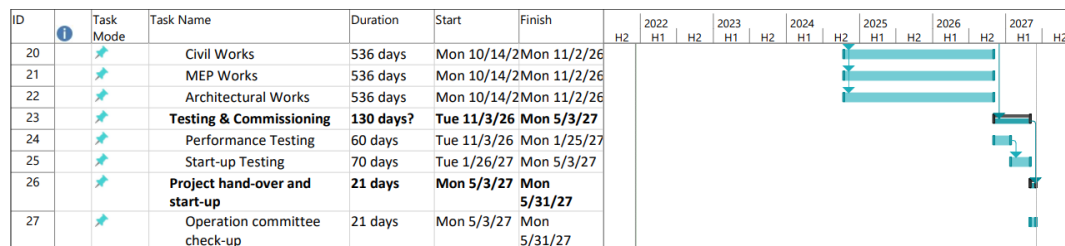


17.4: To prepare Gantt Chart and Milestone Model: -



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

Page 1



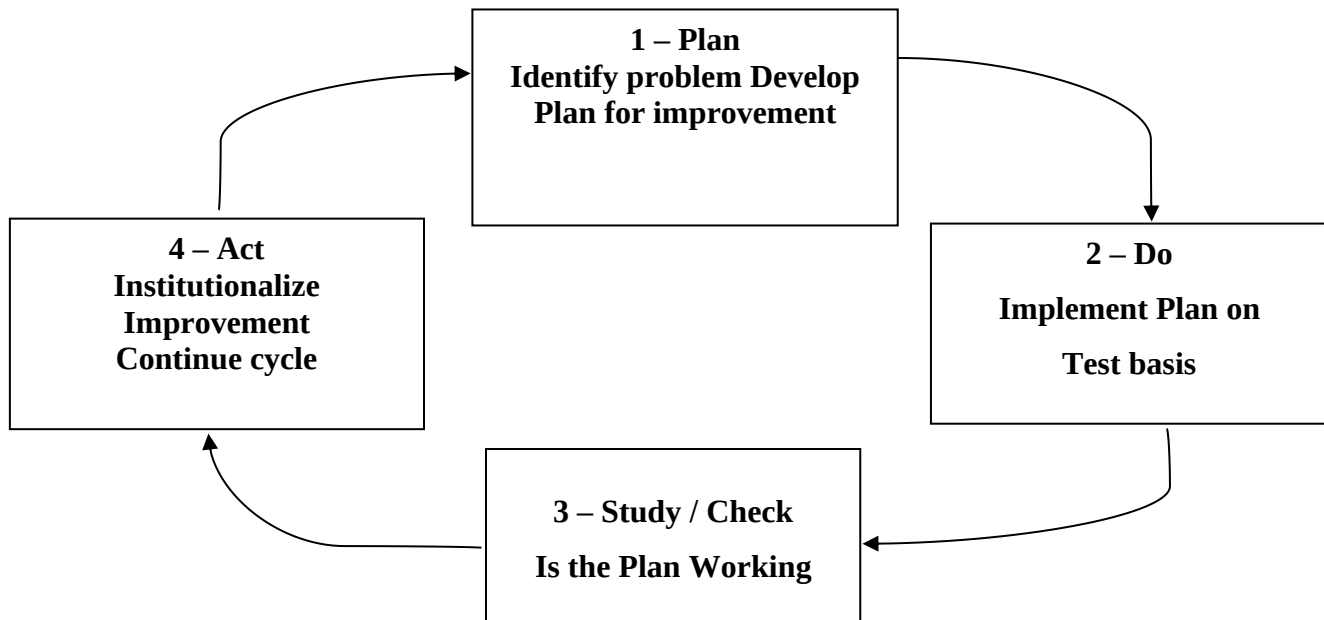
Project: MPM Project Date: Thu 12/9/21	Task	Inactive Summary	External Tasks
	Split	Manual Task	External Milestone
	Milestone	Duration-only	Deadline
	Summary	Manual Summary Rollup	Progress
	Project Summary	Manual Summary	Manual Progress
	Inactive Task	Start-only	
	Inactive Milestone	Finish-only	

Page 2

18. Quality: -

18.1: To clarify Deming model for quality: -

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



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

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

19. Finance: -

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

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

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

19.2.1 Earned value can be computed this way: -

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

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

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

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

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

= 50% of BAC

= 50% of 500,000,000

= 250,000,000 SAR

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

20. Resources: -

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

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

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

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

21. Procurement: -

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

21.1.1 Procurement Execution Process: -

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

21.1.2 Contractor Selection: -

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

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

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

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

22. Plan and Control: -

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

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

Attendees	The Entity	Designation
Salem	Client	PMO Manager
Ahmed	supervision consultant	Resident Engineer
Mohammed	contractor	Project Manager

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

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

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

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

23. Risk and Opportunities: -

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

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

23.2: To prepare risk register: -

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

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

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

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

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

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

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

23.3: Qualitative risk analysis: -

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

23.4: To specify risk response strategies: -

Key steps in the risk response strategies:

1. Risk identification: -

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

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

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

2. Risk analysis: -

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

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

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

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

3. Risk prioritization: -

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

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

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

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

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

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

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

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

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

4. Assign an owner to the risk: -

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

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

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

5. Respond to the risk: -

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

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

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

6. Risk monitoring: -

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

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

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

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

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

24. Stakeholders: -

24.1: To prepare stakeholder management assessment matrix: -

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

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

25. Conclusion and Recommendations: -

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

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

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

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

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

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

References: -

Author`s name	The name of the book	Page number	Publisher	Year
1: Fiorenzo Franceschini and oithers	Management by Measurement	Page 1 to 9	Springer	2007
2: WILL KENTON	Article Organizational Structure	https://www.investopedia.com/terms/o/organizational-structure.asp		July 2021
3: Fahad Usmani, PMP	Stakeholder Register in Project Management	https://pmstudycircle.com/stakeholder-register-project-management/		August 2021
4: Indeed Editorial Team	How To Identify Your Key Strengths in the Workplace	https://www.indeed.com/career-advice/career-development/identifying-strengths		February 23, 2021

5: twproject	The project stakeholder register	https://twproject.com/blog/project-stakeholder-register/		January 2020
6: Jonathan Hughes	What's Your Negotiation Strategy?	https://hbr.org/2020/07/whats-your-negotiation-strategy		August 2020
7: PMI-ACP	Demonstrate Your Agile Team Experience Runs Deep	https://www.pmi.org/certifications/agile-acp		2015

8: <u>Pandian</u> <u>Pitchipoo</u>	Decision model for supplier evaluation and selection in process industry: A hybrid DEA approach	https://www.researchgate.net/publication/324923646_Decision_model_for_supplier_evaluation_and_selection_in_process_industry_A_hybrid_DEA_approach	Authors	January 2018
9: <u>Evaluation and selection of sustainable</u>	Evaluation and selection of sustainable suppliers in supply chain using new GP-DEA model with imprecise data		<u>Saeid Jafarzadeh</u> <u>Ghoushchi,</u>	(2018)