



Company's Staff Housing Project

رقم المجموعة ٥١٨٧
Group NO. 5187

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❖Introduction:

ABC company Community of Excellence project located in Riyadh, Saudi Arabia is the first infrastructure project in the Middle East to earn awards for sustainable infrastructure. Economic benefits to the host and affected communities.

The ABC Community of Excellence project, known locally as the Staff Home Ownership Program, includes site planning, selection, preparation, environmental monitoring; and design and construction of the infrastructure for the modern community.

1. Strategy

1.1 Mission:

Deliver affordable homeownership program safely on schedule, within budget while maintaining high quality and integrity standards within the company's strategic objectives.

1.2 Vision:

Be a role model for executing urban development and company's homeownership projects

Strategic goals Framework:

- Optimize the design to achieve the affordability and quality balance.
- Tailored contract strategy to meet program objectives.

- Divide the program into packages to meet project schedule and to fit local contractors' capacities.
- Progressive assessment and implementation of lessons learned and adoption of best practices for improvements in design and construction processes.

1.3 Identify Objectives by SMART Model:

The Housing Program works to provide housing solutions that enable staff families to own and benefit from suitable houses based on their personal needs and financial capabilities. The program also seeks to improve housing conditions for current and future generations through the provision of suitable and guaranteed financing solutions. This is in parallel with increasing the supply of housing units at reasonable prices within record time, and the implementation of programs specialized in securing housing. In addition, it develops and improves the legislative and regulatory environment for the housing sector.



Exhibit 1-1 SMART Model

Specific: Provide employees families with the opportunities to own suitable housing to increase the percentage of employee's ownership of housing from 15% to 50% in 2024.

Measurable: Our goal to accommodate 50 % of staff families in their Own homes within 3 years and we will measure progress through the number of homes completion which will deliver to end user by using key performance index KPI.

Attainable: Developing targets for affordable housing in order to evaluate appropriate employees grade classifications throughout the district, with provide infrastructure, education, facilities and outreach to the community on issues associated with housing affordability.

Relevant: Employee housing is necessary to attract businesses and allows businesses to increase spends. A strong and vibrant social and business environment will allow end users to have great community and perfect society through homeownership.

Time Based: We will hire a contractor to implement infrastructure construction activities within 2 weeks to free up time, and we will start handover homes to end user by AUG 2024.

1.4 Performance measurement indicator (quantification of business goal that make them tangible):

A KPI is only as valuable as the action it inspires. Too often, our organization blindly adopt construction-recognized KPIs, one of the most important, but often

overlooked, aspects of KPIs are that they are a form of communication. As such, they abide by the same rules and best-practices as any other form of communication. Succinct, clear and relevant information is much more likely to be absorbed and acted upon. In terms of developing a strategy for formulating KPIs, your team should start with the basics and understand what our organizational objectives are, how you plan on achieving them, and who can act on this information. This will be an iterative process that involves feedback from analysts, department heads and managers. As this fact-finding mission unfolds, you will gain a better understanding of which employees get own home percentage need to be measured with KPIs and with whom that information should be shared to evaluate the Performance measurement of our program outputs and outcomes provides important, if not vital, information on current program status and how much progress is being made toward important program goals. Thus, performance measurement of an organization is a way to make an assessment of how the percentage of increasing to 50% of employee's homeownership by using **Leading Indicators** which forward-looking to measures that help predict future outcomes.

Company Objective	Goal	KPI	current	Target
Increasing Of Staff Housing	Increase The Percentage of Employee's Ownership of Housing	Percentage Of Staff Ownership of Housing	15%	50%

Table 1-1 KPI of Project objectives

Strategic Objectives	Lead Measure	Lag Measure
End user Perspective: The company seen from the End user's viewpoint. Unsatisfied customers will look for other suppliers to meet their needs. Customer satisfaction is a lead indicator that can predict potential future loss.		
Increase end user expectation	Percentage of satisfaction	Current of percentage
To receive home in signing date Dec 2024	100%	60%

Table 1-2 KPI End user satisfaction

1.5 Project Charter:

A project charter is a central document that defines the fundamental information about a project and is used to authorize it. In a nutshell, a charter provides a picture of where you are going, why you are going there, who will be impacted, the main risks involved, and who is going to help you. It's crucial that the charter not only establishes basic information but also that it reflects the key stakeholder's common vision in project.

A project charter is typically created early in the project lifecycle, hopefully before the project is staffed and the business is running for delivery date. It is usually created collaboratively as a team and shared with stakeholders upon completion. In most cases, the charter is signed off for approval by project sponsors.

It's some kind of must-have document for any project as our project (Table 1-2) which state below:

Project Name	Company's Staff Housing Project
---------------------	--

Project Sponsor	Head Office CEO & VP		Project Manager	SAEED
Date of project approval	20 th /09/2021		Last revision Date	1 st /09/2021
Project description	The Housing Program works to provide housing solutions that enable staff families to own and benefit from suitable houses based on their needs			
Scope	A project will be introduced to establish homes (50 villas) to company’s staff in taking order and to ensure all staff have availability to get their dream homes through the project			
Business case	To increase the percentage of employee’s ownership of housing from 15% to 50% in 2024 and increase staff satisfaction.			
Constraints, Assumptions	Time	4 years		
	Budget	\$ 40 million		
	Scope	50 villas, TBD		
	Quality	Compliance with government rules, international standard		
Project deliverables	- Optimize the design to achieve the affordability and quality balance. - Tailored contract strategy to meet program objectives. - Divide the program into packages to meet project schedule			
Benefits (Measurable result)	See the KPI’s above & business case			
	KPI	Baseline		Goal
	Homes Completion	00		950
	Infrastructure completion	%50		%100
	Customer satisfaction	%20		%100
Steering Committee	CEO	Project Team		Control Manger
	Finance Director			Planning Manger
	VP Commercial			Quality Manger
Key stakeholder	Name	Success criteria		
	Project sponsor	Group oversees the day-to-day direction and management of the program team and the upgrade project. It reports to the Program Board the Project Charter, and any Change Orders or Exception reports that fall within its time and cost tolerances.		
	Staff representative			
	CEO			
	Finance Director			
Risks	Performance risk	Such a problem may lead to the additional need for financing, a likely penalty for nonperformance and it may also leverage the competitors’ performance.		
	Cost risk	A shortage or mismanagement of project funds resulting from an inflated budget constraints is a threat to the project’s completion.		
	External hazards risk	Risks manifest in various types and forms, including terrorism, storms, floods, vandalism, earthquakes and civil unrest. A project may stall or discontinue when such events occur.		
Project Milestones	Handover homes to end users			Sep 2024
	Submit final reports			Aug 2024
Signatures	PS:	PM:	VP:	

Table 1-3 Project Charter

2. Governance, structure and process:

2.1 Project Organization Chart:

Project organization chart to create an organizational structure that defines the relationships between every team member on a project. This chart includes sections for a project's steering committee, sponsor(s), manager, additional team members as below.

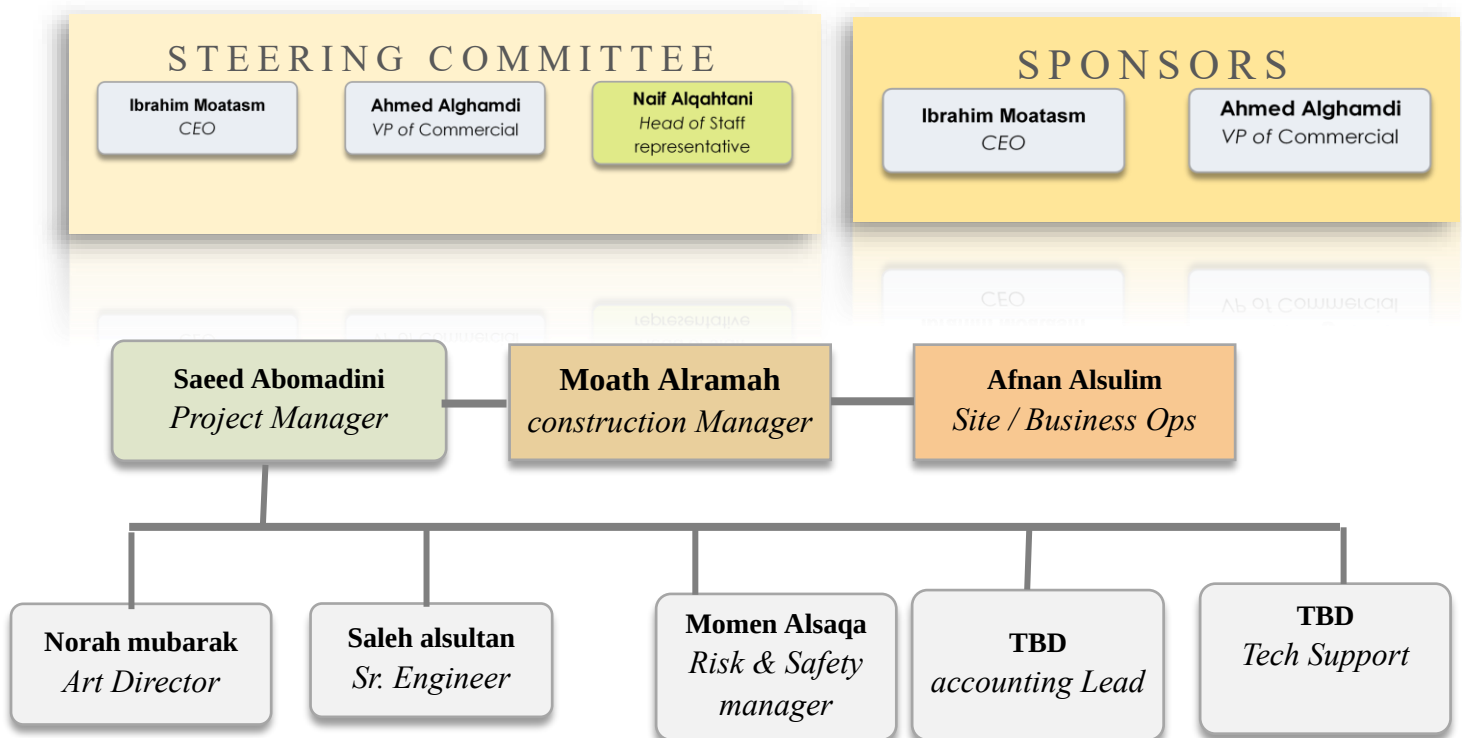


Exhibit 2-1 Organization Chart

2.2 Scientific Bases Which Adopted in Developing The Organizational Structure:

Successful project organization templates provide immediate insight into a project's personnel hierarchy. These templates also show the status of each project component and any roadblocks to achieving successful project completion.

A customizable project organization template allows you to modify the team players to fit your project's structural needs, while also giving you details about each team member, so you can clearly see who's responsible for each individual project task. While project organization templates vary, they typically include the following sections:

- **Project Title:** project name that accurately communicates the nature of the project to all team members and other stakeholders.
- **Project Manager:** the name of the project's primary manager. This person is responsible for keeping the project's logistics in line, meeting project milestones, and alerting team members to any project risks.
- **Steering Committee:** the team member(s) or managers who are overseeing and providing support for the project on behalf of key stakeholders.
- **Sponsor(s):** the names of the sponsors who own the project on behalf of the organization. The project sponsors define the project so that the project manager can deliver it.

Additionally, project organization templates frequently include the following project-organization-specific components:

- **Task ID:** Enter the unique identification number to track individual tasks.
- **Task Title:** Enter the name of the “parent” task or subtask for a team member to complete.
- **Task Owner:** Enter the name of the team member responsible for each individual project task.
- **Start Date:** Enter the date that the individual project team member must start the project task.
- **Due Date:** Enter the date that the project team member must complete the project task by.
- **Duration in Days:** Enter the duration-in-days range between the project task start and due dates.
- **Percentage of Task Complete:** Enter the percentage of task completion for each individual project task.
- **Project Phase Details:** Enter week-by-week and day-by-day phase details for each individual project task.

By defining and agreeing upon a single-source project-organization tracking system from the outset, and all additional stakeholders can rest assured that project will progress and conclude smoothly.

2.3 Project Management Office Model:

To identify project office model, we have to know that meaning of PMO which define is an office or department within an organization that defines and maintains standards for project management. The Project Management Office provides guidance and standards in the execution of projects and Its goal is to use the learnings from past projects, best practices, and case studies to improve the success rate of all future initiatives. While there are several different PMO models (which is share below), the most common approach is to use one of three models as given:

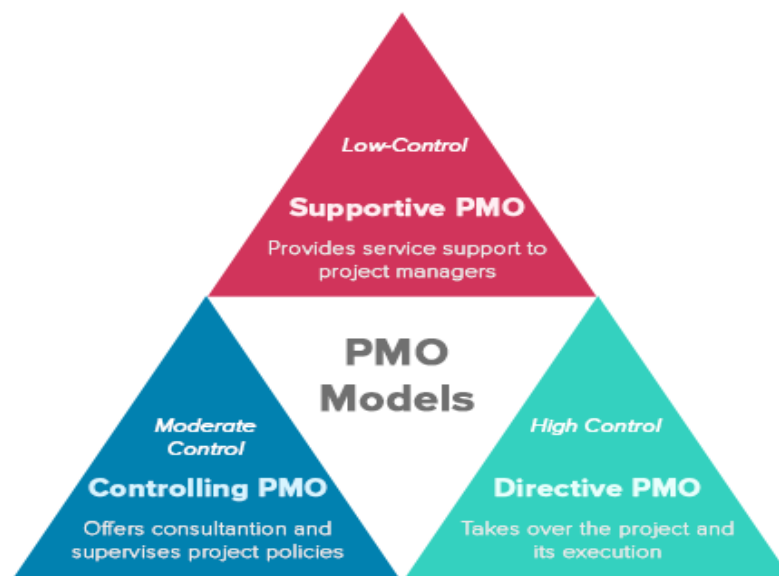


Exhibit 2-2 PMO Models

1. Supportive PMO

Low-control

A supportive PMO takes a consultative role in project management. It offers templates, best practices, training, and access to data as and when needed.

2. Controlling PMO

Moderate control

A Controlling PMO has a consultative as well as a supervisory role in project management. It not only gives project managers documentation and data, but also exerts a degree of control by directing them to use specific processes and policies.

3. Directive PMO

High control

A Directive PMO essentially takes over a project and directs all its execution. The PMO maps project requirements, assigns resources, and works directly with project managers and stakeholders to ensure smooth delivery.

For our project we are using the **Controlling PMO** model which would be suffice because it provides support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms, and tools, or conformance to governance. The degree of control provided by the PMO is moderate and in compliance with company policy.

3. Compliance Standards and Regulations

3.1 Compliance model in project:

One of the greatest challenges in projects is the need to comply with certain rules and regulations, both internal and external to the organization executing them. Traditionally, compliance is documented as requirements (typically non-functional) during the project planning phase.

Two practical avenues to complying with rules, regulations, or standards in projects are proposed:

Consider compliance as a requirement: this approach allows the project team to document early any element of the regulation that points to the addition of elements on the work breakdown structure (WBS). The advantage of this approach is that standard elements are incorporated into the scope of the project and therefore can be traced efficiently until completion.

Consider compliance as the process assets of the organization: the concept proposed by the **PMBOK® Guide** for organizational process assets to be considered an input for a large majority of the 42 processes is well known to project managers.

Compliance Documentation: The proposed tool is a set of draft documents that dynamically will change in each of the stages and for each of the components. It is necessary that the documentation be aligned with the principles of quality managed by the organization (e.g., ISO 9000) and, therefore, is treated as a deliverable of the project.

Compliance Council: Although it is not likely that a functional organization provides resources in the area of control or audit to the project.

Compliance Risk: Project managers are used to handling project risks; however, compliance risks occasionally fall beyond the scope of the project itself.

Compliance Audit: Audit is one of the key elements in the framework and is reflected in the establishment of a specific audit for the project in aspects of compliance. Each project activity aimed to comply or to build the compliance objectives should be analyzed by the audit.

Compliance Responsibilities: To the extent that the various members of the team understand the importance of compliance, all activities and their corresponding compliance objectives shall be allocated as parts of the project's tasks and processes.

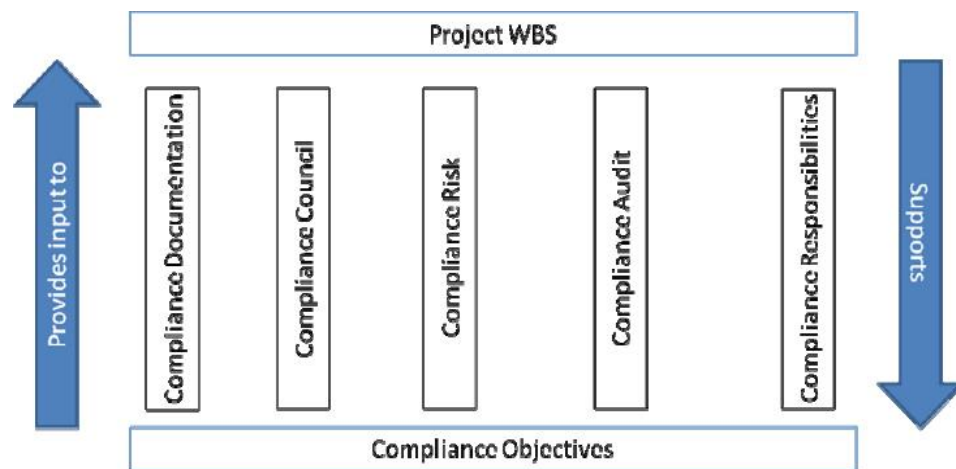


Exhibit 3-1 shows the way these elements and tools interact to provide a holistic view of compliance for the project.

As construction project and homes building, we have to complying our objectives through compliance model as:

Project name		Company's Staff Housing Project	
Owner		ABC Company	
Requirements		Compliance	
NO	Goal / Deliverable	Compliant (Yes/No/NA)	Remarks
1	Provide housing solutions that enable staff families to own and benefit from suitable houses.	Yes	
2	Accommodate 50 % of staff families in their Own homes within 3 years.	Yes	
3	Increase the Percentage of Employee's Ownership of Housing.	Yes	
4	Optimize the design to achieve the affordability and quality balance.	Yes	

Table 3-1 Compliance Process model

This compliance review process acts as a gated review. Once running, the tools should allow the iterative and interactive handling of the different components and stages of the compliance. These reviews must be formal and must be documented as parts of the project.

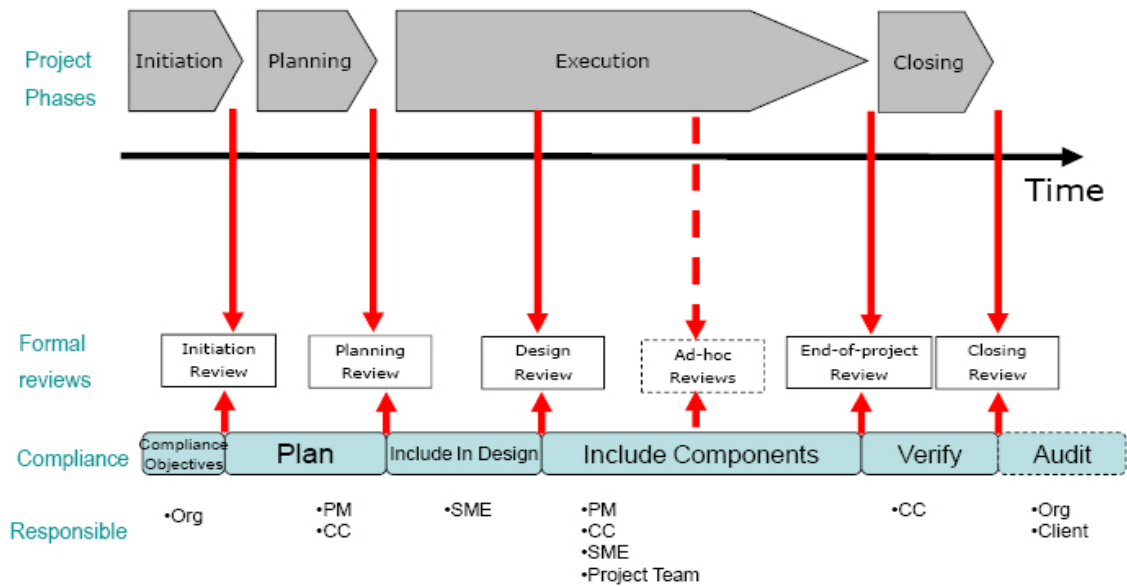


Exhibit 3-2 – Project Compliance model before delivering of project output

Finally, and as part of a closing review process, the compliance audit shall submit a formal document that authorizes the project closure. At this stage, it is expected that there will be no compliance defects, but if there are some, they must be covered later by the organization, must be clearly documented, and they must have a responsible party for follow-up.

3.2 Simplified Project management checklist for each phase:

As the project progresses through each of its phases, it is critical that the project manager keep track of tasks to be done. Our choice of projects will thus reflect our desire to maximize the impact of certain criteria on our decision. In order to score our simplified checklist, we assign a specific mark to each of our criteria:

- **Starting: Project Initiation Checklist:**

No.	Description	Status
1	Is the scope of the project clear?	Open
2	Is the project funding approved?	Closed
3	Have all the stakeholders been identified?	Open
4	Has a sponsor been identified?	Open
5	Does the project contain 3rd Party or external resources?	Closed
6	Have you confirmed in writing the project delivery expectations (time and scope) with all the stakeholder?	Open
7	Have all the project benefits been captured and are reasonable?	Open
8	Are you aware of the process of getting the project approved?	Open
9	Does the business case cover assumptions, dependencies and constraints?	Open
10	Do you need a risk assessment to be conducted?	Open
11	Will the project costs be capitalized?	Open
12	Do you have a high-level effort estimate for the project?	Open
13	Are you supposed to use a standard template for the indication document?	Open
14	Has the project team been established or resources available to start the project?	Open
15	Does the project need an approved business case to start work?	Open

Table 3-2 Initiation checklist

- **Project Planning Checklist:**

No.	Description	Status
1	Have you organized a project kick off meeting?	Open
2	Does the project team need any training?	Open
3	Are you comfortable with the skill level of the project team?	Open
4	Do you need a project management plan?	Open
5	Do you have enough contingency or buffer in budget and	Open
6	Is there a vendor contract involved in the project?	Open
7	Have all the project components been estimated?	Open
8	Do you have a detailed project schedule drafted?	Open
9	Do you need a work breakdown structure?	Open
10	Have you created a baseline of the project plan?	Open
11	Is the project team comfortable with the project schedule?	Open

12	Do you have clearly defined the milestone for the project?	Open
13	How do you plan to track project progress?	Open
14	Have the team leave plans and public holidays been factored into the project plan?	Open
15	Do you have a resource plan for the duration of the project?	Open
16	Do you need to hire additional resources for the project? If yes, has the hiring process been kicked off?	Open

Table 3-3 Planning checklist

- **Project Execution Phase Checklist:**

No.	Checklist Item	Check
1	Is there a clear need for the project, with defined objectives and benefits?	✓
2	Does the project have a committed and available sponsor?	✓
3	Is it clear what will success look like for the project?	✓
4	Has an experienced and skilled project manager been appointed?	✓
5	Have key stakeholders been identified and are there needs being represented?	✓
6	Does the project have available and skilled resources?	×
7	Does the project team have clearly defined and agreed roles and responsibilities?	✓
8	Has a project charter been drafted and signed-off?	✓
9	Has the governance route for the project been discussed and agreed with the PMO including stage gates?	✓
10	Has a project management plan been created and signed-off?	✓
11	Have all project deliverables been identified with unambiguous completion criteria?	✓
12	Has a detailed project plan been developed, in line with known constraints and deadlines?	✓
13	Has a detailed project budget been developed?	✓
14	Have a scope, schedule, and budget baseline been set?	✓
15	Have stage gate criteria been met for each stage?	✓
16	Have project risks been identified and do they have a mitigation plan and owner?	✓
17	Have all management logs been updated regularly?	✓
18	Has project progress been monitored regularly and tasks updated?	✓

19	Have regular status and progress reports been submitted and distributed?	✓
20	Have change requests been identified, tracked and controlled?	✓
21	Have all deliverables been completed and signed-off?	×

Table 3-4 Execution checklist

- **Project Closure Checklist:**

No.	Task	Owner	Due Date	Status
1	Handover is complete for all deliverables	PM		Not Started
2	All deliverables are accepted and signed off by the client	COO		In Process
3	Final project status reports are complete	PMO		In Process
4	all financial processes and reports are complete	CFO		Not Started
5	Project review is done	PM		Not Started
6	Staff performance evaluations and reports completed	Team Leads		Not Started
7	Staff employment on project terminated (no more work is done on the project)	COO		In Process
8	All supply contracts and processes are terminated	Supply Chain VP		In Process
9	Site operations and facilities used for project closed down	COO		In Process
10	Disposal of all equipment and materials is done	PMO		Not Started
11	Communication: Announcement of completion of project (internal, external and public relations contacts)	PM		Not Started
12	Completion of storage for all the protect files	PMO		Not Started

Table 3-5 Closure checklist

All project checklist is **used to make sure that none of the items that you have included on the** project planning checklist are forgotten or left without action.

4. Power and Interest

The power/interest grid used for categorizing stakeholders during a change project to allow them to be effectively managed. Stakeholders are plotted on the grid in relation to the power and interest they have in respect of the project.

A stakeholder register is a document that describes who (individual or group) is affected by a project, and their effect and impact on the project. A stakeholder register is ideally completed early in the project to ensure proper engagement of stakeholders. Stakeholder Register is the key output of the Identify Stakeholders process. It not only contains the names of the project stakeholders but also their *goals, expectations, concerns* and *other* such details. It should be noted that most projects succeed or fail based on how well the project manager knows and manages stakeholder expectations.

4.1 Identify stakeholder analysis:

Stakeholder Analysis is the identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect the project and its viability. There are two groups of project stakeholders, (internal and external) to our organization. The type usually recognized are the client organization. The type most usually recognized are the external stakeholders,

- **External Stakeholders** are individuals or groups outside a business or project, but who can affect or be affected by the business or project. Arguably

external stakeholders wield the most influence on the long-term success of a business or project, because they will often be the end users and customers. There are many slight variations on the definition of External stakeholders but they all agree that External Stakeholders are stakeholders that are outside of a business or project.



Exhibit 4-1 External Stakeholder Map

- **Internal Stakeholders** are groups or individuals who work within an organization or project and who can affect or are affected by an organization, strategy or project. According to *Nilson (2006: p170)*, internal stakeholders are those in the management, assembly and project team,

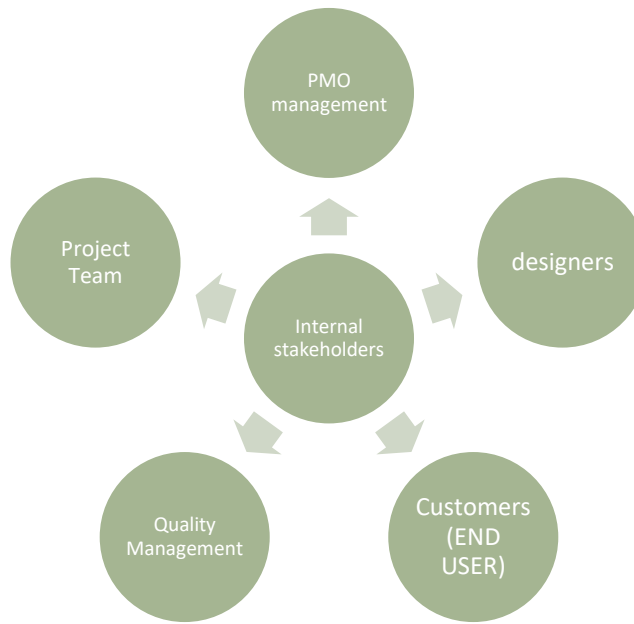


Exhibit 4-2 Internal Stakeholder Map

- Table of project stakeholders:

The table below lists out project stakeholders who you should consider and manage on our project.

Project Stakeholders	Why we need to consider these stakeholders?
Project Sponsor	Responsible for the success of the project and funding. The final decision maker and likely the holder of the ‘purse strings’
Project Manager	Responsible for the delivery of the project to time, cost and quality/scope. Likely to be the person responsible for identifying the project stakeholders.
Project Management Office (PMO)	These are effectively the project police. PMO they will likely have some responsibility for governance of our project. This could be manifested in various ways e.g.

	audits, inspections, report requests written or verbal, risk reviews and so on.
Project Team	The team who will deliver our project. They may be a virtual team assembled specifically for project and they working on the project full time.
Quality Management Team	The project deliverables will be measured against specific quality criteria. Assessments may be carried out by a specialist function or to a quality management system.
Suppliers	Any subcontractors or companies providing resources for our project should be considered stakeholders. Their contribution will be vital to the project success.
Customers (END USER)	The customer seems an obvious stakeholder and may be the Sponsor or part of the Project Board. Often the customer is easily identified as the person/people providing the money. Customers will also provide the project needs.
Government & External regulators	Central and local government and their agencies have laws and regulations that impact project. Project may require insurance, it may interface with regulated systems, require permits, access to infrastructure etc. These stakeholders are often neutral when it comes to your project, but failure to meet their requirements could lead delays or cancellation.

Table 4-1 Project Stakeholders Responsibilities

Understanding whether a stakeholder feels positive, negative or neutral is useful in deciding which engagement approach will be most effective and if the need for action is urgent. Simply assess each stakeholder's attitude to project by classifying them as an Ally (positive attitude), Neutral, or Opponent (negative attitude).

Stakeholder	Ally	Neutral	Opponent
Project sponsor	positive		
Project manager	positive		
VP commercial		Neutral	
customer	positive		
Project team	positive		
Quality team	positive		
External regulator		Neutral	
suppliers			negative

Table 4-2 Mapping stakeholder attitude

A stakeholder engagement assessment matrix consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders, if applicable). The columns indicate the level of engagement. suggests the following classification:

Stakeholder	Strength/ Interest	Unaware	Resistant	Neutral	Supportive	Leading
Project sponsor	High/High	C			D	
Project Manager	High/High				C,D	
VP Commercial	High/High			D		
Customer	Low/Low				C	
Project Team	Low/High				D	
Suppliers	Low/Low		D		C	
Quality Team	Low/High				C	

Table 4-3 stakeholder engagement assessment matrix
with desired (“D”) and current (“C”) levels of engagement per stakeholder.

4.2 Develop the stakeholder's analysis based on their strength/interest and influence/strength:

Stakeholder Analysis is a systematic way to analysis stakeholders by their power and interest. High power, high interest stakeholders are Key Players. Low power and low interest stakeholders are least important.

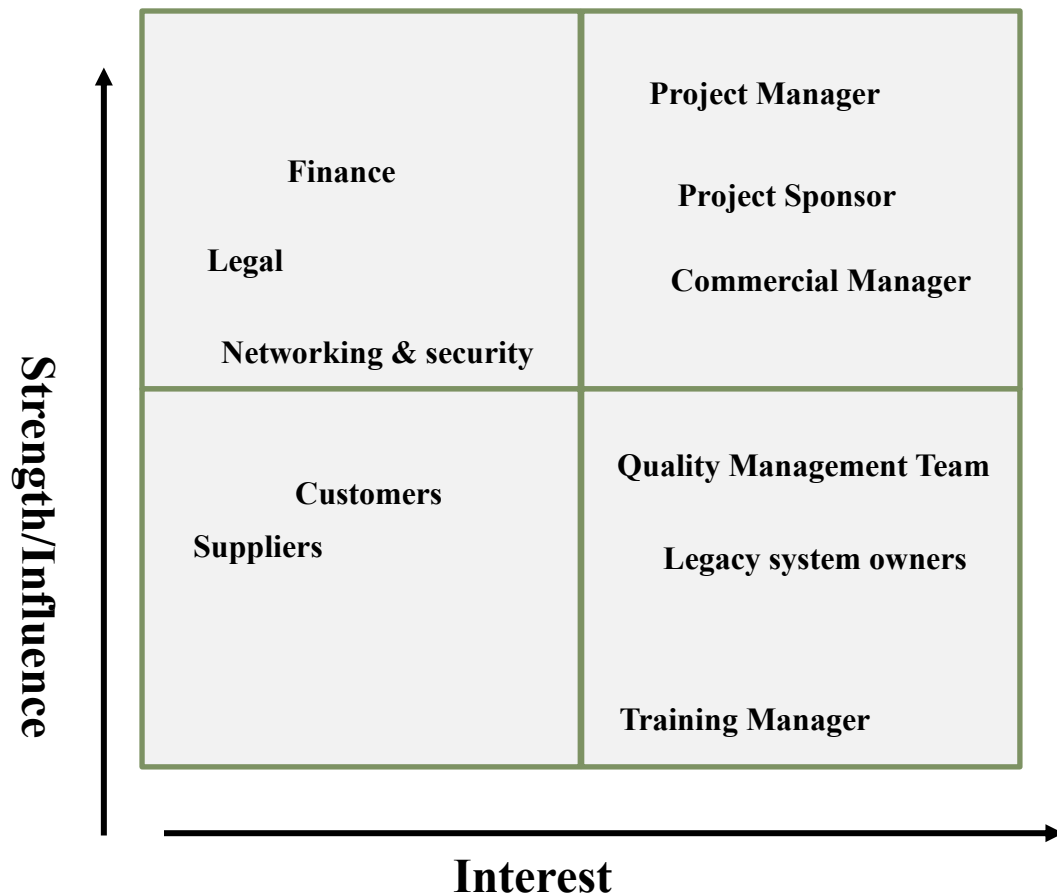
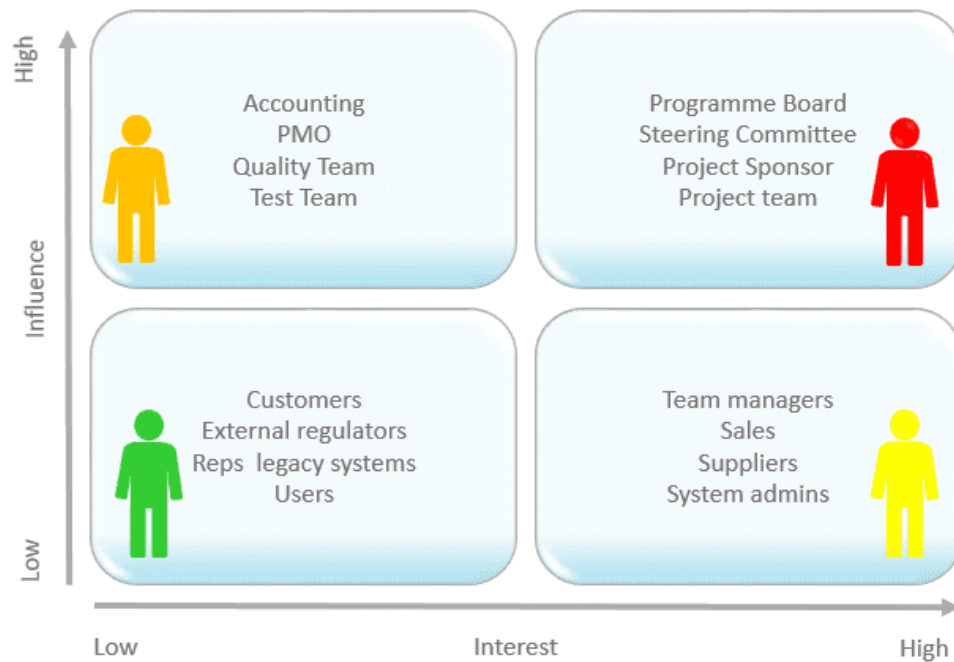


Exhibit 4-3 Stakeholder Analysis

The diagram above shows the different approach we should have for the segregated stakeholders.

- **High power – High interest:** these stakeholders are likely to be decision makers and have the biggest impact on the project success. we need to keep these stakeholders close, to manage their expectations.
- **High power – Low Interest:** these stakeholders need to be kept in the loop with what is happening on the project. Even though they may not be interested in the outcome, they yield power. These types of stakeholders should be dealt with cautiously because they could use their power in a negative way if they become unsatisfied.
- **Low power – High interest:** keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- **Low power – low interest:** monitor these people, but do not spend time and energy with excessive communication.

Once we have identified stakeholders, we may have a long list of groups and people who could be affected or affect our business. Now we need to identify who is important and who to spend most effort on managing. One of the most commonly used techniques is the interest and influence grid. This is a simple, but very powerful way of categorizing stakeholders and developing a tailored strategy for engaging each stakeholder based on their relative interest and influence in your business or project.



4.3 Logical Diagram of Stakeholder Register:

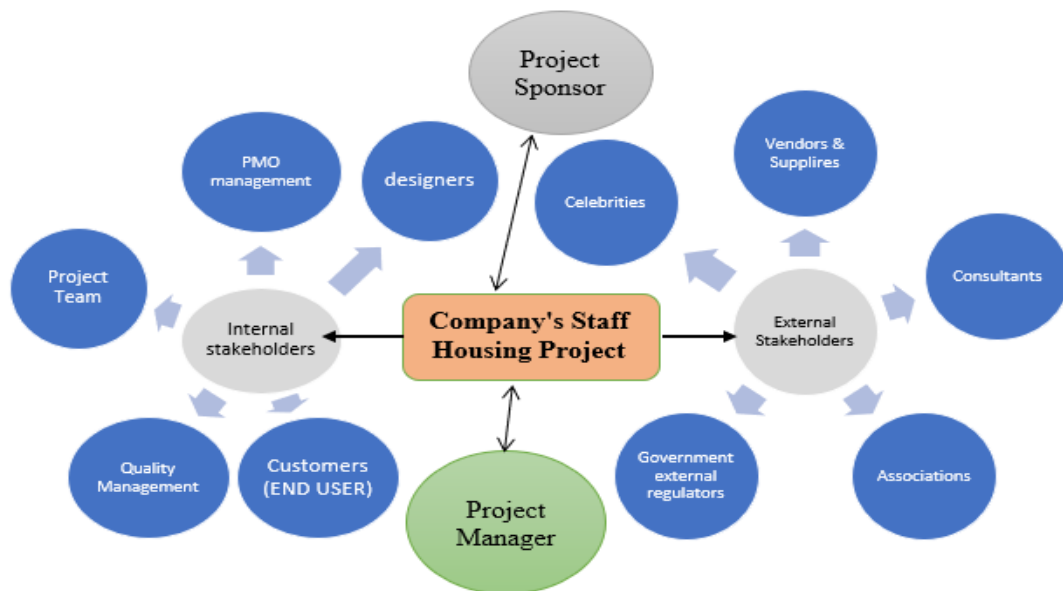


Exhibit 4-4 Logical Diagram of Stakeholder Register

5. Culture and values

An organization's culture refers to a company's mission, objectives, expectations and values that guide its people.

An organization's culture **defines the proper way to behave within the organization**. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

Organizations with health cultures tend to be more successful because they have systems and values in place that enhance trust, performance, productivity and employee engagement.

VALUES: THE FOUNDATION OF CULTURE

When our people thrive, our organization thrives. Understanding your optimal culture begins with understanding the Values of your organization. Values – conscious or unconscious – are the motivation for every decision made or action taken.

Employees have their own values when they walk in the door, and they are influenced everyday by the values they experience in the organization. Understanding the values currently at play is essential to identify the desired culture and put it into action.

In our organization with a more or less stable set of employees, culture will be quite well entrenched deep down in the foundation of organization and will be at the core of driving actions and behaviors of the organization; not varying great deal over extended periods of time unless something catastrophic happens. In fact, people not aligning themselves with the culture may even have to leave the organization, hence the culture remaining intact most of the times, if not all. In hindsight, culture seems to be the only element in an organization that out-last most of the other elements, even the people and leaders who created the organization in the first place.

5.1 Identify The Culture Of Organization:

An employer must begin with a thorough understanding of what culture is in a general sense and what their organization's specific culture is. At the deepest level, an organization's culture is based on values derived from basic assumptions about the following:

- **Human nature.** Are people inherently good or bad, mutable or immutable, proactive or reactive? These basic assumptions lead to beliefs about how employees, customers and suppliers should interact and how they should be managed.
- **The organization's relationship to its environment.** How does the organization define its business and its constituencies?

- **Appropriate emotions.** Which emotions should people be encouraged to express, and which ones should be suppressed?
- **Effectiveness.** What metrics show whether the organization and its individual components are doing well? An organization will be effective only when the culture is supported by an appropriate business strategy and a structure that is appropriate for both the business and the desired culture.

5.2 Proposals of The Organization Values That Can Be Adopted in project:

At the heart of organizations' cultures are commonly shared values. None is right or wrong, but organizations need to decide which values they will emphasize. These common values include:

- **Outcome orientation.** Emphasizing achievements and results.
- **People orientation.** Insisting on fairness, tolerance and respect for the individual.
- **Team orientation.** Emphasizing and rewarding collaboration.
- **Attention to detail.** Valuing precision and approaching situations and problems analytically.
- **Stability.** Providing security and following a predictable course.
- **Innovation.** Encouraging experimentation and risk-taking.
- **Aggressiveness.** Stimulating a fiercely competitive spirit.

See *Trust Engenders Trust: A Q&A with Paul J. Zak.*

DEGREE OF HIERARCHY

The degree of hierarchy is the extent to which the organization values traditional channels of authority. The three distinct levels of hierarchy are "high"—having a well-defined organizational structure and an expectation that people will work through official channels; "moderate"—having a defined structure but an acceptance that people often work outside formal channels; and "low"—having loosely defined job descriptions and accepting that people challenge authority.

An organization with a high level of hierarchy tends to be more formal and moves more slowly than an organization with a low level of hierarchy.

DEGREE OF URGENCY

The degree of urgency defines how quickly the organization wants or needs to drive decision-making and innovation. Some organizations choose their degree of urgency, but others have it thrust on them by the marketplace.

A culture with high levels of urgency has a need to push projects through quickly and a high need to respond to a changing marketplace. A moderate level of urgency moves projects at a reasonable pace. A low level of urgency means people work slowly and consistently, valuing quality over efficiency. An organization with high urgency tends to be fast-paced and supports a decisive management style. An organization with low urgency tends to be more methodical and supports a more considered management style.

PEOPLE ORIENTATION OR TASK ORIENTATION

Organizations usually have a dominant way of valuing people and tasks. An organization with a strong people orientation tends to put people first when making decisions and believes that people drive the organization's performance and productivity.

FUNCTIONAL ORIENTATION

Every organization puts an emphasis on certain functional areas. Examples of functional orientations may include marketing, operations, research and development, engineering or service. For example, an innovative organization known for its research and development may have at its core a functional orientation toward R&D.

6. Self-Reflection and Self-Management

Self-management is really about controlling our reactions. Things happen all the time and many of them are outside of our control — but what is in our control is how we react! Our self-management (reactions) can be improved by reflecting.

Reflection is a dynamic process. It is not about being passive, staying where you are and looking back – but an active engagement with knowledge and experience. So, in reflecting you are able to construct new and deeper understanding and to articulate knowledge in a more meaningful way.

6.1 Behaviors Of The Team Member That Can Influence On The Project:

- **Level of Engagement:**

Engaging team members in a project is critical to its success. However, this too depends on the nature of employees in your team. Every person has a unique personality and different ways of engaging with people. It's possible that they don't feel comfortable with the level of input you want from them. Other times, they may engage much more than others, and even speak over some team members. Therefore, project managers have to balance both sides of the coin effectively.

- **The Level of Motivation**

Each one of us is driven by our emotions. While we expect people to keep their emotions at bay in a professional environment, it can be hard for people to do that on certain occasions.

- **Communication**

In most cases, planning tasks might not be the biggest problem for project managers. Instead, the greatest challenge for managers is how to communicate what they want from their team. During a project, there are hundreds of open communication channels between project team members and stakeholders.

6.2 Identify The Behaviors Reasons And How We Can Eliminate It:

- **Level of Engagement:**

it is extremely important for project managers to lay the groundwork to engage team members and stakeholders. This will help them maintain a good relationship with all members and stakeholders in both the short and the long term. We must monitor the level of engagement of individual team members across the life cycle of the project. we should also address their emotional and personal expectations to bring about their best performance. If we don't address these issues yourself, it would be extremely difficult to create a good working

environment among our team. Consequently, it would affect the performance of team and make it harder for them to achieve the targets you set for them.

- **The Level of Motivation**

The reason is that our emotions have a huge effect on our level of motivation. A person's level of motivation is directly proportional to how successful they will be in tackling challenges head-on and overcoming the adversities they face. Regardless of how talented people are, it's difficult for them to work in an environment where they don't feel motivated. Keeping the team motivated has always been a long-standing challenge for most project managers. Therefore, to be a good project manager, we should have the expertise to manage both the technical and the emotional aspects of your team. Negligence in this matter can also cause a high performing and strongly skilled employee to exhibit negative attitudes due to their lack of motivation. If we don't manage both factors simultaneously, you'll delay important projects that will end up costing much higher than what you expected.

- **Communication**

As project manager, we need to establish a conducive environment for nurturing positive interactions between team members. Doing so clears out any confusion and allows your team to work in cohesion and produce better results. Proficient project management is no easy feat, especially if we're working with a complex team of individuals, and firefighting problems to keep the project on track.

However, if we manage team effectively, we can transform team into greatest strength.

6.3 Conducting Self-Professional Assessment by SWOT Model:

A SWOT analysis is a tried-and-true method businesses use to identify internal strengths and weaknesses and external opportunities and threats. The assessment is included in any business worth because it provides critical information needed to create a strategic plan for growth.

Strengths	Threats
• Efficiency reduces expenses. • Experience / Skills. • Customer Service. • Working Relationship with Material Suppliers. • Knowledge of your Subcontractors.	• Inclement Weather. • Quarantine. • Economic Factors. • Small Area for Storage and Manipulation on the Construction Site.
Opportunities	Weaknesses
• Possibilities of Working on Future Projects. • Knowledge of Developing Trends. • Favorable Contract Terms. • The Possibility of Working on Future Projects.	• Inexperienced Workers. • Lack of Coordination. • Possibility of Injury at Work. • Resistance to New Methods of Working.

Table 6-1 SWOT analysis

CONCLUSIONS: Performing a SWOT analysis for our project is critical. By identifying our Strengths, Weaknesses, Opportunities, and Threats, we can have an adequate assessment of where we stand, what we need to improve.

7. Personal Integrity and Reliability

Integrity in the workplace comes in many forms, but above all refers to having upstanding character traits and work ethics including sound judgement, honesty, dependability, and loyalty. A well-known definition is: *Integrity is doing the right thing (through your words, actions and beliefs) when no one is watching.*

Having a high degree of integrity at work means that:

- Trustworthy and reliable.
- Practice and encourage open and honest communication.
- Responsible for actions.

7.1 Three Behaviors Contradict the Moral Integrity:

- Fake qualification & experiences.
- Lack of familiarity with professional standards.
- Time un-punctuality.

7.2 Analyze The Financial, Social, And Technical Influence, Of Such Above Behaviors:

- **Fake qualification & experiences:** Hiring those who have falsified their qualifications or lied on their CVs can lead to costly exposure to legal action, high staff turnover, lost revenue and public reputational damage which may take years to repair.
- **Lack of familiarity with professional standards:** With lack of familiar with standards will leads to low quality which lead to more cost for repair, to ensure that not happens again we have to perform courses learning for worker and all staff about standards to avoid loses.
- **Time un-punctuality:** The employee who is not have time punctual will lead to delay project tasks which will increase time & cost for each activity and delay project which can't reach millstone.

8. Personal 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 nonarchival discussion groups or online bulletin boards.

8.1 Prepare Register of Stakeholder:

The **Stakeholder Register** differs from Stakeholder Analysis as it is focused on each stakeholder's name and contact details rather than their power and interest or the engagement strategy to be used for that stakeholder.

Stakeholder Register						
Stakeholder Name	Category	Organization	Role or Job title	Phone numbers	Email address	Address
Ibrahim Moatsim	Internal	CEO	Project Sponsor	05678747		Heard Office
SAEED	Internal	Project Management	Project Manager	05678502		Site Office
End User	External	Customer sponsor	customer	0578952		Khobar city
Ahmed Alghamdi	Internal	Head management	VP of commercial	0135854		Head office
Suppliers	External	Procurement	Supplier	01245785		Head Office

Table 8-1 Stakeholder Register

8.2 Identify The Personal Communication and The Effective Communication:

Communication is one key element which has to be applied effectively throughout a project's life cycle from the beginning till the end. Hence, why is it that Project Managers are not communicating effectively?

Examples of **personal communication** include conversations, email, text messages, online chats or direct messages, personal interviews, telephone conversations, live speeches, unrecorded course lectures, memos, letters, messages from non-archived discussion groups or online bulletin boards, social media shared with "team" only.

By observing some relatively easy to remember questions and concerns related to communication, a project team can be more effective in communicating with their project stakeholders. **Effective communication** will generally lead to better outcomes and, therefore, a higher likelihood for overall project success.

The challenges a Project Manager has may include the following:

Stakeholders: A modest project will tend to have a number of people who need to know its progress and about any issues which crops up during execution.

Team Members: A project team is generally quite a diverse group of people. Project teams are usually thrust together to deliver a customized and unique benefit to an organization.

Ever Changing Situation: All projects are by nature fluid and ever changing. Hence a project manager has to consider the changes and challenges all the way until the end of the project and ensure that the team and stakeholders are fully up to date with issues and progress so that there will be no nasty surprises for them to discover later on.

Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact. Efficient communication means providing only the information that is needed' Hence, the project manager has to tailor the communication plan accordingly for each project. The plan should be maintained and updated throughout the project life cycle if there are any changes.

- Make use of technology.
- Keep cultural and language barriers in mind
- Understand who should get what information and how.

8.3 Identify Shapes, Models, and Channels of The Personal Communication.

Communication is the process of creating, interpreting, and negotiating meaning. Communication can be verbal, nonverbal, or textual. It can be aural, visual, or even physical. Although communication occurs in a variety of different ways, it is always a learned behavior.

Models of Communication

In order to explain the social process of communication, scholars have developed several models. The three most well-known models for communication are Linear, Interactional, and Transactional.

- **Linear Models**

Originally developed by (*Shannon & Weaver in 1948*), this model describes communication as a linear process. (See Exhibit) This model describes how a sender, or speaker, transmits a message to a receiver, or listener. More specifically, the sender is the source of the message.

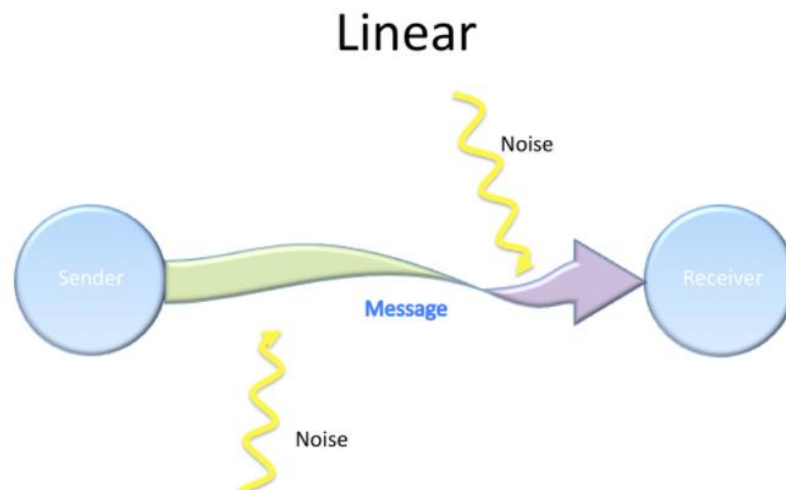


Exhibit 8-1 Linear Model

While the linear model was highly influential during the mid-20th century, this model is perhaps too simple. Its limitations are easy to see if you pause to think about the beliefs about communication, or assumptions, made in this model. First, this model assumes that communication only goes in one direction.

- **Interactional Models**

In the move to a more dynamic view of communication, interactional models follow two channels in which communication and feedback flow between sender and receiver. *Feedback* is simply a response that a receiver gives to a sender. (See Exhibit) Feedback can be verbal (i.e. “yes”) or nonverbal (i.e. a nod or smile).

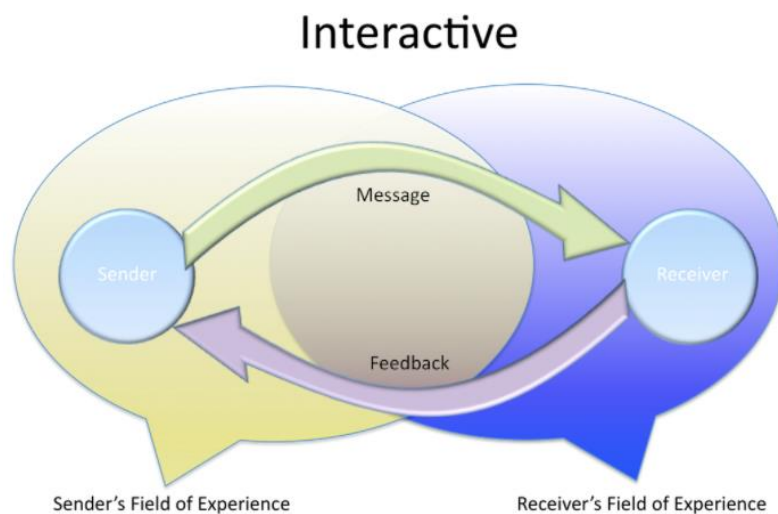


Exhibit 8-2 Interactional Model

The final feature of this model is the field of experience. The *field of experience* refers to how environment, experiences, culture, and even heredity can influence how a sender constructs a message. Keep in mind that each person brings a unique field of experience to an interaction. Likewise, each communication interaction is unique.

While the interactional model is more dynamic than the linear model, it still contains some limitations. For instance, this model implies that while people can be both senders and receivers, they cannot do so simultaneously. In lived communication, roles are not quite so clear-cut and in fact are much more fluid.

- **Transactional Models**

The transactional is the most dynamic of communication models. One notable feature of this model is the move from referring to people as senders and receivers to referring to people as communicators. This implies that communication is achieved as people both send and receive messages. (See Exhibit) Fundamentally,

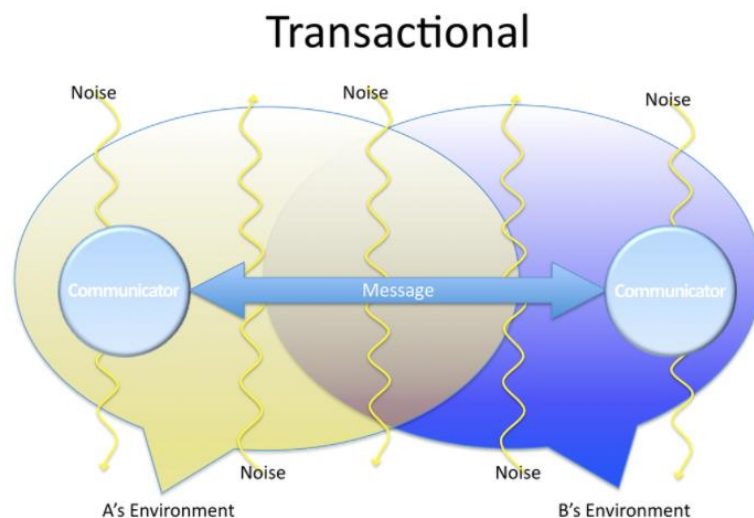


Exhibit 8-3 Transactional Model

This model also places more emphasis on the field of experience. While each communicator has a unique field of experience, they must also inhabit a shared field of experience. In other words, communicators must share at least some

degree of overlap in culture, language, or environment if people are to communicate at all. This model also recognizes that messages will influence the responses, or subsequent messages, produced in the communication interaction. This means that messages do not stand alone, but instead are interrelated. The principle of interrelation states that messages are connected to and build upon one another. The transactional model forms the basis for much communication theory because (1) people are viewed as dynamic communicators rather than simple senders or receivers, (2) there must be some overlap in fields of experience in order to build shared meaning, and (3) messages are interdependent.

- **Communication Channels**

Communication channels show the way information flows between stakeholders. Based on the number of people that talk to each other in a project, you calculate the number of communication channels.

We can represent it numerically using **$n(n - 1) / 2$ formula.**

Not every communication channel is made equally. While each one has its own benefits, there are some forms of communication that are naturally richer and allow you to have deeper conversations, and others that make room for productivity-increasing tools. Below, we'll give you a thorough look at seven strong channels for business communication and how they can best be utilized.

- 1. Face-to-face communication**
- 2. Video conferencing**
- 3. Phone calls**
- 4. Emails**
- 5. Text messages**
- 6. Online messaging platforms**
- 7. social media**

Customer communications can include letters, catalogues, direct mail, emails, text messages, and telemarketing messages. Some receivers automatically filter bulk messages like these.

Conclusion:

Different communication channels are more or less effective at transmitting different kinds of information. Some types of communication range from high richness in information to medium and low richness. In addition, communications flow in different directions within organizations. A major internal communication channel is email, which is convenient but needs to be handled carefully. External communication channels include PR/press releases, ads, websites, and customer communications such as letters and catalogues.

8.4 Communication Matrix:

A **communication matrix** is a document summarizing the communication management plan for a project. To remain effective, the communication matrix must be accessible to all stakeholders and updated throughout the project. Let's look at one way a matrix can be formatted.

Communication	Format	Frequency	Owner	Distribution	Escalation
Weekly Status update	E-mail	Once a week	PM	All project team	CEO
Action items	Video conference	Once every 2 weeks	PMO	Concern team	PM
Budget usage	Face to face & email	weekly	Finance manager	CEO, VP & PM	CEO
Risk register update	Face to face & conference	monthly	Risk Manager	All project team	PM & CEO
Kickoff meeting	Face to face	once	PM	Project team Project sponsor Stakeholders	CEO
Project team meeting	Face to face & conference	weekly	PM	Project team	PM
Technical & Creative Design Meetings	In person / Face-to-face	As needed	Technical lead	Technical team	PM
Monthly Project Status Meetings	Face-to-face /Conference call	Monthly	Project manager	Project manager & Stakeholders	PMO
Project Status Reports	Email	Monthly	Project manager	Project manager & Stakeholders	PMO & CEO

Table 8-2 Communication matrix

In project management, a **communication plan** is an outline of how we are going to communicate important, ongoing project information to key stakeholders. Your communication plan will help your team understand who should be getting which notifications and when to loop in project stakeholders. As part of our communication plan, you'll clarify which channel stakeholders should use and when, how frequently different details should be communicated, and who is responsible for each of the different channels.

Sharing a communication plan can give our team clarity about which tools to use when and who to contact with each of those tools. Without a communication plan, you might have one team member trying to ask questions about work in a tool that another team member rarely checks.

COMMUNICATIONS MANAGEMENT PLAN					
Stakeholder	Communication type	Method	Timing Or Frequency	Sender/owner	Agenda
Customers	Update meeting	Email and on website platform	End of year	Project manager	Update what was done last year.
Project team	Project team meeting	Face to face & email	Weekly	Project manager	Update what was done last week? Update what is plan for next week?
Project Manager	PMO	Email and on website platform	Weekly	SR. Engineer	Update what was done last week.
Project Sponsor	CEO Meeting	Email and on website platform	Monthly	Project Manager	Update what was done last month.

Table 8-3 Communications Management Plan

8.5 Wrong Scenarios of Communication:

A common denominator in challenged projects is poor communication. What are the results? Stakeholders make bad assumptions. Team members don't trust one another. Work has to be redone. Example of wrong communications:

- **Giving stakeholders irrelevant information.**

Some project managers email the project documents to all stakeholders including the project schedule, budget, process improvement plans, weekly status reports, project risks, and stakeholder analysis, to name a few. What do you think the stakeholders do? Yes, most ignore the email and miss critical information.

- **Not planning project meetings.**

How often have we attended a project meeting and left mumbling—what's was that all about? **Many meetings are a complete waste of time.** Why? Little thought in the planning.

- **Assuming That Your Message Has Been Understood.**

Always take time to check that people have understood your message. For example, when you send out an email, you could encourage people to respond with questions or to reply, if they haven't understood part of your message. Or, if you've given a presentation, build in time for people to discuss your main points or leave time for questions at the end.

- **Avoiding Difficult Conversations**

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

Preparation is the key to handling difficult conversations. Learn to give clear, actionable feedback, and use tools such as the Situation – Behavior – Impact technique to encourage your people to reflect on their behavior.

- **Delivering Bad News by Email**

Would you announce layoffs to team by email or IM? If you did, you could upset everyone! Written communication channels don't allow you to soften difficult messages with nonverbal cues (such as body language), and they don't allow you to deal immediately with intense emotions.

9. Relationships and Engagement

Project relationships are those relationships that occur between the project manager and the project's stakeholders as well as those that occur among the project stakeholders themselves.

The goal of stakeholder relationship and the management of those relationship is to try to get individuals who are committed to the outcome, rather than people who are merely compliant with your goals.

In other words, we don't want people who will just be there to be there. We want people who will help champion the effort. We really want to focus on the outcome.

9.1 Stakeholder Engagement Assessment Matrix:

Consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders, if applicable). The columns indicate the level of engagement. suggests the following classification:

Each stakeholder falls under one of the following five categories, depending on the level of support for the project:

- **Unaware:** Stakeholders are unaware of the project and its potential impacts.
- **Resistant:** Stakeholders are aware of but not supportive of the project.

- **Neutral:** Stakeholders are aware of the project but they don't have an opinion regarding their support for it.
- **Supportive:** Stakeholders are supportive of the project & wish it to succeed.
- **Leading:** Stakeholders are actively engaged in project success and are willing to lend assistance to help it succeed.

Stakeholder	Strength/Interest	Unaware	Resistant	Neutral	Supportive	Leading
Project Sponsor	High/High				C	
Project Manager	High/High				C	C
VP Commercial	Low/High			D		
Customer	Low/Low				C	
Project Team	Low/High		D		C	
Suppliers	Low/Low		D		C	
Quality Team	Low/High				C	

Table 9-1 Stakeholder Engagement Assessment Matrix with Desired (“D”) And Current (“C”) Levels of Engagement Per Stakeholder.

10. Leadership

Leadership in project management is an essential skill for steering the project to a successful completion. Like leadership in other areas of business, leadership in a project context require to demonstrate a range of competencies and behaviors. From directing the team to project governance, leadership is fundamental to ensuring your projects deliver a great result.

Leadership may be a concept, which is put into operation by the individuals in their personal and professional lives. so as to implement this idea in an efficient and worthwhile manner, the individuals have to acquire an understanding in terms of meaning and significance of leadership.

10.1 The Leadership Model:

In our project we prefer to use **Autocratic leadership** which will be a style of project management during project which one leader or member of the organization takes decisions on behalf of the corporate. this sort of leadership style is seen mostly in businesses which are relatively small with fewer employees. this kind of leadership style is effective in our organizations where the character of labor requires quick decision-making.

10.2 Reasons for Use Autocratic Leadership Model:

Autocratic leaderships are helpful in situations where a business faces constant change or a crisis. it'll be ready to react to matters promptly compared to other leadership styles, thanks to streamlined organizational structure and quick

decision-making ability. The purpose of leadership is to guide the people in a very corporation to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals. Leadership can be endless process. A pacesetter possesses to guide his employees anytime and also monitor them to make sure that their efforts have gotten within the identical direction which they are not deviating from their goals.

Autocratic style effects Also known as authoritarian leadership, *Milgron* said autocratic style clearly defines the division between leaders and workers. Autocratic leaders make decision with little or no involvement from employees. These types of leaders are more confident about and comfortable with the decision-making responsibility for the strategy plans and company operating. Although research indicates that autocratic leaders display less creativity than more contemporary (new) styles.

(The autocratic style is adequate) When new employees are not familiar and don't have sufficient to know the way about their jobs responsibilities If the worker constantly misusing their authority When company rules are violated by employees When the sole real person who wrote it for a decision-making and implementing.

Advantages of Autocratic Leadership:

- It allows for fast decisions to be made
- It improves overall communication.

- It improves productivity
- It handles crisis situations effectively.
- It reduces employee stress
- It counters team inexperience

10.3 Proposals for The Motivation Methods That Are Compatible with The Nature of The Project:

Our people may have all the expertise in the world but, if they're not motivated, it's unlikely that they'll achieve their true potential. On the other hand, work seems easy when people are motivated. Motivated people have a positive outlook, they're excited about what they're doing, and they know that they're investing their time in something that's truly worthwhile. In short, motivated people enjoy their jobs and perform well. All effective leaders want their organizations to be filled with people in this state of mind. That's why it's vital that you, as a leader and manager, keep our team feeling motivated and inspired. But of course, this can be easier said than done!

There are two main types of motivation – extrinsic and intrinsic.

1) Extrinsic motivation is when you use external factors to encourage your team to do what you want. Pay raises, time off, bonus checks, and the threat of job loss are all extrinsic motivators – some positive,

- **Money / Power**

Want to 'move up' in the organization or earn higher wages.

- **Recognition**

Often motivated most by acknowledgement of those in power.

- **Interpersonal Relationships**

Relationships with co-workers and a cooperative atmosphere are valued.

2) Intrinsic motivation is internal. It's about having a personal desire to overcome a challenge, to produce high-quality work, or to interact with team members you like and trust.

- **Autonomy / Interesting Work**

Prefer the excitement of new and innovative endeavors.

- **Purpose**

Need to feel that their work is beneficial to the causes they care about.

- **Mastery / Exploration**

Personal achievement, problem solving opportunities, and creative endeavors are sought.

❖ **Proposal to motive project team:**

1. Set Clear & Realistic Project Goals.
2. Direct with Your Team Members.
3. Positive in Meetings.
4. Conduct Regular Reviews.
5. Encourage Team Interactions.
6. Respect their time.

11. Teamwork

Great teamwork in project management achieves three very important goals:

- Projects are completed on time and in full
- Individual team members feel more satisfied with their roles which gives them extra motivation to perform
- A well-oiled team contributes to a healthy work environment.

And when you combine all three, you get a recipe for long-term success.

A great team is especially important can help us to work through the process and bring home a successful project.

11.1 RACI model for 3 administrative measures of the project:

A RACI chart, is a type of responsibility assignment matrix (RAM) in project management. In practice, table that lists all stakeholders on a project and their level involvement in each task, denoted with the letters R, A, C or I. Once these roles are defined, assignments can be attributed to the roles and work can begin.

- **Responsible:** People or stakeholders who do the work. They must complete the task or objective or make the decision.
- **Accountable:** Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete.

- **Consulted:** People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.
- **Informed:** People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions.

Task	Project sponsor	Project Manager	VP Commercial	Project Team	Supplier
Feasibility study	R	R	A	I	
Financial Plan (Fund)	R	A	A		
Project Design	C	R	A	C	I
Assign Contactors	A	R	A	I	I
Test verifying		R	C	C	I
Closure Report	I	R	A	R	I

Table 11-1 RACI model

12. Conflict and Crisis

12.1 Conflict and Crisis Definition:

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.

Crisis in business organizations results to the arousal of two or more strong motives that cannot be solved together.

This type of situation is termed an approach-avoidance crisis. Organizationally, crisis exists when the reduction

of one motivating incentive involves an increase in another, so that a new adjustment is demanded. According to

Amesi (Forthcoming), crisis are not all equally severe.

Conflict is a natural ingredient in every organization. And to understanding the conflict:

- Conflict is normal and healthy (if managed appropriately).
- Conflict arises from differences.
- Conflict can either stimulate or hinder progress, growth, and productivity.
- Conflict that is mismanaged can derail leaders and limit their efficacy.

- Conflict cannot and should not be avoided forever.
- Leaders have ways in which they prefer to handle or resolve conflict.

12.2 Scenarios of The Conflicts Events in May Happen In The Project:

Conflicts between coworkers or suppliers & client or vendors may arise because of different work styles and personal habits. They can also arise from personal prejudices and cultural differences.

- 1. Conflict over cost** is conflict over cost estimates from support areas regarding work breakdown
- 2. Conflict over man power resources** is Conflicts concerning staffing of project team with personnel from other areas.
- 3. Conflict over technical options and Performance** is Disagreements over the technical issues, performance specifications and trade-offs.
- 4. Conflict over administrative procedures** is Managerial and Administrative oriented conflict over how the project will be managed.
- 5. Conflict over project priorities** is View of project participants will differ over sequence of activities and tasks.

12.3 Optimal Strategies to Deal with Each Conflict, And Reason of Preference:

Conflict resolution is a daily occurrence at work that can either propel or disrupt the momentum for a leader, a team or the entire organization. The workplace can become a toxic environment when leaders allow conflict to fester rather than confront it head-on. Managing conflict can be a tricky thing – especially when we are not familiar with the larger ecosystem in which the particular individual or department creating the conflict, and how efforts to resolve conflict will reverberate throughout that ecosystem.

There are five general techniques for resolving conflict. Each technique has its place and use:

- **Withdraw/avoid.** Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
- **Smooth/accommodate.** Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.
- **Compromise/reconcile.** Searching for solutions that bring some degree of satisfaction to all parties in to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.
- **Force/direct.** Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency. This approach often results to a win-lose situation.

- **Collaborate/problem solve.** Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.

The optimal strategies to deal with each conflict, and the reason of preference.

1	Conflict over cost is conflict over cost estimates from support areas regarding work breakdown.		
	Style	Description	Effects
	Confronting/ Problem Solving	Treats conflict of over cost as a problem to be solved by examining alternatives.	Provides ultimate resolution
We use solving here <u>because</u> it provides final solutions by ultimately resolving the underlying problems. In most cases, confronting or problem-solving may take longer than other techniques.			

2	Conflict over man power resources is Conflicts concerning staffing of project team with personnel from other areas.		
	Style	Description	Effects
	Collaborating	Incorporates multiple viewpoints and insights from differing perspectives leads to consensus and commitment	Provides long-term resolution
We are use collaborating here because it offers a good opportunity to learn from others. Active collaboration by both parties in contributing to the resolution makes it easier to get their consensus and commitment.			

3	Conflict over technical options and Performance between quality & execution team is Disagreements over the technical issues, performance specifications and trade-offs.		
	Style	Description	Effects
	Forcing	Pushes one view-point at the expense of others; offers only win-lose solutions	Hard feelings may come back in other forms
We use forcing because it takes less time than compromise and negotiation but it leaves hard feelings because people dislike having others' views imposed on them. Conflict resolved by force may develop again and haunt the enforcers at a later date. Although forcing definitely resolves the conflict quickly.			

4	Conflict over administrative procedures is Managerial and Administrative oriented conflict over how the project will be managed.		
	Style	Description	Effects
	Compromising	Searches for the bargains for solutions that bring some degree of satisfaction to all parties	Does provides definitive resolution
We use compromising because it involves considering various issues, bargaining, using tradeoff negotiations and searching for solutions that bring some degree of satisfaction to both parties involved in the conflict. In this mode, neither party wins but both get some degree of satisfaction out of the situation.			

5	Conflict over project priorities is View of project participants will differ over sequence of activities and tasks.		
	Style	Description	Effects
	Forcing	Pushes one view-point at the expense of others; offers only win-lose solutions	Hard feelings may come back in other forms
We use forcing because it takes less time than compromise and negotiation but it leaves hard feelings because people dislike having others' views imposed on them. Conflict resolved by force may develop again and haunt the enforcers at a later date. Although forcing definitely resolves the conflict quickly.			

Factors that influence conflict resolution methods include:

1. Importance and intensity of the conflict,
2. Time pressure for resolving the conflict,
3. Relative power of the people involved in the conflict,
4. Importance of maintaining a good relationship, and
5. Motivation to resolve conflict on a long-term or short-term basis.

12.4 Root Cause Analysis For Each Conflict:

Root cause analysis is a structured team process that assists in identifying underlying factors or causes of an adverse event or near-miss. Understanding the contributing factors or causes of a system failure can help develop actions that sustain the correction.

A cause-and-effect diagram, often called a “**fishbone**” diagram, can help in brainstorming to identify possible causes of a problem and in sorting ideas into useful categories. A fishbone diagram is a visual way to look at cause and effect.

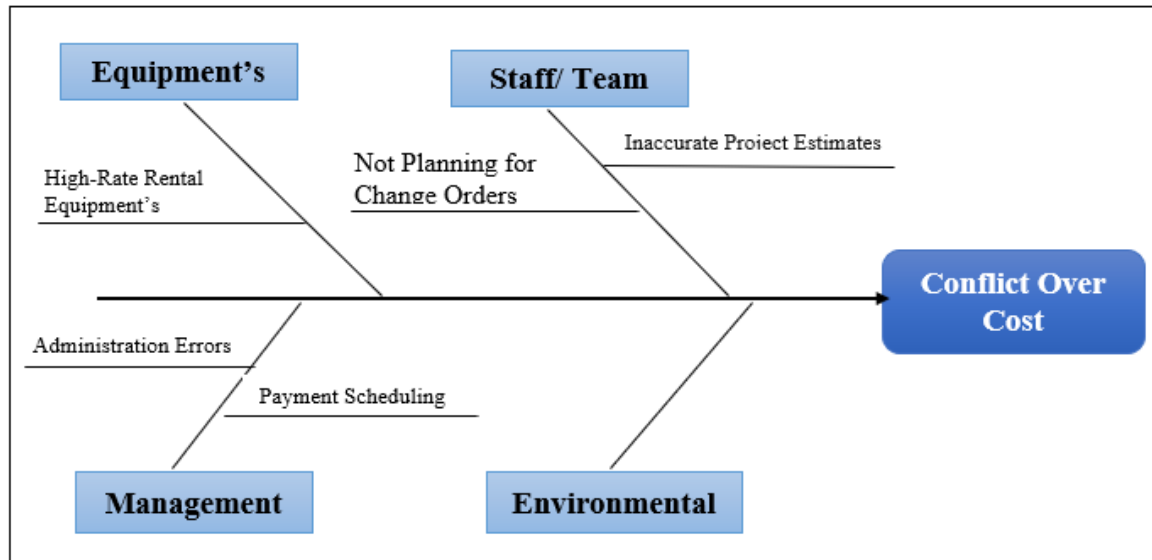


Exhibit 12-1 **Conflict Over cost Root analysis**

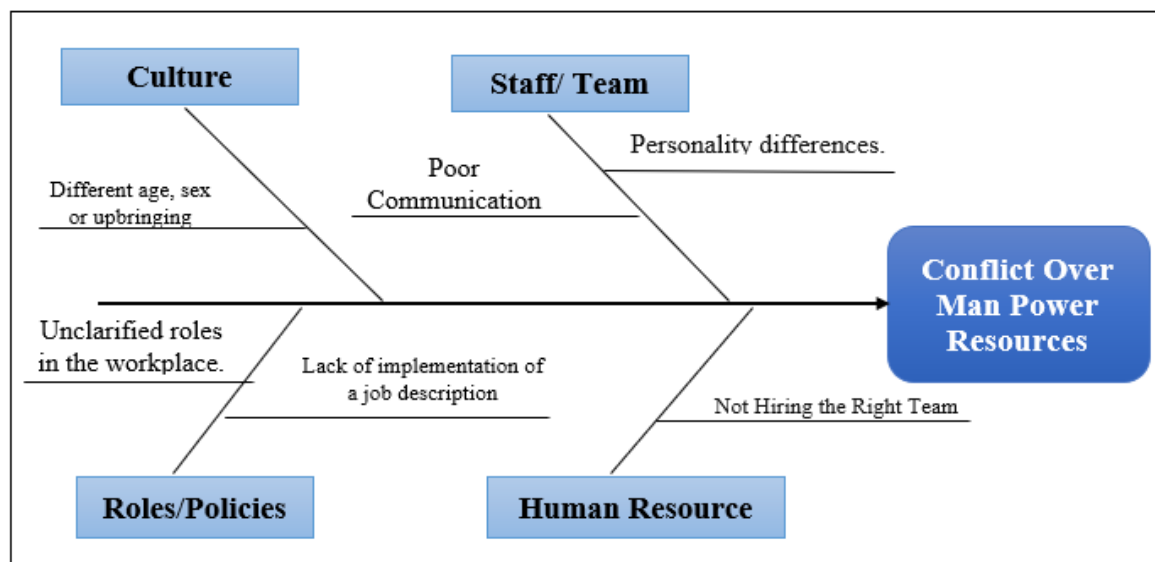


Exhibit 12-2 **Conflict Over Man Power Resource Root analysis**

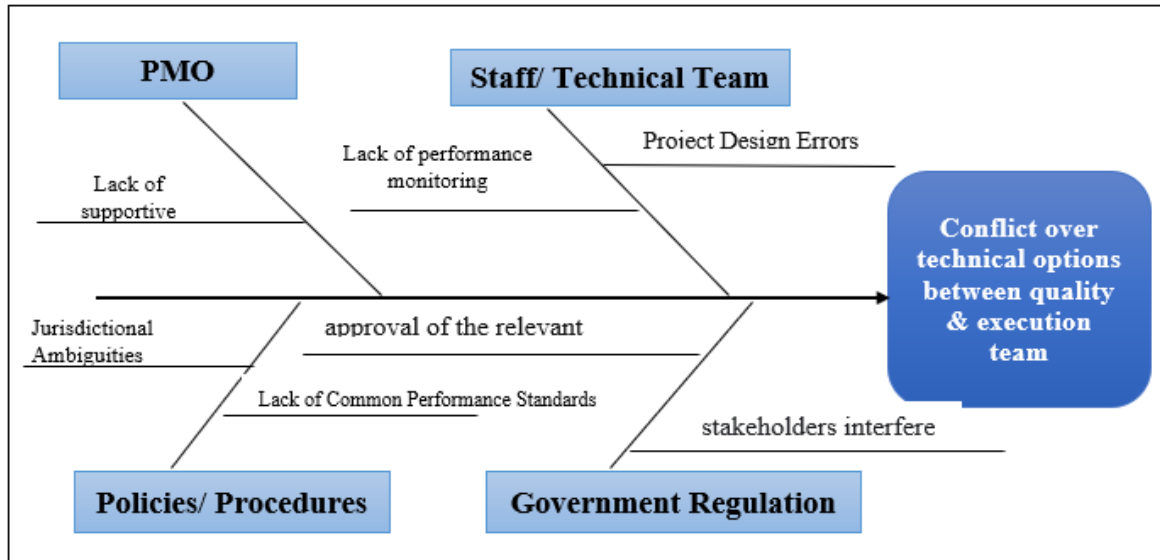


Exhibit 12-3 **Conflict over technical options and Performance Root analysis**

Now: Analyze our Diagrams

By this stage we should have a diagram showing all of the possible causes of the problem that we can think of.

Depending on the complexity and importance of the problem, we can now investigate the most likely causes further. This may involve setting up investigations, carrying out surveys, and so on. These will be designed to test which of these possible causes is actually contributing to the problems.

13. Resourcefulness

Resourcefulness is defined as the ability to apply various techniques and ways of thinking to defining, analyzing, prioritizing, finding alternatives for and dealing with or solving challenges and problems.

13.1 Distributing of The Human Resources on The Functions:

Human Resources in Project Management focus on Project Team recruitment, organization and management until the end of a given project. Its role starts from defining core competencies which are going to be needed, to team building and motivation. The interest is to understand how an executive function can impact Project Management. It is as interesting as Human Resource is a function for which I feel a particular affection.

- **Allocating of tasks to human resources:**

Allocating resources is scheduling and coordinating of resources so that they arrive on-site as needed and are removed or transported out of the working location when not needed. Also included with it is the way of transportation if the company decide to give daily transportation to its labor. When performed properly, it is the effective and efficient utilization of all resources that will make sure the resources usage to the maximum possible to gain the results intended as saving the time, cost and cost of quality will be great if the right resources are allocated correctly on the right time and to the strength of the individuals and their capabilities. It is the most important goal of resource allocation is to

maintain sufficient allocation for the tasks to go in a smooth matter with as less cost and waste as possible and ways to cause delays to tasks which by human resources allocated are:

- **Allocating more resources:** allocating more people than needed to a task will result in less utilized resources which will increase the costs for the task per unit of time and in some extreme scenarios will cause delays due to lack of performance from some workers.
- **Allocating less resources:** allocating less resources than needed to a task will result on low amount of production for the workers which means less being produced per unit of time.
- **Allocating new resources:** some time higher management or the client demands to increase resources to achieve a dead line or a milestone but that is not the case sometimes, as allocating new people especially in time constrained tasks will cause delays as the old crew will take of their valued time to teach the new workers and allocate them, that will cause delays to the intended deadline plus additional costs of the new allocated resources.

Description of the project team roles and their responsibilities due to project:

Role	Responsibility	Period
Project Sponsor	Provides funding for the project (initial funding, additional funds)	Week 1
	Approves changes to scope, as required.	Week 2
	Approves Project Charter and subsequent documentation	Week 3
Steering Team	Provides high-level direction and input	Week 4
	Helps support the resource needs	Week 5
Project Manager	Facilitates the development of the Project Charter and any other documentation in collaboration with the project team and resource managers.	Week 6
	Facilitates the identification of project resource requirements and works with resource managers and the project leader to construct project teams	Week 7
	Facilitates regular core team meetings to review issues, project risks, and monitor project progress.	Week 8
	Creates regular status reports and distributes to project team.	Week 9
Team Member	Performs assigned activities once the schedule is approved	Week 10
	Communicates project risks and escalates issues to team lead	Week 11
	Attends and actively participates in team meetings.	Week 12
Quality Manager	Meeting with clients to understand their business needs	Week 13
	Developing company quality procedures, standards, and specifications	Week 14
	Matching processes with standards	Week 15
	Coordinating activity required to meet quality standards	Week 16
	Conducting internal audits and inspections	Week 17

Site Engineer	checking technical designs and drawings to ensure that they are followed correctly.	Week 18
	Supervising Contracted Staff.	Week 19
QA/QC Test engineers	Gather product requirements (functionalities, speed, safety standards)	Week 20
	Inspect raw materials and machinery to identify defects and malfunctions	Week 21
	Run quality controls on components and final products	Week 22
	Analyze test results, detect issues and track root causes	Week 23
Cost Manager	Provide cost information to support decision and alternative selection	Week 24
	Evaluate contractor invoices prior to submission into Finance for pre-approval	Week 25
	Provide forecasts and cash flow analysis	Week 26
	Maintain and manage the cost report and provide regular updates on financial position	Week 27
Procurement manager	Procurement process optimization.	Week 28
	RFP management.	Week 29
	ROI analysis.	Week 30
	Supplier evaluation and selection.	Week 31

Table 13-1 Distribution of Human Resources on The Functions.

13.2 Analyze The Influence Of Conducting Crashing and Fast-Tracking Process:

❖ Crashing

The PMBOK Guide, 6th edition, defines crashing as a technique used to shorten the schedule duration for the lowest incremental cost by adding resources.

In crashing, we review the critical path activities and find ones that can be completed early with extra resources, providing the highest compression with the least cost. In other words, we add labor, resources, anything you can to speed up the process, crashing the activities. Financial Cost, A few examples of crashing techniques are:

- Overtime
- More resources
- Monetary rewards

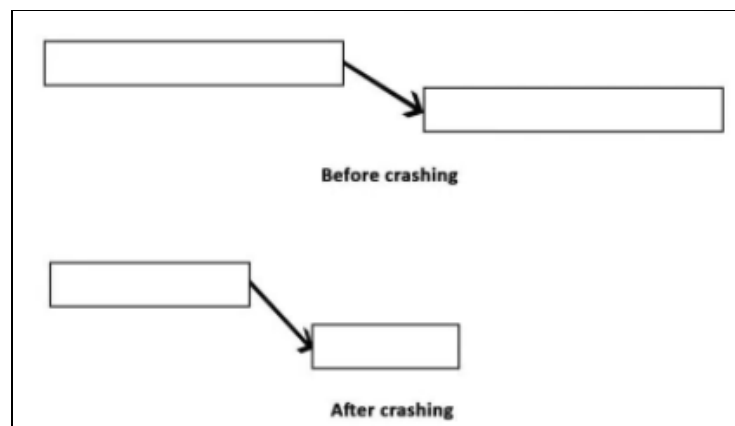


Exhibit 13-1 Crashing

❖ Fast-Tracking

The PMBOK Guide, 6th edition, defines fast-tracking as a schedule compression technique in which activities or phases normally performed in a sequence are done in parallel for at least a portion of their duration.

In fast-tracking, we review the critical path and list all vital activities. Then you analyze and determine which ones can be performed partially or fully parallel with other activities. To compress the schedule, project managers start with fast-tracking because it does not cost more. However, it increases risk as activities are overlapping.

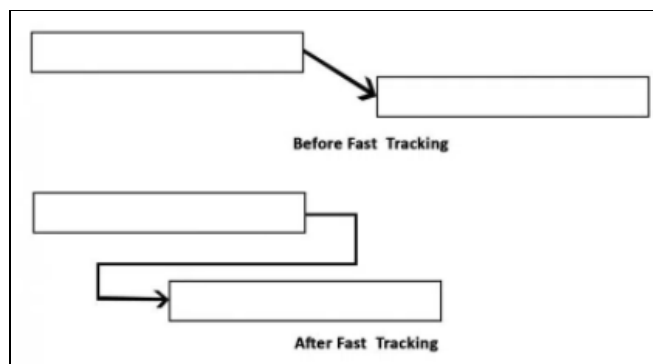


Exhibit 13-2 **Fast Tracking**

To analyze the influence of conducting **Crashing by adding resourcing** (Over Time) + (Adding Manpower) process to faster the functions we have result as below table:

	Project Sponsor			Steering Team	Project Manager				Team Member			Quality Manager				Site Engineer	QA/QC Test engineers				Cost Manager	Procurement manager																																																																																											
	Function				1	2	3	4	5	6	7	8	9	10	11		12	13	14	15		16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																																																																												
	Provides funding for the project (initial funding, additional funds)			Approves Project Charter and subsequent documentation	Approves changes to scope, as required.	Helps support the resource needs				Provides high-level direction and input				Facilitates the development of the Project Charter and any other documentation in collaboration with the project team and resource managers.				Facilitates the identification of project resource requirements and works with resource managers and the project team to allocate project resources.				Facilitates regular core team meetings to review issues, project risks, and monitor project progress.				Creates regular status reports and distributes to project team				Performs assigned activities once the schedule is approved				Communicates project risks and escalates issues to team lead				Attempts and actively participates in team meetings.				Meeting with clients to understand their business needs				Developing company quality procedures, standards, and specific roles				Coordinating activity required to meet quality standards				Conducting internal audits and inspections				Checking technical designs and drawings to ensure that they are followed correctly.				Supervising Contracted Staff				Analyze test results, detect issues and track root causes				Run quality control on components and final products				Inspect raw materials and machinery to identify defects and malfunctions				Guide product requirements (functionalities, speed, safety standards)				Provide cost information to support decision and alternative selection				Evaluate contractor invoices prior to submission into Finance for pre-approval				Provide forecasts and cash flow analysis				Maintain and manage the cost report and provide regular updates on financial position				Procurement process optimization.				RFP management.				ROI analysis.				Supplier evaluation and selection.			
	Week			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																																																																															
	Normal			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1																																																																															
	Crashing			3	2	4	3	5	2	4	4	4																																																																																																					

Table 13-2 Crashing of functions

Crashing typically increases project costs as additional resources are used while fast tracking increases the risk of rework as activities are started before their predecessors are completed.

Using crashing because we need to meet fixing handover homes to end-user. The reason to have crashing cause of pandemic of COVID-19 which is delay the work specially documentation & procedures requirements.

14. Negotiations

Negotiation is a field of knowledge that focuses on gaining the favor of people from whom we want things, Negotiation is a process for resolving conflict & Negotiation takes place when two or more people, with differing views, come together to attempt to reach agreement on an issue.

“Negotiation is about getting the best possible deal in the best possible way.”

Negotiations can take place at any time in the project lifecycle and may be formal or non-formal.

Formal negotiation implies an agreement through contracts and formal documents, while **informal negotiations** include debates to resolve a conflict between team members, for instance.

In project management, the **negotiation process** is divided into phases and include:

- **Planning:** the preparation of all relevant information necessary for the discussion.
- **Debate:** here the key issues are examined and discussed.
- **Proposal:** the creation of the proposal as a way of solving the problem presented.
- **Revision:** this can include negotiating compromises before an agreement is formalized and before the information is shared throughout the organization.

14.1 General Rules for The Negotiation Process:

As project we have to following clear rules of negotiation based on clear principle of negotiation which is defined by four points:

Principle of Negotiation	
1. Separate people from problem	• Remember that people are human. • Emotions can become entangled with the problem and can set 'positions. • Try to understand their perceptions. • Don't assume you know how they feel. • Be able to see it from their side. • Openly discuss different perceptions. • Don't blame people for problems.
2. Focus on interests, not positions	• Interests can inform positions. • Look at interest from their perspective. • Sharing interests can show both sides not as opposed as initially thought. • Seek to understand their needs and wants. • Money is NOT the most important driver, sometimes there are human needs. • Openly discuss and understand interests.
3. Invent options for mutual gain	• When stuck, sit back and be creative in generate new ideas. • Encourage looking at the bigger picture. • Don't think your offer or view is the only solution. • Step back from positions and refocus on interests. • Try and solve each other's' problems. • Be prepared to lead and encourage brainstorming
4. Insist on using objective criteria	• Bring standards of fairness or scientific merit to problems. • Use recent comparisons or guides. • Be specific with facts. • Refer to original aims and ideal outcomes. • Review limitations, scope or authority and autonomy. • Develop specific criteria where needed.

Table 14-1 Principle of Negotiation

The rules are adopted into a belief system and the more they are practiced, the more readily they become internalized and result in natural action. Now we have rule of negotiation due to project as below:

Rule	Project Management Example
Be patient	Dealing with a team member who is underperforming—and perhaps defensive—may be uncomfortable for a project manager, so the tendency is to get the encounter over with as quickly as possible
. Be positive	A principle of persuasive influence is to deal with people you like. A positive attitude with project sponsors helps build confidence and credibility in their minds.
Gather information	Clients or customers have challenges that may be addressed by the outcome of your project. Ask probing questions about what they are doing...and listen to the answers.
Know the status	Project managers are closest to the action on most projects and have significant status attributable to the information they possess. Other stakeholders have status via the authority they have to allocate resources or dispense funds.
Limit your authority	Try to negotiate with the decision-maker so you deal with them directly and get agreement quickly. When you are the decision-maker, have someone else negotiate on your behalf so you cannot be pinned down by hard core negotiating tactics.
Know your bottom line	Negotiations with the higher priced vendor proceed in order to get a lower price or arrange terms that fall within the budget limit. Use the

	limit to stand firm, negotiate with due diligence, and fall back on the other vendor if not successful.
Be prepared	Have a risk management plan that provides advance notice of technology that may not work or tasks that take longer than planned. Clear trigger points invoke contingency plans calling for negotiations on the pros and cons of various options, leading to quick resolution.

Table 14-2 Rule of Negotiation

14.2 Negotiation Plans:

Negotiation planning and preparation for a major contract negotiation means Prepare thoroughly. One of the most basic mistakes you can make when negotiating is to come to the negotiations without adequate preparations, set clear goals, understand how the other party operates, choose when and to negotiate, know what you want to negotiate and get everything in writing.

❖ Negotiation Plan 1 (Negotiate the right deal with suppliers)

Negotiating the right deal with suppliers doesn't necessarily mean getting what we want at the cheapest possible price Both sides should conclude a negotiation feeling comfortable and happy with the agreement. Negotiations can be unsuccessful if either side feels forced into a corner.

This guide sets out how to negotiate a deal, including setting your objectives, understanding your supplier's position and using the right tactics.

➤ Setting Objectives When Negotiating with Suppliers:

There's a range of key considerations you need to bear in mind when setting objectives for purchase negotiations. These might include:

- price
- value for money
- delivery
- payment terms
- after-sales service and maintenance arrangements
- quality

➤ Understand Supplier:

By conducting some basic research into a potential supplier, we can work out how valuable business is to them. bargaining power increases in direct proportion to your potential supplier's need for business.

If the supplier runs a near, it is likely to have the upper hand because:

- It has enough business already
- only have a few other sources to select from

➤ Developing A Negotiating Strategy:

It's essential to plan your strategy in writing before beginning negotiations. This will help you set clear goals and work out where you will draw the line and walk away from the deal.

Start by defining what your priorities are, such as low price, high specification goods or a specific delivery schedule.

➤ Negotiating Team:

Once we've set out our strategy, it is also essential to get your negotiating team right. Make sure it has skills in all the necessary areas.

➤ Conduct Negotiations:

Before we start negotiating, state the aspects of the deal you're happy with and the points we want to discuss. Ask the supplier to do the same.

Make sure both sides are satisfied with what is being negotiated. Get the supplier to restate any discounts offered and payment terms. Keep these key bits of information to hand.

➤ Negotiating on Price:

Some price negotiating techniques will be familiar if you've ever bartered at a market.

Never accept the first offer - make a low **counter-offer** in return. The other party is likely to come back with a revised figure. Always ask what else they can include at the given price.

If the price is suspiciously low, ask yourself why. Are the goods of sufficiently high quality? Do they really offer value for money? What will after-sales service be like?

We can also try to make the asking price look high by exposing any ongoing costs. Ask about repair costs, consumables and other expenses. If the current state of the supplier's market means prices are falling, point this out.

❖ **Negotiation Plan 2 (Negotiate to hiring Construction Contractor)**

Negotiating during the contract phase can be a bit nerve-wracking. In most cases, the owner already has what they say they're willing to offer clearly outlined, and they're attempting not to show a soft spot in the armor. But, just the mere act of pushing back can be enough to open some discussion.

utilizing the following tips will help us negotiate our future construction contracts.

➤ Know the state laws:

Many times, just having more knowledge of the state laws than the owner can give us a significant boost in negotiation juice. If an owner isn't aware of the laws governing contract language in state.

➤ Be honest about the risk

Risks abound on typical construction projects. Owners like to manage that risk by shifting as much of it as possible. And neither the owner wants to pay the sub for that risk their taking.

➤ Clarify the change order process

Change orders can be a point of contention, especially for inexperienced or owners who don't understand how they work. If the contract doesn't explicitly state the change order process, it's best to nail it down in a contract revision.

➤ Decide On What Techniques to Use:

Review what techniques would be useful in this negotiation. This involves planning a great location for the discussion: a noisy open office isn't the best place to be asking for a pay increase.

➤ Make the process feel collaborative:

A successful negotiation is not about winning and losing. It's about both parties walking away from the table feeling good about the deal. The best way to ensure the owner feels good is by making the process feel as collaborative as possible.

Conclusions

Ultimately, negotiation is an excellent project management tool and is critical to getting the best out of any situation.

Negotiation goes beyond reducing or increasing the price of an offer and is a necessary tool in the daily activities of the project manager.

Like all soft skills, knowing how to hold engaging conversations that translate into good results for both parties is something that can always be improved over time.

With the right knowledge, structures and techniques, any project manager will be able to approach negotiations knowing how best to target the project and the organization in general.