

Project Name



Group NO. (16)

Prepared by

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

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

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Table of contents

Contents	Page Number
1. Strategy	6
1.1 Mission	6
1.2 Vision	6
1.5 Develop the Project Charter	8
1.5.1 Project Overview	9
1.5.2 Project Objectives	9
1.5.3 Project Benefits	10, 11
1.5.4 High level Scope	11
1.5.5 Project Main Phases/Deliverables	12
1.5.6 Major Stakeholders	12
1.5.7 Constraints Assumptions	12
1.5.8 Assumptions	13
1.5.9 Risks	13
1.5.10 Budget	14
1.5.11 Key success factors	14, 15
1.5.12 Acceptance criteria	16, 17
2.2 To identify the practical and scientific bases, which adopted in developing the structure	18, 19
5. Culture and Values	26
5.1 To identify the culture of the organization	26
5.2 To provide proposals of the organization values that can be adopted	26
6. Self – reflection and self - management	27
6.1 To specify "3" personal behaviors of the student that can influence on the project	27
6.2 To study such behaviors, identify their reasons and how they can be eliminated	28
6.3 To conduct a self-professional assessment by using SWOT model	29
7. Personal integrity and reliability	29
7.1 To provide (3) behaviors contradict the moral integrity	29

7.2 To analyze the financial, social, and technical influence, if any, of such behaviors on the works of the project and relationships	30
8.2 To identify the personal communication and the effective communication	31
8.3 To identify the shapes, models and channels of personal communication	31
8.5 To provide 3 wrong scenarios of communication	33
9. Leadership	34
9.1 To describe and identify the leadership model, which is preferred to the project leadership	34
9.2 To specify the reasons for which such model is preferred	34
9.3 To provide (5) proposals for the motivation methods that are compatible with the nature of the project	35, 36
11. Conflict and Crisis	37
11.1 To identify the conflict and crisis	37
11.2 To provide 3 expected scenarios of the conflict events in the project	38
11.3 To set the optimal strategies to deal with each conflict, and specify the reason of preference	38, 39
12. Resourcefulness	40
12.1 To distribute the human resources on the functions	40
13. Negotiation	41
13.1 To develop general rules for the negotiation process	41, 42
References	44, 45

Tables List

Table name	Page Number
1.3 To develop and identify the Strategic Objectives in a SMART Model	6
1.4 To develop and identify performance measurement indicators	7
3.2 To develop Check List model for the three stages of the project (Initiate- Plan- Closure)	21, 22, 23, 24
4. Power and Interest	25

4.1 To develop a stakeholder register and form groups for them (Competency)	25
4.2 To develop the two networks: (strength/Interest) and (Influence/Strength)	25
8. Personal Communication/Relationships and Engagement	31
8.1 To prepare the register of the stakeholder	31
8.4 To establish a communication matrix	32
8.6 To develop and prepare stakeholder assessment matrix	33
10. Teamwork	36
10.1 To design RACI model for 3 administrative measures of the projects	36, 37
12.2 To analysis the influence of conducting crashing and fast-tracking process on the timetable, in addition to representing the table after achieving the two measures	41
13.2 To prepare 2 negotiations plans	43

List of shapes

Shape name	Page Number
2. Governance, structure and process	18
2.1 To develop an organizational structure for the teams and units of the project	18
2.3 To identify projects office model, most appropriate to manage the project, in addition to mentioning the reason	20
3. Compliance, standard and regulations	20
3.1 To design a check compliance model before delivering the project outputs	20
4.3 To use the logical diagrams for the register of the stakeholder	26
11.4 Root Cause Analysis	39

1. Strategy: -

1.1 Mission: -

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

1.2 Vision: -

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

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

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

1.4 Develop and identify performance measurement indicators: -

Strategic Objective	Create a spirit of competitive challenge	Enrich the family social bonding	Gain profit and revenues sustainability	develop the entertainment programs innovatively	Provide an entertainment area continuously	Increase the level of physical and mental movement
KPI(1)	increase	increase	increase	increase	increase	increase
KPI(2)	increase	increase	increase	increase	increase	increase
Key Performance Question(s): Formula	What extent are we improving our profit margins for our new services? Formula: total revenue/number of transactions					
KPI Characteristics	Measurable	Actionable	Measurable	Measurable	Measurable	Measurable
How will and won't this indicator be used?	Will be used by competing with other cities	Will be used by increasing the families accessing	Will increase by increasing the tickets and the visitors	Will be used when new programs are launched	Will continue	Will increase
Indicator Name:	Profit margin	Customer satisfaction	Profit margin	Profit margin	Revenue per client	Customer satisfaction
Data Collection Method:	Observations	Focus groups	Documents and records	Documents and records	Observations	Questionnaires and surveys
Assessment / Formula / Scale:	4-7	3-6	2-6	3-6	1-4	5-8
Targets and Performance Thresholds: Source of Data:	Using a Baseline	Using External Benchmarks	Using a Baseline	Compliance and Regulations	Compliance and Regulations	Using a Baseline
Data Collection Frequency:	Per week	Per week	Per week	Per week	Per week	Per week
Reporting Frequency:	Per month	Per month	Per month	Per month	Per month	Per month
Data Entry:	Head office	HR	Head office	HR	HR	Head office
Expiry / Revision Date:	Max 2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	3 weeks
How much will it cost?	20%	20%	10%	10%	10%	30%
Possible unintended consequences:	fail	fail	Not gain money	Not gain money	fail	fail

1.5 Develop the Project Charter: -

[Project ID: EEC - 001]

[Project Name: Everyone Entertainment City Project]

Project Charter

Document History

Revision	Issue Date	Description
00	February 2022	Project Charter

General Information

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

Table of Contents

Error! Bookmark not defined.

1.5.1 Project Overview	9
1.5.2 Project Objectives.....	9
1.5.3 Project Benefits.....	10, 11
1.5.4 High level Scope.....	11
1.5.5 Project Main Phases/Deliverables	12
1.5.6 Major Stakeholders.....	12
1.5.7 Constraints Assumptions	12
1.5.8 Assumptions	13
1.5.9 Risks	13
1.5.10 Budget.....	14
1.5.11 Key success factors.....	14, 15
1.5.12 Acceptance criteria.....	16, 17

1.5.1 **Project Overview: -**

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

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

1.5.2 **Project Objectives: -**

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

1.5.3 Project Benefits: -

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

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

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

1.5.4 High level Scope: -

In Scope	Out of Scope
- Healthy club. - Gym hall. - Funfair - Entertainment parks. - Amusement programs. - Innovation events. - Kid's areas. - Physical activities	- Restaurants. - Car parks. - Swimming pools. - Public library. - Café`s - Fashion shows. - Exhibitions. (Traditional cars, costumes, historical studios and etc) - Pharmacies

1.5.5 Project Main Phases/Deliverables: -

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

1.5.6 Major Stakeholders: -

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

1.5.7 Constraints Assumptions: -

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

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

1.5.8 Assumptions: -

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

1.5.9 Risks: -

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

		comprehensive insurance for individuals and facilities.		
--	--	---	--	--

1.5.10 Budget: -

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

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

1.5.11 Key success factors: -

Cost – Time – Quality

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

Example: -

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

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

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

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

1.5.11.3 Quality: -

- **A Good Plan: -**

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

- **Appropriate Communication: -**

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

- **Manage Stakeholders: -**

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

- **Good Measurement: -**

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

- **Constant Review: -**

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

- **Act Early: -**

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

1.5.12 Acceptance Criteria: -

Success criteria may be:

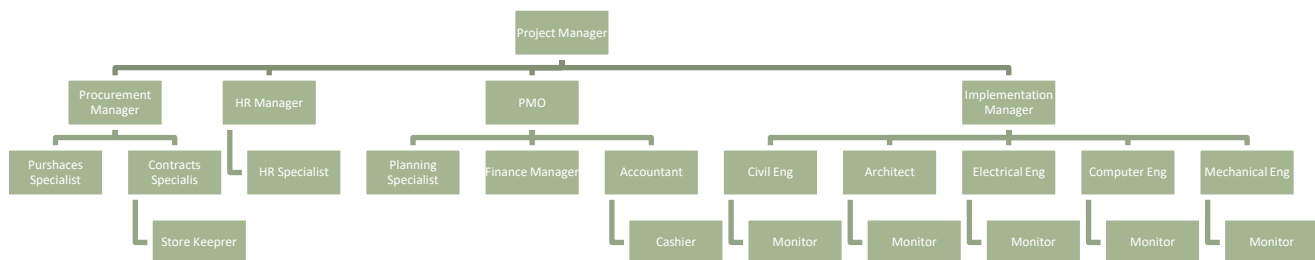
- Delivered with Time and Budget tolerances: Budget tolerance is particularly useful at the end of a project as you near the delivery date. If you have a budget of £80,000 with a tolerance of 10 per cent and you complete the project for £85,000 you have still delivered within the parameters set by your sponsor. A budget

tolerance of 10 per cent means you can deliver the project 10 per cent over cost without having to get special permission to do so.

- Delivered to specification: The list of characteristics a commodity or financial instrument must meet in order to settle futures or options contracts traded on organized exchanges. Such characteristics might include the grade, or quality, of the commodity, its size, and where the physical product must be delivered.
- Customer satisfactions rating achieved: Customer satisfaction is important because it is an indicator of service quality. If customers are dissatisfied, it's probably because their needs have not been met for some time.
- Here are some simple ways by which companies can make customers more satisfied: 1. Understating Customer's Needs 2. Exceeding Customer Expectations 3. Help Customers Help Themselves 4. Hire the Best Customer Service Support 5. Use of Tours and Demos 6. Fixing Recurring Problems 7. Clearly Defined Customer Service Policy 8. Believing in Customer Complaints.
- Realization of business benefits: It provides the means to validate that proposed projects and programs will deliver real outcomes that specifically support strategic objectives and provide the data that is normally absent to manage this and drive decision-making in other processes such as portfolio management.
- Increased market share: Basically, market share is how much you make as a company in the industry, and how that stacks up against others. So, to increase your market share, you need to make more sales than your competitors to increase your share in the industry.
- Improve productivity: Productivity, in economics, measures output per unit of input, such as labor, capital, or any other resource. It is often calculated for the economy as a ratio of gross domestic product (GDP) to hours worked.
- Labor productivity may be further broken down by sector to examine trends in labor growth, wage levels, and technological improvement. Corporate profits and shareholder returns are directly linked to productivity growth.
- At the corporate level, productivity is a measure of the efficiency of a company's production process, it is calculated by measuring the number of units produced relative to employee labor hours or by measuring a company's net sales relative to employee labor hours.

2. Governance, structure and process: -

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



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

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

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

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

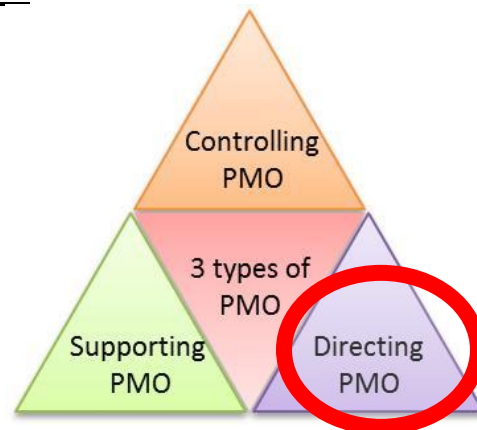
2.2.3 Design according to the functions and activities practiced by the organization such as: research and development - production - stores and supply chains - marketing - customer service. and so on.

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

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

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

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

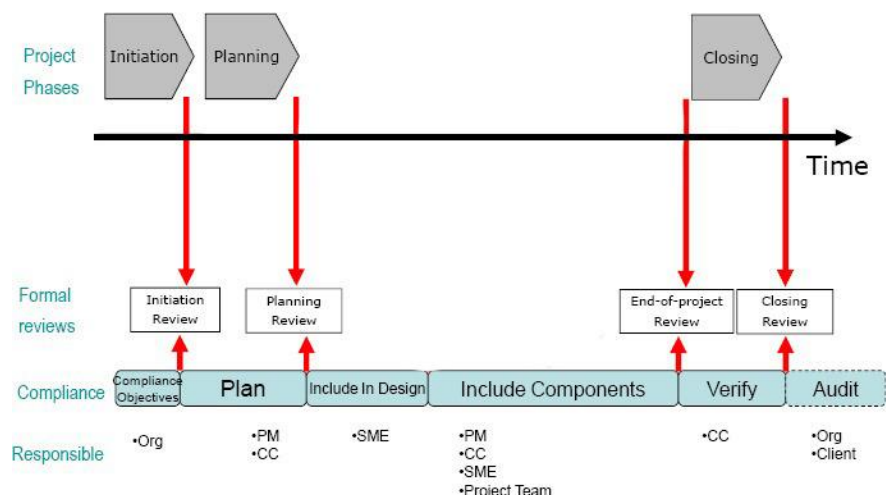


Directive PMO (high control)

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

3. Compliance, standard and regulations: -

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



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

3.2.1 Initiate: -

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

25	Has a Project Charter been documented and approved by the Project Steering Committee (PSC)?	Yes	10
26	Is the project currently delivering to schedule?	Yes	10
27	Is the budget allocated sufficient at this point of the project?	Yes	10
28	Is the project ready to proceed to the Planning Phase?	Yes	10
29	Total score for compliance	0	250

3.2.2 Plan: -

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

19	Is a Risk Management Plan documented, as a separate document or included in the Handbook?	Yes	10
20	Is an Issue Management Plan documented, as a separate document or included in the Handbook?	Yes	10
21	Is there a Change Log in place?	Yes	10
22	Were quality requirements, assurance activities and metrics defined and approved by the Project Steering Committee (PSC)?	Yes	10
23	Has a Quality Management Plan been documented, as a separate document or included in the Project Handbook?	Yes	10
24	Are all the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner (PO)?	Yes	10
25	Has a Deliverables Acceptance Management Plan been documented, as a separate document or included in the Project Handbook?	Yes	10
26	Has a configuration management procedure been documented?	Yes	10
27	Are the project management processes communicated to the Project Core Team (PCT) and to the major project stakeholders?	Yes	10
28	Are all types of resources (people, software, infrastructure, facilities, outsourcers, materials, services...) identified and their effort and period estimated?	Yes	10
29	Are training needs identified?	Yes	10
30	Has a Resource Plan been documented, as a separate document or included in the Project Handbook?	Yes	10
31	Are all the activities that will be performed by the business/requestor side identified and estimated?	Yes	10
32	Has a Business Implementation Plan been documented?	Yes	10
33	Are the transition activities planned and agreed with the involved stakeholders?	Yes	10
34	Is a Transition Plan documented?	Yes	10
35	Are outsourcing activities and deliverables defined as well as evaluation criteria?	Yes	10
36	Is there an Outsourcing Plan documented, as a separate document or included in the Handbook?	Yes	10
37	Are all project plans approved?	Yes	10
38	Is there a Project Handbook documented?	Yes	10
39	Are all the major deviations from the Project Charter approved by the Project Steering Committee (PSC) / Appropriate Governance Bodies (AGB)?	Yes	10
40	Is the project currently delivering to schedule?	Yes	10
41	Are all resources available for the executing phase?	Yes	10
42	Is the allocated budget sufficient at this point of the project?	Yes	10
43	Is the project ready to proceed to the Executing Phase?	Yes, partially	5
44	Total score for compliance	0	400

3.2.3 Closure: -

#	Description	Answer	Score
1	Did a Project-End Review Meeting take place?	Yes	10
2	Were final project performance indicators and metrics assessed and compared to project baselines?	Yes	10
3	Are project benefits and unachieved goals assessed and remaining benefits forecasted?	Yes	10
4	Was client / requestor satisfaction assessed?	Yes	10
5	In case some risks or issues couldn't be closed, are they re-assessed, and follow-up actions recommended?	Yes	10
6	Are follow-up actions assigned to people and a formal transfer of ownership performed?	Yes, partially	5
7	Were all the hand over activities to the operations mode performed?	Yes	10
8	Are support and maintenance activities running as planned?	Yes	10
9	Did all the relevant stakeholders give feedback on the overall project experience?	Yes	10
10	Were lessons learned and post-project recommendations captured?	Yes	10
11	Is the Project-End Report documented and delivered to the relevant stakeholders?	Yes	10
12	Are project artefacts and other supporting documentation organized and archived in a central repository?	Yes, partially	5
13	Is project archiving following the EC internal policy for records management and archives?	Yes	10
14	Were all the configuration management procedures completed?	Yes, partially	5
15	Were all the security management procedures completed e.g., copies of project data and restriction of project members access to systems and data?	Yes	10
16	Was the project formally accepted by the Project Steering Committee (PSC) / Project Owner (PO)?	Yes	10
17	Have project team members performance been assessed?	Yes	10
18	Is the project team officially released?	Yes	10
19	Have project costs stopped?	Yes	10
20	Is the project ready to be closed?	Yes	10
	Total score for compliance	0	185

4. Power and Interest: -

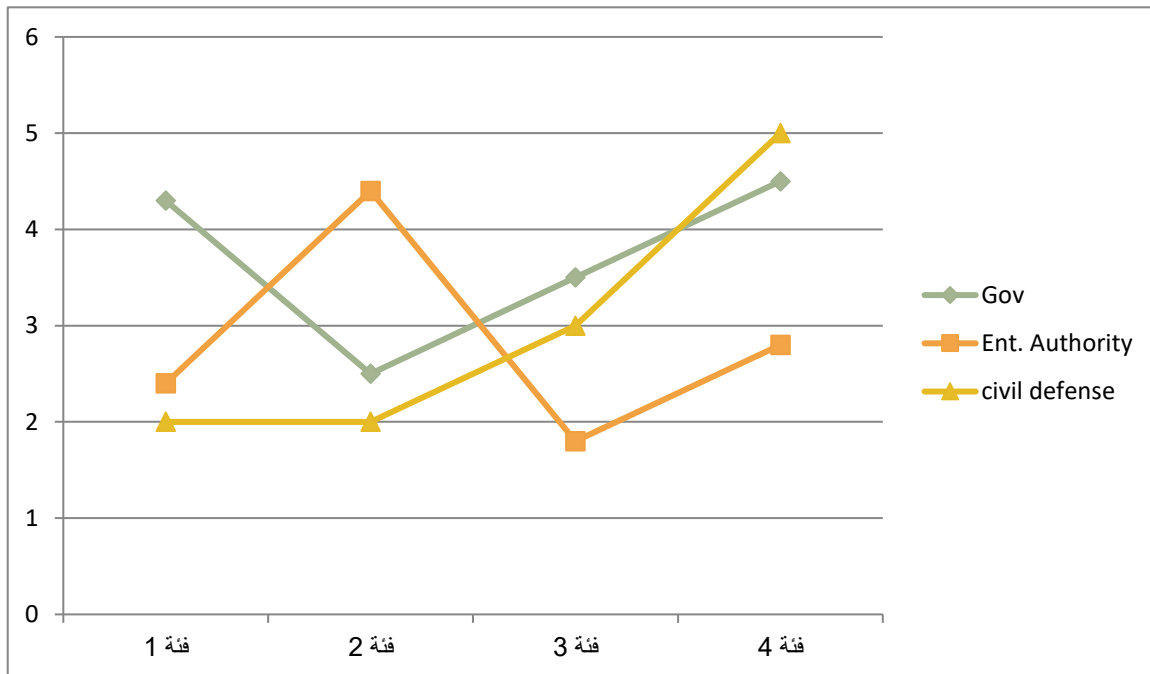
4.1 To develop a stakeholder register and form groups for them (Competency): -

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

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

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

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



5. Culture and Values: -

5.1 To identify the culture of the organization: -

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

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

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

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

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

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

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

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

6. Self - reflection and self – management: -

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

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

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

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

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

6.2.1 UNDERSTAND CULTURE – PEOPLE VS PROCESSES: -

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

6.2.2 ENGAGE TEAM MEMBERS: -

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

6.2.3 IMPORTANCE OF EMOTIONS and MOTIVATION: -

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

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

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

7. Personal integrity and reliability: -

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

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

The ethics of the content of decisions, policies, and laws, with a focus on the consequences or results of policy, should thus be distinguished from the “moral quality”

of the governance process. To simplify: a government can decide to go to war (or not) or to limit immigration (or not) with or without a process of policy and decision making (and implementation) in line with the valid moral values and norms for that process.

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

7.2.1 The Trust and Technology project aimed: -

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

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

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

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

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

8. Personal Communication/Relationships and Engagement: -

8.1 To prepare the register of the stakeholder: -

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

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

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

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

8.3.1 Models of personal communications:

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

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

8.4 To establish the communication matrix: -

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

8.5 To provide 3 wrong scenarios of communication: -

8.5.1 Lack of Specific Communications with Customers: -

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

8.5.2 Lack of Consideration and Follow-Through: -

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

8.5.3 Lack of Rumor Control: -

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

8.6 To develop and prepare stakeholder assessment matrix: -

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

9. Leadership: -

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

9.1.1 Team-oriented leadership: -

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

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

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

- **Coaching:** A coaching leader strives to identify individual strengths and works with employees to develop strategies for growth. This leader is focused on the overall success of the company and works to achieve it through coaching their employees, providing support and tools for building their strengths so they can use them to contribute to the company's success. A coaching leader is goal-oriented rather than task-oriented, and they observe situations as a "big picture" rather than focusing on the details.
- **Affiliative:** An affiliative leader excels at building teams within which the members work well with each other to increase quality and productivity. This leader supports employees in maintaining unanimity within the group and freely bestows praise for accomplishments. An affiliative leader motivates employees to meet goals and resolve any conflicts amicably among the group. This type of leader is often brought into an organization to provide inspiration, team building and employee morale.
- **Participative:** This style of leadership, often referred to as democratic leadership, is a combination of subcategories of leadership known as authentic, authoritative

and group-think leaders all in one. Each of these subcategories focuses on productive feedback, communication and open dialogue to unify the team and bring success to the organization. A participative leader strives to encourage their team to set and meet goals, creating efficient processes to facilitate the highest possible level of productivity. A unique trait of democratic leaders is that they seek feedback and participation from employees in making decisions that affect the whole team.

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

9.3.1 Foster Open Communication: -

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

9.3.2 Create an Agile Work Environment: -

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

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

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

9.3.4 Incentivize the Workplace: -

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

9.3.5 Encourage Workplace Camaraderie: -

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

10. Teamwork: -

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

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

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

11. Conflict and Crisis: -

11.1: To identify the conflict and crisis: -

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

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

11.2.1 Scenario 1: -

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

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

11.2.2 Scenario 2: -

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

11.2.3 Scenario 3: -

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

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

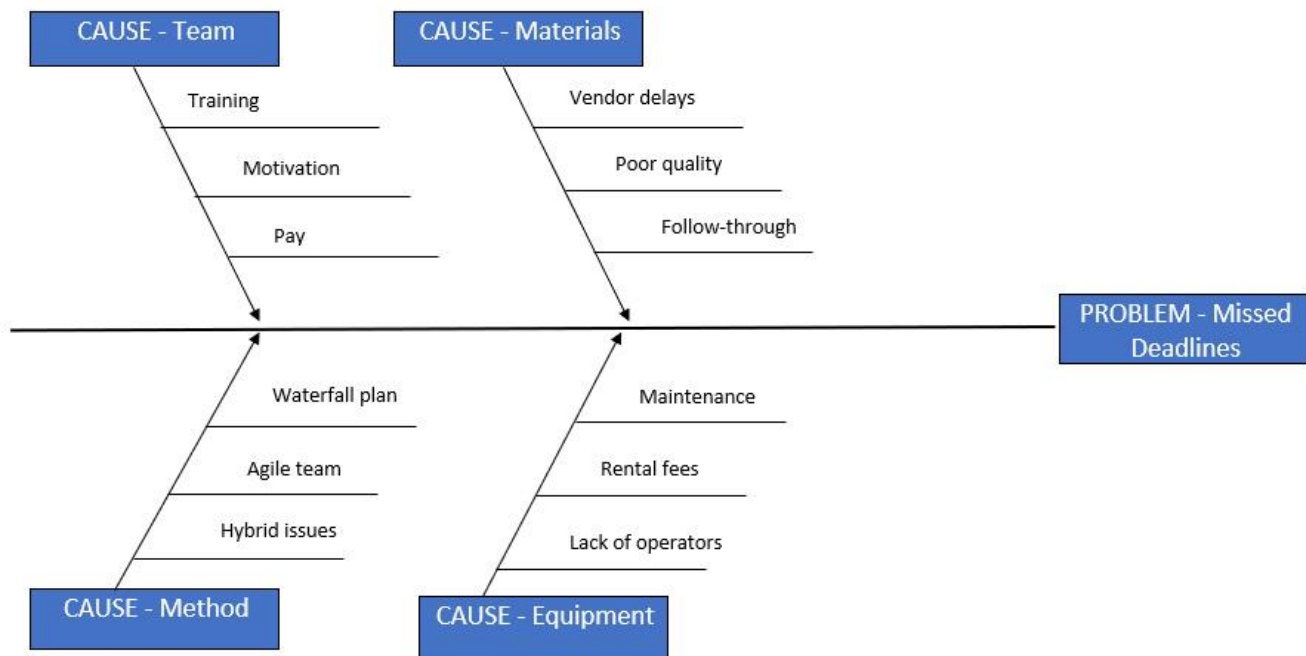
11.3.1 Conflict Management Strategies: -

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

- **Forcing** - using formal authority or other power that you possess to satisfy your concerns without regard to the concerns of the party that you are in conflict with.

- **Accommodating** - allowing the other party to satisfy their concerns while neglecting your own.
- **Avoiding** - not paying attention to the conflict and not taking any action to resolve it.
- **Compromising** - attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties, but completely satisfactory to neither.
- **Collaborating** - cooperating with the other party to understand their concerns and expressing your own concerns in an effort to find a mutually and completely satisfactory solution (win-win).

11.4: **Root Cause Analysis: -**



12. Resourcefulness: -

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

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

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

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

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

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

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

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

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

13. Negotiation: -

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

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

13.1.2 During the process: **Don't negotiate against yourself.** This is especially true if you don't fully know the position of the other side. Much is learned about what the other side really wants during the actual negotiation process. Stay firm on your initial set of positions and explain your rationale but

don't give in too early on the points. Wait to better understand which points are more important to the other side.

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

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

13.2: To prepare 2 negotiations plans: -

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

References: -

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

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