

Fire system for commercial center

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Introduction

The fire systems help save lives as they act as a formulated and potential system to ensure support and security for the departments. Fire systems offer tremendous service to severe situations to save life and property (Hurley et al., 2015). The present investigation formulated the strategy, governance structure, compliance power and interest, self-reflection and management, personal integrity, personal communication, leadership, conflicts, negotiations, project design, scope, quality, resource, plan control and stakeholders for FireSafetySystem. The potency of the system is smart to prevent fire from starting and security against loss of life in case a fire does start, in addition, to extinguish fire service with alarm plan.

1.Strateg

1.1 Project mission: To build and construct new fire systems to meet civil defense requirements in Saudi Arabia by providing reliable and sustainable integrated fire systems.

1.2 Project vision: The Fire System and Installation works with a vision to promote stakeholders and others to have perfect fire installation systems with infusion of innovation tech.

1.3 SMART Objective:

S SPECIFIC	Implement fire system in Commercial Center
M MEASURABLE	The goal is to improve the fire system inside Commercial Center
A ACHIEVABLE	-Install and commission Fire sprinklers -Fire detection and alarm -Special hazards systems, such as clean agents, water mist, or CO ²
R RELEVANT	Eliminate the incident and reduce the loss to the minimum
T TIME-BOUND	By December 2022 the project will be finished

Table 1 (SMART)

By December 2022, implement fire system in Commercial Centre by identifying the top reasons of causing a fire that will eliminate the incident and reduce the loss to the minimum with improving the fire system inside Commercial Centre.

1.4 Key Performance Indicators (KPI's):

The KPIs for the project are Safety, Quality, Schedule and Cost Strategies are given below:

- i. Safety – Zero Loss Time Injury (LTI)
- ii. Quality – To approach and make sure project follow NFPA and Saudi code standard
- iii. Time – To make sure the project schedule task listed and aligned with actual
- iv. Cost – project shouldn't exceed the budget and monitor and control expenses through project phases



Figure 1 lead and lag (KPI)

KPI's	Lead	Lag
Safety	Safety Committee meetings are held every quarter	Total lost work days and restricted work days
Safety	Effective safety training and refresher training for all employees.	Injury and incident investigations increase
Safety	Emergency Drill conducted on a Monthly basis.	Safety violation numbers increase
Quality	"RFI" Request for inspection for all equipment received and all document	Nonconformity report
Quality	Engineering stage plans for each Quality milestone check to be comply with actual project work	Quality Observation number increase
Time	"WPR" Weekly progress report	Payment not given to the contractors for certain milestone.
Time	"MOM" after each weekly meeting for follow up	Goal not achieved with in planned time

Table 2 lead and lag (KPI)

1.5 Project Charter:

Project Name	Fire system for commercial center			
Project Sponsor	BAM Properties	Project Manager	Mohammed Baqader	
Date of project Approval	15/09/2021	FCC Date	30/12/2022	
Project Description	Equipping the building with safety equipment and preventive requirements			
Scope	Equipping a commercial building with safety and fire-fighting equipment in accordance with the requirements of the Civil Defense of the Kingdom of Saudi Arabia			
Business Case	- Improve workplace and center safety - Applying civil defense conditions and requirement for Malls and centers - Overall create a healthy workplace.			
Constraints	Time – Dec 2022			
	Cost – 10,000,000 SAR			
	Scope – restricted			
	Quality – Civil Defense Standard			
Project Deliverables	- Functional Fire Fighting System - License of Civil Defense - Closing Documents - Lesson and learn repository			
Key Stockholder	Name	Title	Name	Title
	Adnan Alharbi	Operation Director	Rayan AL Hashmi	Procurement Director
	Adel Alharbi	Finance Director	Fouzia Almutairi	Project Director
	Bander AL Hashmi	Facility Director	Mira Hamed	Quality Director
	Tarek Hakimi	Project Director	Mohamed Baqader	CEO
Risk	1.injuries 2.delay 3. Shortage in resource 4. Not Matching CD requirement 5. Exceed the budget			
Project Manager	Development Director	Project Director	Finance Head	CEO
Sign:	Sign:	Sign:	Sign:	Sign:
Date:	Date:	Date:	Date:	Date:

Table 3 (Project Charter)

2. Governance Structure and Processes

2.1 Organizational structure:

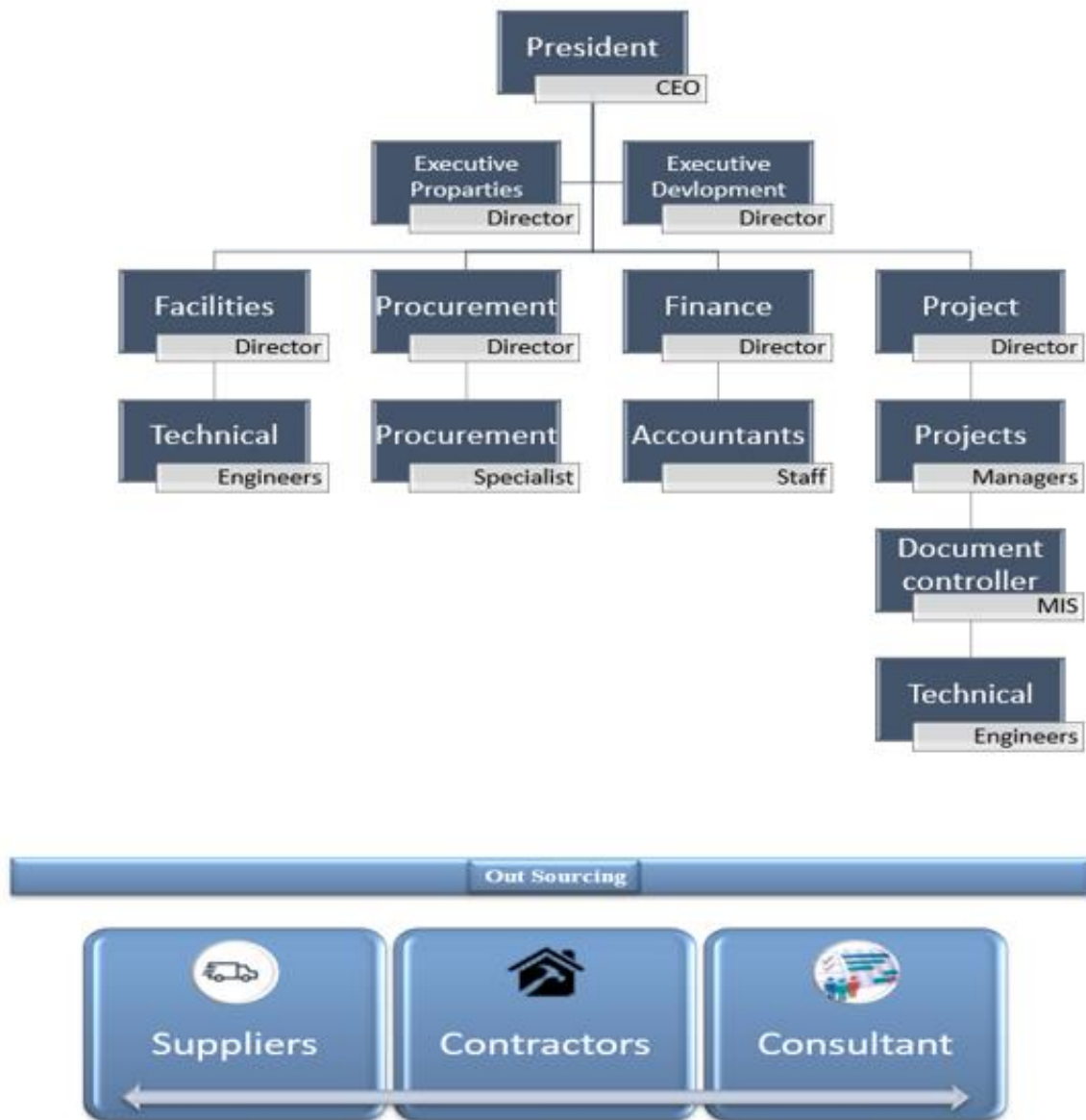


Figure 2 (Organizational Structure)

2.2 Practical and scientific bases

The structure defines the relationships among members of the project management and the relationships with the external environment. The structure defines the authority by means of a graphical illustration called an organization chart. A properly designed project organization chart is essential to project success. We are using a hierarchical structure in (name of our company/ project) organizations. It relies on having different levels of authority with a chain of command connecting multiple management levels within the organization.

The decision-making process is typically formal and flows from the top down. This creates a tall organizational structure where each level of management has clear lines of responsibility and control. As the organization grows, the number of levels increases, and the structure grows taller. This structure gets wider as you move down - usually with one chief executive at the top, followed by senior management, middle managers and finally workers. Employees' roles are clearly defined within the organization, as is the nature of their relationship with other employees.

The below is practical and scientific conditions will meet by using A hierarchical structure.

1.It can provide benefits to businesses. For example, it can help establish:

- Clear lines of authority and reporting within the business
- A clearer understanding of employee roles and responsibilities
- Accountability for actions or decisions at different management levels
- Clear career paths and development prospects which can motivate employees
- Opportunities for employees to specialize and develop expertise in their field
- Close supervision of employees through a narrow span of managerial control
- a culture of loyalty towards teams, departments, and organization.

2. Centralization of power and taking decisions via commanding hierarchy.
3. Hierarchy dimension: It shows relative ranks of organizational units by similar method of organizational chart according to the study of Schine (1971, 1988) regarding the identification of three dimensions.
4. Bureaucracy is linked with Hierarchy structure: Generally, determining criterion, forming, unifying the work methods as called standardization is key concept or foundation of machine bureaucracy. If you're visit banks, chain stores, tax offices, health office, firefighting, these institutions, and offices rely on standardization of methods and work methods for coordination and good supervision. The features of machine bureaucracy are as:
 - High volume of uniform and continuous executive works.
 - Dealing with regular and formal regulations.
 - The presence of separated units with definite classified duties.
 - Centralization of power and taking decisions via commanding hierarchy.
 - Having complete administrative structure by defining the boundary between staff and queue activities

2.3 Project Office Model

There are many types of PMOs (fig.3) that vary in how much they control and influence projects within the institution, its role also changes from providing support to direct administration of the projects. The best choice for your institution depends on the size and nature of the work as well as the existing culture. Based on the organizational structure implemented. The PMO type is directive that known for its high control on projects, or even fully managing projects with providing needed resources and support. The office defines managers to run it directly after contacting for the PMO project. This type also provides high professionalism in managing projects, where every manager has to write periodic reports for the office which guarantees a high level of consistency in work on projects level.

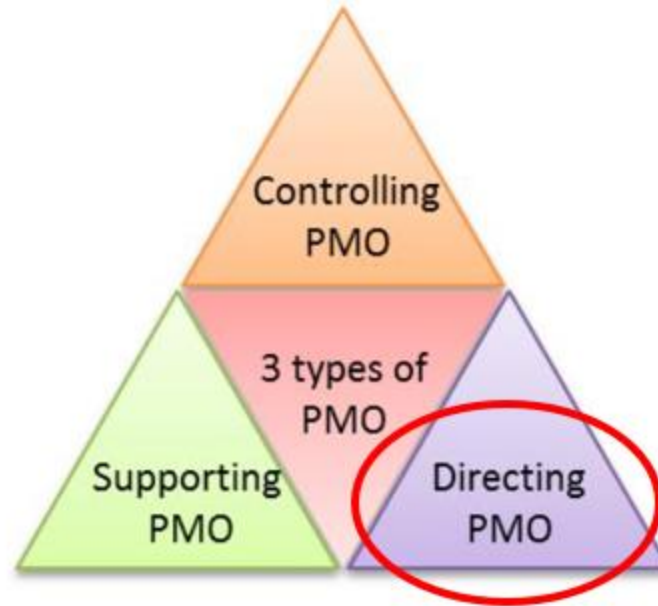


Figure 3(PMO Model)

3. Compliance and Standards Regulations

3.1 Check Compliance Model

The check compliance model will review the major lines of the plan in use, it will apply the model of confirmation in the current trends that the training output will be the success of the projects (Jevtić, 2014). It will ensure that the fire installation plan is reaching in time to offer a promising service to the areas of fire spread. The fire alarm and other spaces are surely in action with Fire System and Installation.

S.No.	Description	Status
1	Is project scope clear?	Open
2	Are the stakeholders functional?	Close
3	What is the support of relevant departments?	Open
4	Has the sponsor functionals?	Open
5	Are there more than 3 sponsors?	Open
6	What is the criteria for growth available?	Close
7	Stakeholders are potential, or no?	Open
8	What is exact cost of project?	Pending
9	How is the project affording the costs?	Open
10	What are supports available for the project costs?	Close
11	The employees' function is OK?	Open
12	The vision is possible and in action?	Open
13	The objectives are working in streamline?	Close
14	Approval is done or not?	Open
15	What is future cost support resource?	Open

Table 4 (Checklist for Fire system and installation compliance)

3.2 Check list for project stages

Project Stages	Milestone list	Status	Date
Initiation	Project Start	completed	01-Sep-21
Initiation	Kick off Meeting	completed	01-Sep-21
Plan	Engineering Start	completed	11-Sep-21
Plan	Engineering Finish	completed	11-Oct-21
Plan	Procurement Start	completed	25-Oct-21
Plan	Procurement Finish	Not yet	TBA
Plan	Shop Fabrication Start	Not yet	TBA
Plan	Shop Fabrication Finish	Not yet	TBA
Plan	Mobilization Start	Not yet	TBA
Plan	Mobilization Finish	Not yet	TBA
Execution	Construction Start	Not yet	TBA
Execution	Construction Finish	Not yet	TBA
Closing	Testing Commissioning & Handover	Not yet	TBA
Closing	Project Finish	Not yet	TBA

Table 5(Check list for project stages)

As management guru Peter Drucker once said, “what’s measured, improves.” Key Performance Indicators provide valuable insights to an organization because they allow a business to track what is most important to its success. KPIs help businesses measure the effectiveness of their business strategies and whether you are achieving the results you are trying to achieve.

4. Power and Interest

It is essential to employ the power in the right direction so the company may grow better. The role of the stakeholders is not ignoring in this regard (Willi et al., 2016). They should be entered in the register and seen via relevant traits in the strength and influence networking and logical diagrams.

4.1 Stakeholder Register:

STAKEHOLDER REGISTER						
Company Name:		BAM				
Project Name		FIRE SYSTEM PROJECT				
Prepared By:		Project Manager				
Name	Project Role	Type of Stakeholder	Type of Communication	FREQUENCY	Project Interests and strategies	Contact Information
Mohamed Baqader	CEO	Internal	Face to face - Meeting, Emails	Monthly	To receive the project progress as per requirements.	
Adel Alharbi	Finance Director	Internal	Face to face - Meeting, Emails	weekly	To monitor and control project budget.	
Rayan AL Hashmi	Procurement Director	Internal	Face to face - Meeting, virtual meeting, Emails	weekly	To review and approve final project quotations and outsource contractors	
Adnan Alharbi	Operation Director	Internal	Emails	quarterly	To operate systems after project final acceptance	
Bander AL Hashmi	Facility Director	Internal	Emails	quarterly	To perform maintenance activity after operating fire systems	
Mira Hamed	Quality Director	Internal	Face to face - Meeting, virtual meeting, Emails	Daily	To check and ensure project is in progress as per quality requirements.	
Tarek Hakimi	Project Director	Internal	Face to face - Meeting, virtual meeting, Emails, progress reports.	Weekly	To monitor and control the progress of the project	
Fowzya Almetiri	Project manager	Internal	Face to face - Meeting, virtual meeting, Emails, progress reports.	Daily	To deliver the project in time and within the approved budget	

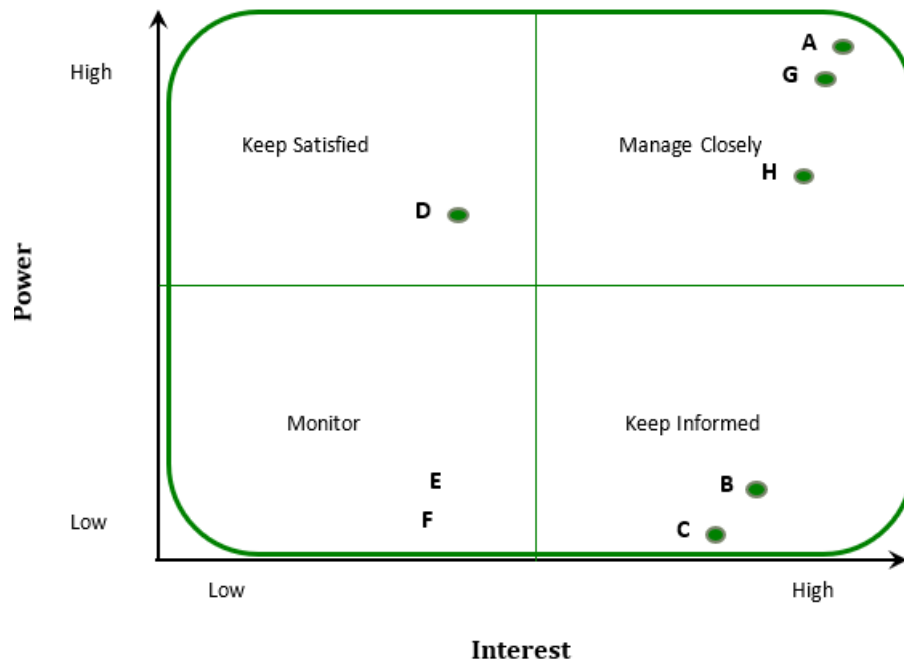
Table 6 (Stakeholder Register)

4.2 Networks:

	Project Role	POWER	INTEREST
A	CEO	High	High
B	Finance Director	Low	High
C	Procurement Director	Low	High
D	Operation Director	High	Low
E	Facility Director	Low	High
F	Quality Director	Low	High
G	Project Director	High	High
H	Project manager	High	High

Table 7 (Power and interest)

The Power/Interest diagram identifies the level of power and interest each stakeholder has within the project.



Stakeholders

- | | |
|-------------------------|-----------------------|
| A. CEO | D. Operation Director |
| B. Finance Director | E. Facility Director |
| C. Procurement Director | F. Project Director |
| G. Project Director | H. Project manager |

Figure 4 (Power/Interest)

4.3 Stakeholder logical diagram

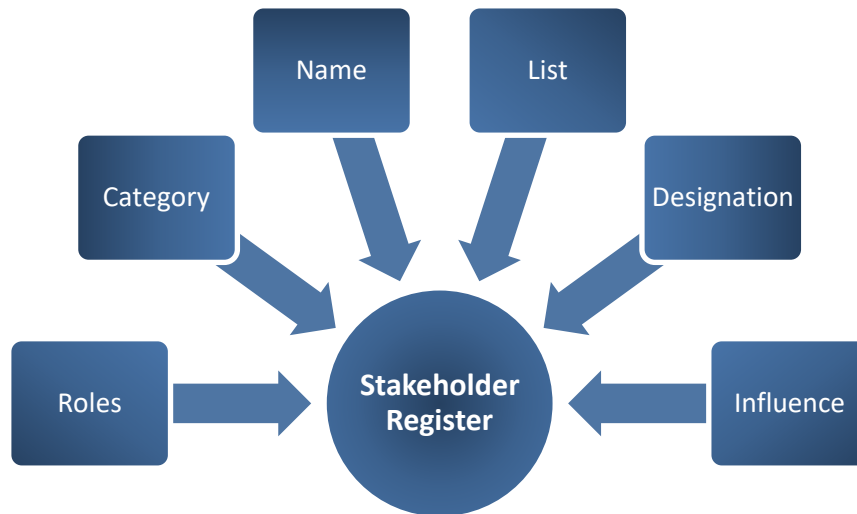


Figure 5 (Stakeholder logical diagram)

Fig. 6 shows the tasks of checking the stakeholder register. The first of these tasks deals with the identification of stakeholders. This identification is carried out for each project and for each phase of the project. The second task deals with the registration of stakeholders through their geographical area of influence, where it is checked whether the identified stakeholder is already registered. The third task deals with the categorization and classification that each stakeholder has in each phase of each project. The fourth deals with the catalogue of actions to be applied to each stakeholder in each phase of each project, and the fifth deals with the incorporation of stakeholder management.

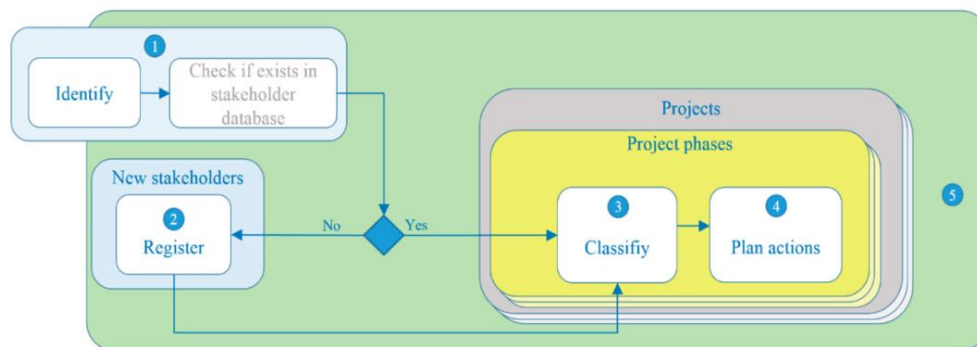


Figure 6 (logic check progress)

5. Culture and Value

5.1 Organizational Culture.

Organizational culture includes the organization's expectations, experiences, and philosophy, as well as the values that guide members' behavior, and are expressed in the member's self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on common attitudes, beliefs, customs, written and unwritten rules that have been developed over time and are considered valid. Culture also includes the organization's vision, values, standards, systems, symbols, language, assumptions, beliefs and customs aspects of managing the operations of the company's work to target the outcomes of the Kingdom's vision, which includes saving lives and properties of people and be aware more about the losses due to fire in Saudi Arabia, by training the workers to warn and save people when fire or other fire-related emergencies are traced, providing firefighters and other physical aids in the shortest possible time.

5.2 Proposed Organizational Culture

The company has adopted a good organizational culture, but it can be improved by adding some support traits, these traits help keep the reverence of all. The policies should be strict than before so the rules and regulations could be visible in the company (Senarathna et al., 2014). Further, the role of applications of training sessions from the higher management should be increased with time.

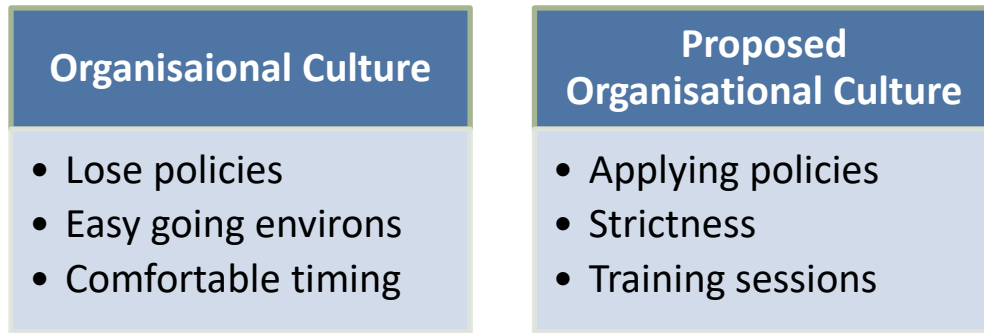


Figure 7(The organizational culture)

6. Self-Reflection and Self-Management

The growth must be a continuous process in the organizational support of the workforce. This is possible only if timely training will be offered.

6.1 Behavioral Impacts

The behavior is a direct trait that may impact a company and its participation, it is a personal trait that may change the things in the final space. The traits of easy support, lack of attention to work and leniency to the others may develop loopholes and people might lose interest in the firm with motivational trainings. And some of those behaviors are:

- 1-Communication.
- 2-Conflict Resolution.
- 3-Time Management.

6.2 Behavioral Analysis

The analysis of the behavior justifies that the company needs to review the individual behavioral impacts in the long term. This idealizes that the individual margins and space given to the workforce may give them ease and they are not following the rules. The training can check the employees by monitoring and SWOT during training sessions.

6.3 SWOT Analysis

The SWOT analysis is a wonderful support for the person or company to see the strengths and weaknesses and weigh them in the perspective of threats and opportunities. The company condition is highlighted in the SWOT analysis display, the behavioral traits need

to review for the progress of the company (Biancamaria et al. 2016). The applications of the policies may lead to change the scenario.

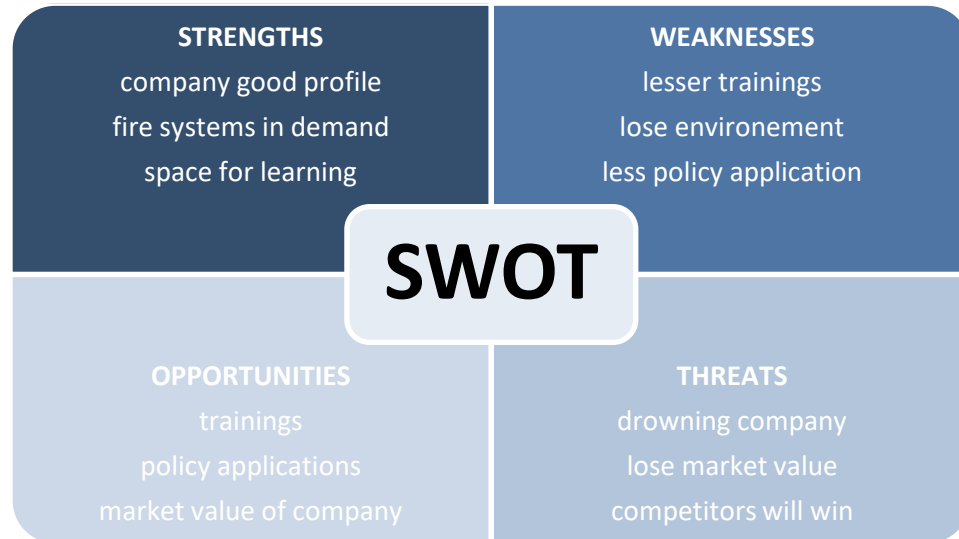


Figure 8 (SWOT Analysis)

7. Personal Integrity and Reliability

Personal traits have a direct impact upon the work trends, they may influence the process of the plan. The project team is seeking more attention by seeing the behavioral contradicts (Hurley et al., 2015). They may impact the financial, social, and technical grounds of the workplace.

7.1 Behavioral Contradict

The three traits as already discussed may be contradicting to the workplace for the worker. The behavioral contradicts may work as lose environment at the workplace, lack of interest of workers, and the downfall of the organization in the long term. The innovation approach in training may lead to changes in functioning.

7.2 Behavioral Impacts

The behavioral impacts may come in the three spaces, social, financial, and technical, so they will surely influence the whole concern worst way. The finances will be going down as the employees will be less eligible and getting more salaries for doing nothing. They need

to be trained for the purpose (Ooi t al., 2019). The social environment will be bad in the form of losing the organizational culture of the project team members. The last factor is technical, which demands the true pieces of training to manage innovation in the modern age. The improvement is possible by using training sessions on behavior and support in the organization.

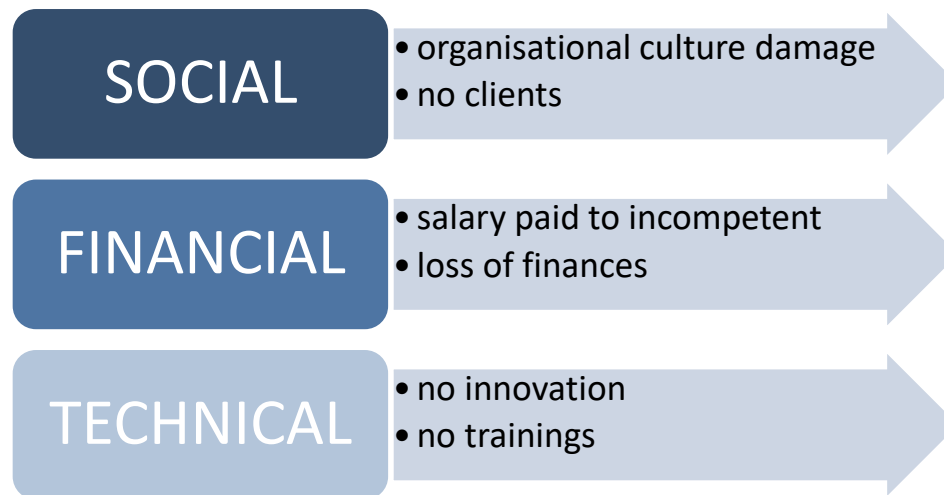


Figure 9 (Behavioral impacts)

8. Personal Communication

8.1 Stakeholder register

Refer to table 6 for the stakeholder register.

8.2 Personal and Effective communication:

Effective communication is a critical component of being a more effective and competent team and manager. It is critical for managers and their teams to learn how to interact effectively, as this will not only assist teams in completing tasks efficiently but will also allow organizations to achieve their goals and growth (Lee Froschheiser).

A project manager ensures that communication is maintained among all stakeholders, including team members, management, and the client, to name a few. The project will come to a halt if team members are not informed on what they are expected to do. This also works in the opposite direction. It will be practically hard to monitor and supervise the project's progress if team members do not keep the project manager informed about what they are doing and have done.

In order to ensure efficiency of communication, all formal communication shall be through document control. The document controller registers all incoming and outgoing documents, plans or whatsoever and distributes them as determined. All documents, plans or whatsoever must have a unique reference number. In case of multi-page documents, the number on each single page shall be repeated in the header or footer. Drawings will use a defined title block containing certain standard information. The title block will be determined by the respective department head. All documents shall be signed and stamped by the authorized person.

This section establishes the project's communication framework. It will act as a communication guide throughout the project's life cycle, and it will be updated as communication needs evolve. It identifies and defines project team members' roles in terms of communications. It also includes a Communications Matrix (Table 6,8), which maps the project's communication requirements as well as meeting and other kinds of communication conduct. The Project Manager will oversee ensuring that effective communication is maintained.

8.3 The project communication management consist of the main following process:

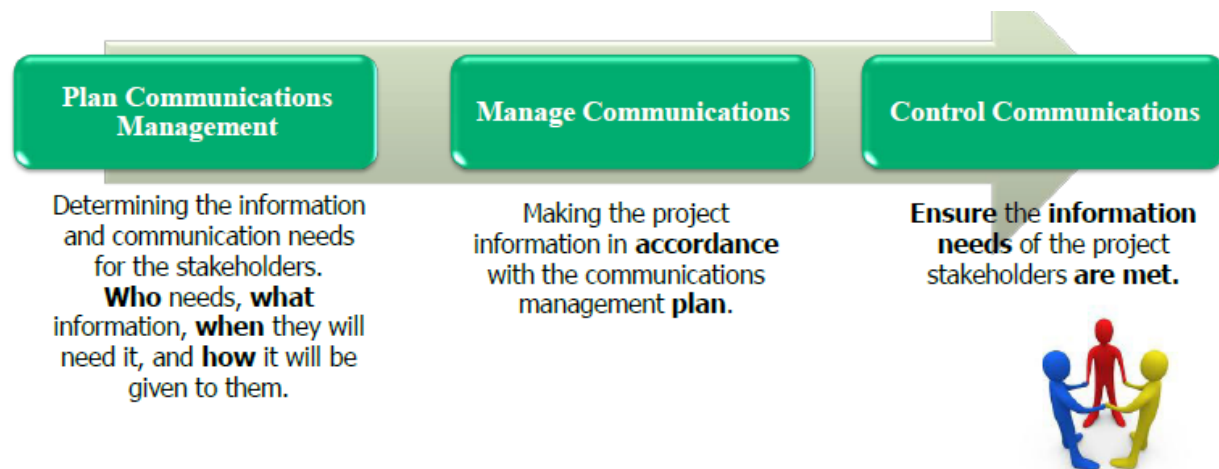


Figure 10 (Communication Management Plan)

A project's Communication Management Plan is an important component. The significance of this plan stems from the fact that communication is a critical component of project development. The strategy distinguishes between mandatory and optional communication. A project's failure can be catastrophic due to a lack of communication, while a project's success can be ensured through good communication. It is the project manager's obligation to guarantee that effective and frequent communication is maintained.

The importance of effective and regular communication cannot be undermined. It is essential for ensuring the success of a project and delivering to the expectations of the client. Preparing a communication plan is an important activity in communication planning. Communication starts at the very stage of the project when the project initiator communicates the need of the business. It is important that the stakeholders communicate their needs to the project manager and the team. It is also essential that the project manager communicates the achievable deliverables to the client as well as the management. A two-way communication between the project manager and team members is further very important.

While working on a communication plan, the following should be included:

Who is the communication to be addressed to?

When and how often to communicate?

What will be the mode of communication?

What details must be communicated and what details are to be omitted?

What will the frequency of team meetings and meetings with the stakeholders?

What will the scope and flow of communication?

Communication Model

There are two components of communication—sending and receiving. This sounds simple, one sends, and one receives. It occurs every day in regular conversations. However, understanding and implementing the process of sending and receiving is not quite that simple. The challenge is in the interference, or the noise introduced when communicating between multiple parties.

Knowing the following terms can be helpful:

- ☐ Sender: Person sending message
- ☐ Receiver: Person receiving message
- ☐ Encode: Sending thoughts that are understood by others
- ☐ Decode: Translation of message into thought process
- ☐ Message: The results of the encoding process
- ☐ Medium: Any form of conveying the message
- ☐ Feedback message: The results of the encode process sent by receiver

Sending model

Sending information, regardless of the type, can be tricky and needs careful handling. When sending a message, you need to put yourself in the place of the receiver and understand the information sent to try to avoid any miscommunication. Sometimes, sending the same message a couple of times in a slightly different format is beneficial. Other times, people may not clearly understand the message if it is only delivered in one format. As the project manager, ensure that you cater to more than one style of learning when sending your project messages. For example, if possible, add both

text and graphics to your messages to enhance not only the message but also the chances of your readers being able to comprehend the information. Project managers should be aware of the cultural differences and personal bias people may possess. Having that knowledge beforehand will allow you to tailor the message to that individual, and the chance of understanding the information is higher.

Receiving model

when you think you are communicating with a small number of people, behind the scenes you are dealing with a much larger group. Trying to communicate a specific message, when it must go through that many people, means it is going to go through several different filters. Everyone will be filtering it differently to some extent. It is amazing that any verbal communication accurately transmits at all when going through so many people

Communication Technology: how to communicate each item:

Face-to-Face, Telephony, Fax, email, or meeting.

Communication Methods:

- **Interactive Communication:** one person provides the information, other receive it and respond to the information.

(Conversation, meeting, and conference call)

- **Push Communication:** one way stream on Information. The sender does not expect feedback from receiver.

(Status Report, emailed updates, and company memos).

- **Pull Communication:** PM place the information in a central location, the recipients are then responsible for retrieving. (Large Documents).

Communication Channels: can be calculated with following formula:

$(N(N-1))/2$, where N equals the number of people.

There are 8 on a project team and it is necessary for them to communicate with each other,

$\text{Channels} = [8 \times (8 - 1)] / 2 = 56 / 2 = 28$.

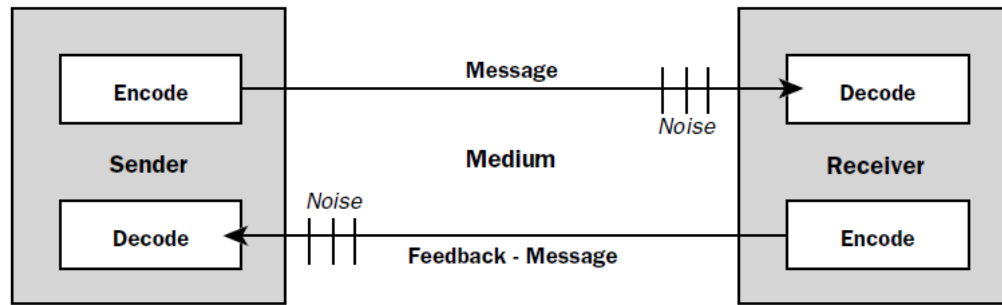


Figure 11 (Communication process)

The following is the communication policy for the Project:

Meetings:

A meeting agenda will be distributed by the Project Manager at least two days prior to any scheduled meeting, and attendees will be expected to examine it prior to the meeting.

During project meetings, the timekeeper will verify that the group sticks to the agenda's times, and the recorder will take notes that will be distributed to the team after the meeting is finished. To avoid distractions, participants should be on time to each meeting, and cell phones and blackberries should be turned off or put to vibrate mode. Meeting minutes will be distributed within 24 hours of the conclusion of each meeting.

Email:

All Project-related email should be professional, error-free, and provide concise communication. Based on the content of the email, it should be delivered to the appropriate project participants in accordance with the Communication Matrix. All attachments should be saved in one of the company's official software suite packages and follow the company's standard formats. If the email is intended to call attention to a problem, it should explain what the problem is, give a little background on the problem, and offer a solution. Any email relevant to the project should include the Project Manager.

Informal Communications:

While informal communication is an important element of every project and is required for its success, any issues, concerns, or updates that occur from informal team discussions must be addressed to the Project Manager so that appropriate action can be done.

8.4 Communication Matrix:

Communications Matrix						
Communication Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
Status Report	Email summary of project status	Weekly	Email	Project Sponsor's Appointee, Project Team and Stakeholders	Status Report	Project Manager
Project Team Meeting	Meeting to review action register, status, issues, and changes	Weekly	In Person	Project Team	Updated Action Register, Change Control Log, and Issues Log	Project Manager
Project Review	Present metrics and status to team and sponsor	Bi-Weekly	In Person	Project Sponsor's Appointee, Team, and Stakeholders	Status and Metric Presentation	Project Manager
Contract Requirements, Costs and Project Progress	Review contract requirements, costs performance and status project	Bi-weekly or As Needed	In Person	Project Sponsor's Appointee, Campsie Glen City Business Manager, and Parks & Recreation Manager	Status Report	Project Manager
Milestone Reviews	Present completion of project milestones	As Needed	In Person	Project Sponsor's Appointee, Team and Stakeholders	Milestone Completion Report	Project Manager
Technical Design Review	Review of any technical designs or work associated with the project	As Needed	In Person	Project Sponsor's Appointee and Project Team	Technical Design Package	Project Manager

Table 8 (Communication Matrix)

On this project, the Project Manager will take the lead in ensuring effective communication. The Communications Matrix documents the communication requirements. The Communications Matrix will be used to determine what information should be communicated, who should convey it, when it should be communicated, and to whom it should be communicated.

8.5 Wrong Scenarios:

The company found the need to have effective verbal, non-verbal and written communication training when 3 incidents took place one after the other.

- Firstly, due to insufficient information sharing by the procurement manager, the fire safety equipment order was delayed.
- Secondly, the HR manager failed to respond to the finance manager about the release of the worker's compensation plan which resulted in the strike by the workers for delayed payments.
- Thirdly, the customer representative manager provided insufficient information to the client which resulted in a dispute. Thus, the company decided to develop a communication matrix to develop personal communication skills through training.

8.6 Stakeholder Assessment Matrix

For the above-mentioned tasks, the stakeholder assessment matrix is as follows.

C= Current engagement

D= Desired engagement

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
CEO				C	D
Finance Director		C		D	
Procurement Director			C	D	
Operation Director	C		D		
Facility Director	C		D		
Quality Director	C			D	
Project Director				C	D
Project manager					C D

Table 9 (Stakeholder Assessment Matrix)

10. Leadership

The leadership style preferred to handle the project is a combination of different style of leadership styles. As the organization is directive it tends to deal by Autocratic or Commanding Leadership style. And Transformational or Visionary Leadership Style.

Autocratic Leadership style is centered on the boss. The leader holds all authority and responsibility. The leader centralizing decision making and limiting participation. leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. The advantage of this style is about achieve results and productivity quickly, the leader is the most knowledgeable member in the group, focused target, close supervision, maintain order and discipline, and good for emergencies/crisis situations.

The other Leadership style is Visionary Leadership Style. It is one of the most implemented styles. It has integrity, defines clear goals, encourages clear steps to communication and expressive. This type of leader inspires their team to work together towards a common target. The Visionary leaders combine the best practices and are leaders who are trusted and can motivate others. The Visionary style requires several different skills. And its primary focus is to make change happen in our self, others, groups, and organizations. The leader focuses on setting a positive vision for the future, team members are infused with a sense of purpose and excitement, and leaders who stimulate and inspire followers to achieve extraordinary outcomes. The advantage of Visionary style is about encourages, motivates and supports employees, often involves recognizing and rewarding people for their good work. Enhance innovation, and good for teams that have recently experienced failure.

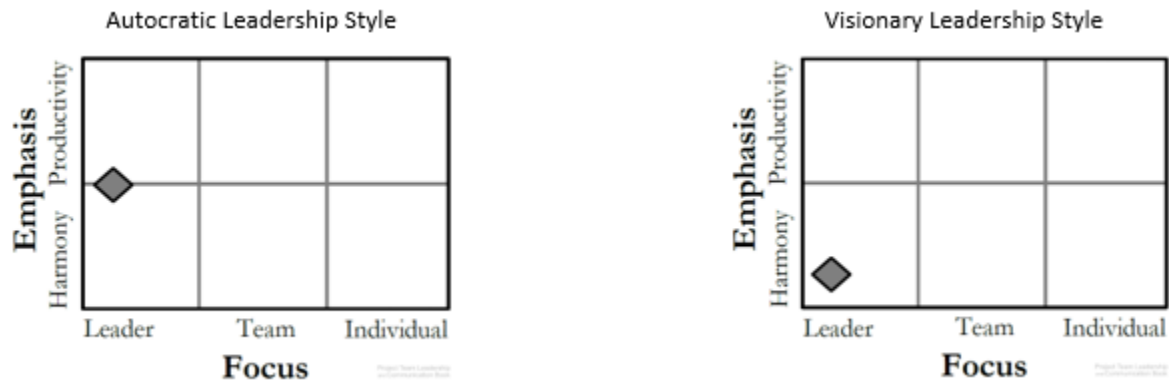


Figure 12(Leadership Style)

The reason of using Autocratic and Visionary is that the Autocratic strong, dominating leaders, can cause poor morale, and high stress. But its necessary as the organizational is directive. And to make a balance a Visionary style should be implemented to encouraging and motivating team. At the end both styles are focusing on leaders to achieve organization goals.

There are many factors that most often result in a increase of team motivation. By effectively managing these factors, Leaders can keep their team motivated and performing at a high level. Motivations are commonly separated into two different types based on the nature of the motivator: intrinsic (arising from internal factors) or extrinsic (arising from external factors). The proposed motivation for this project as the following:

- Extrinsic Motivators
 1. Money / Power - Want to 'move up' in the organization or earn higher wages.
 2. Recognition - Often motivated most by acknowledgement of those in power.
 3. Interpersonal Relationships - Relationships with co-workers and a cooperative atmosphere are valued.

- Intrinsic Motivators
 1. Autonomy / Interesting Work - Prefer the excitement of new and innovative endeavors.
 2. Purpose - Need to feel that their work is beneficial to the causes they care about.
 3. Mastery / Exploration - Personal achievement, problem solving opportunities, and creative endeavors are sought.

The following motivation strategies and techniques, can be used to manage these key factors

1. Gain Top Management Support
2. Manage Team Conflict
3. Control Project Management Scope
4. Praise Every Victory
5. Don't Punish Failure

Remember!! It's hard for a team to be motivated and excited about a project if the project's manager is not.

11.Teamwork

The matrix below identifies roles and responsibilities (within the internal structure i.e., those who are actually involved with planning and running the show). The keys show the different types of responsibilities.

S. N.	Process description	Originator	CEO	Finance Director	Project Director	Project Manager	Procurement Director	Quality Director
1	Origination of documents-New	I	A C	R	A	I	I	A
2	Review documents-NEW	I	A C	I	A	R	I	I
3	approval of documents	I	A C	I	C	A	I	
4	Modification/ Revising the document	I	A C	C R	A	R	I	A
5	Control of documents – Internal	I	A C	I	C	R	I	I
6	Control of documents – External	I	A C	I	C	R	I	I
6	Document availability at point of use	I	A C	I	I	R	I	R

Table 10 (RACI)

Terms: -

R- Responsible (Those responsible for the task, who ensure that it is done as per the approver)

A- Approver (The person/function ultimately answerable for approval)

C- Consulted (Those who give input for the process to be completed)

I- Informed (Those who are kept up to date of the task usually after completion)

12.Conflict and crises

12.1 Definition.

The conflict is divided according to what has been studied in the subject of leadership into a good conflict and a bad conflict, which is a natural element and is able to occur in every environment or project and most importantly the occurrence or the possibility of it is the mechanism to deal with it (conflict management) in case of dealing with good conflict will lead to benefits on the course of the project and if we do not deal well with the conflict it will inevitably affect the project and the project team.

In good conflict, new ideas are produced, problems are constantly solved, people are given opportunities to expand their skills, creativity is given a presence, so performance improves. In a bad conflict, morale among the team is affected and poor performance on the project path is resolved because productivity is reduced, and overall behavior is incompatible.

12.2 Predicted scenarios:

First Scenario

Differences in financial resources, project expenses, and activity budget management are further causes of conflict, which can arise as a result of poor planning or a desire to supply some resources and activities to compensate for other resources that have depleted an unanticipated budget.

Second scenario:

There may be conflict in the workplace due to a lack of clarity in some actions, which is one of the sources of conflict due to a lack of clarity in policies and procedures, which can lead to conflicts of interest or overlap between tasks, as well as a reluctance to make the rig

ht decision or make the wrong decision. If the OPM team rejected the request to change the time of one of the tasks and the reason was not clear and expected and there was no effective communication between the applicant and the rest of the stakeholders present in the approval processes, causing disagreement and bad conflict and the failure of the project and not proper updating on the course of the project and when analyzing the matter it was discovered that the rejection is logical due to the failure to mention the details of the reason for the change and the justifications and its impact on the project.

Third scenario:

Conflict can occur when human resources are not distributed effectively, causing a group to be pushed to work overtime. Out-of-time is a cost, and if it is not granted, it may result in physical and psychological fatigue of workers as a result of irregular working hours and a violation of employee rights, so planning must be considered and followed up on a regular basis to ensure that reorganization is not required.

12.3 Strategy to deal with each conflict and determine the cause of preference:

Strategies for dealing with conflict are many, most notably those studied in the leadership curriculum using Thomas Kleiman's conflict method tool.

- 1-Competition
- 2-Cooperation
- 3- Bargaining
- 4- Avoidance
- 5-Adjustment

In previous scenarios, let's take the **first scenario**.

If the imbalance is due to inadvertent misplanning, the situation must be corrected, and the risk or error must be adjusted to avoid any influence on overhead costs, which is the best strategic adjustment in this conflict process.

However, if the error is due to misuse or corruption, then coercion is the appropriate means of resolving the disagreement. While some may view coercion as a negative method, when the error is in this manner, it is legitimate behavior and handling.

The second scenario:

The best method is cooperation because it is a mutually convenient method that ensures listening and accepting opinion and results in a lack of procedures and agreement on them so that the project is not affected. If the avoidance method is chosen, it will break up the team's meet and create gaps in modernization and performance processes. The continuity of proper documentation of the project.

The third scenario:

The adaptation approach cannot be used if the administrator determines that the employees will adapt to overtime under the guise of a necessity to work rather than sitting down with the planning team to re-examine the human resource problem. You should also sit down with the affected team and agree, by mutual consent, that they will be given financial and moral benefits as a result of the project's necessity. The circumstances are revealed to them, and they are the ones who make the decisions about working extra by motivating, communicating, and estimating, guaranteeing that the project is completed on time.

Root cause analysis (fish method). First Scenario:

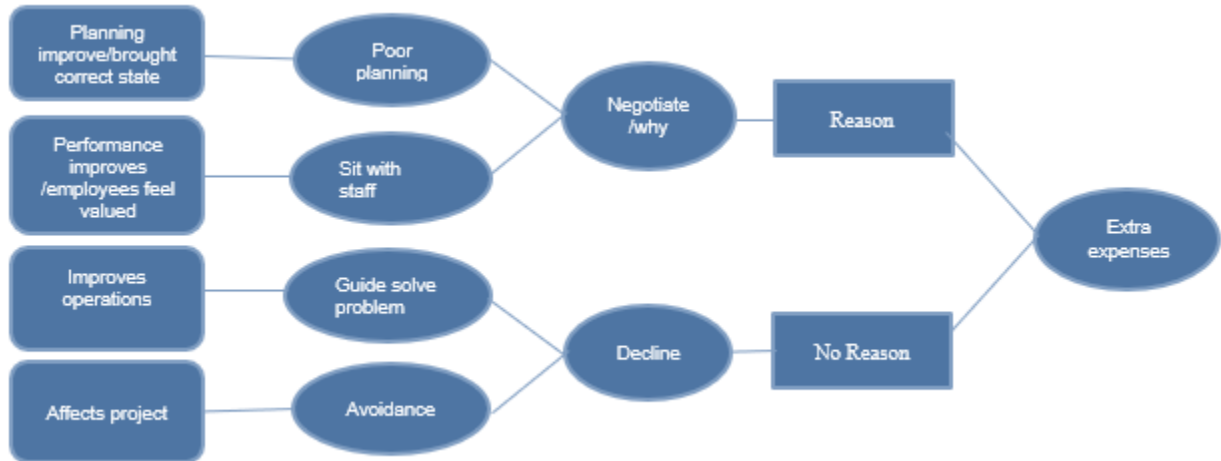


Figure 13

Second Scenario

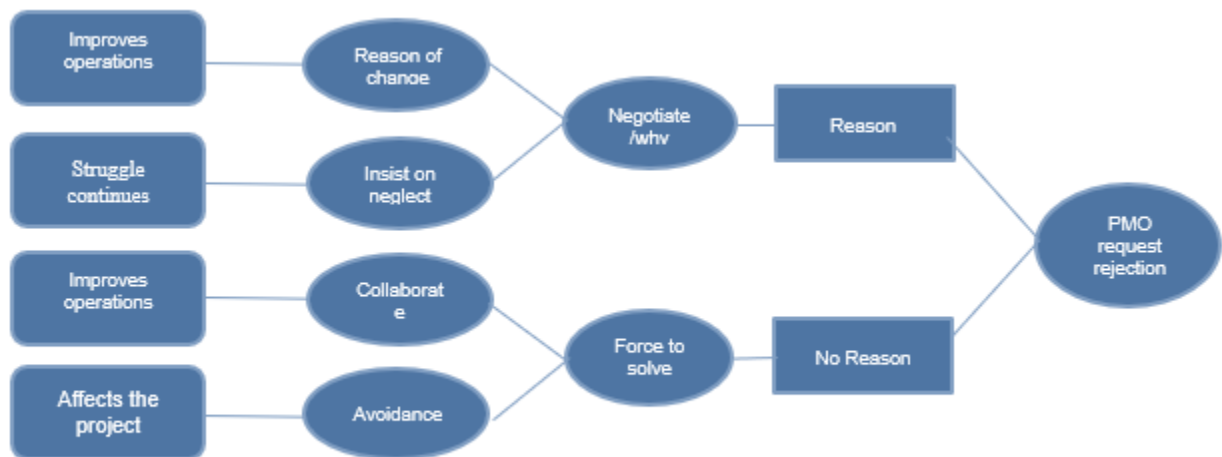


Figure 14

Third Scenario:

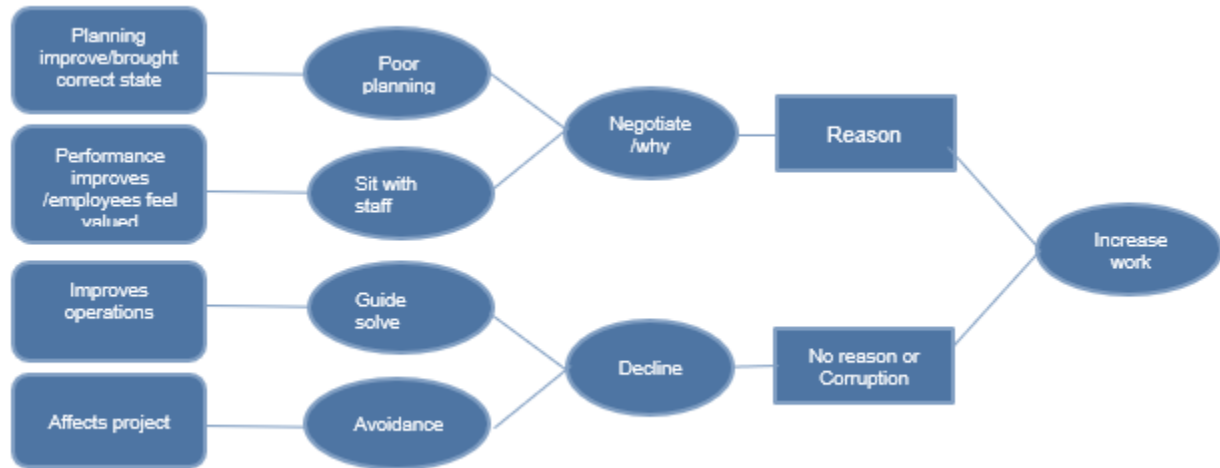


Figure 15

12.4 Root cause analysis:

Scenario 1:

Why did he get extra cash on the project?

Due to an error in the planning process and change of some expenses

Why wasn't the planning good?

Some circumstances changed and supply was delayed so the supplier had to change, and prices were higher

Why wasn't this risk recorded in the challenges records?

This risk has not been properly reviewed and the circumstances that have occurred have been exceptional.

Why has it not been cooperated with procurement and budget departments?

The procedure will be improved, and they will be involved in budget reserves

Why hasn't a backup budget been allocated?

YogD currently does not need an additional budget and the corrective action is currently under control.

The Solutions:

- 1- An emergency budget plan
- 2- Update the risk record
- 3- Involve the budget and procurement team in financial planning processes.

Scenario 2:

Why did the OFFICE of Project Management reject the application?

Because the justification for the request and its impact on the project are not accurately mentioned.

Why did the user file the change request without justification?

Some employees say they haven't been properly trained in change requests.

Why is this happening again?

There is no weekly meeting between the office and project managers and tasks.

Why wasn't awareness properly provided?

Some workshops were held, but not all the employees showed up.

Why wasn't the change student directly connected to the OPM team?

Because there's no clear-cut.

The solution will be:

- 1- Intensifying workshops and raising data quality
- 2- Regular meeting between the Office and the task forces
- 3- Publish the requirements of all procedures through the electronic portal of the system used clearly.

Scenario 3:

Why have working hours been increased?

Due to delays in the completion of operations and tasks

Why did the delay occur?

Due to poor planning and lack of actual compatibility between tasks, implementation, and available resources

Why was the planning process not good?

Because the former manager wasn't very efficient and because of the lack of a review.

Why wasn't a review provider provided?

A consultant has been hired to review all plans and this will be avoided, and all matters will be corrected.

Why weren't employees informed of the reasons for the overtime?

They have recently been sitting with them, apologizing, and making them aware of the importance of their presence and that their efforts will not be lost and will be compensated financially and morally.

Solutions:

- 1- Hiring a consultant to review plans
- 2- Hold a regular meeting with the team to listen to them and motivate them
- 3- Holding training courses in areas that need to be rehabilitated and matured, such as planning.

13. Resourcefulness

13.1: Distribution the human resource on the function

Based on our project we must define all tasks and distribute them to the people. Mainly we have project management then legal, document control and development.

A- Project management task:

This task is managed by the project manager and he handles all relative issues like scope management, quality management, time management and integration management. So, by the right management scope must be achieved without any creep and this process should be done with respect to the time. The project manager needs to control this process and facilitate all resources to deliver at the decided time. Moreover, all process needs to be done without any quality defect which can be done under good management by the project manager. At the end, project integration is achieved by defining all project processes and aligned deliverables to meet the project scope requirements.

B-Document Control Task:

This task representative handles all documents and make sure no mistakes occur during project phases based on all documents he controls. He should be known all process and standard of the organization that he works for to success.

C- Business Development and Planning: -

Usually, this representative has strategic skills to drive the organization to the ultimate goal and they manage and follow-up the plans they settled.

D-Legal Management Task: -

All issues that related to the legal it came under human resources responsibility. They handle all legal and consultant issues according to the government law and aligned with company policy. They also create the company policies with respect to the government law and do all the arrangement the contracts based on that.

13.2 Crushing and Fast Track Process

It is common for people to want to shorten project duration. It may be the project is behind schedule or the scheduled project deadline has been moved forward. By knowing the critical path, the project manager and his or her team can use several duration compression techniques to shorten the project schedule.

- **Fast Tracking:** this process approved because it is applicable to reduce the time of the project and did not affect on the scope and the project task accept this kind of overlapping to accelerate the time.
- **Crushing:** process not applicable with this project because of the one of the budgets is not enough to cover these expenses moreover the stakeholder will not accept any request to increase the budget.

Below schedule explain how it can be implemented and improve the project time if we compare with the original schedule.

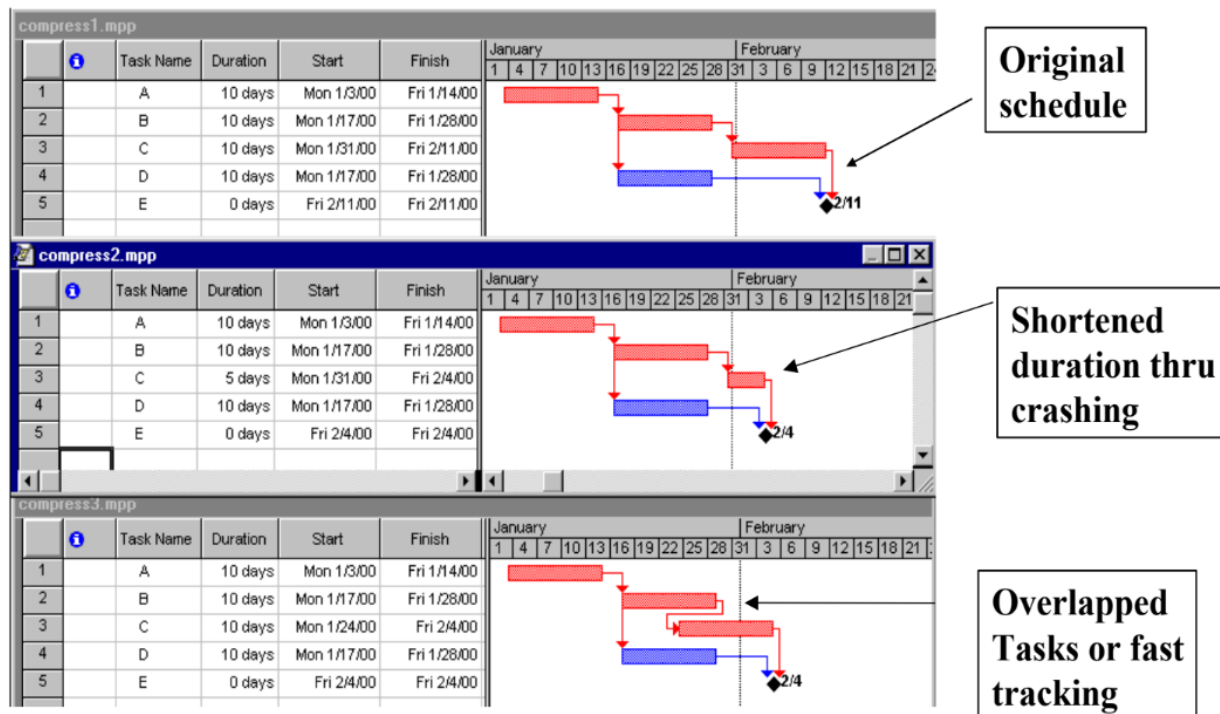


Figure 16 (Cursing/Fast tracking)

14. Negotiations

14.1 General Rule of negotiations

The general rule of negotiation is to increase communication among the departments. It has been anticipated that creating intra-departmental bonding with increased worker representation through leaders is a means to achieve the higher organizational goals. Thus, the ultimate benefit lies with the company. When employees and workers have a higher correspondence, they will be able to deliver the best services and the company will earn a good name in the market.

14.2 Negotiation Plans

The negotiations plans will clarify the communication medium for the organization, so below will list two negotiation plans that followed.

Plan	Execution	Medium of negotiation
Develop intra-departmental bonding	the negotiations will take place between the HODs of all departments to clear the goals and increase participation	- Physical channel (face-to-face interaction) - Online medium (social media, Skype, company website/ portal)
Create workers union	the workers would be allowed to create their union and propose a leader who will report to the HR manager in case of any issue or concern	Physical (face-to-face interaction)

Table 11(Negotiation)