



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

Thursday

18 / 03 / 2021.

Course Code

(PMG506)

Advanced project Management

Instructions:

Instructor's Name: Eng. Amaal Aburumman

Project:

You are required to document your role in administering a project. The project may be set in a business, social, sporting, or family environment but must be of a significant size and scale. If you do not have an actual project to write about you may complete the project hypothetically. **This report will be between three to six pages in length.** This is a significant research project.

Your report must address each of the following issues:

1. Identify and describe the purpose, scope, and objectives of the project. **Display this information using an appropriate tool.**
2. Describe how the team is given an outline of the project.
3. Describe the strategies that are going to be set up to maintain communication with the team members.
4. Describe the tools that are going to be used to monitor the goals, time frames or milestones.
5. Identify project milestones and activities. **Display this information using an appropriate tool.**
6. Create a budget and link the costs to the key milestones for a project.
7. Describe how you are going to divide tasks and resources amongst a project team. **Display this information using an appropriate tool.**
8. Briefly describe how the progress will be monitored.
9. How are current project records maintained? Who has responsibility for this? provide some recommendations on how this process could be improved.
10. Describe the current procedure for finalizing projects. Create your own procedure and identify how you will evaluate the success of the project.
11. Legislation that may affect the project including health and safety, and anti-discrimination legislation.

Best of luck...

..قي فوت لابي تاي نم ت عم

PROJECT BRIEF INFORMATION AND DETAILS

This is a unique project with a mission to complete the vaccination of 4730 employees within 40 days and with limited resources. Due to the intention of the Ministry of Haj and Umrah, the Ministry of Health and the Ministry of Interior Affairs to protect the nation and to prevent the spread of Covid-19 within the pilgrims, the mentioned authorities have enforced all residents of Kingdom of Saudi Arabia to be vaccinated before they go for Umrah or Haj. This issue has been raised by the governmental officials and entities in our regular meetings. YTC realized that our services will be suspended until we obtain the vaccination for all of our employees. YTC's top management called for an emergency meeting and appointed me as a Project Director for this project. YTC has a total of 4730 employees located in 6 different main regions within Saudi Arabia namely:

- 1.

- 
- 
2. Riyadh
 3. Dammam
 4. Jeddah
 5. Makkah
 6. Madinah
 7. Asser

INTRODUCTION

Over the past decade, project management has become more complex. Emergence of new standards have magnified the degree of professionalism in project management. This paper aims to explore the management of an unprecedented company-wide Covid-19 vaccination project that entails hesitancy or rejection from the target audience due to the unprecedented speed the vaccine was developed. This is an actual and unique project in which I was appointed to deliver in a very short time. Due to the sensitivity and the limited time given to deliver the project, the YTC vaccination drive needs to be carefully planned and managed to increase the visibility and control of all the aspects of the project.

LITERATURE REVIEW

There may be several definitions of project that emerged, but the common elements are that projects have specified time for completion, with definitive goals, limited resources, consist of several complex or interrelated activities and that every project has its manager. Turner (1999) defined project management as an undertaking in which human, material and financial resources are organized in a way that manages the scope of work, within the defined time and budget while achieving the quantitative and qualitative objectives. Bredillet (2004) defined project management as both a science and an art. The author defined project management as a science as it uses tools and techniques which are based on mathematical principle and formulas to account for budgeting, estimating, resource planning, and probability and risk impact. The art side of project management refers to the soft skills such as communication, planning, analysis and assumptions which are attributed to the Project Manager and project team's experience (Fernandes, 2014). According to Lock (2003), project management has evolved along with the increase in the range of activities coming within the bounds of project management techniques and how the projects are managed in the changing business environment of the 21st century.

METHODOLOGY

This paper uses secondary data sources related to the management of vaccination programs like measles, influenza vaccines and other related articles as there are still no published studies particularly on Covid-19 vaccination program management.

PROJECT BRIEF

Purpose of Project Management Plan

The purpose of this Project Management Plan is to manage the COVID-19 vaccination drive initiated by Yaquot Transportation Corporation (YTC) for its 4730 employees across KSA in a planned and controlled manner, in accordance with the guidelines of Ministry of Health and to ensure completion of the project before the end of Ramadan 2021.

Project Background, Purpose and Objective

The Ministry of Health has given a deadline to complete COVID-19 vaccine for all YTC employees before the start of Shawwal 1, 1442 (13th of May 2021). Failing to comply can bring punitive measures by the government on YTC, including closure of offices and facilities. As such, the successful completion of the project within the stipulated time is critical to ensure smooth conduct of business. Additionally, vaccinating its employees, YTC can ensure the safety of its employees against COVID-19 and contribute to a safe working environment.

SCOPE

The scope includes planning, executing and tracking the vaccination of all YTC employees within KSA. Family members of employees are exempted from the scope. A key and critical element of scope is to complete the vaccination of employees before Shawwal 1, 1442.

ASSUMPTIONS, CONSTRAINTS AND SUCCESS CRITERIA

Project Assumptions

- Management will give support and ensure that the project participants are available as needed to fulfill the project tasks and objectives.
- Team formation with adequate representation from various departments and location can function efficiently and effectively within the limited timeframe available.
- The Steering Committee will adhere to the timely execution of the Project Plan.
- All project participants will adhere to the Communication Plan and strictly abide to the guidelines set forth within this Project Plan.
- Project schedules may change depending on the availability of Ministry of Health and vaccine provider.
- Failure to deliver the project on time may result to punitive measures by the government on the company.

Project Constraints

- The total timeframe within which the project needs to be completed is less than a month (Shawwal 1, 1442) considering the last days of Ramadan will be non-working holidays. As such the time for adequately planning the project is limited.
- Coordination with Ministry of Health and the availability of schedule to arrange vaccination for the 4730 YTC employees across the country.

Success Criteria

- Effective leadership which can guide the coordination efforts and keep close track of the progress is the single most important success criteria in this project.

PROJECT MANAGEMENT APPROACH

Project Timeline

Project shall commence on 28th of March 2021 and shall be completed before the start of Shawwal 1, 1442 (13th of May 2021).

Project Team

The formation of a committee has been approved by the Chief Business Officer (V.P.). The committee is authorized and assigned to execute this project under the leadership of the QHSE Director as the Committee President with representation and coordination from other departments. In addition to the committee, a project team is established under the leadership of the Committee President.

Role	Responsibilities	Responsible
Project Sponsor	• Reviews and approve project decisions • Provides project oversight	Chief Business Officer (V.P.)
Committee President	• Leads in creating a plan • Approves resource and budget allocation • Resolves conflicts and issues	QHSE Director

	• Reviews project performance and deliverables • Provides direction and course to the project	
Project Members	• Acts as advocate and support to employees • Provides regular updates and debunk misinformation • Helps identify project constraints / barriers and helps in the removing them • Updates tracking log	Public Transportation Manager Administration Manager HR Manager Branch Managers Intercity Transportation Manager Special Services Manager IT Manager

Work Breakdown Structure and Budget

The numerous tasks required to be accomplished under the project are listed in the Work Breakdown Structure (WBS) under Appendix 1 of this document. All items in the WBS are identified along with the budget and mechanism to track the progress (planned vs actual).

Change Control Management

Any change to the established project timeline is consequential. Therefore, any perceived changes to the schedule will be closely monitored and resolved as quickly as possible. Delay in this project is not an option.

Schedule / Time Management

Schedule of the project is as established in the WBS. Due to time constraints and the emergency nature of the project, schedule is established and tracked along with the WBS (Appendix 1). Any delay in planned vs actual is quickly reviewed and remediated through adequate measures.

Communication Management

The following communication channels are established for the project:

- Weekly committee meetings are scheduled every Wednesdays. Minutes of the Meeting and attendance records shall be maintained.
- Weekly meetings between the Chief Business Officer and the Committee President shall be conducted for project updates.
- A daily coordination meeting with the Committee President and the Project Team shall be conducted throughout the duration of the project.
- Creation of a WhatsApp group chat to ensure easy, fast, reliable and effective communication among the project committee members. The Committee President shall be the Admin for the group chat.
- Conduct education and awareness workshops

Cost / Budget Management

The total budget allocated for this project is SAR 225,000. The breakdown is as provided below:

BUDGET ALLOCATION – VACCINATION DRIVE (2021)						
	ASEER	DAMMAM	JEDDAH	MADINAH	MAKKAH	RIYADH
No. of Employees	95	662	1372	520	567	1514
Transportation	2375	16550	34300	13000	14175	37850
Meal	1235	8606	17836	6760	7371	19682
Post-vaccine Meds (Paracetamol/Vitamins)	190	1324	2744	1040	1134	3028

Sub-total	3800	26480	54880	20800	22680	60560
Education / Awareness	10000					
Portal Creation (Registration, Data Collection, Tracking Log)	25000					
Grand Total	224200					

PROJECT MILESTONES

The key milestones for this project are:

Key Milestones	Estimated Completion Timeframe
Secure vaccination schedule with MOH	April 8
>50% vaccinated employees	April 22
100% vaccinated employees	May 12

The timeframe for the activities along with the budget allocation is established in the WBS (Appendix 1).

KEY CHALLENGES AND RISKS

CHALLENGES

The following challenges have been identified in the project:

- Coordination and securing schedule for vaccination with MOH.
- Timely communication with all employees
- Dealing with employees who are reluctant to get the vaccination
- Effective tracking of all employees who underwent vaccination

RISK AND ISSUE LOG

Risk and Issue Log is maintained as a separate document to track the challenges, issues and risks identified above and which will arise as the project progresses

PROJECT RECORDS

The following records shall be maintained by the QHSE Department for this project:

- Minutes of meetings
- Tracking log to monitor progress of the vaccination drive
- WBS
- Risk and Issue Log

BIBLIOGRAPHY

1. PMG506 lectures and handout
2. The Project Management Answer Book, Second Edition
3. Project Management ToolBox: Tools and Techniques for the Practicing Project Manager
4. The Fast Forward MBA in Project Management

REFERENCES

Bredillet, C. (2004). Project management governance: A situational approach. *EURAM conference*. Munich, Germany

Fernandes, J. (2014). What is Project Management – An Art or Science or Both? *Whizlabs, Project Management* [online]

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Lock, D. (2003). *Project Management*. Gower Publishing, Eight edition

Turner, J.R. (1999). The handbook of project-based management: improving the process for achieving strategic objectives. 2nd ed. *London: McGraw-Hill*



APPENDIX

Appendix 1 – Work Breakdown Structure

WORK BREAKDOWN STRUCTURE YTC VACCINATION DRIVE 2021																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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