

Everyone's Smart University

Project (Spring 2021)

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Section	Course	Code	Date
		Thursday	
		Master	18 / 03 / 2021.

(PMG506)

Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة 9 مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
- يتم تسليم المشروع في صيغة ملف pdf مع الالتزام نموذج الجامعة ولن تقبل أي مستندات أخرى.
- يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- يجب الالتزام بـ Theme موحد كما يلي:
- حجم الخط 12.
- نوع الخط Arial.
- لون الخط أسود.

- المسافة بين الأسطر 1.5 line spacing
- عدد صفحات البحث (لا يقل عن ثلاث صفحات ولا يزيد عن ست صفحات).

Instructor's Name: ~~Eng. Amaal Aburumman~~ **Eng. Dr. Akram M. S. Ali**

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~~ **ONE** 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...

المشروع:

مطلوب منك توثيق دورك في إدارة مشروع. قد يتم تعيين المشروع في بيئة تجارية أو اجتماعية أو رياضية أو عائلية ولكن يجب أن يكون بحجم مناسب. إذا لم يكن لديك مشروع فعلي لتكتب عنه ، فيمكنك إكمال المشروع افتراضياً. ستكون هذا التقرير من ثلاث إلى ست صفحات.

يجب أن يعالج تقريرك ~~كل~~ **احد** القضايا التالية:

1. تحديد ووصف الغرض والنطاق والأهداف من المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
2. صف كيف يتم إعطاء الفريق مخططاً تفصيلياً للمشروع.
3. وصف الاستراتيجيات التي سيتم وضعها للحفاظ على التواصل مع أعضاء الفريق.
4. صف الأدوات التي سيتم استخدامها لرصد الأهداف أو الأطر الزمنية أو المعالم.
5. تحديد معالم المشروع والأنشطة. اعرض هذه المعلومات باستخدام أداة مناسبة.
6. إنشاء موازنة وربط التكاليف بالمعالم الرئيسية للمشروع.
7. صف كيف ستقوم بتقسيم المهام والموارد بين فريق المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
8. صف بإيجاز كيف سيتم رصد التقدم.
9. كيف يتم الاحتفاظ بسجلات المشروع الحالية؟ من المسؤول عن هذا؟ تقديم بعض التوصيات حول كيفية تحسين هذه العملية.
10. وصف الإجراء الحالي لإنهاء المشاريع. قم بإنشاء الإجراء الخاص بك وحدد كيفية تقييم نجاح المشروع.
11. التشريعات التي قد تؤثر على المشروع بما في ذلك الصحة والسلامة ، وتشريعات مكافحة التمييز.

مع تمنياتي بالتوفيق..

Communication in Central Reservation System Project (Maqam) at SejelTech

1. Introduction

Management by the project has been a well-known approach for organizations all over the world. Moreover, project communication management is an important knowledge base in each project so that communication is considered as the backbone of all successful projects, so it must be maintained through the entire phases of a project. In fact, communication is the process of transferring thoughts and ideas through a medium from one person to another and may include acknowledgement and feedback to make sure the message is clearly understood. In projects, communication is the process of requiring appropriate and timely planning, collection, distributing, storing, managing, monitoring, controlling and the final arrangement of project information. Furthermore, Sejeltech company has been developing an electronic system, called Central Reservation System CRS, for service providers, which provides an inventory management system for identifying available vacancies, managing private contracts (B2B) including the names of contract holders, service costs and expiration dates. CRS is just a sub-project of a bigger project called Saudi Global Distribution System (GDS) that enables service providers and online travel agents to offer services to individual pilgrims and their representatives to complete visa application procedures by integrating with many national and governmental institutions to finally send an electronic copy of the visa immediately upon issuance to the pilgrim's email. My role as a training and development specialist reported to PM, my roles and responsibilities started after the initiating process in which identify the key stakeholders, high-level project description, requirements, and risk to develop the project charter and obtain approval from the sponsor. Therefore, how could communication be maintained through the project and how strategies should be clearly defined early to ensure proper flow of information amongst GDS training teams and stakeholders (Hotels).

2. Literature Review and Conceptual framework

Each organization has its own communication method and structure which should be flexible to reach internal and external stakeholders more easily to meet their satisfactions. On the other hand, stakeholders must be identified in early phases and then analyzed to

determine their needs and requirements in order to distinguish their attitudes and influences whether they affect or being affected by the project deliverables. Lynda Bourne has claimed in her study, “Targeted communication” that stakeholders must go through some steps as follow:

- Identify stakeholders: defining their requirements and expectations into a list that also contains relative information like thier job title and address.
- Prioritizing stakeholders: stakeholders should be ranked based on their importance to the project such as power and urgency.
- Then, engaging stakeholders: stakeholders’ attitudes should be defined to figure out the communication strategy needed with each of them, and their attitude could be improved from unaware to supportive as an illustration by using a tool like a stakeholder engagement matrix.
- Finally monitoring the communication and ensure the information has been communicated as per the communications plans and evaluating any changes to follow the plan (1).

Therefore, many steps should be undertaken such as collecting and storing information, defining communication (One-to-one, One-to-many) and also organizational charts. Additionally, determining the distribution method is also important to figure out what information goes to whom (Internal staff, External ad key stakeholders), when (Daily, Monthly, Milestones), and how (Formal, Informal). Another important factor is the schedule and frequency of distributing outlines and information which also needs to be monitor and controlled by using useful tools and reports to measure any variances with the planned communication strategy. There are several effective communication strategies such as interactive communication, virtual communication, and pull and push communication. Interactive communication takes place between a sender and receiver and it’s an ideal method; however, such a way is not applicable with all scenarios. Therefore, Samuel M demonstrated the strength and ideal use for each method in his book “Project Team Leadership and Communication”:

- Push communication:
 - Primary Strength: The sender knows when and to whom it was directed.

- Ideal Uses: Non-urgent comm. or information not requiring an immediate response.
- Pull communication:
 - Primary Strength: Access is at the receiver's discretion, which helps to avoid "information overload."
 - Ideal Uses: Non-vital comm. or information that needs to be accessed frequently by multiple parties (2).

Virtual communication is a modern method of using technology tools that allow two persons or groups to interact without taking into consideration distance, time zone or culture. Oula Zouhbi stated in her Ph.D. study that it's more complicated to manage the process of communication in the virtual world and managers are required to pay attention to miscommunications and provide guidance, training and awareness for the team members to communicate more effectively (3). In fact, I disagree with Frank Siebdrat, Martin Hoegl and Holger Ernst's point that "Several studies have found that collaboration across distance is more difficult than in collocated environment. Potential issues include difficulties in communication and coordination, reduce trust, and an increased inability to establish a common ground" but not with the idea that "Proximity tends to promote more frequent communication and the development of closer and more positive interpersonal relationship" (4).

3. Methodology

In sejeltech, Interactive communication, push communication and pull communication methods are used with both formal and informal as well as virtual communication is being used lately. It is crucial to understand the meaning of each method to utilize it more efficiently. A comprehensive description will be covered about the advantages and disadvantages of using each of the above methods with team members (24 trainers) and stakeholders (more than 2,500 hotels in Makkah and Madinah) at Sejeltech.

To begin with, the communication strategies and methods used with team members. At the beginning of the project, used interactive communication method that all trainers attended conference meetings and interviews on daily basis to define the aim, vision, roles and responsibilities of each team. Such a method was really effective due to the

fact that members can get a clear understanding by engaging and asking to reach obvious clarifications; however, some members like Madinah team needed to travel a long time to join the meetings. After that, push communications were used to convey urgent information by official mails so that each member needs to acknowledge the message by responding to the mail. Sometimes social media was used in case no acknowledgement is received. Another method was used is pull communication method which consists of logging on a private portal used by the company to reach general information about the company, regulations, salaries and so on. Both methods used above for push and pull communication were useful, yet some technical problems can cause disruption and prevent delivering the required information. Nowadays, because of the pandemic of covid19, virtual communication method has taken place over the entire company, and such a method has proven to be a better, faster and even effective way for communication and other functionalities.

On contrary, I and my colleagues, trainers, used an interactive method to communicate with all hotels by visiting and giving a training session to each hotel individually. The effort expanded by the team members was almost doubled and too cumbersome. It took a while to cover all hotels in the region, yet some hotels could never have been identified due to insufficient information. Although such a method was time-consuming, high-quality training and sharing information were guaranteed. Likewise, virtual communication showed its efficiency during the pandemic. It allowed us as trainers to reach a huge number of hotels in a short time for inquiries and training purposes.

Accordingly, performance reports were generated daily by the team members directly to the head of the training department for further analysis. Most common type used was table report by using MS Excel Spreadsheet which needs to be sent daily by work email. Then, required information are recollected again and resend to the higher level of management as a bar chart report or as requested.

4. Results and Discussion

As a result of the above study, transferring to virtual communication strategy has been a paradigm alteration in most organizations all over the world whether for communicating with internal or external stakeholders. As being a member of the training team in Makkah, such an approach has revealed its beneficial utility amongst the team and hotels and

even for higher management. the management would reduce the expanses of using conference rooms and other office services inside the organization. Also, communication between the training team reaches a high level of effectiveness that arranging meetings for discussion, displaying issues, reassigning activities and performing group brainstorming becomes easier to finally meet the needs of stakeholders and management. An adjustment has been made for performance report that an online portal (Hybrid communication approach) including separate lists of each member's hotels list is available all time to be filled out and amended, so the management has the flexibility to not only monitor the progress of the team performance but also control stakeholders' needs from any deviations. the trainers become more flexible in terms of time that they can reach an average of 20 hotels a day for a complete training session or answering any inquiries. Therefore, many issues with the old method, field visiting, like wasting time, insufficient location information, lock of parking and extra expenses by getting a traffic ticket have completely been solved with the use of the virtual approach. In addition, the importance of interpersonal communication like phone calls and push communication like e-mails are still existed to reach hotels for appointments and conveying information to training team members. Indeed, after several meetings with the training head office, every member of the training team sets a specific time for at least an hour three times daily and pass his schedule with the meeting link to his hotels list so that any hotel can join the session for further inquiries, yet for taking an appointment, each hotel must use the request training functionality inside the CRS, so a direct e-mail will be sent to the trainer.

In conclusion, Sejeltech company is fully equipped with the relevant knowledge to benefit from the communication strategies being set in their project by using their experience, OPA's and SME's to reach high-quality outcomes and manage stakeholders' requirements and needs. Therefore, good communication strategies, monitoring and controlling assist Sejeltech to face any crisis, enhance and adopt new technologies to deliver successful deliverables and outcomes. Also, I strongly suggest and recommend virtual communication to keep up with the technology development due to the fact that it has many benefits mentioned earlier in the study. However, push communication is useful for conveying governmental information by e-mails or letters such as new policies

or amended regulation for stakeholders as well as for organizational subjects to trainers, while pull communication plays a significant role for huge complex information or plenty of stakeholders like hotels in this study. Hence, communication needs to be maintained continuously throughout the project since it's the foundation of any successful project.

5. References

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4. Siebdrat, F., Hoegl, M. and Ernst, H. (2009). How to Manage Virtual Teams. Cambridge, MA: *MITSloan Management Review*, 63-65.