



Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

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**Course Code
(PMG506)**

Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- 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. سيكون 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 Makkah Housing Project

1. Introduction:

The project is about design a seven residential building for a real estate company "owner" that work with ministry of housing. My organization is an engineering consulting company; this project was one of the unique project that my company faced due to many reasons. First, the project start during the COVID-19 period and it was the first time that we got a project in this situation. Second, it is the first time to work and prepare conference meeting with client. Finally, limited resources and experience from the owner due to ministry of housing requirements and the owner needs in this project. In this project, I was the project manager and I was responsible for all the project stages and coordination between all stakeholders. In addition, I was responsible to collect the data and requirement from the owner, ministry of housing and municipalities. In addition, I was responsible to study the location of the project, which proposed by the ministry and study the needs of citizen in Makkah city. Stakeholders in this project are owner, ministry of housing and team member. Stakeholders in this project were in different locations the owner was in Taif city and his project manager was in Makkah city, the ministry staff and our staff were in Riyadh city. The primary design should submitted to the ministry within twenty days and this effect the way of communications in addition to COVID-19 situation. The objective of this research is to study the impact of communication between the team and stakeholders in projects.

2. Literation review:

• 2.1: Communication:

Many researches and book are talking about the communication and its affect in general life and especially in the business and projects. Communication it is a common and nature thing and nothing can done without communication regardless the way of communication. Communication is a vital part of our daily routines [\[1\]](#).

• 2.2: Effective Communication:

The communication should be effective to achieve the organization objectives. Effective communication depends on many things such as leadership skills, medium of communication and body language. One of the most communication problems is poor communication and poor communication can happened in a four major levels. First level of poor communication is between is between team member themselves. Second, between project manager and team members. Third, between project team and top management. Finally, between the project manager and client. Figure 1 shows the four levels [\[2\]](#):

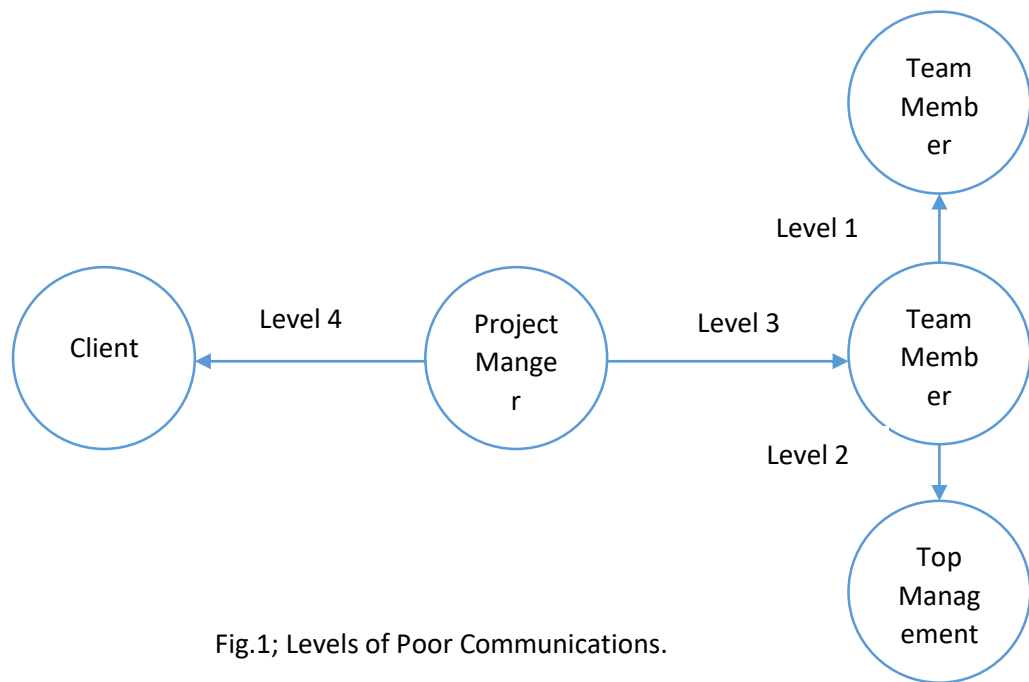


Fig.1; Levels of Poor Communications.

Effective Communication plan should answer the following questions:



Who?

do we need to communicate with?



When?

do we communicate?
do we meet as a team?
do we communicate with key stake holders and in what fashion?



How?

do we communicate?
often do we communicate status?



What?

needs to be communicated?
is communication type internal , external or leadership teams?

• 2.3: Communication in projects:

The communication in p Fig.2; Question for effective Communications. book communication one of the ways a project can get off track is for various parties to take action without the approval, or even knowledge [3]. Communication method or tools depend on the business relationship and the important of t It depends on how quickly the information arrives.

Ksenija Čulo, and Vladimir Skendrović describe the project information distribution and figure 3 summaries these ways [4]:

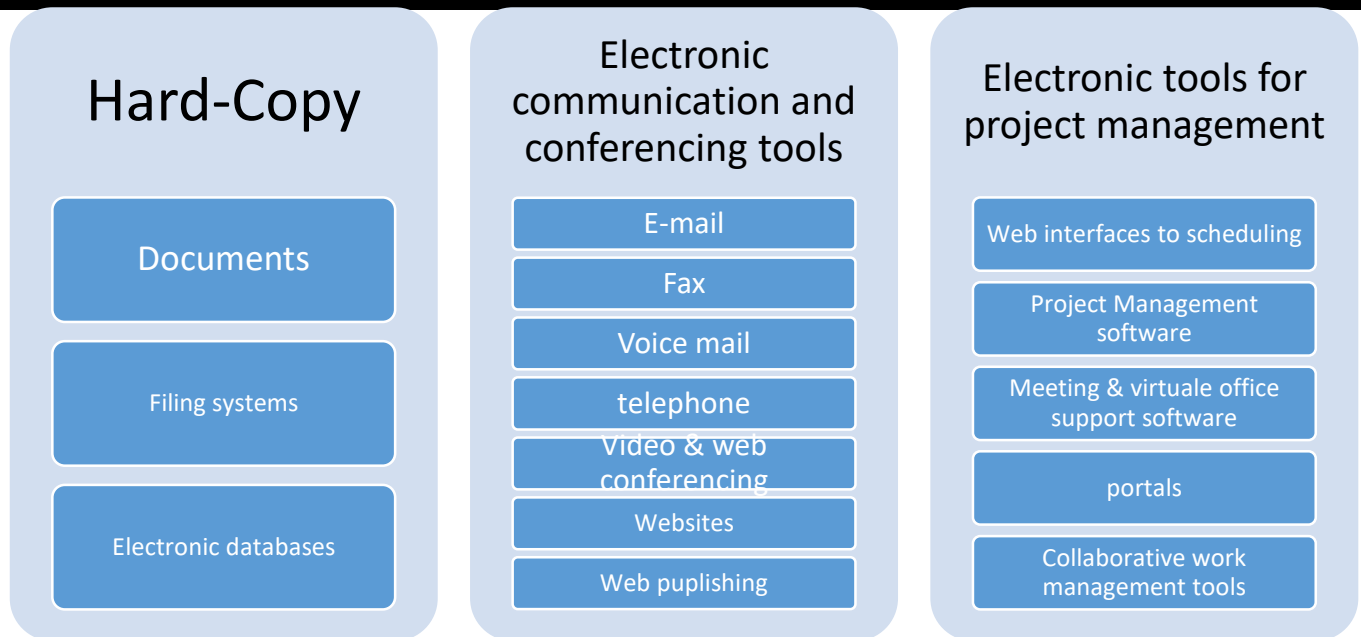


Fig.3; Project information distribution.

3. Methodology:

To determine how the communication will be and how are involved we will use a project structure to determine the stakeholders and persons from each firm .Then to determine the communication way it depends on the number of persons that in involve in communication process. The first thing that I did is to specify the number of channels in communication and the number of persons that involve in this project. To determine the number of communication channels we use the following formula:

$$Communicatio\ channels = \frac{N \times (N - 1)}{2}$$

- Where "N" is number of persons.

If the results of the communication channels was big, we should use another tool to specify and determine the representative from each firm to reduce the communication channels. The best tool to determine the responsibility and the role for each task and member is using responsibility matrix or which known by "RASCI Matrix". This kind of matrices provide a way to plan, organize and coordinate work and consist of representing certain associations for each activity, such as who is in charge of performing the activity and who must be informed when the activity is done [5]. Taking the results from communication channels and evaluating the situation and the communication need to determine the correct communication median for each stakeholders. In addition, asking some experts to determine the correct communication way is helpful in these situations.

4. Results and Discussions:

Regarding to the methodology that we used project structure to identify the stakeholders in this project, figure 4 shows the project structure:

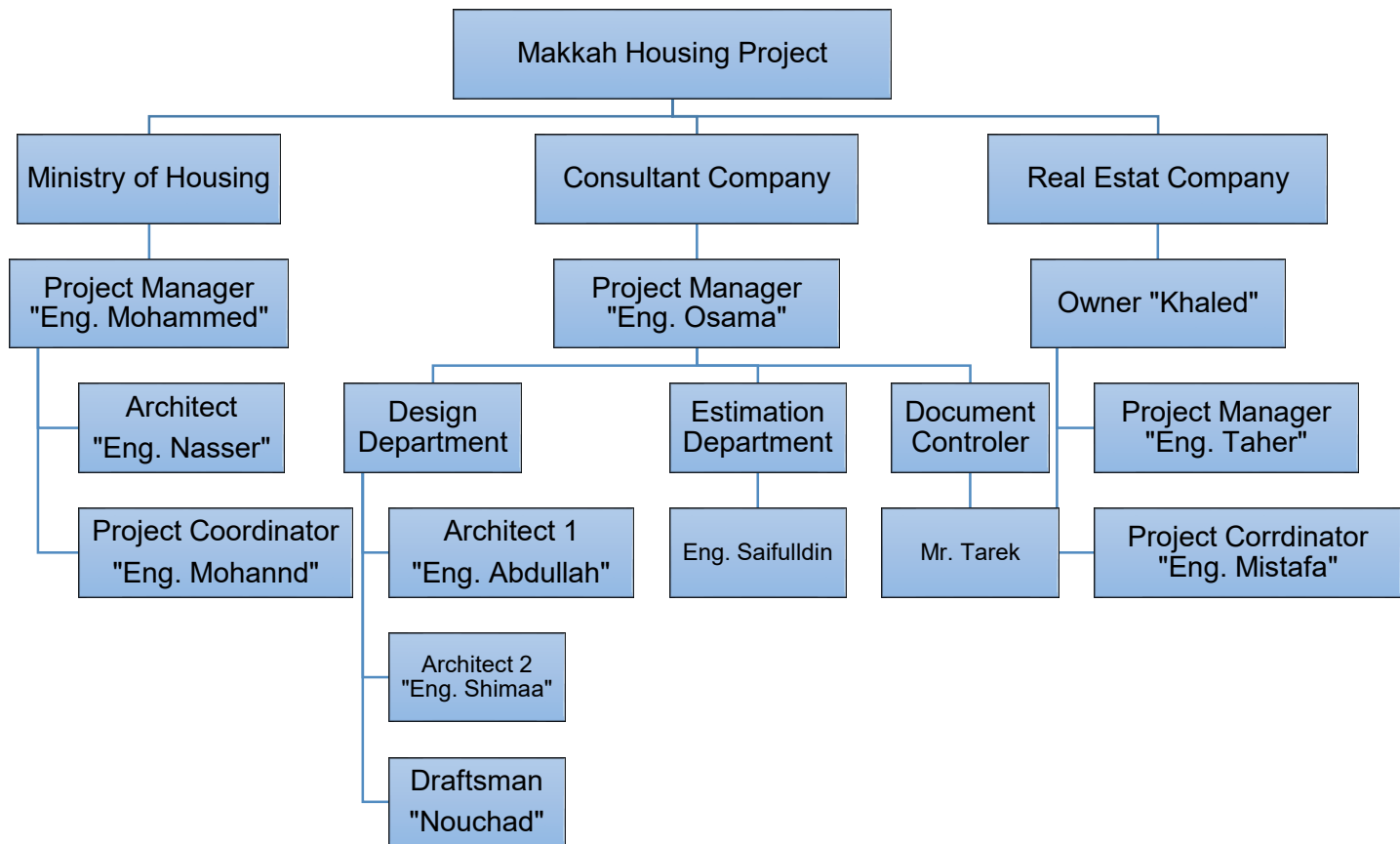


Fig.4; Project Structure.

After determining the project structure, we found that the number of persons involved in this project is twelve "12" persons. Calculating the number of communication channels using the following formula: $Communicatio\ channels = \frac{N \times (N-1)}{2}$

$$Communicatio\ channels = \frac{12 \times (12 - 1)}{2} = \frac{12 \times 11}{2} = 66$$

From the previous calculation, we found that we have a sixty-six communication channels that can make the project process difficult. We use a responsibility matrix "RASCI Matrix" to determine the role for each per Table 1; RASCI Matrix for each member make an easy communication and will not make any conflict between the stakeholders and team members. The following RASCI matrix show the responsibility for each stakeholders. Table 1 shows RASCI matrix for Makkah housing project:

R: Responsible, **A:** Accountable, **S:** Support, **C:** Consulted, **I:** Informed

The communication methods that is useful for this project are many and the following table shows

	Concept Design	Data Collection	Cost Estimation	Weekly report to MOH	feasibility study	Communication with real estate company
Eng. Mohammed				I		
Eng. Nasser				I		
Eng. Mohannad		S		I		
Eng. Osama	A		A	A	A, R	A. R
Eng. Abdullah	R	I			S	S
Eng. Shima	C	I			C	
Eng. Saifuldin		I	R	S		
Mr. Nouchad	S					
Mr. Tarek			C	R		
Mr. Khaled				I		I
Eng. Taher	I	R				I
Eng. Mustafa	I	R				I

the communication method. In addition, to get an efficient and effective communication each firm involved in this project choose one vocal representative to manage and reduce the communication channels. Figure 5 shows the vocal reprehensive from each firm.

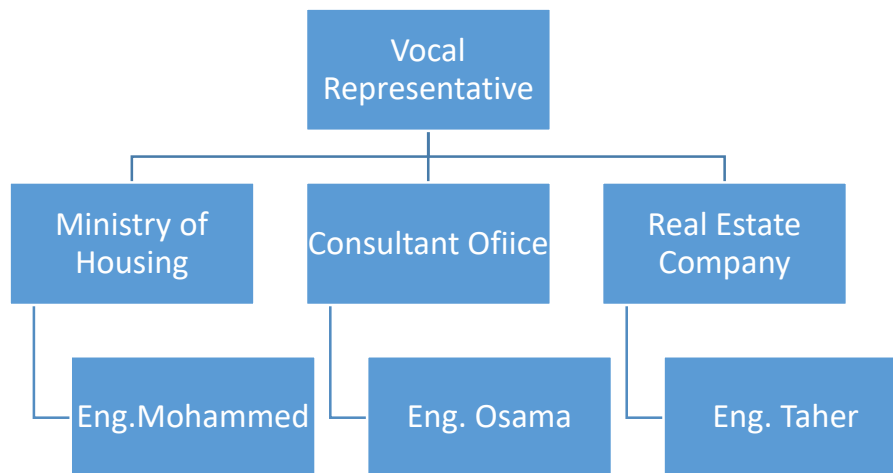


Fig.5; Vocal Reprehensive.

Based on researches before and methodology used to determine the suitable communication method we found some useful method and table 3 shows communication methods used in this project:

Table.2; Communication Methods

Sender	Receiver	Information	Communication Type	Medium	Frequency
Eng. Mohammed	Eng.Osama & Eng. Taher	Project starting	Kick off meeting	Call conference	Once
Eng.Osama	Consultant team member	Project statues	Team member meeting	Face to face E-mail	Daily
Eng.Taher	Eng. Osama	Updates information	Project team meeting	E-mail Call conference	As needed
Eng.Osama	Eng. Taher & Eng. Mohammed	Concept design development	Project Statues Report	Conference call presentation	Weekly

From the results from this research we found that communication in projects are very important but it should be with correct tools and techniques. The tools used are helpful to reduce the communication channels that reduce the conflicts with team members and determine the responsibilities for each one in the project.

5. References:

- [1] Worth, Richard. Communication skills. Infobase Publishing, 2004.
- [2] Kerzner, Harold. Project management: a systems approach to planning, scheduling, and controlling. John Wiley & Sons, 2017.
- [3] Dykstra, Alison. Construction project management: A complete introduction. Kirshner Publishing Company, 2018.
- [4] Čulo, Ksenija, and Vladimir Skendrović. "COMMUNICATION MANAGEMENT IS CRITICAL FOR PROJECT SUCCESS." Informatologia 43.3 (2010).
- [5] O'Conchuir, Deasun. Overview of the PMBOK Guide. Springer, 2011.