

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**THE IMPACT OF EFFECTIVE PROJECT MANAGEMENT ON TIME
QUALITY AND COST: THE CASE OF CONTRACTING FIRM IN THE
MIDDLE EAST**

M.Sc. THESIS

Nura Izzat Yaseen WAARI

Department of Business

Business Administration Program

Thesis Advisor: Asst. Prof. Dr. Bekir Emre KURTULMUŞ

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

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Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **İmzalanacaktır**. Aksi halde geçersizdir.

I would like to take this chance to dedicate this research to my beloved family who supported me in all the work I did and encouraged me to reach my goal. To all my friends who motivated me in writing this research. I also dedicate it to my professor who supported me all the way. Hopping that this work will be beneficial for all future management researchers.

FOREWORD

I would like to thank God for giving me the patience to carry out my study.

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Nura Izzat Yaseen WAARI

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ETKİLİ PROJE YÖNETİMİNİN ZAMAN, MALİYET VE KALİTE ETKİSİ. ORTADOĞU'DA SÖZLEŞME ŞİRKETİ ÖRNEĞİ.

ÖZET

Bu çalışma ile araştırmacı, proje yönetim planlamasının önemini ve planlamanın projenin başarılı olup olmayacağını belirleyen üç temel bileşen (maliyet, zaman ve kalite) üzerindeki etkisini incelemektedir.

Araştırmacının örneği Ortadoğu'da (Ürdün ve Filistin) bir müteahhitlik şirketinin (üst yöneticileri, proje yöneticileri ve üst düzey mühendislerini) içermektedir. Araştırmanın ana hedefine ulaşmak için, araştırmacı Mart ayından başlayarak Aralık 2017 sonuna kadar dokuz aylık bir dönem içinde üç farklı şirkette üst düzey yönetici ve proje yöneticisi olarak görev yapan on kişi ile görüşme yapmıştır.

Görüşülen kişilerin cevapları aşağıdadır:

Birinci ve ikinci sorularda, görüşülen kişilerin % 90'ı herhangi bir projeye başlamadan önce şirkette yapılacak planlamanın öneminde mutabık kalmışlar ve projenin zamanında gecikme olmaksızın teslim edilmesi için uygulama aşamasında yapılması gereken kritik ve kritik olmayan görevlerin tümünü içeren planlı zaman çizelgelerinin hazırlanmasının önemine vurgu yapmışlardır. Üçüncü soruyla ilgili olarak, görüşülen kişilerin % 60'ı işçiler tarafından takip edilebilmesi için projenin anlaşılabilir bir gereklilik ve standartlara sahip net bir plana sahip olması gerektiği konusunda mutabık kalmış ve ayrıca projeyi en yüksek kalitede ürün ve hizmetlerle teslim etmek için üst düzey yöneticiler ve mühendisler tarafından sık sık yapılan denetimlerin öneminden bahsetmiştir. Son soruda görüşülen kişilerin % 80'i izleme, kontrol ve takip süreçlerini içeren üç ana faktörün ifa edilmesi halinde , planlı bir proje yönetiminin belirlenen bütçeyi aşmadan proje bütçesini etkileyebileceğini söylemiş ve ortaya proje maliyetiyle ilgili bir plan koyabilen ve aynı zamanda proje uygulamasında oluşabilecek hatalar için hızlı çözümler üretebilen deneyimli bir projen yöneticisinin önemini vurgulamıştır.

Bu bulgular ışığında, araştırmacı, proje hedeflerine gerekli zaman, maliyet ve kalitede ulaşmak için proje planları üzerinde etkili bir şekilde çalışan, nitelikli bir proje yönetim sistemine sahip olmanın önemini vurgulamıştır ve araştırmacı şirketlerin, çalışanlarına ve yöneticilerine yönelik eğitim vermesi gerektiğini ve yöneticilerden gelecek projelerde kullanmak üzere önceki projelerden istatistiksel veri tabanları hazırlamalarını istemelerini tavsiye etmektedir. Proje hedeflerini belirlemek, projenin kalitesini güçlendirmek, uygulama süresini kısaltmak ve maliyeti en aza indirmek için şirketler, projeyi ve tüm önemli belgeleri incelemek ve anlamak için şirkette özel bir departman kurmalıdır.

Anahtar Kelimeler: *proje yönetimi, zaman, maliyet, kalite*

**THE IMPACT OF EFFECTIVE PROJECT MANAGEMENT ON TIME
QUALITY AND COST: THE CASE OF CONTRACTING FIRM IN THE
MIDDLE EAST
ABSTRACT**

The study focuses on the importance of project management planning and its impact on the three main components (cost, time and quality) that determines projects' success. The sample included ten (head managers, project managers and senior engineers) in three contracting companies in the Middle East (Jordan and Palestine) for a period of nine months starting March till the end of December 2017.

The findings show that most of the interviewees agreed on the importance of planning in companies before starting any project and they emphasized on the importance of having a planned time schedules which includes all the critical and none critical tasks that should be done in the implementation phase to submit a project on time without any delays. As for the quality 60% consented on the necessity of having a clear plan which has an understandable requirements and standards for the project in order to be followed by the workers, and they also mentioned the importance of doing frequent inspections by project managers and senior engineers on the delivered product and service to achieve a project with the highest quality. In the last question 80% said that a planned project management can affect the project budget without exceeding the specified budget if it was followed with three main factors which are monitoring, controlling and following up, they also insisted on the importance of having an experienced project manager who can set a plan concerning the project's cost and also find quick solutions for any error that may occur in project implementation.

In the light of these findings the researcher shed the importance of having a skilled project management system that works effectively on project plans to achieve the project objectives according to the required time cost and quality, the researcher recommended that companies should do consequent train workshops to their managers and employees and also ask their managers to prepare a statistical databases on previous projects in order to use them in the future project. Companies should allocate a special section in the company to study and understand the project and all the important documents in order to determine the projects objectives clearly to strengthen the quality of the project shorten the duration of implementation as well as minimizing the cost.

Keywords: *project management, time, cost, quality*



1. INTRODUCTION

1.1 Study Topic

The impact of effective project management on time, cost and quality. The case of contracting firm in the Middle East.

“Project management is about creating structure and managing the project commitments and delivery agreed upon results”. Prachi Juneja described project management in her article “*Importance of Project Management for Organizations*”, (2010). Organizations seek to achieve control over the project environment and ensure that the project deliverables are being managed through project management. As described in the PMBOK book (2001). The importance of project management appeared as a tool to provide solutions and facilitate the implementation of projects while committing to a specific criteria in terms of executing actions within a plan, specifications, budget, time and energy which all must comply with an estimated limit.

Efficient project management begins with studying and researching a project from all perspectives in order to identify relevant information of a project before the planning phase begins. This is to ensure that deliverables are considered and all relevant information is gathered before beginning a project in order to effectively plan for a project.

The Middle East is now one of the most successful investment stations in the world specially Jordan and specifically Amman where the real estate sector has noticed significant growth over the last five years, this contributed to attract investments to this country from around the world. This has placed great responsibilities on the construction and contracting companies in terms of commitment to submit projects according to the

owners, governmental and real estate plans, in terms of implementing projects with the required budget, highest quality and shortest time.

All companies which are involved in the construction process are aware that submitting a project with low quality, exceeding the budget and specially delay in project delivery, according to owners and investors timetable and requirements, lead to:

- Eliminate financial profits for these parties.
- Loss of funds for both investors and contractors
- Bad reputation for the contractors and the agencies, which promotes the investment of construction, projects in this country.

Moreover the delay in project completion puts contractors under pressure, leading them to implement at low levels of quality. The reason for the above mentioned according to KPMG's Global Construction Survey in (2015); may be poor project management planning of contracting companies due to the lack of these companies to define or determine their aims and objectives accurately, having communication gaps, unclear specifications, the weakness in setting plans, develop strategies, policies and time schedules which are necessary for the project implementation stages.

The process of project management and engineering planning have roles, standards and indicators that must be followed in order to develop a successful plan for each project according to its needs, circumstances and importance. Effective project management greatly relies on efficient and detailed plan to ensure the achievement of the project goals, by considering and accounting all factors of the project.

In this research, the researcher will focus on the importance of project management planning in contracting companies and its impact on the most necessary project elements (Time, cost and quality) because achieving projects on the required time, cost and quality increase the company and the customer confidence, increase investments in the company since it becomes a well-known company, as well as reducing a lot of costly expenses for the company and increase its profit.

1.2 Thesis Problem

After working in an interior contracting company for the past three years, the researcher noticed that it is vital to take into consideration the many relevant factors that affect a project during the planning phase of project management. In every project the researcher noticed that there were an increasing number of factors that have a direct causal relationship that could help or hinder the implementation of a construction project. For instance; during the execution of a project, the project team members rely heavily on many suppliers and sub-contractors. Therefore choosing the right suppliers and sub-contractors, as well as having a clear communication with stakeholders is a very important factor when planning and implementing a construction project. The connection and Mediation between owners, designers, architects, consultants, contractors, and subcontractors can determine whether implementing a certain project is profitable, whether this project can be completed on time and within the agreed results and budget. This is why effective project management plays an important role in efficiently achieving objectives of a project within the lowest costs, least amount of effort and in the shortest time possible, while achieving the desired quality in the final results.

1.3 Significance of the Study

Organizations seek to raise the level of its efficiency through increasing productivity, fulfilling clients' satisfaction and implementing effective project management. These elements don't only require effective detailed plans, capital, proficient workers but they also need an effective project manager along with a professional project management team who focuses on reaching the maximum level of quality to ensure meeting the clients' expectation and satisfying their expectations. This can only be fulfilled through a clear understanding of the requirements, effective consideration of all relevant factors and relentless commitment to a clear, detailed plan while keeping the costs as low as possible and finalizing the project in the shortest time possible in order to maximize profitability.

This research aims to study and investigate the impact of effective project management on interior contracting firms in the Middle East while executing a project; therefore the intentions of this study aims to lead company owners to:

- Identify the importance of project management on delivering effective results to the client.
- Identify the impacts of effective project management techniques on the organization's projects and activities.
- Prove how an organization can complete their projects on time and on budget by implementing project management techniques, monitor and control the flow of a project.
- Identify the reasons that cause change in the main variables of a project. (Time, cost and quality)

The findings and results of this research would hopefully lead company owners to take into consideration the importance of project management firm, or adding a sector in their organization that specializes in project management. Moreover this topic deserves to be thoroughly investigated to find out the relationship between the variables and how aspects of cost, time and quality can directly impact on any project. If the right management techniques were implemented, difficulties and complications will be avoided and the project would run smoothly without delays or problems, which results in meeting the clients' standards and fulfilling their expectations.

1.4 Aims and Objectives

The aims of this study are to:

- Identify the impact of effective planned project management on time, cost and quality.
- Prevent and avoid problems by identifying all the factors that may impact the work that flows the project during the planning phase, before the project begins.
- Identify the effective use of planned project management methods to improve the overall performance of the project, including cost management, employee satisfaction, and optimization of operations.

- Find out the major difficulties that cause delays, and increase in costs, decline in quality, and leading to an overall unsatisfied client and a bad reputation.

1.5 Questions of the Study

The study seeks to answer the following questions:

- Does a good management planning affect submitting a project on time without any delay?
- Does planned project management affect the cost of the project?
- Does planned project management affect the quality of the project?

2. LITLITRUE REVIEW

2.1 Introduction

The need of a shelter existed once humans started evolving, as it was one of the first projects humans encountered. As early humans evolved, starting as hunters and gatherers to become farmers, their shelters had to become stronger and more practical to the environment they lived in. The tools and materials used needed to insure permanence and resilience, as it was used not only as a necessary shelter but also as a protection for their resources, and a prolonged use over time for generations to come. Throughout the decades, construction continued to develop until it became a craft and required its own specialists to do it.

To keep up with the growing human-life demands and mankind's nature to constantly grow and adapt, the need for other structures grew steadily. For example; places to store livestock, infirmaries, roads, places of worship, places of trade, etc. As civilizations continued to develop technologies grow in numbers and the need for new ideas of structures evolved with it. Construction projects became more complex and required a certain set of skills with ever-changing tools and methodology being developed to improve the process and quality along with it. Furthermore, social classes started to develop and become more apparent in growing civilizations, and the home, which was once solely served a practical purpose started to become symbolic of a person's social class in the civilization.

As time advanced, constructions' projects became more complex and larger in size, the methods and materials needed to build started to become more advanced too. The size and complexity of the new construction designs were needed for implementation such projects which once required its' own town people or the owners themselves, to build, now requires the involvement of financiers, designers, consultants, contractors, suppliers

of materials and dedicated manual labor forces. As a result, bringing a project to life became a bigger and more complex challenge to carry out. This is where the need for project management started. As stated by Olusanya, (2012) in his article ‘*Planning is the most important management tool for performance and for organizations to perform well.*’

Since the industrial age, construction and contracting companies gained either a competitive advantage or disadvantage depending on their effectiveness of project management factors. Project management became a determining factor of construction and contracting companies; the role of project management comes from understanding the client’s requirements, effectively planning and considering all relevant factors and detailing it into a thorough, detailed and clear plan, and then implementing all the operational aspects to reach the desired result, and tracking ones final performance after delivery over a long-term period. As said by A.K Munns and B.F Bjeirmi, (1996)‘ the project is concerned with defining and selecting a task which will be of overall benefit to the company.’ It relies heavily upon effective planning; clear communication, leadership skills and the ability to prioritize and understand the trade-off between time, quality and cost toward achieving desired results of a project.

Contractors benefit owners in a crucial way since the first stage is to clearly understand the requirements of the client. Then they translate their experience and expertise into a thorough detailed plan that considers everything the project will entail such as the expected time to complete the given tasks, identifying the risks for every task and expected delays pertaining to the considered factors, the resources (assumptions) to implement the plan, and the indicators they observe to anticipate the problems before they occur, as well as building respective contingencies for such problems.

A Project is a temporary attempt committed to building a unique product or service. Using the word ‘temporary’ is because any project has a specific time to start and finish, what distinguishes a project from another is the characteristics that it holds, such as:

1. Achieving the required quality.
2. Executing within the budget limits.

3. Submitting on the agreed date.

Kerzner (2001) stresses on the importance of techniques in achieving project objects, this is why it is important that a project should be a specified mission with a specified vision, which requires different recourses, sponsors and customers. A project can take a long or a short time to be produced and it can be a small or a large project. Whereas project management is implementing knowledge, skills, and techniques on the project activities in order to achieve the stakeholder's requirements, and the expected vision for the project.

A Project manager or a project leader is the person who plans and guides the management through recruiting the full available resources including human resources to achieve the purpose of the project within the limits of cost, time, quality desired, which are set depending on the clients requirements.

Nabil Samalouti (1974) says that planning intended to match what is required and what is available in practice; coordinating and directing recourses, energies and manpower to achieve certain goals. These goals must be achieved in a specific period of time, and every plan works on achieving the goals with the least cost.

A Planning Engineer in contracting companies is one of the most important leading positions in project management. This role has a lot of responsibilities especially as it is considered as a key position in senior management. Its responsibilities doesn't only revolve around supervising the project at all stages and providing solutions to problems, however it requires collaborating with site managers, surveyors, engineers, site worker and other professionals until all procedures are completed to the highest possible standard.

2.2 Definition of Terms

2.2.1 Project Management

Oisen, (1971) defines project management as “an application of a collection of tools and techniques to direct the use of divers resources towards the accomplishment of a unique, complex, one time task within time, cost and quality constraints. Each task requires a

particular mix of these tools techniques structured to fit the task environment and life cycle (from consumption to completion) of the task”.

Others defined project management as planning, controlling and monitoring of all phases of a project and the motivation of all workers involved in it, to accomplish the project vision on time and to a specified quality and cost which are called the iron triangle:

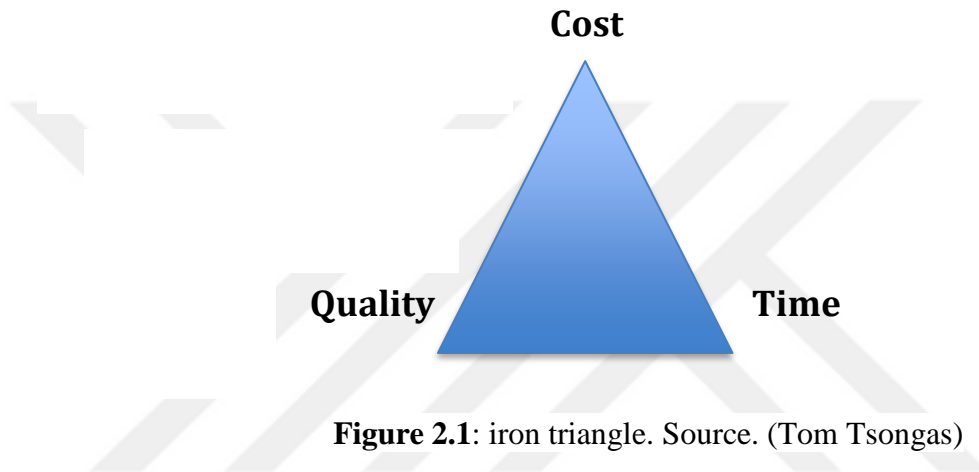


Figure 2.1: iron triangle. Source. (Tom Tsongas)

Referring to the upper Figure, the iron triangle assists project management for accomplishing and finishing a project successfully. Tom Tsongas, (2011).

2.2.2 Planning

Planning is an important tool for the performance and for organizations to perform well it's an essential part in any management process, which involves choosing objectives, then establishing programs and techniques for achieving the project goals. Planning allows managers to define the time needed for project implementation, cost and quality these are component of failure or success of a project.

As defined by S. P. Dozzi, Hira N. Ahuja (1994),”Planning requires visualizing all the operation of the projects to arrange these operations in a proper sequins to achieve confident that each operation is understood”. (p.10)

This means that planning determines projects implementation in an organized way in order to submit projects in the required specifications.

2.2.3 Project planning

“Project planning generally involves assessing a project and establishing actionable courses of action among other activities on the way forward for a given project” Roberts (2011). In other way, project planning is a preparative stage for every project, in which project manager understands and determine arrangements on how, when and who carries out projects specific activities. Project planning appears as an important function in project management because it uses the available resources to ensure optimal integration of project activities to accomplish project goals. It also contains formulation of essential project plans, simply to create balance in existing resources and project goals.

2.3 Stages of Projects Duration:

The extent to which contracting companies understand the concept of project duration has been measured and divided by Lukasz Kisiel (2015) as below:

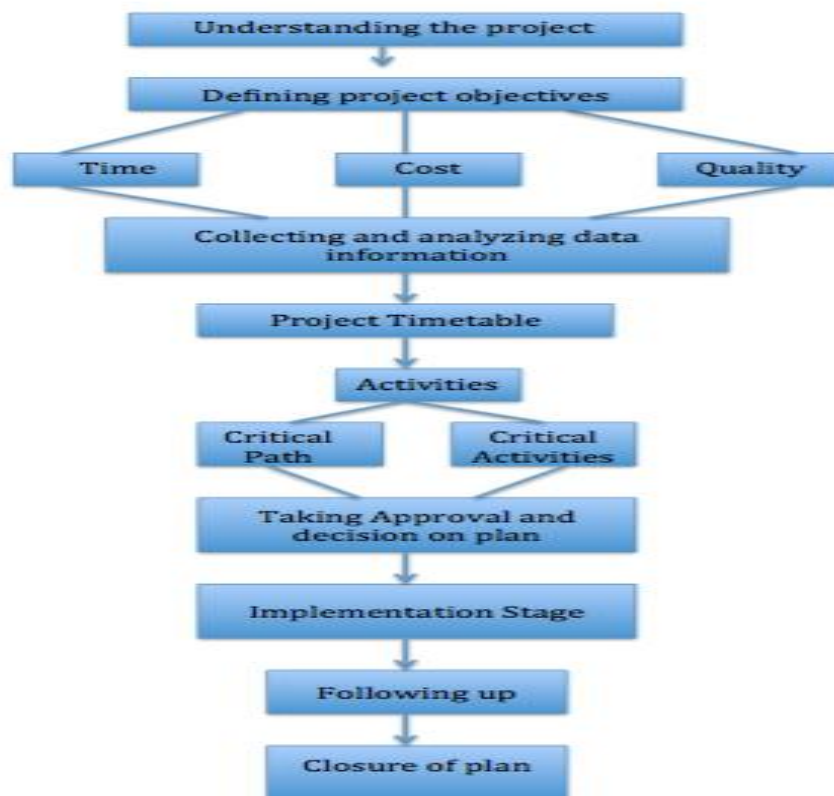


Figure 2.2: Stages of Project duration. Source:(Lukasz Kisiel 2015).

1. Understanding the project:

It is very important to understand the project and its' requirements in order to recruit every worker in the right position upon their qualifications and professions. Also, it is very vital to understand the scope of work and the specified requirements the client provides to the contractor, which are agreed on, in the contract between the owner and the other concerned parties. As a rule, any construction project is divided into design stages followed by the construction phase; the design process outputs are the drawings, calculations, and all the design documents. The other stage is to implement and prepare the necessary factors for the construction phase.

2. Defining project objectives:

The three measurements of any project efficiency and success are (time, cost and quality). The overall objective of any project is to implement the project in the shortest time, cost and highest quality. In practice, these objectives are in conflict with each other; in most cases to be able to finish the project in the shortest time, larger investments are required therefore a higher cost. Also, in cases of requesting very high quality implantation the price increases and the process might take more time.

As a result, the manager must find a general appropriate solution to balance the three objectives, if the manager succeeds to place a managerial plan for each of the three main aspects of any project, the project will run smoothly and difficulties will be avoided and decreased. As shown in (Table 1.1) Karen Young gave a short definition for the three components of a project in her article (*Project Management Success – Scope (quality), Time, Cost.*)

Table 2.1: Definitions

Factors	Definition
Quality	What needs to be delivered in the project. The execution of the work of the project under the terms and conditions and specifications.
Time	Time refers to the amount of time in which the complete project must be delivered.
Cost	Cost refers the financial cost of the project (material and resources)

- Time: Time Management is mostly the ability to organize and plan the time spent on activities in a day. The results of good time management increase effectiveness and productivity. If a plan is set in accordance to the time factor, more will be done in less time. Project Time Management includes” the processes required ensuring timely completion of the project” (PMBOK Guide, 2002).
- Cost: The total amount paid by the enterprise for the materials, labors and indirect expenses for the production of a particular product. In other words, it is the price that the company incurs from the materials, workers’ wages and other expenses in the production of goods and services. According to E. McConnell’s article (2010) ‘*A quick post about Cost Management*’. “Project Cost Management is a series of activities for estimating, allocating, and controlling costs within the project. It allows determining and approving budget for the project and controlling spending. For example, in construction project cost management it is vital to estimate cost of materials, equipment, salary of workers, etc.” Which means that cost management is the process of planning and controlling the budget of a business. Implementing a cost management plan allows a business to predict the expenditures to help reduce the chance of going over budget and keeps their over-all budget under control.
- Quality: Sited in the book *project quality management*, J. M. Duran (1951) defines quality as the “Conformance to requirements or fitness for use”; which means that the

product or services must meet the required objectives of the project and its value to project owners and funders can use the outcomes of the project as originally intended. Another definition is that quality is achieved by conforming to established requirements within an organization (Russel, 2013).

Quality management is the process of ensuring that all project activities should be effective and efficient for designing and planning to reach the purpose of the objective and its performance. Having quality management plans help to monitor and verify that project deliverables meet defined quality standards, which are typically defined by the customer, it also involves reviewing the product and materials to see if they meet the defined quality norms. (Rupen Sharma, 2013).

In Tim McClintock Article '*What is project quality management?*' (2017), He divided project quality management into three major procedures:

1. Plan quality management, which is to understand the quality needs and standards for any project and product.
 2. Control quality: recording and monitoring the results of quality activities to assess performance and recommend necessary changes.
 3. Perform quality assurance: auditing the quality requirements and quality control leads to ensure suitable quality standards are used in the project.
3. Collecting and analyzing data and information:
- Before starting to prepare the project plan, the following information must be available in order to have a plan that is detailed and thorough:
- The Contract documents and other project documents, which must include project drawings, general and specific specifications of the project, "BOQ" bill of quantities and prices, official correspondence, decisions and agreements between the contracting parties (Owner, consultant, contractor and official entities) and other documents and necessary reports to start the project plan.
 - Project description, area and distribution of projects blocks.
 - Lists of procurements, suppliers and equipment required for the project.
 - Project management methodology and technology.
 - Availability of resources such as equipment, labor, subcontractors, market price...

- Identifying available resources and appropriate alternatives for both materials and plans.
4. Project Timetable: this stage includes:
- Dividing the project into activities.
 - Determining the relationship between the activities.
 - Representing the activities and the relationships and estimating the times for each activity.
 - Calculating the critical path activities of the project and determining the time surplus for each activity.

Critical path: a set of critical activities that stays from the beginning to the end of the project.

Critical activity: Critical activities are the project tasks and work elements that must start and finish on time to ensure that the project ends on schedule and on agreed deadline. They must be carefully documented, monitored and managed to ensure the success of the project. A delay in any critical activity delays the completion of the project.

In Chandana's article (2017) she differentiate between the Total float and the free float by saying that " Total float is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or intermediary milestone". Which means that it, allows an activity to be delayed without affecting the overall duration. Whereas "Free float is an amount of time that a schedule activity can be delayed without delaying the early start of any immediately following schedule activities".

If the value of the total time surplus period of one activity is zero, we call this activity a critical one, because it also has an effect on the critical path of the project, and any delay in implementing this activity will result delaying the subsequent activities; and therefore delaying the project as a whole.

5. Taking approval and decision on the plan:

After the completion of the previously mentioned stages, the project work plan is ready for actual implementation, however this is can only happen after the competent authorities through confirm the plan.

- The coordination between the planning department of the contracting company, the planning engineers, suppliers, subcontractors, project engineers and project managers to finalize the plan.
- Defining the weaknesses and flaws of the plan before it is put in action.
- The submission of the plan by the planning department of the contracting company to the senior management of the company, which gives the permission to work under the given plan and provides all the necessary facilities for its success.

6. Implementation stage:

Implementing the plan: Once the plans are developed they are put into action. Successful implementation of the plan ensures understanding and whole-hearted cooperation of all the employees. (PJ Commerce Academy, 2016).

All the previous phases will not achieve any benefit and feasibility unless the plan is successfully implemented, by implantation we mean:

- Dedicate the authority to the professionals and distribute the work, and use the right and needed resources to translate the plan into action.
- The planning engineers and managers in contracting companies play a vital role in the implementation though clarifying the plan and explaining it, motivate and reward the workers, give guidance and advise them to ensure that it is implemented in the correct way in order to reach the desired goals.
- Efficient project managers rely on their power, specific procedures and rules to influence their employees

7. Follow up phase:

Follow up action: To see whether plans are being implemented, activities are performed according to schedule. In case of any deviations, changes are made in the plans. (PJ Commerce Academy, 2016).

The follow up phase is considered as one of the most important stage in the planning process. Although it is extremely important, the follow up phase is often neglected. During this phase, all project activities are arranged to bring the project to a successful completion. The planning engineers' scope of work does not end in setting a plan, but must also ensure that it is being implemented in the right way. For instance; follow-up phase activities include providing instructions and training for the work force,

maintaining the results, evaluating the project work flow, writing project reports, transferring to the directors and noting any discrepancies in the plan and work flow in order to avoid them before they occur.

The follow up process is usually carried out through:

- Providing the technical staff with the necessary equipment and instructions to follow up with the implementation process.
- Reviewing the plan and the timing for each activity and comparing them with the theoretical project plan.
- Reviewing the implementation process and matching it with the actual agreed on plan; and if any delay in any activity is observed, the possibilities are to transfer the activities from time surplus activities to critical activities –If possible- with a view to reduce the project implantation period.
- Observing external conditions, which may affect the implementation of the plan, and finding solutions and alternatives to ensure that the plan is not affected in a way that could delay the project or harm the workflow.

2.3.1 Stages of Project Plan Cycle

A project manager and all project teams are directed to consider all project tasks and activities, in order to stay focused on the project; project management planning process encourages decision making to a certain extent of project complexity. It engages many company workers for a long period of time, to ensure that workers are in line within the project goals project planning should involve frequent evaluation of project plans that's why Vater (2012) described it as planning cycle.

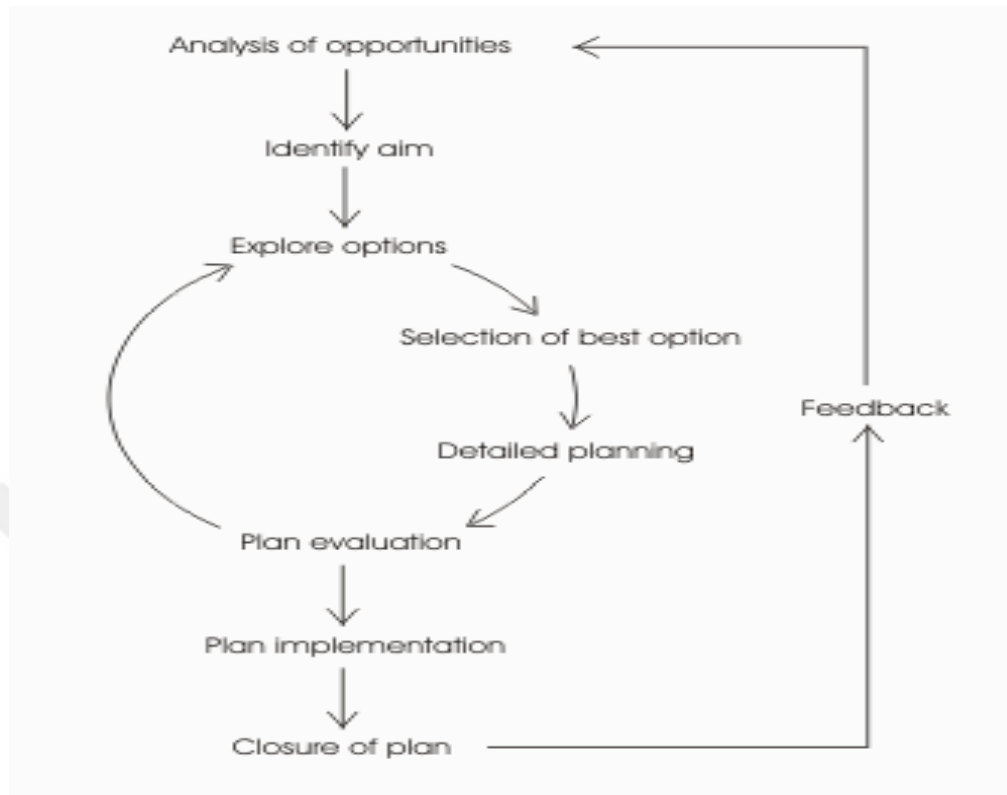


Figure 2.3: Stages of Planning Cycle. Source: (Mindtools website).

The project planning cycle involves many steps; first it involves wide analysis of opportunities and spot what needs to be done. These analyses contain the project workers to establish how they can improve the current position of an intended project. By analyzing the weaknesses and strengths, the threats and opportunities that they will face, also by identifying the project risks and weaknesses in the company.

The second step is to identify the aims and objectives of a given project plan, these defined aims and objectives put up rationale way for tackling project tasks. It also ensures that project managers and workers are fully focused on the planning process and avoids wasting time and effort on unnecessary side issues. Since project objectives concentrate on the expected outcomes of a Project they must be documented and summarized otherwise the project tasks will fail in delivering the desired outcomes Kerzner (2001). The aims and objectives should be expressed in qualitative terms and should be clear and obvious in order to reach the desired results and obtain owners satisfaction; as for the third stage it should involve examination of options of a project planning structure, Planning chances are the internal factors and external factors which

influence on project activities such as economic and governmental conditions which also define the future of the project. The external options can't be controlled by the project team but they can only come up with a way to avoid their negative effect since they are uncontrollable while the internal options are the chances that can be controlled by the project team. For that project managers should define the project challenges that they may face during the whole project period.

The fourth project-planning phase contains the selection of better options, and deciding which one to use, then evaluating the costs and benefits of each option or action using the available resources, different techniques and project goals in order to develop the significance of the selected options.

As for the fifth phase, which involves a detailed plan of project, tasks and activities where managers and workers have a good, clear, developed and understood picture of project plans which help in fasten the accomplishment of the primary project plans. The detailed project plan should contain the project aspects such as timetables, budget, quality and program of work... it should also contain the project time plan for different project activities and the order of carrying these activities out within the project.

The sixth phase is the evaluation phase is the evaluation of the project plan, to ensure that all the planning process is done and carried out, after that the project managers present the detailed plan to the owners and stakeholders for them to appraise and provide feedback this will help managers and workers to create a connection between planning and the controlling aspects of a project (Martin, 2011).

The seventh phase is the actual project implementation, its when a project plans are completed and put into action focusing on the goals and objectives of a project, in this phase the plan should contain the controls that project managers will use to monitor the project plan execution.

The last stage is the project plan closure, which was guided by a post plan implementation review to ensure and determine if project plans are heading to the desired project results, in order to make changes if they are not (Kerzner, 2001).

From the above-mentioned explanation of the planning cycle, it is obvious that planning in projects is a nonstop activity, which involves frequent evaluation of project activities from time to time, to ensure the success of the project.

2.4 Projects Success and Project Failure

Project success is defined when a company is able to deliver a project according to its agreed objectives. The success of any project is noticed when companies realize the maximum value or profit they gained once the project is completed. So, for a company to be successful it has to deliver a project on the required cost quality and time. Furthermore, it is also important to ensure customer, investors and owners' satisfaction to guarantee project success. On the other hand, it is common for projects to fail, when it does not deliver any of the project's aims and expectations. In order to prevent that, companies should apply essential preventive measures. In most of project failure cases, project may use a lot of resources than predicted because of poor planning (Dinsmore & Davies, 2006).

Without universal definitions for project success there will be no basis to decide project failure. Different people define project success in several ways that falls under four categories as below:

- The project is considered successful if it meets its objectives on specified time and/or within the set budget (Ahsan, Ho & Khan, 2013).
- The project is considered successful if it achieves its set aims and objectives on time, within the set plan and quality guidelines (Kerzner, 2001).
- The project is considered successful if the final item delivered produces a huge profit for the associations at the end of the project. And also If the project renders all or most of its goals as outlined in the scope regardless to budget or schedule performance (Bryde, 2003).
- The project is considered successful if it accomplishes the settled project objectives upon established key positions (scope, quality, spending plan)(Malach-Pines et al, 2009).

Therefore project managers should influence their team and staff to improve their performance to achieve all or the majority of project's aims and objectives. If project managers don't have the proficiency to integrate, organize and transfer their knowledge to their workers and staff, the project will turn into a failure. In order to complete a project successfully project managers are responsible to ensure that everyone who is involve in the project understands and executes their specific tasks.

Project managers should also ensure that their teams' feel empowered, trusted and supported in their roles. Project managers are tasked with specific responsibilities within a project, Hansen (2002) these responsibilities changes upon the company's culture and size. The most common responsibilities to project managers are managing project budget, project delivery, project conflicts, project risk, project team, communicating, monitoring and developing project plans. If project managers manage the previous mentioned responsibilities, the project will be successful and all the set goals will be met. (Ralf & Turner, 2007). Moreover, to achieve a project successfully effective project managers should adapt their plan to the changes that may occur in the implementation phase also the sudden occasions that may appear at site and the disappointment of specialists that may appear at a site.

2.5 Link between project planning and Project Success

In the project management planning stage of a project as pointed out in Lukas Kisiel (2015), project manager works with his entire team who is involved in the project, in order to come up with management frameworks, tasks schedules, detailed designs resource and communications plans as well as the project budget, scope and time plan among many other essential project documents. These kinds of documents help in providing comprehensive definition of a project for the project workers and team to understand and work on towards projects aims and objectives. A number of phases of a project fall into the project planning phase where the overall of project management methodology is made and the techniques on how to put project requirements into actions. Therefore, planning a project in the right way and manner, documenting and recording the plan in details and then executing it correctly most likely lead to delivering a project successfully and as required.

The need of effective project manager in contracting companies is important to fully understand what stakeholders require in their project because what the project team observes as project success might be different in the eye of the project owners and stakeholders. In order to prevent that project managers should work on identifying the various perspectives of what project success is to the owners and stakeholders before embarking on any project. And make these perspectives clear and simple in the project plan for all people who are involved in project implementation.

Project plan is an essential aspect that shapes the success of the project because effective project management plan directs the team to their tasks in the project. If the project management plan was carried out in an effective manner it can assist the team and the rest of the workers to understand the stakeholders views that lead them to focus on the requirements of the project and be engaged with the project duration and also undertake all project activities successfully as required (Reiss, 2007).

2.6 The Importance of Planning

Application of project planning principles and practices continues to spread rapidly to the increasingly wide range of human enterprise around the world. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan and schedule itself. The project manager needs to spend time gathering requirements from a variety of stakeholders and working closely with key technical staff to identify strategies and risks. All projects must be well conceived, studied and then well managed during their planning and execution to achieve the desired results on schedule and within the specified cost and other resources. (Nature and significance of management, 2013).

The extent to which contracting companies understand the concept of project planning has been measured by:

- Understanding that the planning process contributes in saving time and doesn't dependent on chance; working in engineering projects without a clear plan becomes obsolete and time consuming. The absence of planning in any project leads to chaos and improvisation and achieving the goals becomes difficult and hostage to chance.

- Planning aims to ensure that there is no contradiction between the means and objectives, which makes it easier to reach the goals and targets in the shortest way and saves time and money.
- Understanding the importance of planning in predicting the future and what possible surprises and fluctuations may occur, is important for the project manager to take the necessary assumptions and hypothesis about what may happen in the future and to form an idea of what will the situation be, either to modify or find an alternative plan to implement the stages of the project.

Project manager-planning works on saving costs and prevent waste of resources since it sets goals and solutions in advance, in a scientific and rational way project planning contributes in increasing efficiency and effectiveness. ‘‘The project manager in project planning is naturally the key person within the project organization and has the overall responsibility for meeting project requirements within the agreed time, cost scope and quality constraints which form the framework of the project plan’’. (O. Passenheim 2009).

Every project needs a project manager; this is the person who will be responsible for setting the objectives of the project and sets up project plans. A project manager is accountable for constantly balancing the most important factors of the triangle; time, money, and quality. All three factors must be prioritized, studied and reconsidered several times throughout the process. Planning projects ahead and setting work schedules especially in the critical path method can have many advantages to project managers:

- Defining the project in detail.
- The ability to predict the time required completing the project and the possibility to control and save crucial execution time.
- Getting a schematic representation of the project, helps to spot project defects quickly and identifying risks that may happen while implementing the project as well as indicating a response mechanism.

- Distinguish critical and non-critical tasks in the project, so that they can transfer some resources from the non-critical tasks and focus on critical tasks, which help in reducing the project time with cost stability.
- Calculate the final cost of the project and avoid any extra expenses that might occur.

2.7 Effective planning

There is no optimal way to plan, however the success of the planning process requires the availability of some basic components, which every manager in contracting company should take into consideration, KJ Singh (2016) highlighted the good plan characteristics in his article as follows:

- **Inclusiveness:** planning should cover various areas and activities of the organization, and should not be limited to one side or another, in contracting companies a planning engineer along with his team should get the appropriate attention in all areas and activities of the project.
- **Clarity:** project plans must be clear and simple in order to be comprehensible, acceptable and easily implemented by the technical staff, so each individual in the company should work as one group to identify their tasks, and what is expected from them.
- **Realism:** Adding more accuracy and explicitness to the project schedule lets align the entire work with stakeholder expectations and accounts for true risk exposure. Planning must be consistent with the abilities of the internal and the external conditions of the contracting company in general and the project in particular.
- **Flexibility:** project manager and work team members must expect changes in the set plan at any time. Therefore; they should develop a flexible and adaptable plan, which responds to changing circumstances, or sometimes to set an alternative plan. Skilled Project Managers must be prepared to face any obstacle that might occur during the process, which may result in spoiling their chances of achieving the agreed on quality, cost and delivery.
- **Preciseness:** the more specific and precise the planning is, and the more the goals and activities are set carefully the chances of successful implementation are increased.
- **Integration and harmony between plan and objectives:** integration and harmony in construction projects planning are achieved by reconciling all elements of the project

and having a balance between project implementation duration, project cost and quality of the implementation.

- Timing: the plan includes objectives and activities to be completed within a certain period; it is important to schedule the implementation in a good timely manner, which determine the start and completion date of the activities taking into consideration the coordination between the different activities.

Cost: planning process needs resources; the costs for those needed resources should not be exceeding the expected expenses and profit.

Project managers should consider the below notes to help increase the effectiveness of planning and the proficiency of employees:

- Mandatory planning: implementing a clear and simple planning is a basic and necessary process for all areas and stages of the project.
- Provide statistical information on planning in previous projects, take knowledge of previous planning outputs in setting future plans.
- Benefit from The commitment, support and encouragement of senior management.
- Deliver the plan and objectives to the employees and provide them with thorough explanation of the work tasks.
- Engaging employees in planning process at all stages.
- Provide Rewards to workers who participate and commit to the plan.

2.7.1 Features of Effective Project Planning

Effective project planning has a various number of features; the first feature is that it is a goal-oriented process that is set to achieve predetermined project goals and objectives. This creates the sense of focus for all the project team especially for different project activities (Martin, 2011). As for the second feature project planning is done specifically for future project activities, majorly through predicting and analyzing how the future project activities will be carried to obtain the desired objectives. The third feature is that project planning offers a room for project environment changes to make a flexible process since it tackles an upcoming matter about a project (Heinemann, 2009). The fourth feature is that project planning is an ongoing process because the nature of project management requires frequent checking on project tasks and activities to ensure that

they are being done to the set standards. More importantly, the fifth feature for project planning that is project plans are carried out for a certain period when completion of that period project plans are reassessed on the changing upon project conditions (Martin, 2011). This function is critical in all of the project management stages because the scope changes from one stage to another in the project, for that reason project managers should plan for a regular project activities in order to ensure that the different problems that keep appearing in the project life are dealt with efficaciously. The sixth feature is that project planning involves mental exercises; the team of the project engages in creative thinking in order to come up with a plan that are based on project goals and objectives. The seventh feature is that project planning is the main function of project management, which designs the basis for all project activities (Heinemann, 2009).

The eight feature is that project team is required to make a number of decisions or/and choices, based on project conditions because project planning generally focuses on active decision making (Martin 2011). The ninth feature is project planning is presented with the intention of achieving a project in an efficient way; the entire process strives to seek effective use of project resources to reach project goals and objectives. Meanwhile the failure in establishing a detailed plan on project implementation increases the chances of project workers in not meeting most of the project goals. Therefore, In order to run a project smoothly it is important to invest in the project planning process.

2.8 Time Management

In order to have a clear sense of time management strategy, it can be said that the time management strategy is the opposite of confusion and disorder, chaotic and lack of control and responsibility. Contemplation in the present and acting according to actions and reactions. The absence of future vision, the lack of strategic plans, and the lack of awareness among staff of the importance of time can have a disastrous effect on a project.

As what Al Jarissy (2010), explained that time management is not to think of changing or fixing; on the contrary it is about how to invest in an effective way, to try to minimize

time wastage without any use or production so that it increases the employees productivity during their specified working time.

Time management is currently a modern strategic concept stems from the overall vision of the Organization's mission, the techniques of this concept and the mechanisms of each stage of the management or productivity process are associated with individuals or machines. Knowing time management and how to manage it, helps us to understand the

Strategic time management which includes conscious awareness of the art of using time, and practical knowledge of how to use it effectively, in order to increase productivity and increase the performance of individuals, to achieve the goals that have been identified.

The first step in a time management strategy is to set goals by dividing them into three stages:

- Current or near term.
- Short term.
- Long term.

These objectives must be clarified, so that managers can know whether what they are doing is important or a waste of time. Long term is the basis for strategic management since it offers the organization the capability to forecast the future, while the current and the short objectives are necessary to implement the long-term objectives. Its is very important in this phase to set a good time planning to understand the priorities of achievement, in order to prevent and minimize unexpected events and risks which may occur. To prevent this managers should distribute the work schedule to finish one task at a time, find time to accomplish late tasks so that it won't accumulate causing conflicts in the project tasks.

2.9 Cost Management

Cost management is the process of controlling the expenditure on a construction project at all stages from initiation to completion, within the approved budget, (Young & Ibbs, 2002).

Cost management includes the activities involved in cost budgeting, cost estimating and cost controlling, It also contains resource planning, which includes determining what resources (workers, materials and equipment) and what quantities of each should be used to perform project activities (PMBOK, 1996).

For this purpose project managers must ensure that their projects are well defined, have precise cost, time estimation and also require a realistic budget involved in project approving. The costs are usually measured in monetary units such as the national currency for example Dollars, Euros, Dinar...

Project cost estimation begins at the design stage, where the designer calculates the project's approximate costs and keeps track of it that it does not exceed the budget estimated limit by the owner. In the tender study phase, the contractor makes a detailed and accurate cost estimation in order to prepare its bids, the cost estimate will be set as a reference estimated budget for implementation phase and cost control if the bid got awarded. It may also be documented for future use for similar projects in the future.

Like mentioned in MYMG Team article, *Project Cost Estimation Explained: Principles, Process, Example, (2010)* they summarized the project costs into three types:

1. Variable and fixed costs:

The fixed costs refers to the cost that doesn't change throughout the project lifecycle such as the cost for hiring equipment and setup costs, whereas the variable costs are any chargeable amount that can be changed with the amount of project work such as the material expenses, cost of power and reward for project teams. These may be increased or reduced according to the project scope.

2. Direct and indirect costs:

The direct cost is directly related with particular activates such as the expenses on materials used and team wages, whereas the indirect costs are the overheads expenses such as the corporate tax.

3. Opportunity costs:

Opportunity costs are associated with an opportunity of a choice. When managers select between two different activities within one project. It is when you consider opportunity expense of each project (activity) and then make your choice.

2.10 Quality Management

Quality is a critical tangible measure. It works upon the measure of the projects technical specification; which means to what extent the specified technical requirements can be accomplished. In Chans book *Framework for Measuring Success of Construction Projects* (2001) extended the definition of technical performance saying that quality is the final features and assigned characteristics of a product, process and service that bear on its ability to show that the final quality meets the expectations or satisfies the specified needs and requirements of the client.

2.11 Previous Studies

Many studies were conducted on effective project management and its effect on different fields. Several of these studies illustrated that project management has great influence on time, cost and quality. Miozzo and Ivory (2000) did a study about *‘Restructuring in the British construction industry: Implications of recent changes in project management and technology’*.

This study was conducted in Britain, the researcher collected the data by submitting a questionnaire to all parts of the construction process from contractors, consultants, sub-contractors, and suppliers (sample of the study).

The study highlighted the administrative components of the construction projects and concluded that there is a close correlation among these components in terms of:

1. Methods of bidding and dealing with the stages of project design and supervision, implementation, and funding methods for each stage.
2. The method of dealing between the parties to the construction process.

3. The uses of modern technologies in projects that help improve project outputs (Cost, time, quality).

The study suggested the importance of using modern technology in the management and planning of projects, in all stages of the project from the idea of designing, to the delivery and put it under investment.

Another study done by J. Ahcom study (2004) which was carried out in the KSA, the project managers in each of the contracting companies conducted a survey and consultant companies, which are in charge of supervising some governmental projects, The object of the study was to build a special model for contractors to improve their management performance .The study concluded that the reasons for delays in projects are directly related to increase in cost, to reduce this, it was suggested that:

1. Advance planning is necessary.
2. Control of the project planning by project management.
3. Coordination between the Contractor and the external parties involved in the project from suppliers and subcontractors and others.
4. Team harmony.

The study recommended that the contractor should form teams of different specialties with high experience; focus on effective communication, advance planning and control of planning throughout the project.

This study also has many points regarding the aspect of planning and its relation to the time of implementation projects.

In a similar study done by Eng. Tareq Ali Aljambaz (2010) about '*Evaluation of the administrative factors that cause delays in the projects*'.

This study was conducted in the State of Qatar and intended to demonstrate the importance and impact of administrative factors on the performance of projects in terms of time achieved during the period of growth in that country between 2005-2008, Through the survey of the views of a sample of project managers in each of the offices in consultants and contracting companies.

The study found significant results:

1. There is a statistically significant impact of leadership competency (leadership abilities, leadership skills, selection of human elements) Awareness of integrated elements of performance, skill of dealing with time on the period of project completion.
2. The existence of a statistically significant impact of management efficiency in (building the work team, understanding the internal environment of the contractor, dealing with external parties, human relations between management and workers) and the time to complete construction projects.
3. The existence of a statistically significant impact of scientific and cognitive competence in its dimensions (legal skills, scientific skills, awareness of the surrounding technical environment).

The study recommended a number of recommendations; the most important ones are listed below:

1. The need for the founders of the contracting companies and their boards to investigate the selection of the human elements to which are important for the management of these companies, And that these elements have the experience of leadership, administrative, scientific and knowledge combined since these elements are not separated from each other and cannot be satisfied with each other without the other.
2. That the salaries paid by the contracting companies should not be a hindrance to the selection of elements with leadership, administrative, scientific and cognitive competence.
3. Formation of a union of contractors through which to present their problems and grievances to the relevant authorities and discuss with them in the developments.
4. Contracting companies should internal alliances with other local or international companies, in order to implement large projects, which work to exchange experiences and acquire the latest cultures and new scientific methods in the management of projects.
5. Expanding the establishment of professional academies for training in order to give the workers in the construction sector scientific, theoretical, knowledge and professional expertise.

The researcher benefited from this study in enhancing the understanding of the components of the project and finding the ways to ensure balance between all the phases of construction projects.

Raiden, and Dainty Study (2006), Balancing employee needs, project requirements, and organizational priorities in team deployment.

This study was conducted in Britain, it relied on collecting statistical information from project managers in contracting companies, and was interested to find the most effective way to meet the technical needs of staff working in contracting companies and measure the extent to which these needs are in line with the requirement of the projects they are working on.

This study concluded that project management should interact with human resources and senior management in order to consolidate the objectives of the project to all employees. It recommended the need for good selection of human resources and focus on training, participation, support and motivation to motivate all organizational levels in order to make employees more involved in the company.

3. METHODOLOGY

Introduction.

This chapter is devoted to describe and discuss the steps and methodology used in carrying out the research. It discusses the following:

3.1 Research Philosophy:

In order to achieve the purpose of the study as well as to obtain the best answers of the questions, the researcher used the qualitative approach by conducting face-to-face interviews with different professionals (head managers, senior engineers and project managers) in the field of interior contracting in Jordan and Palestine. The purpose of the interviews was to investigate and understand various perspectives on the impact of planned project management on time, cost and quality of any project. The researcher used deductive research approach since the questions of this study was formulated from an existing social theory which is planned project management theory that specifies how project management planning relates and impact time, cost and quality and its relation with project completion.

3.2 Research Approach:

The research follows descriptive approach, data was collected from primary and secondary sources; the secondary data resources include the use of articles, books, journals and web pages. As for the primary data resources the researcher, conducted face-to-face interviews with specialists (project managers and senior engineers), the questions of the study were developed and documented specially for this research.

3.3 Population of the Study

The sample of this study consists of professionals from several organizations across multiple contractors who were interviewed to share their views on the major factors that contribute to effective project management on time cost and quality. The sample consists of head managers, project managers, senior engineers from a range of contracting companies, sub-contracting companies which are located in Jordan and Palestine.

3.4 Data collection Methods

After conducting intensive literature reviews on the impact of effective project management on time, cost and quality in the case of contracting firm in the Middle East, data was collected via a structured interview developed in English and Arabic Language and consisted of four questions, the questions were asked to ten head managers, project managers and senior engineers. The professionals' answers were analyzed and then compared with other views from the literature reviews. This explanatory study is based on qualitative approach, which was carried out on March 2017 till December 2017. The survey format was a qualitative interview-based approach to support the results of the study and the needs of project management and planning. The interview method was thus employed since it is an effective way for identifying the importance of effective project management planning on time cost and quality.

The interviews were carried out as follow:

The first interview was held in a company based in Jordan, on the 17th of October 2017 were the researcher asked for permission to interview two available project managers and one senior engineer at that time, the researcher sat with each interviewee separately in their offices for about thirty to forty five minutes. The researcher asked them the prepared questions and took notes for their answers.

The second interview was also held in Amman, Jordan on the 22nd of November 2017, a head manager and a project manager accepted to be interviewed. The researcher sat in their offices individually and asked his questions sequentially and took notice according to their answers. The researcher noticed that having the interview with each one

separately gave the interviewees the chance to speak comfortably without any interception.

The third and final interview was held in Jerusalem, Palestine on the 10th of December 2017, after the approval of the company the researcher interviewed three project managers and two senior engineers, the interviews were conducted individually in an empty meeting room. The interviewees answered in depth the questions.

After transferring the oral interviews to written data the researcher analyzed, compared and connected the answered with the previous studies to come out with a results that answers the research topic.

3.4.1 Qualitative Phase

The interview consists of four questions, which were directed to head managers, project managers and senior engineers who were available in the companies, these people were targeted to help limit the risk of miss understanding and increases the accuracy of the answers.

The purpose of collecting information needed was to determine the impact of planned project management on time cost and quality in the Middle East the firm of contracting, in order to make it understandable for all respondents. All questions were directed smoothly in both English and Arabic. See (Appendix 1)

3.4.2 Interview technique:

The interviewer used the structured interview method were he/she asked each responded four questions which he/she prepared in advance. The interview was carried out orally (face to face) to the interviewees in the same location that allowed speaking directly to one another. The researcher used this type of interviews as it allows him to learn more detailed information and also enable him to see and hear the interviewees' social cues.

Since the researcher has a clear understanding of the topic, which enabled him/her to form or creates questions that could be answered in a meaning full response to his or her study.

3.5 Ethics

This study was conducted on human subjects, so the researcher obtained permission from multiple contracting Company Owners. The permission was given in order to simplify data collection for the researcher. The respondents were told that their answers are optional to any question and that any information would be confidential and would only be used for scientific research aims.

3.6 Limitations of the Study

This study considered the following limitations: topical, human, locative and temporal.

1- Temporal Limitations: This study was carried out during the first and second semester in the year 2017- 2018.

2- Human limitations: This research is conducted on a sample of ten project managers in contracting companies located in Jordan and Palestine.

3- Topical Limitations: The study checked the impact of effective project management on time cost and quality on construction projects.

4- Locative limitations: This study was carried out in Jordan and Palestine.

3.6 Validity and reliability of the study

In order to interview the head managers, project managers and senior engineers, the researcher got a written approval from the chief executive officers (CEO) and human resource officers. (See appendix 2) The approval was given in order to guarantee the highest level of the validity and reliability of the interviews, as well as to simplify data collection for the researcher. The interviewees were told that their answers are optional to any question and that any information would be confidential and would only be used for scientific research aims. Also, the researcher asked for the interviewees' approval on the transcript material to decrease the possibilities of using the researcher's own interpretation of the data and to increase the validity of the researcher. Moreover, the researcher aimed at interviewing ten employees to get more accurate and applicable answers, which may assist in generalizing some of the results for further research.

4. ANALYSES AND DISCUSSION

4.1 Data Analysis

This section presents the data findings and analysis of the interviews, which were analyzed.

The researcher asked four questions to ten project managers and head managers in contracting company.

4.2 Answering the Questions

First question was:

Q1: Is project management planning mandatory when starting a project?

Table 4.1: Respondents' Mandatory of Planning

Responses	Count	Percent
Yes	9	90.0%
No	1	10.0%

In table one 90% of the interviewees answered that planning is mandatory before starting any project; Planning is the most important stage and activity to be undertaken by project managers. An detailed, organized plans and team plans are the only basis for project's success; if planning was successful the project often walks in the right direction even when the project circumstances change, project managers must make a new suitable changes in the plan in order to adapt the plan with the new situations, therefore Planning and re-planning must be a way of dealing with all project changes. The researcher noticed that the majority of the answers agree with Ahcom (2014) and KJ Singh (2016) studies, in their study they focused on the necessity of

advanced planning, team planning and project control to reduce the reasons of delaying and cost increase which results in a successful project completion.

Whereas one of the interviewees disagreed by stating that good planning is one of the most important step in project management but not the only important step, because there are several factors if not completed the project will not succeed such as using modern technologies in management, following up, controlling and monitoring etc.... which agrees with Miozzo and Ivory (2000) in their study; they suggested the importance of using modern technologies in the management and planning of all phases of the project.

Second question:

Q2: Do you think that effective project management planning has an impact on submitting projects on time?

Table 4.2: Respondents' Planning impact on Time

Responses	Count	Percent
Yes	9	90.0%
No	1	10.0%

The answer for this question gave a result of 90% as shown in (table 2). Nine of the interviewees emphasized on the importance of having a work plan based upon clear, well defined, and easily understood and implemented objectives. Also, they agreed that in order to submit a project on time managers must set a realistic timetable for each step of project implementation before starting and giving the enough time for every task per its difficulty hence making sure that every plan doesn't exceed the specified time frame. Moreover, they believe that concerned project members should work on a well-studied plan; and do a daily or weekly site visits and reports to avoid any mistakes or delay in the plan flow.

One stated that if managers didn't track and follow up project implantation well to define and solve problems directly during work, projects will be left in chaos and will not be submitted on time. This will lead to failure in reaching client satisfaction since a

lot of unnecessary costs will be paid to fix the occurred problems during the clash of tasks at one time.

In conclusion all interviewees supported PMBOK Guide (2002) book which emphasizes on the importance of time management in order to organize and plan the time spent in activities, good time management increases the effectiveness and productivity of any project, saying that “the process required to ensure timely completion of the project includes time management”.

Third Question:

Q3: Does management planning fulfill quality satisfaction?

Table 4.3: Respondents’ Planning impact on quality

Responses	Count	Percent
Yes	6	60.0%
Not exactly	4	40.0%

Six of the interviewees as shown in (Table 3) agreed on the consequence of management planning in fulfilling quality satisfaction as long as project managers set strict clear standards for each projects’ material and product needed this was mentioned in KJ Sigh (2016) article who highlighted clarity as one of the most importance character that should be in the plan. They highlighted the importance of frequent inspection on projects’ products and operation at site to maintain the required quality in order to reach owner satisfaction and the goal of the project. These respondents agree with Tim McClintock (2017) who divided project quality management into three parts; plan quality management, perform quality assurance, control quality; these divisions are used to suit the nature of the project. Moreover to determine the quality standards those are applicable to the project and find a way to satisfy the project owners and investors.

While 40% stated that in the case of quality satisfaction, it could be achievable without the need of management planning, they believe that if professionals conducted the work, experienced workers and products were brought from trusted sources quality will be maintained. One of interviewees stated that “A plan doesn’t affect much when talking

about quality as having a committed and passionate workers who implement tasks as required... that ends up with in quality satisfaction.”

In the Fourth Question:

Q4: Does project management planning impact the project budget?

Table 4.4: Respondents’ Planning impact on Cost

Responses	Count	Percent
Yes	8	80.0%
Not exactly	2	20.0%

Eight of the interviewees answered that project management planning can affect the project budget if the project was set based on a flexible plan which can adapt to any project changes and an organized plan that includes an accurate cost estimation for each task and product needed. This complies with E. McConnell (2010), who mentioned the importance of Implementing a cost management plan which allows managers to predict the expenditures to help reduce the chance of going over budget and keeps their over-all budget under control. The respondents mentioned that having cost plan in advance prevent any increases in the project budget, because planning helps in allocating project expenses to the right place, whereas the disappearance of project management plan may lead to extra costs paid due to unnecessary works which leads to big failure in the project and sometimes stops it.

In addition the respondents confirmed that project managers should include controlling and supervising to ensure that tasks are executed correctly without the need for extra expenses to cover up any mistakes or project faults and avoided mistakes before they occur.

Meanwhile two interviewees mentioned that if project managers are alert and possess high level of experience and depend on reliable sources in ensuring project requirements, they would be able to handle the project and its obstacles if occurred without the need to exceed the budget.

4.3 Interview Analysis

To sum-up, the interviewees shared the same opinion with the researcher about the importance of having a professional project management system that works effectively on a project plan that aims to achieve the project objectives considering the required time cost and quality, all in which contributes in reaching the clients' satisfaction. They agreed on the fact that effective project management plan is the main factor that balances between all aspects of a project (cost, time, etc.) and make managers think ahead and be aware of the future actions, it helps them in making the greatest use of resources by allocating them in the right place according to projects' needs, this agrees with Oisen (1971) who defines the concept of project management and its development. Oisen also recommended that project management professionals must work together to develop the best plan and criteria of a project.

The respondents emphasized that the efficient project management plan clarifies the goals and standards for each project so that it becomes easier for the technical staff to implement just like KJ Singh (2016) wrote in her article about good plan characteristics.

Also, they shed light on the importance of monitoring, controlling and following up all project phases to reduce any errors that may affect the specified time quality and cost, this agrees with Tom Tsongas, (2011) who said that project management comes with controlling and monitoring to all project stages to accomplish the project iron triangle (time, cost, quality) successfully to reach client satisfaction and trust. Respondents highlighted that effective project managers should set a flexible plan that can adapt to project changes and responds effectively on any obstacles that face the projects; this confirms KJ Singh (2016) that flexibility must be in the characteristics of a good plan.

In conclusion the researcher concluded that effective project management should be comprehensive of the knowledge concerning project such as time, cost, quality communication, human resources and should also help their workers and be charged with various responsibilities which stays in all the project stages such as initiating, planning, executing, controlling or monitoring and closing of a project. In the initiating/starting phase managers should develop the charter of a project and its stakeholder's requirements to reach the most important stage of a project, which is the

planning stage Project managers, and their team starts to develop the project plan in order to:

- Define the project requirements and scope of work.
- Plan and develop the time schedule, activity durations and estimate resources.
- Plan and estimate costs in order to determine budgets.
- Plan, identify quality standards and requirements and prepare the required procurements.
- Allocating resources according to their specialist.

Plan and identify the stakeholder expectations, direct the tasks for the project, perform all aspects of quality management.

Effective project management should monitor and control the project work and manage any changes such as controlling project costs, scope, quality of deliverables and procurements after that managers should make sure of the closing phase of the project so that all the mentioned points are important in order to accomplish a project as required and increase contracting company profits and gain trust and inventors for more projects.

5. DISCUSSION OF RESULTS

1. The results of the study showed that most factors affecting the delay of construction projects is the planning stage and the use of planning according to the elements that ensure the success of the plan prevent the companies from delay in the completion of their projects.

2. The results of the study showed that the lack of communication between the administrative components, project managers, suppliers and subcontractors directly affect the quality of the project and the duration of its implementation.

This consists with Miozzo and Ivory study (page 27), which concluded that the correlation between the administrative components of the project in terms of the construction process is handled, and the way of projects follow up. And the use of modern technologies in the planning, implementation projects is a prerequisite for the successful implementation of the project according to the proposed time, cost and quality planned.

3. The results of the study showed that the contracting company commitment to provide technical staff in the planning management process that will put a plan and follow up and develop it according to the working conditions will clearly reduce the waste of project time, cost and improves company performance.

This consists with the study of J. Ahcom (page.27) which concluded that delay of construction projects can be reduced through effective project planning, continuous monitoring of the project which is planned by the effective project management, as well as the commitment to provide highly qualified cadres, professional trained workers and high quality material on time.

4. The result of the study showed that success of construction project requires an effective project management whom understands the planning process and makes the worst scenarios of what the project can pass in order to avoid going through them; this is consistent with Principles of modern management.

5. The results of the study revealed that project managers must monitor work in progress; to ensure tasks are completed without difficulties. In turn this guarantees that projects are finished on time with specified quality and without any extra cost.

6. The results of the study also revealed the importance of giving authority and permission to the specialized work staff in terms of work distribution and the use of the available resources to translate the plan into a real action.

7. The result of the study revealed that project managers must follow up with the working steps to ensure that the tasks are being done as planned without any difficulties, which leads to finish the project on time with the specified quality, and without any extra costs.

8. The result of the study revealed that the negative impact by managers on the planning approach application reduces the importance of planning in these companies as they believe that it is a waste of time; this reflects negatively on time, cost and quality of project implementation.

9. The results of the study showed that the good interaction between the needs of the project and the technical capabilities of the project cadres and its employees, will achieve stability to the project that helps contracting companies to control the time of projects.

This consists with the study of Raiden and Dainty (page. 18) which highlighted the importance of interaction between project managers and human resources and senior management in order to consolidate the objectives of the project to all employees.

10. The result of the study showed that the absence of standards to measure the project performance in all its components leads to failure in these companies to develop future project performance and this consists with the principle of modern management.

11. The results of the study showed that contracting companies should adopt the incentive system and the motivation for the implementation of effective planning so that it won't create a state of apathy or carelessness among project staff which will not leads to complacency or self-satisfaction in project implementation and results to project delay and bad quality performance.



6. CONCLUSIONS AND RECOMMENDATION

In this concluding chapter the main findings of this study are summarized and general conclusions are described to present the impact of project management planning on time, cost and quality based on the findings of the study to help future work and highlight project management importance in contracting companies in the Middle East.

This study showed that the adoption of contracting companies on generalities in their management plans without focusing on the real project objectives which is implementing the project in the shortest time, best quality and less cost causes failure of the project plans, which resulted wasting time and money. It also revealed that the general imbalance among large number of contracting companies in the middle east, leads to the delay of completing a project this imbalance is evident when these companies find themselves in a crisis due to the inability to implement their plan on the project due to the lack of management planning and lack of understanding the aim of the project from the technical staff and misplacing the resources resulting future failure and losses in the companies. The study showed the lack of management in contracting companies in terms of neglecting the importance of efficient planning leaves managers in chaos and lack of flexibility in dealing with the risks of the project and also lack of management coordination between the cadres of the project and company, which lead these companies to take unstudied steps which also lead to more delays in projects rather than reducing the implantation time, cost. The study also revealed that the inability to set a tight schedule for the project puts the company in error; assessing the time of implementation of the project because it didn't distinguish between critical and noncritical work in implantation of the plan which results extra costs and time for implementation.

And if the contracting companies didn't apply the principle of mandatory planning on managers, this would give the opportunity for the company staff to implement the project in an improvised way far from the projects concept, which leads to delay in presenting the project on time because the projects staff has taken critical decisions during the project causing a lot of unnecessary expenses, spending a lot of time and less specified quality in project implementation.

The results of the study mentioned that there must be correlation between the management components of the construction projects and the parties who are responsible for the project process who are the main contractors, subcontractors and suppliers that influence directly on the quality of the project and the duration of its implementation. Furthermore project managers should explain and clarify the project objectives, tasks and plan process to its workers and allocate the tasks among the workers so that no chaos appear during the implantation stages. Finally the study revealed the importance of having all the plan characteristics for any project such as clarity, flexibility, realism and Preciseness, it should also integrate and homogeneity to the project plan and project aims and objectives.

As a result of the above mentioned the researcher emphasizes on the importance of having a planned project management system in contracting companies and its direct impact and relation on the three main components which are time cost and quality in order to complete the projects successfully as required and achieve its aims and objectives. It is essential to note that project planning doesn't fully guarantee project success, but it increases the chances of project success and without project planning there will be high chances of project failure. Project planning is an important component of any project as far as its management is involved. This argument is supported by Heinemann(2009), who recommended that companies must pay special attention to the planning stages also invest and focus on their project management processes because it can make or break the entire project and/or the company. The study indicated that effective project management has a strong positive impact on planning and the overall final outcome (time cost and quality) of a project which measures whether the project is successful and reached the stakeholders satisfaction or not.

From the above research findings, project management planning influence the final outcome of a project, and it also leads to project success, while poor project planning will definitely lead to projects failure. The following sentences are the researcher recommendations for all contracting companies in the Middle East and all over the world that seek to develop their companies, increase their projects and investments, and to all people who may relate to project management.

1. The necessity of contracting companies to allocate a special section in the company to study thoroughly the project plans and all necessary documents so that project managers can understand the nature of the project and analyze its data and determine its objectives clearly.
2. The contracting companies should subject the managers and technicians to training courses according to their specialties such as (PMP) and subject them to frequent tests to ensure their permanent readiness for handling projects in the planning and implementation process.
3. Contracting companies should encourage their employees to make optimal use of time, develop their skills in time management and connect these skills with other factors – cost and quality - that contribute to project success.
4. Contracting companies should coordinate to integrate its project managers in formal associations such as the association of engineers and the association of contractors so that they exchange experiences and information. Therefore find appropriate solution and fasten taking decisions.
5. Contracting companies should activate the role of their management specially the in - risk management – so that they can cope with emergency work due to project implementation period.
6. Contracting companies should work on its stimulation system, to encourage the cadres whom are specialized in planning and monitoring the projects and give financial prizes to those cadres if the project was completed as planned and implement rewards for early project completion.
7. Contracting companies should ask project managers to prepare statistical databases on their previous projects for use in future projects.

8. Contracting companies should provide entertainment programs such as workshops and activities that gather its cadres in order to change the work routine.
9. Contracting companies should rely on modern software in the field of project planning, such as (Primavera), which helps in reducing effort and money.
10. Contracting companies should send its skilled and professional staff to well-known companies to capitalize their experience and transfer their expertise to them.
11. Contracting companies should update its employees with the important project information before and during implementation.
12. Use technology to help in documenting the project and to keep everyone on updated with the project progress.
13. Project managers should take time to comprehend the full project requirements and its nature to determine its activities and set a good clear plan that makes it easier to lead the project team and workers on project implementation activities.
14. Contracting companies should establish special departments for training and development ---its employees to transfer the experiences and knowledge in an academic way.

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INTERNET RESOURCES

Url-1 < <http://www.pmi.org//media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2017.pdf>>

Url-2 < <http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf>>

Url3<<http://citeseerx.ist.psu.edu/viewdoc/download;jsessionid=C6903A6318A520722625D6B62ADF2E2E?doi=10.1.1.600.9159&rep=rep1&type=pdf>>

Url-4 < <https://www.simplilearn.com/free-vs-total-float-article>>

Url-5 <<https://home.kpmg.com/tr/en/home/industries/infrastructure.html>>

Url-6 < <http://www.tasker.com/resources/related%20articles/time-management-success.aspx>>

Url-7 < <http://www.mbaofficial.com/mba-courses/principles-of-management/what-are-the-characteristics-of-a-good-plan/>>

Url-8 < https://www.mindtools.com/pages/article/newPPM_05.htm>

APPENDIX 1

Thank you for agreeing to take part in this important survey measuring the effect of poor planning on projects completion. Kindly cooperate with the researcher to ensure the success of the scientific research by filling out the questionnaire attached in an objective and unbiased way. Be assured that all answers you provide will be kept in the strictest confidentiality, will be handled privately, and will only be used for this study purposes. This interview questions focuses on the awareness of project planning in contracting companies and its effect on time cost and quality.

- Q1: Is project management planning mandatory when starting a project?
- Q2: Do you think that effective project management planning has an impact on submitting projects on time?
- Q3: Does management planning fulfill quality satisfaction?
- Q4: Does project management planning impact the project budget?

APPENDIX 2



October 17, 2017

To whom it may concern

This letter is to inform you that we Artline Interior Contractors give our permission to Nora Izzat Waari to carry out interviews within the company staff for educational purposes.

Sincerely,

Awad Al Najjar
Assistant HR Manager



Date: 22/11/2017

Ref: 402/2017

To whomever it may concern,

This letter serves as reference for our approval of Nora Wari to conduct interviews with our company employees. We World of Art have allowed Nora to interview our employees for the purpose of completing her educational requirements.

Sincerely,

Ahmad Awad

HR/- officer

A handwritten signature in blue ink, appearing to be "Ahmad Awad", is written over the typed name and title.

Mecca St. Tel: + 962 6 582 4032 Fax: +962 6 582 9368 E-mail: Woa@world-art.co.uk
P. O. Box 6584 Amman, 11118 Jordan



**Construction Administration
and Total Design Group LTD.**

To whom it may concern,

This letter allows Nora Wa'ari holding ID number (T959111) to visit the company to do interviews with some employees on the 10th of December 2017 for educational reasons.

Sincerely,

CATD

HR Manager

Islam Abdo

C.A.T.D

SINCE 1990



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INTERVIEWS

Is planning mandatory when starting a project?

- A. Project management planning is the only basis for a successful project, all project managers should set a plan for each project according to its nature before it begins, where they allocate tasks and determine its budget.
- B. Planning is the most important stage because, if the planning was successful the project often walks in the right direction and because it sets the main project objectives, which are the time, cost and quality.
- C. Planning is one of the initial steps of the project since not only the success or failure of the project is based on it but also the aspects of the project are affected by it (cost, time...)
- D. Planning identify all the needs, tools and the way of work. It also reduces the risk to the least, Sets standards for performance and its measurement. Implementation of the work according to organized and specific rules. Monitor work effectively.
- E. I don't agree, good planning is one of the most important step in project management but not the only important step... because there are several factors if not completed the project will not succeed such as following up, controlling...
- F. I believe that planning is necessary for any project before starting as it saves time, cost and effort ... it also helps implementing in a fast and content way and it imbalances between the managing the project and the duration of the project.
- G. Without planning we can't achieve the projects goals in a way that is satisfying for all whom concerns about the project in the specified time and cost instead of the unexpected changes and modifications.

- H. Planning is the first step for project success and effective planning Increases execution speed and upgrades quality and leads to clients and consumer satisfaction which is the most important goal for the project.. Effective planning also increases the benefits and saves time and costs.
- I. YES, planning is the process which creates an organized steps to implement the projects and faces the continuous changes, however in my opinion setting the plan should be done by professional team because it helps to motivate and strength the team work to set the best plan... but if one created the plan himself it will take longer to create and convince the staff with the plan.
- J. Planning is the main center of any project, since it links all the goals and previous achievements and take advantage of the previous projects... studies the cost of the project and defines the suitable time for implementation and links all the managements together ... planning restricts the material and workers used to complete the project. It also links the study to reality for each stage of the project.

Do you think that effective project management planning has an impact on submitting projects on time?

- A. During setting the plan you simply have to make a precise and realistic schedule of work with taking the opinions of the professional engineers. But after you have to monitor the project to ensure that there are no mistakes or delay in the delivery of work.

- B. If you set a deadline for a project during planning, without monitoring the project tasks and if its being done as scheduled no task will finish on time.
- C. Organizing the time and the daily following up with the project implementation, to ensure that the tasks are being done at the specified time. Keeping in mind giving the difficult work the enough time and focus.
- D. In this case planning should be by weekly site visits and following up by the real project manager and monitoring the work because he can define and handle the problems before it occurs, and find a quick solutions... so that he ensures that all tasks are being done as the plan by giving priority to the difficult work.
- E. Planning doesn't really effect the time of the project directly as the most important thing is to make sure that the tasks are being done in time or as scheduled... by having daily and weekly reports about the work implementation and multiple site visits.
- F. Setting a project schedule is the only way to achieve the desired goal, which is to complete the implementation of the project with the required time and quality, therefore its important to set a plan for time.
- G. Daily monitoring of the progress of the project based on the time plan and making sure that the required materials and equipment are available before the time needed is very important to ensure that the project will be completed on time.
- H. Planning is important to set the time needed for every task in projects implantation before starting and giving the enough time for every task per its difficulty... but the most important is to follow up on the work and solving the problems directly during work.

- I. Completing projects on time or before is very important to any company therefore project managers must set a well time schedule for each step of project implantation and making sure that every task doesn't exceed the time limits.
- J. Without effective plan the project will be chaos and tasks will be unorganized and it will waste time and the project will not finish on time. This will lead to failure in reaching client satisfaction and a lot of paid costs to fix the occurred problems during the clash of jobs at one time.

Does project management planning impact the project budget?

- A. Of course if the project was set on an organized plan which determines the costs of each task and the cost of the project materials, the project will reduce the costs and increases the benefits for the company, meanwhile if there was no plan set for costs there will be money spent on unnecessary work and that leads to big failure in the project and sometimes stops it.
- B. Yes project management planning is very important when it comes to costs, but we shouldn't also forget the planning should also include monitoring and following up to prevent any mistakes and ambiguity during implementation and providing the specified materials.
- C. A professional project management plan helps a lot in controlling the costs of the project as there will be no extra costs spent on the mistakes while ordering materials or hiring subcontractors, meanwhile project managers must focus on monitor and follow up in the project duration.

- D. Definitely, a good project plan effect the budget of the project positively if it included the main factors that are controlling monitoring and continuous tasks follow up.
- E. It is very important to have a good project management plan in order to prevent any increase in project budget, as planning helps in allocating project expenses to the right spots within the required budget.
- F. A project management plan must follow controlling and site visits to prevent mistakes in implementing the project, which may lead to a lot of expenses in fixing the mistakes.
- G. I definitely agree that project management planning is essential when it comes to project budget as it prevents exceeding extra costs.
- H. An alert project manager who has a long experience and has done a lot of small and big projects can handle a project without exceeding the project costs and budget as he has a lot of knowledge on how to deal with problems.
- I. An experienced project manager can deal with any project obstacles, and provide project requirements by relaying on their old sources without sticking in a project plan. As they have trusted suppliers and work that they can depend on based on their experiences with them.
- J. No need to depend on a plan if the responsible person who is handling the project has trustworthy professional workers and sources who has worked with him without any difficulties.

Q3: Does management planning fulfill quality satisfaction?

- A. Yes it does since project management planning plays an important role in fulfilling the quality needed by having strict standards for each project (material and product).
- B. Definitely, when there is a clear project management plan that requires inspections and set standards for the products and performance this will lead to quality satisfaction.
- C. Having a well management plan which requires frequent inspection on products delivered to site and operation of works at site leads to achieving the required quality.
- D. Plan is one of the most important stages concerning quality when it is followed by frequent inspection and strict, clear specification ...
- E. Planning effect the quality when it includes inspection, monitoring and observation, workers will work based on a specific requirements (quality) that result in having a good outcome.
- F. Of course Project management plan helps in determining and providing the appropriate staff that implement the project in the required quality.
- G. Management planning and coordination between the concerned parties (planning engineers, company management, suppliers and subcontractors) will help in achieving quality required.
- H. Having a professional working person and trustworthy suppliers help achieving the required quality without the need of a plan.
- I. Experienced and professional workers can provide the specified quality since they have long experience and reliable sources to get material from.

J. A plan doesn't affect much when talking about quality as having committed and passionate workers who implement tasks as required... that ends up with in quality satisfaction.



RESUME



Nora Waari

Jordanian

Email: nora.waari@gmail.com • Contact Number: +962 789099768 • Languages: Arabic/English

SUMMARY OF SKILLS

- Proficient use of AutoCAD, Adobe Photoshop, and Microsoft Office Tools.
- Creative design outlook and able to gain inspiration from environment.
- Good knowledge in Wall covering, Carpet, wood.
- Excellent communication skills and able to effectively represent ideas visually, orally, or in written form.
- Fast learner, able to work under pressure due to effective time management.
- Adapt presentation skills using PowerPoint or Slides.
- Community involved and positive attitude towards social awareness.
- Able to effectively manage and work within a team.

WORK EXPERIENCE

- Interior Designer • Artline Contracting (Jordan) • Feb 2013- Feb 2016.
- Working on shop drawings for Marriott Bab Ezzouar- Algeria, W Hotel – Amman.
- Designing, ordering and installation (Four seasons Amman SPA waiting area).
- Preparing plans, elevations and 3D for Artline booth –Expo Dubai.
- Visited wood factories- China, for the Built in Furniture at St. Regis Hotel,W-Hotel - Amman, Marriott Bab Ezzouar - Algeria.
- Handling small projects, meeting with client, prepare plans, furniture, fabrics. (Private Villas, Hotel Suites - Amman).
- Preparing active sheets for multiple projects.
- Contact suppliers.
- Prepare P.O, P.I and quotations.
- Meeting with Designers to choose fabric selections for projects.
- Choosing Fabric selection for Guest rooms renovation at Kempinski hotel- Amman.
- Preparing presentations for multiple projects on Photo shop.
- Preparing Mood boards for Projects.
- Follow up and coordinate with workers to finish Mock up rooms for Holiday Inn and Kempinski – Amman.
- Interim Interior Designer • Consolidated Consultants (Jordan) • Aug 2013- Dec 2013

Email: nora.waari@gmail.com • Contact Number: +962 789099768 • Languages: Arabic/English

EDUCATION AND QUALIFICATIONS

- **THE GRADUATE SCHOOL OF SOCIAL SCIENCES – Masters of Business Administration**
Istanbul Aydin University (Turkey)
Graduation Date: August 2017 • **GPA:** 3.20
- **Bachelor of Arts – Interior Design**
Amman Ahliyyah University (Jordan)
Graduation Date: June 2013 • **GPA:** 3.29
- **High School Diploma – Literary Stream**
Dar Al Tifel High School (Palestine)
Graduation Date: September 2009 • **GPA:** 85.7%

AWARDS AND CERTIFICATES

- Volunteer to the organization of "Eurie Eurasia higher Education Summit"-Feb17-19,2016
- Honors Certificate - **Amman Ahliyyah University** - Spring 2012
- Honors Certificate - **Amman Ahliyyah University** - Fall 2012
- Honors Certificate - **Amman Ahliyyah University** – Fall 2013
- Certificate in 3D Max
- Certificate in AutoCad
- Fashion/Sewing Course - Fakhoori Fashion Academy – Aug 2012 – May 2013
- Ambassador Of Peace – Seeds of Peace – August 2006
- Peer Support Agent Certificate – Seeds of Peace – August 2009
- Leader at **YMCA – YWCA and De La Salle** – kids Summer Camps. 2005-2009
- English teacher – private and in summer schools.

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