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## **The possibility of applying the moastandard adjective (ISO 21500:2021) in Al Ain University: Case study**

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**Abstract**---The research aims to find outcurrent reality The investment project of Al Ain University in Dhi Qar, which is one of the projects Supervised by Dhi Qar Investment Authority The comparison was done and the extent of the application was measured paragraphs of the international standard(ISO21500:2021) and requirements And diagnose the gap for each item between the actual reality and the requirements of the specification,and distributed to themChecklistIt is the main tool for studying and analyzingStatistically dependingon meheptathlon likert scale,reach theSearchto meThe percentage of application of the international standardISO 21500:2021) at Al Ain UniversityIn the fourth sub-request (implementation of the strategy), where the arithmetic mean reached 4.1%, i.e. an application rate of 68.3% and a gap of 31.7%This confirms the enjoymentAl Ain University is led by a senior project manager who is able to implement the strategy and under close supervision by the Dhi Qar Investment Authority Accordingly, I recommend researcher BnecessityIncreasing attention to the internal and external regulatory environment through the harmonization between organizational variables and the project environment and the application of the principles of project governance because of its great importance in achieving compatibility between the project objectives and the strategy. The university through cooperation between project management and stakeholders to achieve the success of the investment project.

**Keywords**---project management, international standard (ISO 21500:2021), investment project.

## **Introduction**

The research seeks to apply the international standard (ISO21500:2021) in project management in Al Ain University. By looking at the experiences and studies, previous show that following the methodology of project management has a increasing strategic impact, which increases the efficiency of the performance level of project management and thus raises the level of customer satisfaction that these projects are offered to them, and the latest of these methodologies is the project management standard specification (ISO21500:2021), which is a methodology issued by the ISO in the year (2021), as this specification consists of four main items (scope, terms and definitions, concepts of project management, programs and portfolios, standards for project management, programs and portfolios). This is the philosophy of this The research that you want to start from in measuring the extent of the applicability of it international standard (ISO/21500:2021) in Al Ain University.

## **Research Methodology**

### **Research problem**

Project management processes are one of the important things because they are led by most organizations that deal with projects and seek success, and that the rapid changes and developments in the business environment have imposed many challenges on these organizations, so it has become necessary to use modern means and methods in line with these changes. Among these modern methods is the methodology of the International Standard on Projects (ISO/TS21500:2021). The research problem has been identified based on what the projects of the Dhi Qar Investment Authority suffer from the reluctance to complete its projects especially (Al Ain University Educational Complex project), the problem can be formulated by the main question (Is there a possibility to apply the international standard ISO/21500:2021) in a project (Al Ain University Educational Complex) .

### **The Importance of Research**

1. Highlighting and focusing on the importance of the international standard (ISO21500:2021)) Project management as it contributes to solving the problems experienced by the Dhi Qar Investment Authority
2. increase capacity Al Ain University to face the risks to which it is exposed and how processed.
3. Providing a practical contribution to the engineering departments in the Dhi Qar Investment Authority, showing the percentage of application of the specification international standard (ISO21500:2021).

### **Research objectives**

The research hopes to achieve a set of goals that can be clarified according to the following axes: -

1. Study, analyze and measure the level of gaps for each item of the specification (ISO 21500:2021) on the basis of the resulting percentages of the checklists for the application of these items to the management of projects of the Dhi Qar Investment Authority and to find out the extent of the possibility of application and its requirements.
2. Revealing the reality of the operations of project management activities (Al Ain University) according to the paragraphs of the international standard (ISO 21500:2021) and its requirements and diagnosing the gap for each item between the actual reality and the requirements of the specification.

### The hypothesis scheme for research

Figure shows (1) The hypothesis of the research. The steps to be adopted in case of non-conformity so that the authority can obtain the standard specification, and in the case of conformity so that the University can get the ISO standard descriptor, but in the case of conformity, this indicates that there are no gaps, and therefore you can Al Ain University directly obtaining the certificate.

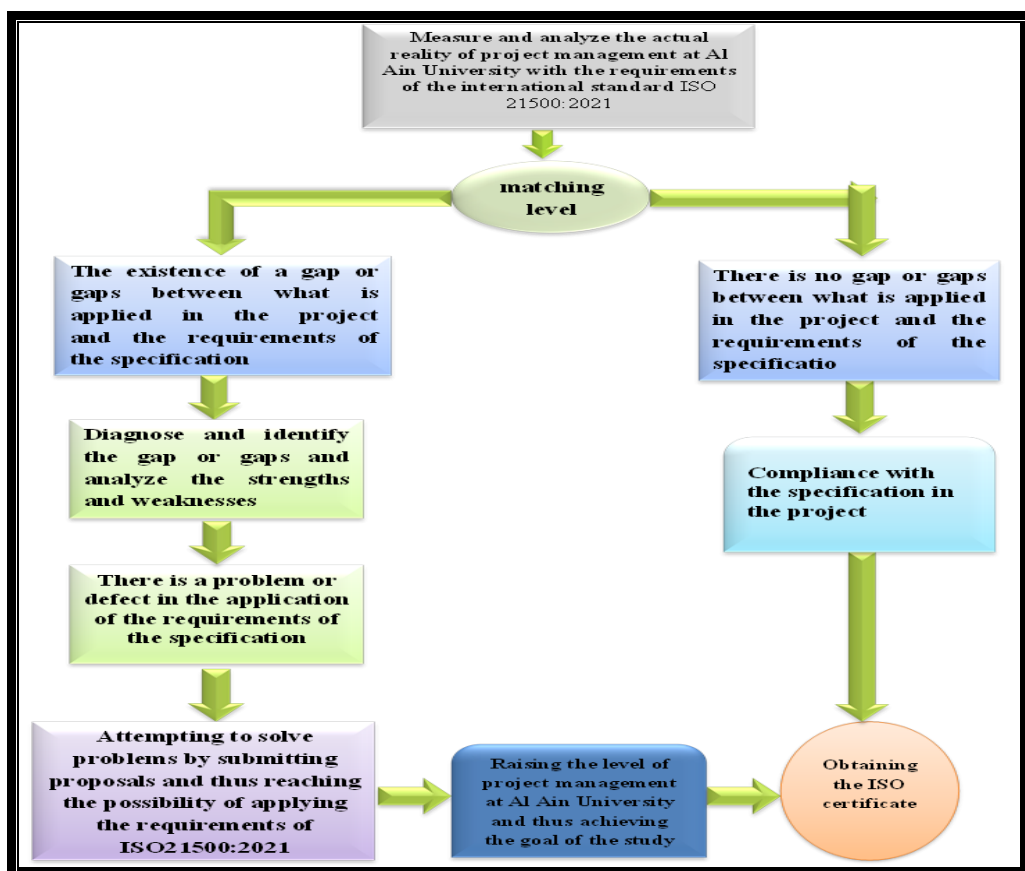


Figure (1) hypothesis diagram of Search the theoretical side

## **Theoretical framework of the international standard ISO 21500:2021**

### **First: definition ISO 21500:2021**

It is a document considered one of the latest standards developed by the International Organization for Standardization, the purpose of which is to provide guidance to organizations on project management concepts and processes that can positively affect project performance, and provides best practices for project management, such as processes, process groups and subject groups. can be granted (ISO21500) Organizations and companies of any size or industry have an opportunity to build an effective structure for the potential to achieve greater success and better deliver their projects. (ISO21500) can be used to guide organizations in their day-to-day tasks, in this case, project management through processes and concepts, and may have an impact on project performance (Μανώλακας. 2022: 4)

### **Second: The advantages of the international standard ISO 21500**

There are many benefits it can provide ISO standards for any organization, but more important is the quality of the system that helps organizations to develop. ISO standards give a consistent set of procedures and requirements that can be applied globally, but it is up to organizations to decide how to implement it. (ISO 21500) is a comprehensive standard for all organizations and for all types of projects that represent good and correct practices in project management. It has a set of advantages that can improve the chances of project success, which are as follows ((Zandhuis et.al, 2013:38), (ISO 21500, 2012:1-2) (López Teque, 2021:103)) Kristinsdóttir, LK. 2014:3))

1. that (ISO21500) is not a new project management standard, but rather a reference to other project management standards, methods and best practices.
2. It is a good basis for competent project managers to achieve appropriate project outcomes. At the same time, the organization can prove internally and externally that it delivers high-quality projects, because it was based on the independent standard.
3. It is a link between project management and the various business processes especially in the field of continuous improvement: achieving the necessary and required improvement processes in the processes with minimal disruption to the production and service processes;

### **The practical aspect of research**

#### **Measuring and analyzing the results of the standard requirements at Al Ain University**

The current topic deals with measuring and analyzing the results of applying the requirements of the specification under study at Al Ain University, with the aim of identifying the extent of documenting and applying that specification or not, to help the university enhance strengths and address weaknesses in proportion to the standards of the specification so that the university is eligible to obtain the

ISO certificate (21500 - 2021), and from this point of view is formed this side From several axes:

The first axis: Measuring Al Ain University results related to the specification of the study sample, as this axis is divided into the following requirements:

The first main requirement: Measuring the results of the concepts of project management, programs and portfolios at Al Ain University: It includes the following:

The first sub-requirement: Measuring the results of projects, programs and portfolios: The results of Table (1) indicate that Al Ain University has documented and applied the standards of projects, programs and portfolios by (58.3%), as the arithmetic mean value was (3.5) to confirm the application rate, and this means that there is a gap of (41.7%), and from these results Show the following:

- 1- Positive status: Al Ain University implements its operations by relatively stable work teams to make the project work more sustainable, while the university has administrative plans that enable it to manage programs in a coordinated manner to identify strengths and weaknesses, thus contributing to achieving strategic goals.
- 2- Negative status: Al Ain University suffers from a limited ability to implement projects by temporary work teams capable of delivering the project according to the specified results. In addition, the university administration does not make any independent work effort within the project, which affects the achievement of common strategic and operational goals.
- 3- Improvement opportunities: Al Ain University must manage the project work by performing the work as specified in the project plans, in order to obtain the approved outputs, in addition to accrediting relatively stable work teams so that it can deliver the project on time, to help achieve the operational and strategic goals of the university.

Table (1) Measuring the results of project, program and portfolio management in the Al Ain University project

Not applicable, undocumen	Partially implemente	Partially Applied, Partially Documente	Partially applied, fully	Completely implemente d, not	fully implemente	Fully implemente fully	The first main requirement: concepts of project, program and portfolio management	T
					*		The first sub-requirement: projects, programs and portfolios	
							Operations are conducted by relatively stable teams focused on the sustainability of the organization at Al Ain University	1
	*						Projects are implemented by temporary work teams capable of delivering the project according to the desired results at Al Ain University	2

			*				Project management makes an independent work effort within an organization as part of its program at Al Ain University	3
		*					Contribute to achieving common strategic and operational goals to achieve benefits at Al Ain University	4
				*			Programs in the project are managed in a coordinated manner to know the strengths and weaknesses of Al Ain University	5
						*	The portfolio of projects and related programs that are being undertaken contribute to achieving the strategic objectives of the organization at Al Ain University	6
0	1	2	3	4	5	6	weights	
0	1	1	1	1	1	1	repetitions	
0	1	2	3	4	5	6	Result (weight * reps)	
21 / 6 = 3.5							Weighted arithmetic mean = mg. Result/mg.Iterations	
21 / (6 * 6) = 21 / 36 = 0.58.3							Match extent percentage	
1- 0.58.3 = 0.41.7							Gap size = 1- Matching percentage	

Second sub-requirement: Regulatory environment: The estimated mean value of (2.8) shows that the gap ratio for applying the requirements of the regulatory environment is (52.8) at Al Ain University, It is higher than the percentage of actual application of this requirement, which amounted to (47.2%), and these results are shown in the table (2), thus showing Ourwhat followsy:

- 1- Positive status: The university has a sufficient number of administrative staff and engineers to do the work to the fullest extent possible, as managers carry out other operational or functional roles, as well as highly skilled project, program and portfolio managers.
- 2- Negative status: The University considers the project managers as partial owners of the resources, In addition to document and partially implement the requirement to consider the director as the official sponsor of the project, while the university has a small number of influential workers in the project.
- 3- Improvement opportunities: The need for the university administration to implement and document the requirements of the organizational environment in a project by considering the managers as owners of the resources and are the official sponsors of the project, so that the university can easily exercise control procedures over them, and it must have a

sufficient number of influential workers in the project by training workers to develop their expertise In the field of project planning and implementation

Table (2) Measuring the results of the organizational environment in the Al Ain University project

Not applicable,	Partially implemented, not	Partially Applied, Partially	Partially applied, fully	Complete ly implemented, not	fully implemented,	Fully Applied Fully	The first main requirement: concepts of project, program and portfolio management	T
				*			The second sub-requirement: the regulatory environment	
				*			The number of members of the administrative body is sufficient to carry out the work at Al Ain University	1
	*						The role of project managers as owners of resources at Al Ain University	2
				*			Managers carry out other operational or functional roles at Al Ain University	3
*							The Director is the official sponsor of the project in all its details at Al Ain University	4
					*		Project, program and portfolio managers are highly skilled at Al Ain University	5
			*				There are employees who are affected and affected by the project, program or portfolio at Al Ain University	6
0	1	2	3	4	5	6	weights	
1	1	0	1	2	1	0	repetitions	
0	1	0	3	8	5	0	Result (weight * reps)	
17 / 6 = 2.8							Weighted arithmetic mean = mg.	
17 / (6 * 6) = 17 / 36 = 0.47.2							Result/mg.Iterations	
							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.47.2 = 0.52.8							Gap size = 1- Matching percentage	

The third sub-requirement: the external environment: The results shown in Table (3) show that Al Ain University has applied (58.3%) of the external environment clauses in total, which is an acceptable percentage according to the arithmetic mean value estimated at (3.5), which gives us this result as evidence that there is a gap estimated at ( 41.7%), and from here it became clear that we had cases that enhanced the application rate and the gap alike, including:

- 1- Positive status: The university administration documents and applies a large part of matters related to the opportunities and threats arising from all the constraints of the environment surrounding the project, as well as the university provides all the requirements of the government and other parties when implementing the project.
- 2- Negative status: Presenting the benefits of the Al Ain University project to external stakeholders is very weak, and the university cooperates to a limited extent with organizations operating in the external environment when implementing the project.
- 3- Improvement opportunities: It requires the university administration to accurately calculate and submit the project's material benefits for parties other in the external environment through cooperation with organizations operating in the surrounding environment to benefit from their experience

when implementing the project, and this is what facilitates the application of the requirements of the specification under study.

Table (3) Measuring the results of the external environment in the Al Ain University project

Not applicable,	Partially implemented, not	Partially Applied, Partially	Partially applied, fully	Complete ly implemented, not	fully implemented,	Fully Applied Fully	The first main requirement: concepts of project, program and portfolio management	T
				*			The third sub-requirement: the external environment	
					*		Identify opportunities and threats arising from economic, political, social, technological, legal and environmental constraints at Al Ain University	1
							The project provides all the requirements of the government and other parties at Al Ain University	2
			*				The benefits produced by projects and programs are presented to external stakeholders at Al Ain University	3
		*					Cooperation with other organizations operating in the external environment when implementing a specific project at Al Ain University	4
0	1	2	3	4	5	6	weights	
0	0	1	1	1	1	0	repetitions	
0	0	2	3	4	5	0	Result (weight * reps)	
14 / 4 = 3.5							Weighted arithmetic mean = mg.	
14 / (6 * 4) = 14 / 24 = 0.58.3							Result/mg.Iterations	
14 / (6 * 4) = 14 / 24 = 0.58.3							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.58.3 = 0.41.7							Gap size = 1- Matching percentage	

Fourth sub-requirement: Implementing a strategy: The results of Table (4) indicate that the percentage of application of strategic implementation requirements at Al Ain University has reached (68.3%), which is close to the standards of specification 21500, according to the arithmetic mean value (4.1), and despite that the university has a gap of ( 31.7%), it must find alternatives that help in bridging this gap through the following:

- 1- Positive status: show High rate of documentation And the application of the requirements for the implementation of the strategy is due to the following: management counts the whole costs versus benefits in a specific and accurate time, which helps them achieve many types of benefits. Providing all the resources required by the Al Ain University project With a plan to allocate resources to ensure that they are not wasted.
- 2- Negative status: There is a weakness in the documentation of project exposure to risks, which negatively affects the assessment and mitigation of risks at Al Ain University.
- 3- Improvement opportunities: a-Serious work towards developing plans to face the risks and crises that may face the project in the future, by forming a working team specialized in studying and analyzing risks, confronting them and benefiting from them in other projects.

B-Strengthening efforts aimed at calculating project costs and benefits and allocating its resources in a manner that ensures the achievement of the project's strategic objectives.



Table (4) Measuring the results of implementing a strategy in the Al Ain University project

Not applicable, undocumented	Partially implemented, not documented	Partially Applied, Partially	Partially applied, fully	Complete ly impleme nted, not fully impleme nted,	Fully Applied Fully	The first main requirement: concepts of project, program and portfolio management	T
						Fourth sub-requirement: Implementing a strategy	
					*	Project management calculates costs versus benefits at Al Ain University	1
					*	Projects at Al Ain University bring many kinds of benefits	2
		*				Al Ain University project is exposed to an acceptable level of risk	3
				*		The implementation process at Al Ain University is in line with the strategic objectives	4
					*	Availability of resources at Al Ain University	5
				*		The timing of calculating costs and realizing benefits at Al Ain University	6
					*	Develop a plan to allocate resources at Al Ain University	7
	*					Assessment and Mitigation of Public Exposure to Risks Al Ain University	8
				*		Coordinating the timing of the implementation of projects, programs and other works, Al Ain University	9
				*		Assist the organization in making decisions regarding prioritizing the implementation and closing of projects and programs at Al Ain University	10
0	1	2	3	4	5	6	weights
0	1	1	0	4	2	2	repetitions
0	1	2	0	16	10	12	Result (weight * reps)
41/10 = 4.1							Weighted arithmetic mean = mg. Result/mg.Iterations
41 / (6 * 10) = 41 / 60 = 0.683							Matching percentage = mg. Result/ (highest weight * mg. repetition)
1- 0.683 = 0.317							Gap size = 1- Matching percentage

The fifth sub-requirement: the integrated governance and management approach: The results of Table (5) show the value of the arithmetic mean estimated at (3.3), which indicates that Al Ain University is implemented and documented from a requirement to approach integrated governance and management in an actual rate of (55.8%), which is an acceptable percentage, but it needs to be strengthened by the university administration, Which means that there is an estimated (44.2%) non-implementation gap, and in light of this, the following became clear:

- 1- Positive status: It includes the following:
  - a- The university achieves strategic alignment between projects, programmes, portfolios and organizational goals by applying the governance system on the management side and setting appropriate controls for the work being implemented.
  - B- The university administration defines the roles and responsibilities of all administrative levels working in the project in a clear and easy to

understand manner, which facilitates a common understanding of the university's strategies, objectives, plans and roadmaps.

- i- Al Ain University focuses on developing strategic goals, enabling transparency to know the reasons for using resources in the project, and clarifying the process of progressing the project's work through consistent reporting to the decision maker.
- 2- Negative status: They are represented in the paragraphs that negatively affect the implementation of the governance approach at Al Ain University, and these paragraphs include:
  - A. The limited continuous development of all the activities of the Al Ain University project, which is reflected in the difficulty of achieving the expected benefits, managing risks and ending the work.
  - B. Poor documentation of requirements for comparing the achieved outputs with the planned outputs at Al Ain University.
- 3- Improvement opportunities: Develop plans for continuous development by the project management of Al Ain University through the establishment of a department that handles research and development and undertakes the task of developing all the activities of the university so that it can excel in the performance of its work, And the Improving internal and external communications to help the university communicate with all administrative levels and stakeholders alike, so that everyone knows everything the university is doing towards employees and society, Working on developing a quality policy at Al Ain University by forming a trained team on internal and external audits to undertake the process of preparing a quality guide that enables the university to obtain the ISO 21500 certificate.

Schedule (5) Measuring the results of the integrated governance and management approach in the Al Ain University project

Not applicable,	Partially implemented, not	Partially Applied, Partially	Partially applied, fully	Complete ly implemented	fully implemented,	Fully Applied Fully	The first main requirement: concepts of project, program and portfolio management	T
				*			The fifth sub-requirement: the integrated governance and management approach	
							Strategic alignment between projects, programs and portfolios with the strategy and organizational objectives of Al Ain University	1
		*					Continuous development and to ensure that the expected benefits can be achieved, risk management and termination of work at Al Ain University	2
					*		Governance, management and control frameworks are appropriate for the work being carried out at Al Ain University	3
		*					Involving stakeholders by making contacts with them at Al Ain University	4
			*				Comparing the achieved outputs with the planned outputs at Al Ain University	5
				*			Clear roles and responsibilities across all management levels of the project, program or portfolio at Al Ain University	6
*							Develop a quality plan that includes the methodologies, techniques and resources) necessary to implement the planned regular quality activities at Al Ain University	7

		*					Work methods must be designed to maximize the likelihood of success within a project or program at Al Ain University	8
	*						Continuous improvement of the portfolio environment at Al Ain University	9
			*				Absorb, share and use experience and lessons learned within the organizational knowledge base to enhance the performance of a future project, program or portfolio at Al Ain University	10
			*				An integrated approach to governance and management of projects, programs and portfolios at Al Ain University	11
					*		Building a common understanding of the organization's strategies, objectives, plans and roadmaps at Al Ain University	12
				*			Developing a focus at Al Ain University on achieving strategic goals	13
		*					Empowerment at Al Ain University, transparency and alignment with the strategic objectives of Al Ain University	14
			*				Facilitating the internal and external communication process at Al Ain University	15th
				*			Enable transparency to know the reasons for using resources at Al Ain University	16
				*			Clarify the progress of work through consistent reporting to the decision maker at Al Ain University	17
0	1	2	3	4	5	6	weights	
1	1	4	4	5	2	0	repetitions	
0	1	8	12	20	10	6	Result (weight * reps)	
57 / 17 = 3.3							Weighted arithmetic mean = mg. Result/mg.Iterations	
57 / (6 * 17) = 57/ 102 = 0.55.8							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.55.8 = 0.44.2							Gap size = 1- Matching percentage	

The second main requirement: standards for managing projects, programs and portfolios:It includes the requirements and paragraphs emanating from them, which are as follows:

The first sub-requirement: Criteria and supporting vocabulary:The results are shown in the table (6) Al Ain University has applied and documented the requirement of supporting standards by (55.5%), according to the arithmetic mean value (3.3), which indicates that it is higher than the hypothetical mean (3), and with that result, (44.5%) represents the percentage of the gap, and in light of that it became clear following:

- 1- Positive status:A guide is available at Al Ain University on supporting standards and guidance on practices for managing projects, programs and various portfolios.

- 2- Negative status: The university has partial alternative criteria that support the project or program at Al Ain University, in addition to the university's suffering in forming a governance structure.
- 3- Improvement opportunities: Alternative standards must be developed to be used when risks occur in the implementation of the basic standards, in order to ensure the continuity of work and the ability to face risks alike, as well as the adoption of a tight governance structure that does not make decisions in a consistent, impartial, objective and fair manner without excluding any particular party.

schedule (6) Measuring the results of supporting standards and vocabulary in the Al Ain University project

Not applicable, undocumented	Partially implemented, not documented	Partially Applied, Partially	Partially applied, fully documented	Completely implemented, not documented	fully implemented, partially	Fully Applied Fully Documented	The second main requirement: standards for managing projects, programs and portfolios The first sub-requirement: standards and supporting vocabulary	T
					*		The Supporting Standards provide guidance on the use of different project, program, and portfolio management practices at Al Ain University	1
		*					An alternative supporting standard can be applied to project or program management within the organization at Al Ain University	2
			*				The governance structure is well defined at Al Ain University	3
0	1	2	3	4	5	6	weights	
0	0	1	1	0	1	0	repetitions	
0	0	2	3	0	5	0	Result (weight * reps)	
10/3 = 3.3							Weighted arithmetic mean = mg. Result / Mg. repetitions	
10 / (6 * 3) = 10 / 18 = 0.55.5							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.55.5 = 0.44.5							Gap size = 1- Matching percentage	

The second sub-requirement: the benefits of using standards in managing projects, programs and portfolios: It includes the following items:

First item: Project management: The results of Table (27) show that Al Ain University has applied and documented a large percentage of the project management paragraphs, according to the estimated arithmetic mean value (3.9), as this percentage amounted to (65.2%), meaning that there is a gap of (34.8%), and thus these help us. The result is determined by the following:

- 1- Positive status: Al Ain University has implemented and documented the following:
  - A. Agreeing with suppliers to purchase materials according to specific specifications, and preparing reports at the end of each stage of work.
  - B. Transforming ideas into tangible and intangible outcomes and benefits at Al Ain University

- 2- Negative status: The university suffers from the limited application of the following paragraphs:
- A. Weak organizational strength during the implementation of the project, which affects the administration's effort to monitor change at Al Ain University.
  - B. Documentation requirements for the specification are almost non-existent at Al Ain University
- 3- Improvement opportunities: On the basis of the above, we suggest the following:
- A. Apply the principles of organizational strength as an influential factor in explaining how to perform the work in the project to achieve the desired results.
  - B. Integrated change control must be achieved to prevent any unnecessary changes from occurring, as well as to identify the impact of the change on the project, and to provide alternatives and approval by management.

schedule (7) Measuring the results of project management in the Al Ain University project

Not applicable, undocumented	Partially implemented, not documented	Partially Applied, Partially Documented	Partially applied, fully documented	Completely implemented, not documented	fully implemented, partially	Fully Applied Fully Documented	The second main requirement: standards for managing projects, programs and portfolios The second sub-requirement: the benefits of using standards in managing projects, programs and portfolios. Item one: project management	T
						*	Promoting opportunities to transform ideas into tangible and intangible outcomes and benefits at Al Ain University	1
		*					Strengthening organizational strength through project implementation at Al Ain University	2
					*		Enabling the integrated management of planning at Al Ain University	3
					*		Managing resources effectively at Al Ain University	4
					*		A timetable is set for the implementation of the project at Al Ain University	5
					*		The cost is accurately calculated by the administration at Al Ain University	6
				*			Facing risks before and during their occurrence at Al Ain University	7
		*					The administration monitors the change in Al Ain University	8
	*						Management application of quality requirements at Al Ain University	9
*							Documentation requirements are available at Al Ain University	10

						*	The administration purchases materials according to specific specifications at Al Ain University	11
						*	Reports are prepared at the end of each stage of work at Al Ain University	12
0	1	2	3	4	5	6	weights	
1	1	2	0	1	4	3	repetitions	
0	1	4	0	4	20	18	Result (weight * reps)	
$47 / 12 = 3.9$							Weighted arithmetic mean = mg. Result/mg.Iterations	
$47 / (6 * 12) = 47 / 72 = 0.652$							Matching percentage = mg. Result / (highest weight * mg. repetition)	
1- $0.652 = 0.348$							Gap size = 1- Matching percentage	

Item Two: Program Management:that the table results (8) indicates that the university has a failure in documenting and applying program management standards, where the shortcoming represents the gap ratio (42.9%), despite that the arithmetic mean value (3.4) came to give us evidence that the university implemented its program management paragraphs by (57.1%), and from This premise shows us the following:

- 1- Positive status:The paragraphs that have been documented and applied in the management of Al Ain University programs include:
  - A. High coordination between all functions related to project management to contribute to achieving the desired result at Al Ain University.
  - B. Enhancing the practices of integrated project management, in order to achieve the organizational value of the project, to be reflected in the enhancement of the strategic advantage and sustainable change alike.
- 2- Negative status:These are the cases that prevent the application of program management in accordance with the specifications:
  - A. Limited continuous monitoring of projects, which negatively affects the percentage of completion and deviations in implementation at Al Ain University.
  - B. Weakness in the participation of stakeholders in the implementation of related projects and programs at Al Ain University
- 3- Improvement opportunities:It includes the application of administrative control techniques to verify if the work is taking place in accordance with the approved plans and issued instructions, in order to ensure the effective use of resources and the achievement of the planned goals, as well as assisting the administration in detecting and fixing the causes of deviations.

Working on developing the strategy in order to transform any problem or opportunity into clear goals and plans that can be seized and easily applied to increase productivity and performance and maximize profit while saving time, effort and money. Benefiting from the stakeholders' experiences and their participation in the planning and implementation of the project to reach the planned goals.

schedule (8Measuring the results of program management in the Al Ain University project

Not applicable, undocumented	Partially implemented, not documented	Partially Applied, Partially	Partially applied, fully documented	Completely implemented, not documented	Partially implemented, partially	Applied Fully Documented	The second main requirement: standards for managing projects, programs and portfolios	T
					*		The second sub-requirement: the benefits of using standards in managing projects, programs and portfolios. Item Two: Program Management	
							High coordination between all functions related to project management to contribute to achieving the desired result at Al Ain University	1
			*				Continuous monitoring of projects to know the percentage of completion and deviations in implementation at Al Ain University	2
					*		Promoting integrated project management practices at Al Ain University	3
				*			Enhancing strategic advantage and enabling sustainable change at Al Ain University	4
		*					Develop the alignment between strategy and results through benefits management at Al Ain University	5
	*						Enhancing stakeholder participation through coordinated implementation of relevant projects and programs at Al Ain University	6
				*			Achieving the organizational value of the project at Al Ain University	7
0	1	2	3	4	5	6	weights	
0	1	1	1	2	2	0	repetitions	
0	1	2	3	8	10	0	Result (weight * reps)	
24/7 = 3.4							Weighted arithmetic mean = mg. Result/mg.Iterations	
24 / (6 * 7) = 24 / 42 = 0.57.1							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.571 = 0.429							Gap size = 1- Matching percentage	

Third item: Portfolio management: The results of the portfolio management standards shown in the table (9) indicates that the university applies those criteria by (58.3%), which is a positive percentage to some extent, and this is according to the value of the arithmetic mean (3.5), as this result indicates the presence of a gap of (41.7%), and this enables us to identify the following:

- 1- Positive status:and related toAchieving added value and benefits to the project by improving the alignment between strategy and outputs,Provides a method for developing plans for selecting priorities for projects, programs and portfolios from among competing opportunities,The university achieves harmonization between organizational governance, project management, programs and portfolios.
- 2- Negative status: represented byA modest selection of projects and programs that contribute to achieving the agreed strategic and organizational goals,Failure to maintain sustainable oversight plans for projects and programs to affect the achievement of the strategy and objectives,The difficulty of achieving alignment between projects, programs and portfolios with the strategic objectives of Al Ain University.
- 3- Improvement opportunities:These are the proposals that comply with the requirements of the standardthroughFormulating investment portfolio strategies by selecting projects and programs that achieve strategic goals with the lowest risks and highest returns.And theDetermining investment options in projects that can reach the highest degree of compatibility between the project, programs and portfolios in order to be more able to face changes in the operational environment And theAdopting control plans to measure and monitor the performance of the portfolio at regular intervals, in order to ascertain the extent to which change is needed in the event that the results deviate from what is It is planned, and this will help balance the project portfolio.

Table (9) Measuring the results of portfolio management in the Al Ain University project

Not applicable, undocument	Partially implemented, not documented	Partially Applied, Documented	Partially applied, fully documented	Completely implemented, not documented	Partially implemented, partially documented	Partially Applied Fully Documented	The second main requirement: standards for managing projects, programs and portfolios	T
	*						The second sub-requirement: the benefits of using standards in managing projects, programs and portfolios. Item Three: Portfolio Management	
							Selecting projects and programs to contribute to the agreed strategy and organizational goals at Al Ain University	1
			*				Maintaining continuous control over projects and programs that jointly contribute to achieving the agreed strategy and objectives at Al Ain University	2
				*			Develop a methodology for selecting project, program and portfolio priorities from among the competing opportunities at Al Ain University	3
			*				Create and align projects, programs and portfolios with the strategic objectives of the organization at Al Ain University	4
				*			Alignment between organizational governance and project and program management at Al Ain University	5
						*	Improving the alignment between strategy and outputs through the management of value and benefits at Al Ain University	6
0	1	2	3	4	5	6	weights	
0	1	0	2	2	0	1	repetitions	
0	1	0	6	8	0	6	Result (weight * reps)	
21 / 6 = 3.5							Weighted arithmetic mean = mg. Result/mg.Iterations	



21 / (6 * 6) = 21/ 36 = 0.58.3	Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.583 = 0.417	Gap size = 1- Matching percentage	

Fourth Item: Governance: Table results (10) The university is the research sample Applied for a limited percentage of the governance paragraphs, as this percentage amounted to (56.6%), while the gap for the same paragraphs was (43.4%), as the arithmetic mean value of (3.4) provided us with further evidence that the university applied a limited part of the governance requirements, and from Here we can say the following:

- 1- Positive status: Al Ain University has a set of values and work ethics to enhance the organizational processes of all university activities, so that the university is more able to manage and face organizational risks.
- 2- Negative status: All accountability measures are clearly available, but they are not fully applied, in addition to the weak establishment of transparency requirements, in addition to the lack of participation of internal and external stakeholders at Al Ain University.
- 3- Improvement opportunities: Includes Allowfor membersThe project, managers, board members and other stakeholders to present their vision in building a useful governance plan, so that the university can manage the project successfully and efficiently., WhatRequests Al Ain University to take the necessary measures to enhance transparency to ensure the flow of information in a way that facilitates the decision-making process and monitor its implementation, as well as to ensure that information reaches stakeholders.

#### schedule (10) Measuring Governance Results in Al Ain University Project

Not applicable, undocumented, partially implemented, documented	Partially Applied, Documented	Partially applied, fully documented	Completely implemented, not documented	Partially implemented, partially documented	Applied Fully Documented	The second main requirement: standards for managing projects, programs and portfolios	T
	*					The second sub-requirement: the benefits of using standards in managing projects, programs and portfolios	
	*					Fourth Item: Governance	
		*				All accountability procedures are clearly available at Al Ain University	1
						Consolidating the requirements of transparency in projects at Al Ain University	2
			*			Improving the participation of internal and external stakeholders at Al Ain University	3
				*		Management of Facing Regulatory Risks at Al Ain University	4
					*	Clarify values, ethics and organizational processes at Al Ain University	5
0	1	2	3	4	5	6	weights
0	0	2	1	1	0	1	repetitions
0	0	4	3	4	0	6	Result (weight * reps)
17 / 5 = 3.4						Weighted arithmetic mean = mg. Result/mg.Iterations	
17 / (6 * 5) = 17/ 30 = 0.566						Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.566 = 0.434						Gap size = 1- Matching percentage	

Third sub-requirement: Organizational considerations: Table results (11) indicated that Al Ain University applied a modest part of the requirements of regulatory considerations, as indicated by the estimated arithmetic mean value (4), and on the basis of this, the percentage of application of the third requirement in its total paragraphs (66.6%), and thus the gap associated with the application of regulatory considerations amounted to (33.4%). According to these results, we find the following:

- 1- Positive status: They mean the paragraphs that are applied and documented in whole or in part: achieving organizational strength and strategic goals to be achieved at Al Ain University. Organizational considerations at Al Ain University promote integration between two or more internal and external projects and programs, Organizing the project helps build a structure for governance and integrated management approaches.
- 2- Negative status: It includes the following:
  - Environmental policy internally and externally for the project is not clearly implemented.
  - Al Ain University has partial organizational culture and values.
- 3- Improvement opportunities: It was confined to the use of organizational power by the university administration to encourage employees to devise creative options to achieve strategic goals, survival and growth, and achieve the desired financial return. And the Develop an organizational environmental policy for the university, as well as harmony with global trends related to the environment in order to preserve the health of society and the natural environment alike.

schedule (12) Measuring the results of organizational considerations in the Al Ain University project

Not applicable, undocumen	Partially implemented	Partially Applied, Documented	Partially applied, fully	Completely implemented, not	* fully implemented	Fully Applied	The second main requirement: standards for managing projects, programs and portfolios	T
					*		Third sub-requirement: organizational considerations	
					*		The strategic goals to be achieved at Al Ain University are very clear	1
	*						Determining several options to achieve strategic goals at Al Ain University	2
					*		Achieving integration between two or more internal and external projects and programs for the organization at Al Ain University	3
		*					An environmental policy is available both internally and externally for the project at Al Ain University	4
				*			Providing a project governance structure at Al Ain University	5
				*			The management curricula at Al Ain University are clear	6

			*				Al Ain University has organizational culture and values	7
						*	Resourcing considerations at Al Ain University	8
						*	Contractual relationships with suppliers at Al Ain University	9
0	1	2	3	4	5	6	weights	
0	1	1	1	2	2	2	repetitions	
0	1	2	3	8	10	12	Result (weight * reps)	
36 / 9 = 4							Weighted arithmetic mean = mg. Result/mg.Iterations	
36 / (6 * 9) = 36 / 54 = 0.666							Matching percentage = mg. Result/ (highest weight * mg. repetition)	
1- 0.666 = 0.334							Gap size = 1- Matching percentage	

Second Axis: General Indicator for Measuring the Results of Standardization Requirements at Al Ain University: The results of the general indicator shown in the table indicate (13) Al Ain University applied and documented a modest percentage of the requirements of the standard 21500-2021, where the percentage of application for all the requirements of the standard was (58.8%), and this percentage was not stable, the value of the arithmetic mean was (3.5), which indicates that the gap ratio is (41.2%). The emergence of the gap ratio in this way is due to the weak documentation and application of the requirement that pertains to the regulatory environment, as well as the requirement associated with the paragraphs of the integrated governance and management approach, in addition to the modest documentation of the dependent supporting standards and vocabulary. Relevant to portfolio management, project management, organizational considerations, strategy implementation, program management, and on the basis of what was mentioned, the Authority applies the second requirement more than the first requirement.

schedule (13) The general indicator for measuring the results of the specification requirements at Al Ain University

gap ratio	Application ratio	Arithmetic mean	the details	Main and sub-items
Concepts of project, program and portfolio management				The first main requirement
41.7	58.3	3.5	Projects, programs and portfolios	The first sub-requirement
52.8	47.2	2.8	Regulatory environment	The second sub-requirement
41.7	58.3	3.5	external environment	The third sub-requirement
31.7	68.3	4.1	strategy implementation	Fourth sub-requirement

44.2	55.8	3.3	Integrated governance and management approach	Fifth sub-requirement
Standards for managing projects, programs and portfolios				The second main requirement
44.5	55.5	3.3	Supportive Standards and Vocabulary	The first sub-requirement
Benefits of managing projects, programs and portfolios				Second sub-requirement: includes
34.8	65.2	3.9	project management	item first
42.9	57.1	3.4	Program management	second item
41.7	58.3	3.5	portfolio management	Item III
43.4	56.6	3.4	Governance	Fourth item
33.4	66.6	4	Regulatory considerations	The third sub-requirement
41.2	58.8	3.5		the average

The third axis: the Pareto chartWe embody the results of the general indicator presented in the table (13)In the Pareto diagram, by arranging the size of the gap in descending order for each requirement of the main and sub specification, and then we find the cumulative total of the size of the gap and on its impact we determine the cumulative gap percentage, and the table (14) explains this process.

schedule (14) The percentages of application, the gap, the cumulative total of the gap and its percentage at Al Ain University

Cumulative Gap Ratio	The cumulative total of the gap	gap ratio	Application ratio	Main and sub-items	T
0.11	52.8	52.8	47.2	Regulatory environment	1
0.21	97.3	44.5	55.5	Supportive Standards and Vocabulary	2
0.31	141.5	44.2	55.8	Integrated governance and management approach	3
0.40	184.9	43.4	56.6	Governance	4
0.50	227.8	42.9	57.1	Program management	5
0.59	269.5	41.7	58.3	Projects, programs and portfolios	6
0.68	311.2	41.7	58.3	external environment	7
0.77	352.9	41.7	58.3	portfolio management	8
0.85	387.7	34.8	65.2	project management	9
0.92	421.1	33.4	66.6	Regulatory considerations	10
0.100	452.8	31.7	68.3	strategy implementation	11

		41.2	58.8		the average
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## Conclusions and Recommendations

First: Conclusions related to projects, programs and portfolios Where Programs are managed and implemented at Al Ain University in an organized and coordinated manner, which facilitates the process of identifying strengths and weaknesses, as well as the contribution of the projects and programs portfolio to achieving strategic goals. There is a weakness in providing the requirements for forming stable and temporary currency teams in the two universities, which negatively affects the completion of operations in a sustainable manner, as well as affecting the team's ability to deliver the project on time.

Second: Conclusions related to the regulatory environment Which at the mosque A sufficient number of members of the administrative body, and these members have high skills, which allows the work to be carried out in a more efficient and effective manner. program or wallet in Al Ain University.

Third: Conclusions related to the external environment where Determine the administration of the university Opportunities and threats resulting from all the circumstances surrounding them, thus you will be able to collect To provide the requirements of the government and other relevant authorities.

Fourth: Conclusions related to the implementation of the strategy Where The management of the mosque is calculated Predetermined timing costs versus benefits to know the benefits, as the results of the study proved that these requirements are documented and applied in the two universities in a large percentage. Weak coordination and timing in the implementation of projects, which makes it difficult to determine the priorities of implementation and closure and makes it partially compatible with the strategic objectives of the university

Fifth: Conclusions about integrated governance and management approaches Where The research revealed that the whole Achieving strategic alignment between projects, programs, business portfolio and organizational goals And the Transparency requirements for the use of resources are applied in order to clarify the progress of work through structured reporting to the decision maker in the University .

Sixth: Conclusions related to vocabulary and supporting criteria Where Standards associated with guidance on how to use project, program and portfolio management techniques and principles are available at the University In addition, the governance structure is precisely defined and documented, but it needs effective implementation.

Seventh: Special conclusions managed by projects turn management the University All creative ideas lead to tangible and intangible outputs. In addition to the possibility the University On the application of the principles of integrated management to planning, where it turns out There is a weakness in the documentation of project management requirements in particular and the

requirements of specification 21500 in general in the two universities, and this negatively affects obtaining the ISO quality certificate.

Eighth: Conclusions related to program management Where High coordination between all functions related to project management to contribute to enhancing organizational value and achieving the desired result of the university he is The control procedures at Al Ain University partially comply with the studied specification, as well as the weak participation of stakeholders in the management of project programs, which causes a limited development to harmonize between strategy and results.

Ninth: related conclusions managed by conservative The search results revealed that the University Choose projects and programs to contribute In strengthening the relationship between strategy and organizational goals. University management development awkwardness A methodology for prioritizing projects, programs and portfolios among competing opportunities, with the aim of improving the alignment between strategy and outputs through value management. the University Implemented and documented for that matter at a high rate.

Eleven: Conclusions Related to Regulatory Considerations There is documentation and implementation of the strategic objectives to be achieved in the university The components of the governance structure are also available through the application of the integrated management approach clearly. There are not enough options to achieve the strategic goals, so it is difficult to integrate the two internal and external projects in the university he is The environmental policy in the two universities is almost non-existent in the mosque This affects organizational culture and values.

### **Recommendations and future studies**

- 1- The need for the university to organize its resources and coordinate its activities in order to ensure the implementation of its operations in order to achieve the strategic objectives previously defined for the project.  
Implementation mechanisms: Develop strategic plans for the project to help reach the goals. Organizing the human, financial and material resources in a manner consistent with the specification to ensure the implementation of the plan.
- 2- Working to provide a highly skilled, efficient and stable work team or change in a simple way so that it does not affect the stability of the team, and thus the university will be able to complete the work and hand over the project to the official body on time. Implementation mechanisms: Formation of administrative and engineering work teams that are more stable and do not change except when necessary. Training the work team to develop their skills to be more able to implement any project.
- 3- The administration of the two universities should make an independent effort outside its official function to serve the project to be implemented, and consider this effort as part of its program in project management, in order to accelerate the implementation of the project and achieve both strategic and operational goals. Implementation mechanisms: through Create the appropriate work environment to achieve more efficiency and effectiveness

- of work. Determining the number of skilled workers to make an independent effort and scheduling their work and rewarding them.
- 4- The need to analyze the internal and external environmentSWAT to know the opportunities and seize them, as well as know the risks and threats and confront them, the result of this analysis will help the university to provide the requirements of the government and other beneficiaries. Implementation mechanisms: Make the right decisions about the project and the possibility of its implementation. Take advantage of the developments in the projects to help in facing threats.
  - 5- Accelerate obtaining the ISO quality certificate by documenting the requirements of the specification by the university administration in its projects. Implementation mechanisms:Forming a team and training it on how to document and audit the requirements of the standard. Preparing an objective guide for work instructions and procedures.

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