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## COMPETENCE, COMPETITIVENESS, AND INTERCULTURAL CONFLICT IN QATAR<sup>1</sup>

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*Professor Leslie Hitch and Shreshthi Mehta wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*

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“I really want to work with the Al Zulfi Group in Qatar,” thought Seema Saran. “I have superior skills, expertise, and knowledge of the products of Singh Security Systems Limited (SSSL), and Samir knows of my strengths and competencies. I have worked so hard for the company and I am the only one who has been rated as a star player in the evaluation cycle. It is certainly unfair that I should not be considered for this opportunity in spite of all my credentials!”

Saran was definitely the most deserving candidate; the only reason she might be denied the opportunity to go to Qatar would be because she was a woman.

Samir Singh, chief executive officer of SSSL, interrupted Saran’s thoughts. “Did you get a chance to review the sales figures for Bangalore and Delhi?”

“I am working on the report as we speak and will give an update by 5 p.m. today,” replied Saran.

“Sounds great,” said Singh, as he turned to leave.

“Samir,” called Saran, “Did you speak to Mir Ahmed about my job in Doha?”

Singh seemed uneasy but replied, “We are still working on some contract details, and I will speak to him and tell you what he thinks.”

As an eight-year veteran at SSSL, Saran had mastered the business as she advanced in the company from a sales trainee in 2004 to a senior project manager in 2010. Saran held a master of business administration (MBA) degree in Strategy and Program Management from the prestigious Christ University<sup>2</sup> in Pennsylvania, in the United States. The global leadership program and various internships gave Saran an opportunity to work and study in such countries as Japan, Brazil, France, and the United States. Her

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<sup>2</sup> Name changed to maintain privacy and confidentiality of the person, institution, and company.

dynamism was evident in the key roles Saran had played in setting up PAN<sup>3</sup> India operations for SSSL in Mumbai, Bangalore, and Delhi. Singh trusted Saran's abilities to build relationships and manage operations in India. But could Singh entrust her with a multimillion-dollar project in a male-dominated country like Qatar?

## SINGH SECURITY SYSTEMS LIMITED

Since its inception in 1975, SSSL had sourced the best technology from companies such as Gentics and Horsepower in the United States. It was one of the first few companies in India to design, manufacture, and execute turnkey projects in security systems, including carbon dioxide fire extinguisher systems, smoke detection systems, and fire alarm systems. Between 1990 and 1997, SSSL was a leading provider of closed-circuit television (CCTV) and fire alarm systems in India for many prominent clients in the banking, transport, and retail sectors.

Headquartered in Mumbai, SSSL had successfully set up PAN India operations. The company had 80 employees, and Singh was the decision maker for the company (see Exhibit 1). He was present at most company meetings and actively participated in employee-engagement activities. Singh knew most of the employees in the company and had no reservations about hiring women. Women such as Divya RN, Lakshmi Roy, and Seema Saran were integral to the management team, where they were responsible for managing the performance metrics of their team members by coaching, training, and developing the team, and administering feedback and disciplinary action when required. The human resources (HR), legal, and compliance departments worked closely with Singh in designing HR and legal strategies for conflict resolution. The strategy seemed to work for the company, which was valued at \$700 million<sup>4</sup> and had a low average annual attrition rate of 4 per cent.

## THE MARKET IN QATAR

In 2011, to sustain operations, Singh realized that he needed to consider markets outside India. Business growth was becoming difficult because several other small-scale companies had ventured into the security systems business line, adding to the competition from the already-existing American and German companies that wanted to establish operations in India.

Singh contracted a consulting firm to conduct a feasibility study of the countries in the Middle East, specifically Oman, Qatar, and the United Arab Emirates (UAE). The markets in the UAE and Oman offered good returns but their trading laws were too stringent.

Qatar had witnessed a construction boom since 2006,<sup>5</sup> and the country boasted the world's highest gross domestic product per capita, at \$102,700 (2011 estimate).<sup>6</sup> According to the feasibility study, the construction market in Qatar was expected to grow at an annual rate of 12.5 per cent with the total value of construction and transportation projects at \$240 billion.<sup>7</sup>

<sup>3</sup> Abbreviation usually used as a prefix meaning Presence Across Nation.

<sup>4</sup> All currency amounts are in US\$ unless otherwise specified.

<sup>5</sup> The Commercial Bank of Qatar, *Qatar Construction Sector*, 1st ed. (Doha, Qatar: The Commercial Bank of Qatar, 2012), 3, accessed February 18, 2016, [www.astecoreports.com/index.php/report-library/item/qatar-construction-sector-report.html?category\\_id=4](http://www.astecoreports.com/index.php/report-library/item/qatar-construction-sector-report.html?category_id=4).

<sup>6</sup> Benjamin MacQueen, *An Introduction to Middle East Politics: Continuity, Change, Conflict and Co-operation* (London: Sage Publication Inc., 2013), 205.

<sup>7</sup> Company data.

Qatar had also been focusing on attracting more tourists and visitors.<sup>8</sup> The government's strategy over the past few years had been to promote sustainable tourism by improving transport infrastructure and developing attractions, such as the Museum of Islamic Art and the Katara Cultural Village. Qatar was also set to host the Fédération Internationale de Football Association (FIFA) World Cup games in 2022. Because of this major sporting event, the demand for hotel and housing accommodations was anticipated to increase as more visitors were expected to visit Qatar in the run-up to the FIFA World Cup 2022. To accommodate the millions of anticipated visitors and football fans, Qatar planned to develop several hotels and commercial units, such as shopping malls, parking lots, and fan zones. These developments represented a considerable opportunity for new projects and contracts for security system products, such as the CCTV and fire alarm systems that SSSL specialized in.

### AL ZULFI GROUP — THE PARTNERING ORGANIZATION IN QATAR

Qatar's investment law allowed foreign investors to invest in all sectors of the national economy, provided they had one or more local Qatari partners whose share in the business was at least 51 per cent of the capital.<sup>9</sup> After the feasibility study was completed, Singh decided to invest in Qatar. He evaluated several business proposals and decided to partner with Mir Ahmed Khan, business leader of Al Zulfi Group (Al Zulfi), a security systems company in Doha, Qatar (see Exhibit 2). Al Zulfi was founded in 2000, and Khan had a sound knowledge of the market and the upcoming construction projects in Qatar. The local Qataris were majority owners of Al Zulfi. However, the company had no reservations about hiring foreign candidates and had frequently employed people from India, Philippines, and Nepal. These overseas employees made up 28 per cent of the workforce. But among Al Zulfi's 180 employees, there were no women.

Khan engaged Singh in a conversation about staffing, saying, "I think once we have the contracts in place, we should identify qualified candidates from your organization who can manage projects in Doha."

Singh responded, "Yes, sure. I already have a few candidates in mind. Our project management team consists of people like Jimit Lal, Seema Saran, and Karan Mehta. Seema has the most experience of the three."

"Tauba tauba!"<sup>10</sup> exclaimed Mir Ahmed. "You are not talking about that woman are you?"

In the Islamic culture, women were often seen as dependants of men, and men took priority in terms of access to work. The Arabian Gulf tradition (i.e., the Bedouin values) considered women's chastity to be the main factor of family honour; thus, women were physically secluded at home. Due to this mentality, Arab culture, inspired by Islamic tradition, forbade women from being employed in a work area that was perceived as aggressive and male-dominated. This requirement limited many females from choosing a career path in science.<sup>11</sup>

"I am sure you must be joking!" continued Khan, expressing his concerns. "How can you even consider it? What kind of impression would she make for the other employees in my company? If Seema were

<sup>8</sup> Deloitte & Touche (M.E.), *Are You on the Bench? Insight Into the Qatar Construction Market and Opportunities for Real Estate Developers*, 2, accessed February 18, 2016, <http://iberglobal.com/files/qatar-construction-market.pdf>.

<sup>9</sup> Access W.L.L. Qatar – Member Firm of Moore Stephens International Limited, *Doing Business in Qatar, Information Compilation Report*, Version 1, 4.

<sup>10</sup> *Tauba* is an Urdu word, which means repentance in English.

<sup>11</sup> Noor Fauziah Sulaiman and Hend AlMuftah, "A Qatari Perspective on Women in the Engineering Pipeline: An Exploratory Study," *European Journal of Engineering Education* 35, no. 5 (October 2010): 509.

placed at Al Zulfī in Qatar, then she would be the only woman working amongst 180 other male employees. The willingness from the sheiks, our clients is also a matter of concern.”

Demographically, men were a majority in Qatar. In addition, the high influx of male immigrants created a society that was saturated by men, which, in turn, further limited women’s economic participation and involvement in all aspects of Qatari society. Women accounted for approximately 10.5 per cent of the total labour force in 2008, and approximately 50.4 per cent of the available females (15 years of age and older) participated in the labour force, primarily in clerical and administration jobs. But the involvement of women in professional and technical positions still remained very low, not exceeding 4 per cent of all such positions because of family responsibilities and traditional preferences for single-gender workplaces.<sup>12</sup>

Singh suddenly felt defensive toward Saran. He showed Khan the skill matrix of his project managers (see Exhibit 3) and responded, “Seema is the most qualified of the three candidates. She has good expertise and is also quite personable. She knows the products better than anyone else.”

Khan retorted, “Might be! But she cannot be brought into a place like Qatar where women are rarely seen in the construction sector and hardly ever at a managerial position. How about getting Jimit or Karan on board?”

“Well, Jimit has experience in project management but is fairly new in SSSL, and is still learning the ropes of the business by building product knowledge,” Singh explained. “Karan has been with the company for four years but he lacks sales experience, and has mainly managed projects in the commercial sector. Seema has sales expertise and the experience of managing projects in both commercial and industrial sectors.

“But how will her experience benefit us when my staff and clients hesitate to work with her?” replied Khan. “I have already hinted to my staff about the possibility of working with a woman manager. They were worried about Seema’s ability to travel to Qatar and live away from her family. Also, most men in Qatar have negative stereotypes towards women managers as they are not comfortable taking orders from them.”

When women in a collectivist society such as Qatar struggled for civic or economic rights, they were seen as nonconforming, rebellious, or incongruous.<sup>13</sup> Because women’s childrearing had a direct impact on the family, many believed that a woman’s productive role at work should not induce stress. Hence, considering the cultural framework, many employers in Qatar chose to employ men rather than women.

“Well times are changing, and more women are entering the science and technology fields in India and Qatar,” explained Singh.

The former first lady of Qatar, Sheikha Mozah bint Nasser al-Missned, had played a major role in opening the way for women in the Gulf.<sup>14</sup> The mother of the emir, Sheikh Tamim, chaired the Qatar Foundation, which specialized in education and culture, and ran a “Science and Technology Park” in Doha.

“Young women chair many new start-ups,” continued Singh. “The changes may be small but there is opportunity for women. For our partnership to thrive we need the superior expertise that Seema possesses.

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<sup>12</sup> Ibid., 510.

<sup>13</sup> Asma Al-Attayah and Ramzi Nasser, “Qatari Women’s Perceived Rights in Light of the Convention on the Elimination of All Forms of Discrimination Against Women,” *The Social Sciences* 9, no. 2 (2014): 96.

<sup>14</sup> Qatar International Businesswomen Association and Interactive Business Network, “The Qatar International Businesswomen Forum,” 2014, accessed May 21, 2015, [www.qibwf.org/overview.html](http://www.qibwf.org/overview.html).

It is not impossible for women to work here. We should focus on selecting someone who has the capability, as the success of projects is of prime importance.”

Khan countered, “The culture is still very conservative here. People still think that women cannot do certain things the way men do them.”

## GROWING CONCERNS

At his desk, Singh pulled out Saran’s employment file. His eyes fell on her resumé. He recalled when he hired Saran in 2004. He had already been considering other male candidates who seemed to fit the role better, but Paresh Mundra, the recruiter from Resource One HR consultancy in Mumbai, insisted that he meet Saran because her profile met the job requirements. During the interview, Singh had been impressed with her educational background, experience, expertise, and product knowledge. He felt that Saran’s multicultural experience would be an asset to the company, especially when dealing with American stakeholders. Saran seemed to have the go-getter attitude required of sales professionals to meet aggressive numbers. Saran got the job.

Saran worked diligently and never complained about meeting clients outside of work hours. She was also not shy about meeting her clients in bars and often enjoyed a drink or two with them. Besides developing business opportunities and increasing her competency in managing projects, Saran had also mentored Jimit Lal and Karan Mehta as they managed projects for different clients. She had also been instrumental in mentoring Mehta and Lal for the Project Management Professional (PMP) certification exam that they took as part of their quarterly personal development goals.

Saran also took the initiative and responsibility to organize events and outings for the company. The staff was excited when Singh announced that as part of the annual team outing they would all attend the 2011 Cricket World Cup Finals between India and Sri Lanka at the Wankhede Stadium in Mumbai. Saran had a friend at the Board of Control for Cricket in India who had arranged for the tickets. Such bliss to see Sachin Tendulkar, also known as the God of cricket, play in person! India won. As for Singh, he proudly boasted of his employee engagement practices. He could not stop smiling as he read the feedback from the employee satisfaction surveys.

The staff had been ecstatic about the annual general meeting in Goa in April 2012. The meetings were usually held at an offsite location, at The Westin Hotel in Mumbai, and the employees from Delhi and Bangalore attended the sessions remotely. It was in this meeting that Singh had announced the company’s partnership with Al Zulfy in Qatar.

During the mid-year appraisal discussion in May 2012, Saran was rated as “a role model.” She was also recognized as a critical staff member in a critical job, which made her a key talent for SSSL. The project managers had a variable performance merit component that was tied to their competency in managing the cost variance in projects. Saran had the lowest schedule and cost variance in managing projects for SSSL, which had fruitfully influenced her merit pay. Her client also complimented Saran on her resource utilization skills in implementing a time reporting system during weekly meetings to monitor delayed activities and discourage unplanned vacations. This practice enabled the stakeholders to map the effort utilization of various project activities, such as requirement analysis and risk management.

Singh had complimented Saran for her skills, and promised the merit pay she had earned along with a raise in base salary. Singh had also promised to make Saran the lead for two new projects with clients from multinational companies in Mumbai. Saran had thanked Singh for his compliments and expressed a

desire to be considered for the upcoming project manager role in Doha. Besides exploring new avenues, Saran thought the projects in Qatar provided an opportunity to deal with assignments of a larger scale and value, thus increasing the volume of merit payouts, if she could effectively manage the cost variance.

Singh had initially thought he would position Lal or Mehta for the role in Qatar and use Saran's expertise remotely. But he now realized that it would be unfair to not consider Saran directly for the opportunity. But he was also haunted by thoughts of relocating a single woman to Qatar, worried about the risk to Saran's personal safety and the partnership's success.

Singh felt flummoxed. He thought of the consequences of not choosing Saran, "What could Saran do eventually? Quit? Could she get a job that paid her as well as SSSL did?"

Singh pondered further, "Could Saran sue the company for discrimination? There were no laws that prohibited women from entering or working in Qatar." The Constitution of India<sup>15</sup> did include some provisions for equality of opportunity for women and empowered the State to adopt measures of positive discrimination in favour of women. But, in truth, Singh realized that very few women were seen in the construction sector in India, let alone in a male-dominated society such as Qatar. Women constituted half of the working population in unskilled, semi-skilled, and skilled professional jobs in India, but were mostly employed as unskilled labourers in the construction sector in India. Due to this mindset, gender discrimination against women was observed in the construction sector in India.<sup>16</sup>

Singh wondered if he should talk to someone — possibly Lakshmi Roy in HR or Khan again, but he could not even raise the subject.

## TRAVELLING TO QATAR

After much deliberation, Singh proposed that Khan at least meet Saran. Khan agreed.

On the Emirates Airline flight, Singh had noticed a couple of sheikhs dressed in white robes while their wives travelled in full-body black robes known as burkhas.<sup>17</sup> Singh had wondered whether Saran would need to wear a burkha while she was in Doha. He and Saran had spoken to a few expatriates who had briefed Saran about wearing full-length outfits that would totally cover her hands and feet.

Singh handed Saran a glossy pamphlet, "Here is the agenda for our trip in Doha. You can see that we will be very busy meeting the staff at Al Zulfi Group and a few clients as well."

Singh realized that because he was inviting Saran to Qatar, the trip would serve as a test run for the job, enabling her to determine her comfort level while working with the Qataris. "So Seema, what, according to you, is the key to succeeding in Doha?" Singh had asked, taking the opportunity to further evaluate Saran's thinking and assess how she would use her skills to fulfil the requirements of the job (see Exhibit 4).

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<sup>15</sup> The Constitution of India was the supreme law of the country. It laid down the framework defining fundamental political principles; established the structure, procedures, powers, and duties of government institutions; and set out the fundamental rights and duties of citizens.

<sup>16</sup> Kalpana devi and U.V. Kiran, "Status of Female Workers in Construction Industry in India: A Review," *IOSR Journal of Humanities and Social Science*, 14, no. 4 (September–October 2013), 28.

<sup>17</sup> Burkhas were outer garments worn by women in some Islamic traditions to envelope and cover their bodies when in public.

“It is important to know the products and the market in Doha. Along with that, it is also important to know the cultural norms, business etiquette in Qatar,” responded Saran. “I did some research about the Islamic culture, as it is prevalent in the operations of Al Zulfi. The operating hours of the company are outlined in such a way that the employees can devote time for *namaz*.<sup>18</sup> Besides hours of operation, a lot of HR policies like leave management and employment laws are tied to the Qatari culture that shape the processes in the organization.”

“Knowing the culture may not only be the factor that makes you successful,” Singh interjected. “You are a woman and you know the attitude of the Qataris toward working with women. I understand your interest in working in Qatar but the interest should be both ways as a lot is at stake.”

“No worries there. I am confident I can do the job,” replied Saran. “A lot of Europeans, Americans, and Africans are successfully working in Qatar. The multicultural trend is slowly catching up and people are starting to be inclusive about women in the workforce. In fact, India is the largest contributor to Qatar’s national workforce, followed next, by people from Bangladesh and Pakistan.”<sup>19</sup>

“What are the chances here that they are willing to work with a woman and take orders from her and seek her advice on certain matters?” asked Singh.

“We’ll soon find out.” Saran smiled and replied, “I think they should be more concerned about evaluating my credentials.”

The passengers were asked to buckle up their seat belts as the plane swooped to land at Doha’s air base. Singh felt uneasy.

## MEETING PEOPLE

At the airport, employees of Al Zulfi met Singh and Saran, and escorted them to their office on Al Nasr Street. At the site, Saran requested to use the restroom and was escorted by an employee to the common restroom in the building. Saran and others realized that it would take a while before Al Zulfi learned to be vigilant toward the personal needs of a woman.

Singh and Saran toured the facility with Khan. “Al Zulfi is closed on Fridays and Saturdays,” Khan noted, “while the operating hours at Al Zulfi are 8 a.m. to 1 p.m. and 4 p.m. to 8 p.m. We take a break for *namaz*, the holy prayer. Indian festivals like Diwali, Dasherra, and Holi are not celebrated here.”

Khan further explained, pointing at Saran, “You would also need to exercise care during the festival of Ramadan when Muslims fast and people cannot eat in public.”

“No problem, I am aware of these practices,” replied Saran.

After touring the facility and meeting the department heads, at about 6 p.m., Khan, Singh, and Saran proceeded to the Doha Marriot on Ras Abu Aboud Street to meet a few prospective clients.

As Saran entered the lounge in the hotel, a receptionist ran up to them and asked them to stop and politely requested to verify Saran’s identity. Because Qatari women are highly dependent on men due to the

<sup>18</sup> Namaz was the Islamic practice of compulsory prayer, one of the Five Pillars of the religion.

<sup>19</sup> Radhika Kanchana, “Qatar’s ‘White-collar’ Indians,” Université de Poitiers MSHS – OpenEdition, 2012, 47.

strong influences of the Islamic tradition, women in Qatar are prohibited from consuming alcohol and even banned from entering pubs and certain restaurants. Women of other nationalities are allowed to enter lounges or bars and consume alcohol after verifying their identity. Expatriates living in Qatar can consume alcohol after acquiring a valid liquor licence.<sup>20</sup>

Saran showed her passport and was allowed to enter the lounge. As she entered the lounge, Singh noticed she was one of the few women there. As she walked by, Singh noticed a lot of people turn around, stop their conversations, and stare at her.

A few minutes later, two sheikhs entered the lounge, Sheikh Zoher bin Khalifa and his son, Sheikh Imran bin Khalifa, who were escorted to their table. Both were visibly surprised when Khan introduced Saran, a woman, as a project manager. As the group exchanged information about the business and cultures, Singh observed that both the sheiks initially avoided talking to Saran and looked directly at Singh or Khan when they had questions. Sheikh Zoher was particularly careful about not meeting Saran's eyes or looking at her directly. Saran was tactful in answering the questions and involving herself in the conversation. She did not get bogged down in formalities.

However, after dinner, Singh noticed that Saran walked ahead with one of the sheikhs and giggled softly as he told her of the time when he almost boarded a wrong plane to Oman.

Once Saran and Singh reached their hotel, Saran seemed excitedly. "Guess what I found out?" she said to Singh. "Sheikh Imran is not happy with the CCTV clarity of Force Field that was installed at his facility and is considering another technology. I told him of our products with Horsepower and Gentic and he seemed interested. I have booked time with him for Thursday and I think we should be able to meet him again before we leave."

"Great, I will ask Mir Ahmed to think of a nice place for lunch," said Singh.

"Sure, good night!" Saran waved and walked toward her room.

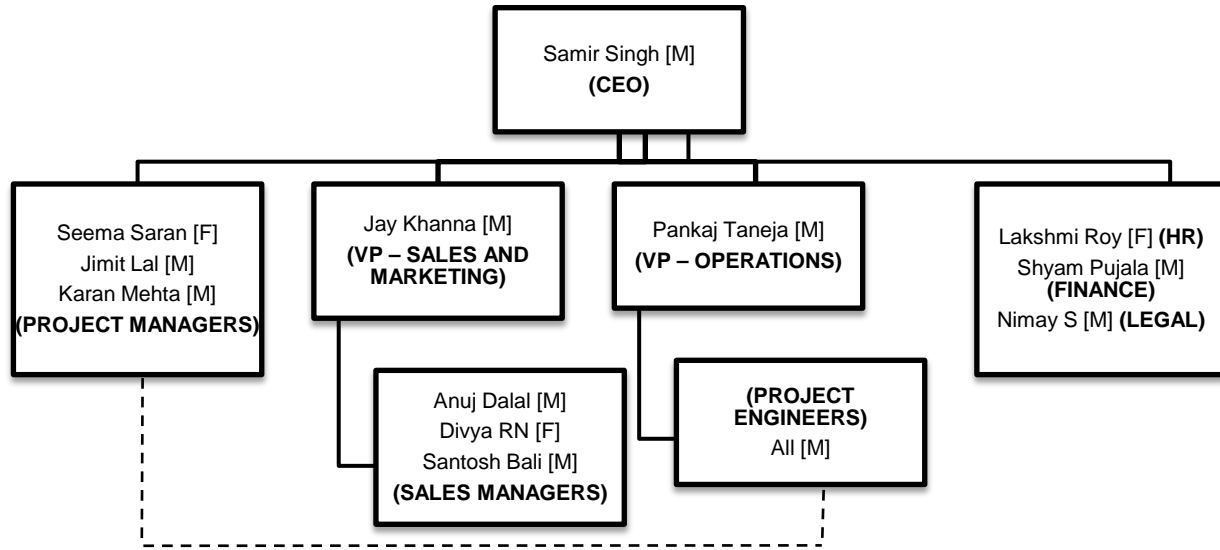
"Smart woman. She knows how to build relationships. She is also trying to show Mir Ahmed and myself that she knows to do her job well," thought Singh. "But Sheikh Imran is young and in his late 30s; maybe that is why he is open-minded. Will his father, Sheikh Zohar, be as accommodating? Sheikh Zohar seemed to avoid eye contact with Seema all the while at the dinner table and he is the ultimate decision maker. I am not sure what Mir Ahmed feels about Seema either. Or maybe they will all just accept her."

Singh considered various possibilities and implications as he gazed at the stars from his balcony.

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<sup>20</sup> Commercial Bank of Qatar, "Culture and Etiquette in Qatar," 2015, accessed May 30, 2015, [www.lifeinqatar.com/en/article/living/culture-and-etiquette-in-qatar.html](http://www.lifeinqatar.com/en/article/living/culture-and-etiquette-in-qatar.html).

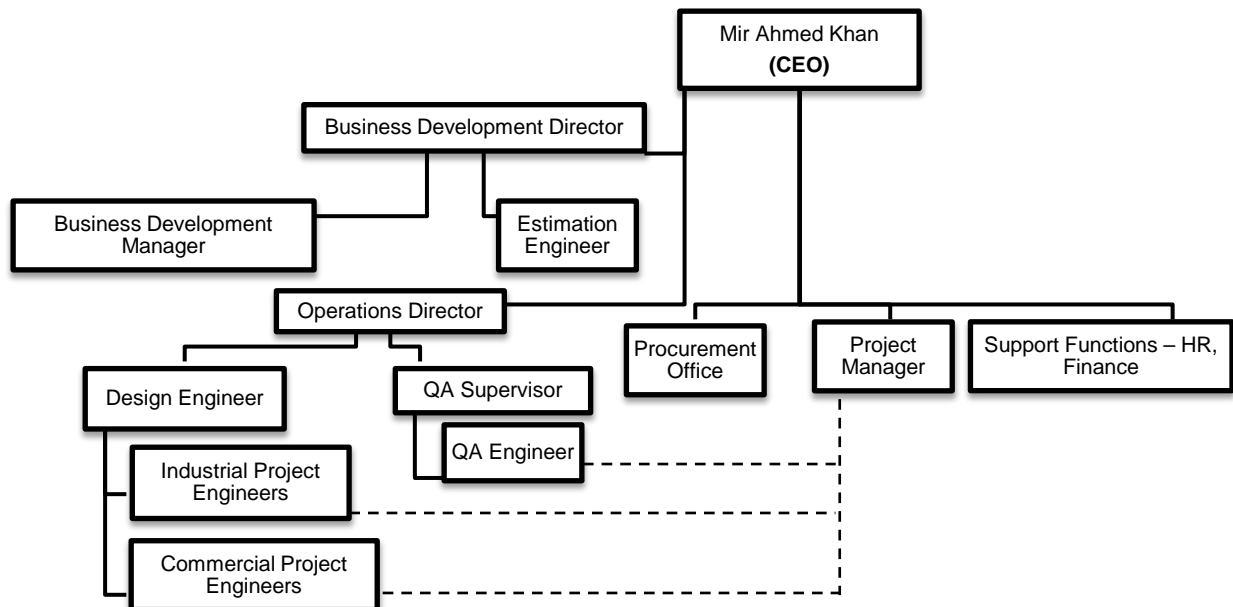
**EXHIBIT 1: ORGANIZATIONAL STRUCTURE OF SINGH SECURITY SYSTEM**



Note: CEO = chief executive officer, [M] = male; [F] = female; VP = vice-president; HR = human resources; the dashed line indicates a dual reporting structure.

Source: Company documents.

**EXHIBIT 2: ORGANIZATIONAL STRUCTURE OF AL ZULFI GROUP, QATAR**



----- Indicates dual reporting structure

Note: CEO = chief executive officer; HR = human resources; QA = quality assurance; HR = human resources; the dashed line indicates a dual reporting structure.

Source: Company documents.

**EXHIBIT 3: SKILL MATRIX OF PROJECT MANAGERS IN SINGH SECURITY SYSTEMS LIMITED**

<b>Skills for Director of PMO, AI Zulfi</b>	<b>Seema Saran</b>	<b>Jimit Lal</b>	<b>Karan Mehta</b>
BA/BS in Strategy, Finance, Business Management	Yes	Yes	Yes
MA/MS in Strategy, Finance, Business Management	Yes	Yes	Yes
PMP Certified	Yes	No	No
Six Sigma Green Belt	Yes	No	Yes
Six Sigma Black Belt	No	No	Yes
ITIL	No	Yes	Yes
Years of experience in a Project Management	7	3	5
Experience of managing projects in commercial sector	Yes	Yes	Yes
Experience of managing projects in industrial sector	Yes	No	No
Experience in agile methodologies	Yes	Yes	Yes
Knowledge of PM methodologies	Yes	Yes	Yes
Experience in leading teams of more than 20 people	Yes	No	Yes
Expertise in Gentic and Horsepower technology	Yes	Yes	No

Note: PMO = Project Management Office; BA/BS = Bachelor of arts/bachelor of science; MA/MS = Master of arts/master of science; PMP = Project Management Professional; ITIL = Information Technology Infrastructure Library; PM = project management.

Source: Company documents.

#### EXHIBIT 4: JOB DESCRIPTION — PROJECT MANAGER, AL ZULFI, QATAR

##### Primary Responsibilities:

- Builds and maintains relationships with Business Leader, business development lead, shared resource leaders, technical team leads, and technical and non-technical teams.
- Informally mentors other engineers and team members on structured methodology, and best practices.
- Proposes changes to PMO methodologies, frameworks, best practices for continuous process improvement and leads initiatives to analyze and/or implement.
- Facilitates/leads monthly and quarterly PMO organization-level meetings.
- Manages all aspects of Project Delivery Process for strategic projects that range in scope, budget, and team size to the level of very large, involving high to very high levels of risk and complexity and/or budgets of \$500,000 and above.
- Provides hands on management and delivery of multiple projects to meet technology and business requirements on time and within budget.
- Responsible for effective project kickoff, identification of all project stakeholders, defining and clarifying project roles and responsibilities.
- Detailed tasks include developing/managing/maintaining comprehensive, accurate project plans and schedules, as well as performing estimation, forecasting, planning, analysis, issue/risk/change management, escalation management, meeting facilitation, variance analysis, and status reporting.
- Develops project plans, estimations, specifications, flowcharts, and presentations.
- Is proactive in the identification and resolution of issues that may negatively impact a project or project deliverable; documents/communicates status and escalates as appropriate.
- Conducts regular project reviews and accurately communicates the status of projects in both formal and informal settings throughout the project lifecycle.
- May include presenting status to business/technical steering committees.
- Leads cross-functional project teams by task assignment and follows up to ensure on-time completion. Seeks and implements innovative ways to remove project obstacles.
- Motivates and leads project teams and instills a mindset of continuous process improvement.
- Promotes the effective teamwork and spirit of partnership.

##### Required skills:

- More than five years experience in a Project Management role, including significant experience managing very large projects and multiple projects in the industrial and commercial sector.
- Experience managing Agile Scrum projects and coaching project teams on applying Agile principles.
- Expert knowledge of PM and application development methodologies, tools, and techniques.
- Advanced to expert level leadership and general management skills, including conflict resolution capabilities and outstanding negotiation skills. Must be able to effectively manage scope of projects and the expectation of the project stakeholders, as well as the forward progress of teams responsible for the work.
- Demonstrated expert analytical and technical abilities and task management skills.
- Ability to manage multiple projects, assign and manage work activities, meet deadlines, and develop project management reporting in a timely and effective manner.
- Excellent written/verbal communications and analytical skills required. Must be able to easily grasp and communicate complex ideas.
- Ability to take a project from inception (idea stage), and organize a plan to deliver the final working solution, and to lead and manage all aspects of the project.
- Expert problem-solving skills. Use knowledge gained through prior experience, education, and training to resolve issues and remove project barriers.
- Ability to foster a climate conducive to establishing positive working relationships with teams and clients (internal and external).
- Advanced to expert level skills in producing and delivering communications to the executive level, and experience auditing projects and summarizing results to produce management reports.

##### Required education:

- BA/BS majoring in Strategy, Finance, Business Management, or similar field; Master's degree a plus.
- PMP certified, ITIL, Six Sigma Green Belt or Black Belt certifications a plus.

Note: PMO = Project Management Office; PM = Project management; BA/BS = Bachelor of arts/bachelor of science; PMP = Project Management Professional; ITIL = Information Technology Infrastructure Library

Source: Company documents.