

**Towards Number One Property Management Team in Malaysia- Lacking of
Project Management Team Contributed to Major Obstacles**

By

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DECLARATION

The Author hereby concluded that this research paper is the original study undertaken by his unless stated otherwise due to acknowledgement has been given all references stated in the bibliography. The idea and analysis's in this study are consisted Authors based on the references made and this does not constitute an individual to use this study as technical tools for any investment.



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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

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The main purpose of this study is to evaluate the critical success or failure factors in project management; to examine the importance of relationships between critical success factors and the organizational background of variables. This study will be focused on Maybank business support services which is the vital operational backbone for the entire group business survival, specifically related to the Group Property. Progressively, the management have a multiple set of transformation packaged which partially have been completed in periodically and this progress was successfully implemented. Nowadays, the cultivation of benefit entering to the most challenges aims; to gain a deep understanding on how project client's satisfactions, owners hope, and sponsors representing their needs and expectations to ensure the project delivery will be success. On the basis of the survey responses analysis, this offering high possibility to identify the critical technics, the critical factors in project management which will be appropriately synchronized and significantly aligned with the company or organization vision, mission and strategy toward achieved their target in project cost and quality. The vital organization targets, the nature of business and project managers' team commitment will be the main parameter to be gauge and performance measurement. The results will be indicating the importance of project management in the real live function and the inherent of the entire Group Property as one of the main contributors in Maybank overall business performance. In contrast to some of the theoretical studies, communication was ranked in the highest for most project phases and success level.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This research related to the performance evaluation and the relationship between the organization performance, the technologies and the human resource management. Now-a-days, it is vital for the organization to concern and rationalization for the potential of the future-ready factors in delivering the high performance for business operation and survival. In this research, the high potential of Artificial Intelligent and Internet of Thing will be described. Apart that, the human resources development will be examined and the most relevant transformation programs will be discuss and propose.

1.2 COMPANY BACKGROUND

Malayan Banking Berhad (“Maybank” or the “Bank”) is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Bank is located at 14th Floor, Menara Maybank, 100, Jalan Tun Perak, 50050 Kuala Lumpur. The Bank is principally engaged in all aspects of commercial banking and related financial services. The subsidiaries of the Bank are principally engaged in the businesses of banking and finance, Islamic Banking, Investment Banking including stockbroking, underwriting of General and Life insurance, General and Family Takaful, Trustee and Nominee services and Asset management services. There were no significant changes in business and these activities during the financial year due to Pandemic Covid-19. With the current asset of RM834.4 billion based on Maybank Annual report 2020 and the survival of business needs to be secured and sustained.

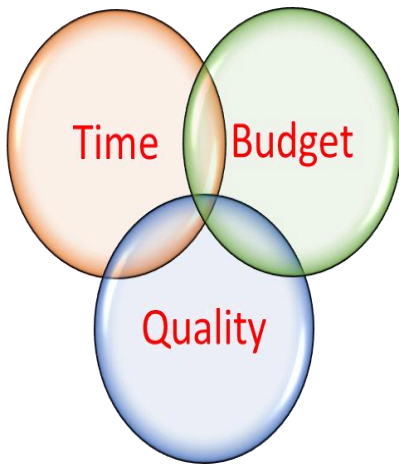
1.3 BACKGROUND OF THE STUDY



This project management service quality studies aims to sustained the future establishment; providing the strong recommendation to the management team especially on how practical for them to finalized the best strategies and decision towards higher viability, visibility and to become the no.1 position significantly the best in managing asset.

Specifically, in Group Property (GP) the main vision was focused to be the number one property facility management team among banking institution in Malaysia by year 2022. Generally, GP core responsibility was on managing Maybank assets such as buildings, facilities and utilities covering for the entire business operation. In GP, they hold the critical assignment starting from the earlier as the business logistics pre-operational, operational financial management, administration management, maintenance and technical services, the preventive buildings management, building structure maintenance and the database management. In this study, we will be discussed and explore multiple point of the critical resources owned which will be giving high impact to the GP performance toward achieving the target to be the number one (1) property management team in Malaysia will be a reality. In deep, we will be identified, finalized and propose the most viable way, the possible strategies to be adapt and how to deliver in the most reliable way. Briefly, the Project Management Team is one of the GP anchor department. In this study, their core function will be review in overall perspective and to propose with comprehensive coverage. The main target of this research is to recognized the critical performance

factors that may assist them to sustained at the end-to-end performance level which will be the main contributor to the high-end result.



Specifically, a project management team is complexity designed, mostly performed the non-routine scope of works includes covering the scope of budget method inclusive of managing the tangible and intangible resources. They mostly performed one-time effort with limited time and their performance

towards customer expectation, satisfactions and fulfilment of project needs. In specific term, project management is set of tools, the skills and knowledges which need to be apply to help the organization to achieve the three main criteria scopes; time, budget and quality. Project Management Team (PMT) cohesively will be involved in the very earlier stage such as the pre-operational scope of works. The most compulsory task needs to be carried out example; before the business team occupy a new building, before the building acquisition and the earlier as during the acquisition valuation process. As part of PMT core functional, they will be conducting the building inspection, the facilities defects audits which also covering the non-conformity with the Sales & Purchase Agreement and to ensure all the meet with specifications. During renovation process, they will begin their scopes with site inspection, identifying the scope of works required, preparing the method of statements and preparing the bill of quantity or tender specification. Hence, with all listed functionality rules, we can conclude that the performance of the team will be vitally impact the overall Maybank business operation. Holistically, the rules and responsibility hold by PMT team is consider the most critical services.

1.4 PROBLEM STATEMENT

The lacking on Project Management team will be leading to major disruption to the entire Group in achieving the target to be the number #1 Project Management Team (PMT) in Malaysia. PMT major contribution will be contrast in term of effective and the efficiency level. This target can be realistically exceeded with a good governance and performance monitoring process. The main research was on the lacking of the Project Management team lead to major losses and caused disruption to the entire business operation.

Briefly, this project management team are specially designed to carry out all the building renovation works, the upgrading project includes the new building equipment's purchasing, the installation process and the upgrading of facilities. Comprehensively, PMT covered all the related works until managing the defect liability period of all the projects. The team lead by the Head of Department (HOD) and support by few Head of Section (HOS). The section head will be support by few officers to run all the project tender, specialist in preparing the scope of works, and finalization of materials. Apart that, the appointment of competent consultant will be in group of committees specially to advise on the works scope need to be carry out properly and legally. The PMT scope of works description was very wide starting from early of (1) preparing the business case, (2) to provide all the input and details about the project proposed to be carry out, (3) preparing the presentation for budget challenge session until getting the management approval. This business case report will begin with identifying the purpose of having project, the benefits of the investment in the project and the risk possibility if not proceed with the works. All the factors need to be examined and analyse further comprehensively combined in the structured reports. The result will be compiled and verified before further submission to the management for endorsement and approval.

Secondly, as part of standard practiced the challenge session will be conducted few times before the management concludes their final decision making. The main

objective is to ensure all the proposal will be examined before project cohesively be accepted, approved or rejected. If approved, next step will be the appointment of consultant who will be finalizing the scope of works, the supervision works and endorsement of completed works. As part of strategic procurement standard practice, tender will be carried out by Strategic Procurement team and normally; the lowest bidder whom technically qualified and complied with all the minimum requirement will be appointed as the project Consultant and Contractors. The technical clarification will be carried out by PMT reviewing all the compulsory terms and only the qualified Consultant or Contractor will be shortlisted and appointed. In contrast, the Project Management team need to be significantly effective, pro-active in term of quality control and strategic management strategies.

Historically, millions of Ringgits have been spent in every calendar year and this have increased the criticality of Project Management Team. They need to be more effective, highly governed and compulsory to be monitor in term performance includes all the risk assessment indicators. Record showed, there are a lot of projects was delayed and not completed within the targeted timeline. Thus, must be taking into consideration for improvement planned and strategy especially on the project timeline, the project service level agreement, the works progressed and the product quality control. As part of the main contribution to this delay, we identified the project management team are having a lot of project in the listed and in the meantime in-sufficient manpower and digital tools to cover all the scope of works. In the meantime, currently PMT still doesn't have any specific Artificial Intelligent and IoT technologies relates to project management which based on theoretically are able to assist them in this critical situation.

Thus, this study holistically will be inclusive of the list of proposed PMT theoretical technic, the suitable AI and IoT system.

1.5 RESEARCH OBJECTIVES

The main research objective is to provide the comprehensive data and the sets of performance improvement strategies to be adapt. Through-out this data analysis, the report will be submitted to the management for instant implementation and this will be including all the necessary information for management decision toward budgetary approval. As part of this research, there are few sets of technologies will be recommended suitable with the project management strategic tools. The analysis will be implemented concurrently with data collection and profile will be analysed on average performance by few phases. This will be followed by the additional data collection such as list of benefits, the comparison assessment and the comprehensive recommendation.

Research Objective 1: To determine the relationship between Project management and 4.0 Industrial Revolution (IR4.0). Most of us heard about IR4.0 but as at 2020, we still not having the comprehensive study specifically and streamlined with the IR4.0. Thus, we will identify few strategic management tools in the market and there will be a pilot or experimental test to be carry out. Throughout the result, this indicated in a proposal for bigger scale of system acquirement and improvement strategies. This main objective will be focusing on increasing the operational efficiency and effectiveness level.

Research Objective 2: Second objective was on determination the relationship between project management and Artificial Intelligent (AI) tools. In this test, we will be exploring further on the relationship between the project management and utilization the Artificial Intelligent (AI) in term of helping the organization to optimized their strength and resources. Cohesively, AI have been hugely used in the industries over the entire world and the positive feedback showed that; there are high recommendation for these modern technologies to be utilized.

Highly recommended, the organization must take this opportunity specially to gain the competitive edge in industry. Providing the AI found as realistically practical in strengthening the performance. Through-out the data analysis, this shall be the best way to conclude and provide the comprehensive strategies and accurate recommendation.

Research Objective 3: The relationship between project management and Internet of Thing (IoT). As part of AI, IoT have offered transformation in operation and administration. Scientifically, the expansion of IoT web-based benefits had been tremendously studied in global market. Highly proved in term of fast market progressed and it's currently ranked at the highest level in term of the effective digital tools in strategic management. Now-a-days, the cost to acquire the system also has become more reasonable and cheaper. It's offered the most effective management tools for current and future market competition.

Research Objective 4: To determine the relationship between Project Management and Human Resources factors. Human factors supposed to be a balancing indicator between technologies and human resources development. In this research, the relationship between project management and Human Resources will be identified and disclosed. In most of study locally and globally, it is proved that without an effective human resource, the system itself will not working well. Vice versa, human without the system, the effective level will be turn lower. Hence, this inter-related factor shall be taking into consideration for any transformation programmed and this will be part of critical factors need to be timely or progressively review.

Research Objective 5: To determine the relationship between effective project management team and the customer satisfaction level. This will be based on the result orientation and how positive the project management will be giving high impact towards increasing the customer satisfaction level. Apart that, this will be major limelight and how these factors bring high impact in hypothesis construct and streamline with the main objective. The importance key, this objective mainly to identify and prove the customer satisfaction level in influencing the main dependent variable to become the number one property management team in Malaysia.

Provenly in Malaysia, we are highly depending on foreign workers to develop the infrastructure, the building construction and the maintenance. Through-out the available record, there are more than 1.38 million foreign workers reported as legal in 2020 and many more million are illegally stayed in Malaysia. Hence, the Malaysia citizen are having high competition in job position. Malaysian shall improve in term of their level of thinking and need to be strengthening with the future ready knowledge. This need to be streamline with world first class standard especially on adapting, accepting and managing the new technologies. Provenly, the automation and technologies will be the main contributor in country development. Combination of Technologies and Human resources will be a main factor of strengthening the economic success. Hence, the organizations that targeted to be the number one position in the market must take this into consideration which will be increasing their viability and flexibility index. This will be major strengthening strategy to closed up the gap between Maybank project management team and the competitor's in the meantime, streamline with the world standard organization in industries.

1.6 RESEARCH QUESTIONS

This main research question will be (1) Does the 4.0 Industrial Revolution packaged effective in assisting Maybank Property Management Team to be the number one (1) position in Malaysia? (2) Why the critical of Artificial Intelligent (AI) and Internet of Thing need to be enhanced and how this will increase the performance and viability rate? (3) How the readiness of Human Resources in developing the future-ready works environment will secure the business continuity? (4) Why the management support is compulsory in future digital business rivalry?

1.7 THE IMPLICATION

The main target was to build the effective and efficient project management team. Strategically, this will be focused in optimizing the available resources and meeting the excellent performance in delivering their task force. The proposed strategies are to ensure the team are (1) remain relevant in market rivalry, (2) improve their ability to grab the possible chances, (3) having great survival in competitive market and (4) exceed the performance planned in the meantime the organization will be achieving the main objective of this proposal.

Moving forward, the market will become more complicated and this absolutely will require pro-active and effective strategies to remain competitive. Thus, failure to provide the necessary future ready system such as the utilization of digital tools will increase the works load and will reduced the efficiency level of the team. In the meantime, the competitor whom invest in digital tools will have an-advantages and suppose to take lead in the competition. Thus, failure to provide the accurate strategy will increase the potential of losses, decrease the production level and damage the organization long-term planned.

Since Maybank was the public listed company, failure to sustained in the market will be giving bad impact to the entire organization viability index. As part of the main

impact, will increase the operational cost especially in the project management and the other overhead cost in wider view.

In term of data compilation method, the traditional practice such as manual figure key-in will be inviting more possibility of mistakes and in-accurate data. Critically, this data will be required for the future project reference and the cost comparison. This will be giving a bad impact and indicated lower standard of management practiced in industry. This will be the most important criteria for investors to invest in the stock market shares where their decision making will be based on the viability of the company measurable via asset management cost vs profit. All the spending data will be update in market shares such as in Bursa Malaysia and this will be indicating the viability of organization either high or low.

In some circumstances, not practical in term of risk management process where the utilization of digital tools has provenly reduced the risk of work which carried out via remote compared to on-site work performed. In most of situation, multiple type of work task can be remotely control from the office or from home instead of going to high risk site.

In overall view, this will be the main possibility of failure to meet the safety or ISO standard of safety (ISO45001:2018) and the other safety regulation and Act. As for instance, most of peoples are currently working from home during this pandemic covid-19 which mainly focused to minimized the risk.

On the other assessment and worst-case scenario, the organization will be either penalized by the Authority or law-suit by the employee for failing to ensure their safety.

1.8 BENEFIT OF THIS RESEARCH

This research will be helping and navigating the Management on their decision-making process. We will provide all the benefit for having digital tools and human management developments towards more effective and reliable in business. The list of best practice will be provided which is to ensure the main target to be the number one (1) Property Management Team will be achieved as per scheduled or sooner.

1.8.1 THEORETICAL

Referring to available theory, this research will provide the guidelines on how the current best approached in industry will be helping the organization to increased their performance. Providing the recommendation with the evidence, list of proven theoretical method to be adapt and the required implementation process to be streamlined with current world industry standard. Few theories proposed for consideration and to be streamline with the main target. The most successful theory in project management will be described; (1) Works Breakdown Structure, (2) Scope Triangle theory, (3) The Project Life Cycle and (4) Program Evaluation Review Technique (PERT).

1.8.2 PRACTICALITY

The most pro-active factor was on staff minimization and their functional optimization. Most of strategic organization in the world had successfully achieve their target via implementing the AI and IoT strategy. Provenly, the benefit of providing AI and IoT towards increasing the performance in organization is documented in many kinds of research. In term of learning and education, both tools have been comprehensively studied especially on reducing the human manual workload in the meantime increasing the production. Thus, the proposed strategies will be streamlined with the management target specifically to optimized the available sourced includes the staff upskilling to carry out more valuable works

scope. Thus, this will be the most sustainable future-ready planned for long term business survival.

Related to the automation programmed, the AI and IoT will be reducing the manual work load, optimizing the project management performance and reducing the operational cost. Nowadays, businesses targeted to keep on expanding their product services and eventually this will require additional manpower to survive with the workload. However, by providing these digital tools such as AI and IoT, this will be giving high contribution to reduced or maintained the workers volume in the meantime obtained the higher production level. Concurrently, this will be increasing their production and profit level.

The utilization of AI and IoT will provide comprehensive data for current and future project reference. Most of AI and IoT having the automation data compilation and the wider data visibility. This will become a structured controller and performance monitoring tool. These proposed tools provide more effective and efficiency packaged in term of organization standard level of practiced and the viability standard. This also will help to increase the organization viability which is part of share price prediction method to investors.

AI and IoT offer packaged of Improvement in the risk management methods. Nowadays during the Pandemic, everybody's are looking for the safe and healthy working environment. Major reason of providing digital tool is to reduced the risk and manual on-site works. In certain circumstances, via providing the remote works, it will help in enhancing the safety measures. The best example was on current pandemic Covid-19, where everybody is looking for a better working environment instead of only an-income factors. The safety was becoming very critical topic of discussion and this shall be treated with best solution. As part of this good risk management packaged, we will be complied with all the regulation & Act in the meantime will be recognized the best organization in Malaysia specifically or Global holistically.

In overall view, all the proposed tools and strategies will be giving high cost saving to the organization, providing an effective managing skill, promoting better human resource management and offer great safety measures. Internally, this will increase the trust of workers to collaborate with the management and externally, this will gain the trust of the investors.

There are high commitments by the government related to Artificial Intelligent and Internet of Thing as below: -



1.9 THEORETICAL FRAMEWORKS

- A project is a unique venture with a beginning and an-end, conducted by people to meet established goals within parameters of cost, schedule and quality. (Buchanan & Boddy, 1992)
- Project are goal oriented, involve the coordinated undertaking of interrelated activities, are of finite duration, and are all, to a degree unique (Frame, 1995)

The suitable theory will be proposed and adaptable relates to managing the project management team (PMT). Revealed on the criticality, this PMT strategies will be more critical in the building renovation works and this scope will be the main contributor for survival of business and operations. In overall, the selected packaged

will be benefitting the organization throughout the business survival and this included all the factors such as the company profit, the safety and benefit to staff. Based on available research, there are multiple type of appropriate model can be adapted and will be synchronized with Maybank PMT business model. The recommended models are the comprehensive Works Breakdown Structure (WBS) and the Project Lifecycles. In the other alternatives, also recommended to use the Scope Triangle Theory and Program Evaluation Review Technique (PERT).

1.9.1 THE WORKS BREAKDOWN STRUCTURE (WBS)

“WBS was founded as the Internet Roundtable Society in 1990 by Michael J. Fremont and Wendie Bernstein Lash in Menlo Park, California” (Wikipedia). Above all, The Work Breakdown Structure (WBS) helping the team to develop and establish a common understanding of project scope. This structure will be developed representing the hierarchical description of the work that must be done to complete the deliverables of a project. Each particular level in the WBS represents an increasingly detailed description of the project deliverables. By doing WBS, Maybank may have a proper project team appointment and the selection of the individual to be joining them in will be highly accurate. This will be included the contingency planned, will be able to managed well towards prediction of unexpected issue in the project progressed.

WBS is a process that sets a project’s scope by breaking down its overall mission into a cohesive set of synchronous, increasingly specific tasks. By providing details of each activity, it’s indicated clear task need to be achieved. The easier direction to accomplish the Investors, Clients and the management on achieving the organization target. Multiple possible patterns of WBS are able to be generated. The different WBS patterns will be represent the different organizational structures and management styles during project implementation. Relate to Maybank PMT, we can

utilize the banking WBS model and first task is to finalized who will be joining this project. Rightfully this will be based on their function, expertise specialty, the competency and includes nature of project.

Secondly, WBS will be the systematically chart and highlighting the echoes of the project objectives. By highlighting and zooming to each level of scopes, it will echo each level of activity and automatically increased the productivity towards achieving the main objectives. It's giving clear messages to all team and will be the teamwork's target or objectives. This will be increasing the effective and efficiency level towards target to be achieved. The top management or team made will be serve and attend with the best approached in the meantime optimizing project value for money.

Thirdly, it offers a logical structure related to the information those are documented and well organized. It's clearly defines the hierarchy of information and the relationship amongst the different parts of the scope of works. Logically, the structure illustrate how project is built, as opposed to what a scope of works specified in proposal. The team structured will be well defined and the correct resources assigned with correct scope of works. Hence, definitely this will increase the productivity, enhance the competency level and fully optimized the resources that we have.

Fourthly, establishes a method of control and governance strategy. The controlling function includes activities undertaken by projects managers in ensuring the planned action will be streamlines with the actual results. This technic of control and tools will be helping the managers in pinpointing the organizational strengths and weaknesses. Described and showed how useful the governance and control strategy towards the target to be achieved. WBS have a well-defined on each level of scopes of works. Includes, the control purpose and all the team will be monitored according to the specific task given to them. Project Manager will give the team clear view, indication on strategies and method of controls.

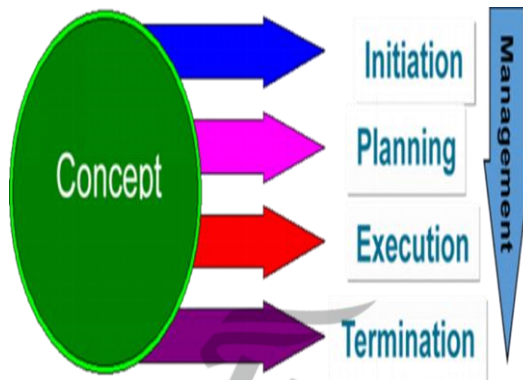
WBS offered the best communicates strategies in project management, progress and completion status. All the sub item and the related team will be representing the scope of works and those items described and process need to be followed thru. Similar instrument as the navigator, it will bring each item status or captured actual result during progressed and planning. In the meantime, if failure occur in the earlier of middle staged, this will be the fast detection and easy to drive with action to resolve the issue soonest possible. On the other hand, all team will be communicating each other through-out the proactively update. In term of data compilation, the comprehensive report will be provided for team mate. Vitally, we observed the Bank will be having lot of benefit on having this and by utilizing this approached it will be helping lot in predicting the unexpected matters.

WBS Improves communication amongst team. This project success will be more depends on the team effective. Improving communication will maximizes the success possibility and minimizes the risk. In contrast, project manager can develop effective communication with its stakeholder, team mate and top management; this may increase more projects for him and his team. In the meantime, top Management will have a better communication channel with the team and well defined the project status.

Finally, the WBS ability to demonstrate the control structure technic. This control structure is more similar to a set of block programming that will involves the analyses, the variables and selection of choice. In circumstances, this mainly will be the direction in which area the team need to go based on provided parameters. The term flow control detailed out all the direction and this program supposed to be taken which is part of itemized function in WBS. Hence, tremendously WBS will help Project Manager and team especially in their basic decision-making process. Moreover, WBS will implementing the earlier prediction method and control strategy for the entire team.

1.9.2 THE PROJECT LIFECYCLE STRATEGY

Theoretical OS Project characteristics at each stage (Galbraith, 1982; Quinn & Cameron, 1983) Second strategic tools proposed to be implemented is Project Lifecycle strategy. They should have Project Lifecycles which is to be built comprehensively for specific project management team.



First step was on INITIATION/ CONCEPTUALIZATION. In this beginning step, Project Manager will start his project with preparing and listing the initiation or conceptualization.

In this step, master planning shall be the first strategy to be completed before next appointing all the team which supposed to be streamlined with the objective before individual recognition and appointment. This initial process was on designing a project that leads to a project conceptual document. Dig deeper, this more on Business case and the brief purpose of having the project team. Commonly, there are six standard steps need to be vet thru: -

- a. Business case need to be created to destabilize all the reasons on the strategies. A business case provides justification for undertaking a project, programmed or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. This will be help Project manager to brief the team members on why the inherent of this project and what supposed to do.
- b. Conducting a feasibility study. A feasibility study is considering the main or compulsory info to be generated. An analysis consists of taking consideration on

all of a project's relevant factors into account including economic, technical, legal, and scheduling considerations to ascertain the likelihood of completing the project successfully. The feasible study will be presented to top management for decision making and approval matters. This will be important when we describing all the critical matters need to be accomplished and amount of budget to be seek from the Management

- c. Third step is on establish a project charter. A project charter is a formal, typically short document that describes your project in its entirety including what the project objectives. It also described, how it will be carried out, and who the stakeholders are. It is a crucial ingredient in planning and shape out the project because it is used throughout the project lifecycle.
- d. Fourth step was on Identifying stakeholders and making a stakeholder register. A stakeholder register is a project document that has all the information related to the project stakeholders. It identifies the people, groups, and organizations that have any interest in the work and the outcome to the project assignment.
- e. Assembling the team and establishing a project office will be the fifth step. The project team is responsible for contributing to the overall project objectives and specific team deliverables, by contributing towards the planning of project activities and executing assigned tasks/work within the expected quality standards, to ensure the project is a success. Final review was on be the conceptual decision-making process. This review exercise consists of undertaken at the end of each item before move to next step or planning. This is overall review before decision making to proceed with planning.

Second major step in project lifecycles is PLANNING process. Project manager main planning was on the survival of Maybank Business during Pandemic Covid-19 for the benefit of organization and national economic. This will secure the Maybank business survival and profit in the meantime taking cares all the staff safety and

healthy. The planning phase is when the project plans are documented, the project targets and deliverables. This including the definition of all requirements and the project schedule need to be created. It involves creating a set of plans to help guide our team through the implementation and closure phases of the project. Project planning is often been used for the organization in different areas of a project such as project plans, workloads and the management of teams and individuals. Then the necessary resources can be estimated and costs for each activity can be allocated to each resource, giving the total project cost. For instance, it's contained all detailed specifications, schedules, schematics, and plans are developed. Project manager will have clear details and specifications towards achieving the main objective. One of the brilliant approaches is brainstorming session or get into discussion before finalize the best planning.

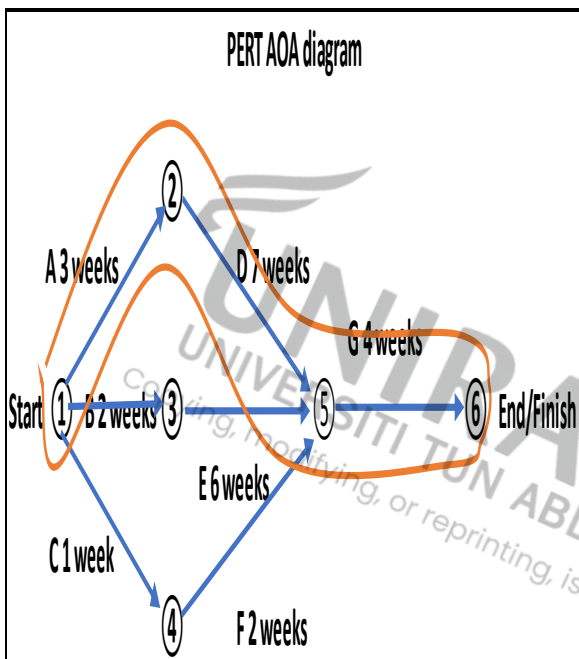
Third step was on EXECUTION which also called as project implementation. This the phase in which the plan designed in the prior phases of the project life is put into action. The purpose of project execution is to deliver the project expected results especially deliverable and other direct outputs. The actual "work" of the project is performed. Vitally, this activity is to deliver all the planning that finalized earlier until completion of all the scope of works described in the master planned. The execution phase is usually the longest phase in the project life cycle; and the most demanding. The team carries out all the planned activities during this stage, constructs the deliverables, and presents them to the project stakeholders.

Final step was TERMINATION which also called as close-out activity. This the last stage of managing the project, and occurs after the implementation phase has ended. The project team has been disbanded and unused resources have been disposed of as appropriate. Project is transferred to the customer, resources reassigned, project is closed out. In easy meaning, project completed and the team

need for termination and will be assign for next or future project. In this staged and especially for Project manager, the success of the project management team will be continuing with the next or future project until the main objective is fully achieved.

1.9.3 PROGRAM EVALUATION REVIEW TECHNIQUE (PERT).

Program Evaluation Review Technique (PERT). This theory will be helping the team to identify the critical path and how to find the best way specially to shorten the project completion period and concurrently reduce the cost.

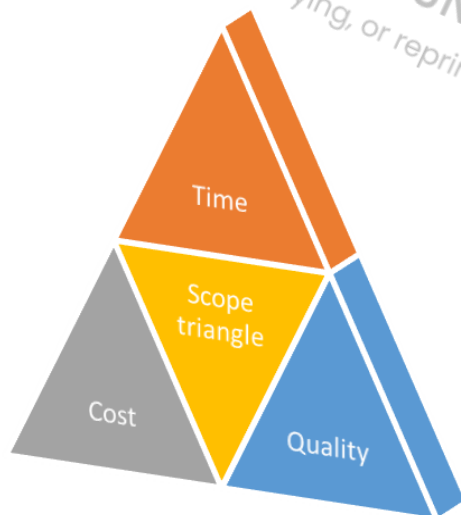


This will critically help them in term of managing the critical business operation especially during renovation and upgrading works. The business operation needs to be secured even though during renovation and the accurate decision-making process are the most critical.

Throughout this PERT, the preparation of the entire work planning until the completion will be upfront. PMT can clarify when business can be start, tentative date to resume the operation and how to meet or fasten the delivery scheduled. In every level of this concept, the decision to utilize the system such as AI, IoT's and Human Resource factors in every level of this concept. We can finalize the utilization of AI, IoT's and Human resources factor that will be booster element of each level of strategies to meet the critical path and shorter completion period.

1.9.4 THE SCOPES TRIANGLE

This scope triangle provides a framework that everyone in the project can be agree on. These metrics drive the project forward while allowing for adjustments as needed when issues arise. This model helps managers to know what trade-offs are going to work and what impact they'll have on other aspects of the project. By using this project management principal, a manager can keep sight of the project as it progresses. Managing a project is often a series of trade-offs and compromises to keep things moving towards a successful completion. Metrics such as the schedule, cost and scope of the project are easy to track. With this information, a manager can identify issues and make necessary or earlier adjustment especially prevent issues from developing into problems. Project Manager features a real-time dashboard that presents all the critical project data that impacts the triple constraint. This was an-international project management standard and proven in term of success level and return values. Triangle illustrates the relationship between three primary forces in a project which is time, cost and quality.



TIME represented the available time to deliver the project or the allocated completion period of project. Time will be measure based on scheduled for the project to reach completion. To shorten the time, cost will need to increased or allocated more and vice versa.

Project scheduling is just as important as cost budgeting as it determines the timeline, resources needed, and reality of the delivery of the project. Project managers that have an experienced will be able to properly dictate the tasks, effort and forecast money required to complete the project.

COST represents the amount of money or budget allocated or resources available either tangible or intangible to achieve the main objective; to complete the project as planned. To reduce the cost, extra time for completion is required. It's also related to quality where the higher quality product will require higher cost. Project cost management are sets of the baseline for project costs. Effective cost management ensures that a project's budget is on track and will be completed according to its planned scope. Without cost control, a company can easily lose money and costs can go above project profit.

QUALITY represents the "fit-to-purpose" or targeted result that the project must achieve before can be consider as success. Normally, cost and time will give impact on quality level. Quality is the fitness for purpose or the degree of conformance of the outputs of a process or the process itself to requirements. Quality control consists of inspection, measurement and testing to verify that the project outputs meet acceptance criteria defined during quality planning.

In most of time or the normal situation, one of these factors is fixed and the other two will vary in inverse proportion to each other. For instant, Time is often fixed and the Quality of the end product will depend on the Cost allocated or resources availability. Similarly, if we are working to a fixed level of "Quality" then the "Cost" of the project, this will largely dependent on the "Time" availability. For easy understanding, if we have longer time, we can do it with fewer people and vice versa. With this scope triangle principal, it's vitally increased the percentage of project to be success and offer for better result as well reducing the cost and increase the quality. Project will be successfully delivered or managed well on the other meaning met all the main objective. The main objective of having the team are to collect the feedbacks, recap historical experienced, new data collection, expertise review and competency matters.

1.9.5 SWOT ANALYSIS

As part of strategic management tools, to organization need to measures the success level or even to find out their weaknesses. They need to do their SWOT analysis on their available data especially on their achievement and the challenges.



SWOT analysis of Maybank mainly focused on analysing the brand or company with the available strengths, weaknesses, opportunities & threats. In SWOT analysis, the measurement will be gauging the strengths and weaknesses which are engaged from the internal factors whereby the opportunities

threats are generating from the external factors. SWOT Analysis is a proven measurement tools for management framework which enables a brand like Maybank to benchmark its business & performance as compared to the competitors in industry. As of 2021, Maybank is one of the leading brands in the banking & financial services sector. Won and recognized a lot of awards and this brought the upper level of customer confident and have make the investors feel secured to invest or depositing their money. The data described below contained the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The overall justification includes Maybank target market segmentation, positioning & Unique Selling Proposition (USP).

STRENGTHS

Maybank is the largest bank in Malaysia in terms of value of Assets and branches. Total assets as at 2020 is RM834.4 billion where Maybank are the GLC major shareholder company owned by PNB and Amanah Raya Berhad. Precisely, this was the strong reason on the Government decision and preferable financial partner by government. This includes for most of economic sectors such as Primary Agriculture, Small Debt Resolution Scheme (SDRS), financial for PTPTN and other future big project announce by Government. In term of PNB investment equity, Maybank is the pioneer financial or loan provider for trusted fund which is wholly owned by PNB.

The net profit generates for financial year 2020 was at RM6.48 billion compared to 2019 recorded at RM8.2 billion. This profit reduced trend was attempted from the Pandemic covid-19 which is start to attack Malaysia in earlier 2020. This performance is considered good compared to regional market and industries during this critical period. The tabulated record also shows the tremendous performance year to year recorded. In term of customer based, Maybank has more than 21 million market consumer which consider large, or huge and in short time having high possibility to boost up multiple time.

Currently, Maybank have presence in 17 countries across the globe and most of profit coming from the Global Business especially Indonesia and Singapore. Strategically, they have invested and be major shareholder for the Bank Internasional Indonesia (BII) before rebranding it to Maybank Indonesia. This was the high potential investment where, huge Indonesia market discovered high population estimated at 274 million. This have brought huge profit market for short and long term focusing on the business opportunity created. As we know, Indonesia is in the midst of growing the economic and having good record this few years especially in inflation index which is improve trend from 3.29 in 2018 to 2.82 in 2019 and 2.03 in 2020.

On the other hand, Maybank also have bought the Thailand Investment bank m/s Kim Eng. Interestingly, there are proven on this success investment where few years good record captured especially on Return of Investment (ROI). Based on 10 years analysis table, the viability of the Maybank branding is considered good. The Return on Assets (ROA) and Return on Equity (ROE) are found to be good compared to the industry and sector in averages.

Significantly, Maybank have won multiple awards and rewards either local or International recognitions. This indicate the great corporate strategy especially in management level of performance toward efficiency and effectiveness. Based on history, Maybank also have the great record in human talent and staff development thru learning and engagement. For instance, Maybank owned the biggest learning centre located at Bangi, Selangor. The training facilities was built together with the training rooms, the accommodation, the sport facilities inclusive of indoor and outdoor court. With all the great track record, provenly Maybank having a good strategy to sustained in the industry and market.

WEAKNESSES

Much of the banking operations are focused in around Malaysia and Singapore, hence it will be caused limited market and industry penetration. This for long run will disturb the income of banking institution which caused by the market sizing will be smaller, have been divided by current and new comers of competitors. On the other hand, much of the current revenue comes from retail banking and Islamic banking. Limited revenue comes from other offerings which purely due to market and business trend.

Additional on that, as at 2020 Maybank having total of 43 thousand staff which have incur their operation cost. Nowadays, most of top company in the worlds focusing on Artificial Intelligent and managed to reduce the manpower. The key important objective was, reduced the operation cost but increase the productivity and this the

most recommended and practical. Since Maybank is the GLC related firm, no major staff retrenchment can be done which this will bring poor track record on humanising point of view. To overcome this issue, they currently focus on this global business market which will help them to reduce these weaknesses point and increased the ability to control or having long run planning.

OPPORTUNITIES

Above all, Malaysia is well known country demographically with multiple race, cultures and having peaceful environment of the peoples. Peoples live in harmony and having good relationship among others. In term of Bank institution and interrelated to this factor, Maybank having the opportunities in expanding their business in Asia and entire world. Demographically, Maybank having mix of staff and this have brought more opportunity or extremely to grow further. For instance, the Malaysia Chinese can be or suitable to be a delegate in expanding Maybank businesses in Great China. Same goes to Malaysia Indian, vice versa they are having the same opportunities. Both country having huge population where China with 1.3 billion and India with 1.2 billion population referring to 2019 record. Combination of Both markets will be the world's biggest economic block and high opportunity for Maybank to consistently grab this kind of opportunities.

Secondly, Maybank have declared to have 43 thousand of staff worldwide which economically can be consider as high source of human talent. Even though in some consequences, the large number size of staff will be considered as weak point but with proper strategies, this factor will be extremely increased the strength and generate the opportunity for Maybank especially in enlarging their business. With the existing 43 thousand staff, they are more than able to grow and grab world's business opportunity.

Last but not lease, referring to Maybank majority shareholders, Amanah raya is one of the highest holder parties. This gave high potential for Maybank to grab the

Investment packaged or project by Amanah raya and will limelight the investor point of investment view.

THREATS

Changes in economic policies in South East Asian countries will affect all the bank institution significantly. Since Maybank are the biggest bank entity, they will be facing more challenge in their business rival. Any changes in regional policies will affect or involve disruption on their business income.

Secondly, threat of new entrance or any new banking license approved for new bank or financial institution. This will be affecting all the bank especially Maybank and this effect purely caused by the Government policy via central bank approval. Currently, the regulatory have been developed to prevent the new entrance including the international firm to come in the Malaysia banking industry. This importantly to protect the local firm and Malaysia economy.

Thirdly, the inherent of Crypto currency such as Bitcoin, Ethereum, Binance Coin & Cardano to be the main competitor to the Bank industry or services. They are offering easier finance services, fast transaction, less barrier or world-wide coverage and lesser service charges. However, the services that Crypto currency have offered are risky where it linked to bank facilities such as ATM without barrier. Worst case scenario, the money launderer will take this opportunity and supposed to damage the Banking industry where people start to option for these services instead of using the proper legal channel.

To ensure the long-term success, need to assess the risks to response, monitor and control for the project. Continuously utilized the strategic management method of control to ensure the sustainability level are always in good and excellent.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This study will be focusing on the success of project management team in a different organizational condition. It's included the aspect of interest and benefits: (1) the critical success of factor in project management streamlined with IR4.0, (2) the transformation of organizational context in utilizing the IoT in project management, (3) the need of managing improvement in human resources based in providing support to project management, (4) the readiness of the management to adapt and support the government policy related to future ready tools and support, and (5) the dependencies between all these factors. The following review was previously documented by the researcher, concerning these aspects provided the reference to further review with current knowledge concerning project success in the view of organization context. The selected LR will be differentiated in two (2) section, (1) Malaysia specific case study or research, and (2) Global case study or researcher view.

2.2 MALAYSIA SPECIFIC CASE STUDY OR RESEARCH

There are multiple sets of research on the application of AI in the field of Project Management. These specifically to be a field of research that has attracted the attention of the scientific community in recent years (Ong, S., & Uddin, S., 2020; Auth, g., et. al. 2019; Munir, M., 2019; Mohagheghi, V., et al, 2019; Hanchate & Bichkar, 2016). The application of artificial intelligence (AI) techniques in the perspective of Malaysia (YW Soh et.al, 2018; Mohammed Hameed et.al, 2016). Nowadays this implementation of the AI system will be a compulsory factor to optimize the sourced that available in the market. There is huge demand from the market especially from the business organization to start applying this technology as

part of critical item to have. Referring to the comprehensive report provided by Gartner “Top ten (10) Strategic Management Technology trends for 2017”, AI has become the main strategic technologies trend for most organization. As part of government commitment; Malaysia national AI Frameworks “We’re currently hard at work developing a national framework that would help streamline the nation’s agenda on Artificial Intelligent” – Malaysia Digital Economy Corporation (MDEC).

The AI is one of an-element of the 4.0 Industrial Revolution (IR4.0) and this finds application in the manufacturing to be as the diagnosis method and the preventive maintenance tool as overall packaged. With the increasing of Industrial numbers in market, the competitors and the demand for efficiency, this will bring the market limelight. The recent advance technologies offer in the market, the improvement of the performance is high possibility. These offers can be grab effectively via AI technologies offered. In the meantime, the increased of customers volume of satisfaction and increased the efficiency will help much in project management or industry.

Generally, AI have been identified as compulsory element in assisting the Malaysia industry to streamline with worldwide standard. Literally, the research related to Malaysia agriculture such as; A foresight study of AI in the agriculture sector in Malaysia and Application of AI techniques in water index prediction (Shazaitul Azreen Rodzalan et.al, 2020; Mohammed Hameed et.al, 2016). This study mainly focused on the beneficial factor of AI to improved the agriculture sector and water supply industry in Malaysia. They have successfully proved that, AI have giving a lot of benefit to farmers in term of effective and efficiency which have contributed to Malaysia Gross Domestic Product (GDP). In term of water supply, there are given lot of beneficial factors to the organizations in better control implementation and status update.

Application of AI models for the prediction of standardized precipitation evapotranspiration index (SPEI) at Langat River Basin, Malaysia (Y.W.Soh et.al,

2018). This research mainly focused on AI to be a control tools to monitor and manage the river stations. Their utilization of WAANN model developed in their study was given better accuracy for both short and mid-term drought forecasting. This will be one of literature for this project management enhancement of services using AI and will bring the same result indicator.

Related to the public listed company, AI having the major discussion among the researcher such as; The diffusion of AI in governance of Public Listed company in Malaysia (Siti Aisyah Omar et.al, 2018) Based on researcher, the success status will be depending on the organization readiness to spend for AI packaged. Hence, nowadays Maybank found as more than ready to absorb the AI technologies as part of the management transformation planned.

Multiple kind of Literature review on IoT implementation in the global industry. Focused on Malaysia found it's has been seriously discussed and measures. The research focus on how IoT will assist Malaysia businesses to be more viability and future ready. For instant, overall discussion and specific research on electrical-saving knowledge (Gamal Abdalnaser Alkawsii et.al, 2020; Sivakumar D. et.al, 2018) As part of 4.0 Industrial Revolution, the optimizing the human factors are the critically factor to bring the high potential of the project management success. Nowadays, the strategic project management has became the key of the activity in modern organisation focused. Since 1980's, this kind of HR development have been critically discussed and brought huge segment of proposal related to benefit of Strategic Human Resources Management (SHRM). In Malaysia, the relationship amongst the SHRM and the performance research result which have been critically proved the positive feedback and the beneficial gain (LK Aun,2019; OC Chee, et.al, 2018; V Arumugam, et.al, 2011)

The Malaysian policy strongly support on the Human Resources Management towards development of human source thru the Act related to Ministry of Human Resources i.e Employment Act & Labour Ordinance, Industrial Relation Act, Social

Security Act and Skills Development Act – Ministry of Human Resources. The most related to this study was on Skills Development Act will be adopted by Maybank as part of this research.

Hence, to be synchronized with the government policy, the organization shall have their own plan to support towards the successful of the policy. Meantime, the world nowadays looking for modernization and if not; they will be left behind the other competitors.

2.3 GLOBAL CASE STUDY OR RESEARCH

Based on global researcher, there are huge results which can be selected to be the best and accurate literature review (LR). However, since this study will be more focus on latest AI tech, described only the latest research to be in our LR or specifically focused in the range of latest 10 years. Specifically, in project management, the researcher has discovered the study for AI have been used for project management and how it works (Cetin ELMAS et.al, 2020; Adel Belharet et.al, 2020; S Venkata Nagendra et.al, 2018). This three (3) researcher group was deeply discussed on pros and cons of having AI in project management. The result gathered was a very positive and have made high recommendation for AI to be a compulsory tool for current and future project management.

Next LR was on the IoT research reference in helping the project management success level. For instance, the study related how effective the IoT for project management in term of time management; IoT based situational awareness frameworks for real-time project management (Sudeep Ghimire et.al, 2016). This study was related to how IoT works in project management effective time. Hence, this will be giving an input for this study in term of the effective result to project management using the IoT.

Strategic Human resources-based research will be the main criteria of LR. Specifically discussed on how the education have been the most critical factors on

developing human resources and enhancing the organizational information system (Sakapas Saengchai et.al, 2020; Peace Kumah, 2020). Combination of both studies will help us on identifying; how the human resource factor will be the main contributor in the success level of any transformation planned.

2.4 THEORETICAL FOUNDATION

Commonly, project will be involving the attention of varieties such as budgetary, human and technical variables. The most agreeable concept was on; projects generally imposed the following characteristic's; limited budget, constraint of time or schedules, the quality demand standard, all series of complexity and interrelated activities. In general, project have been managed utilizing the technical system instead of behavioural or traditional way.

In contrast, multiple type of Literature Review models towards the success of the project management have been selected and finalized. Four dimensions of criteria selection on determine the conceptual; (1) project effective and efficiency, (2) the direct impact to client, (3) impact on business success, and (4) readiness for future.

2.5 EMPIRICAL RESEARCH

In the year 2019, Maria Munir from the North China University have done the research related to the benefits of Artificial Intelligent in helping the project manager works performance. The source of evidence through-out the principles empirical research related to AI have been clearly described. According to her research, she listed down a lot of benefits related to utilization of AI in project such as (1) create the ecosystem for knowledge – management, (2) foster a safe environment, (3) deliver untiring objectivity and vigilance. Moreover, she has recommended few types of AI system to suite with the project management such as (1) Chatbots, (2) Strategies, (3) Zivebox, (4) Rescoper, (5) Clickup, (6) Polydone, and (7) Clarizen. Referring to the list of the AI system proposed, the functional and benefits list have

been provided by researcher in detailed. Through-out her research finding, she has made a conclusion and highly recommended on the utilization of AI in assisting the scope of works for project manager. Includes in this research, she described most of the system are synchronized with IoT and operating via web-based platform.

2.6 PROPOSED CONCEPTUAL FRAMEWORKS

The conceptual frameworks will be identifying; (1) the impact from the implementing the Artificial Intelligent in term of effective and efficiency level, (2) how the implementation of IoT have given an-impact to project management performance in term of customer satisfaction level, (3) how the access for customer to submit their feedback & complaint thru web-based system, (4) the cost of this transformation and the level of management support towards achieving this target, (5) the level of Human resources department readiness in preparing the quality of staff streamlined with IR4.0, and (6) what is the latest customer expectation and how to fulfilled this gap.

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CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this study, the survey will be conducting via Qualitative Interviews and adopting the semi-structured interview style. An-interview guided by list of topics or questions that the interview hopes to be covered during this course of interview. The questioned have been designed to match with the level of knowledge and the data collection from the experienced sharing by the participant, audient or surveyor. Targeted for specific factors involved in this study, sets of questioned designed and spelled out for them to give their personal opinion or view. The platform of survey will be via online interview Zoom, phone call and Face to Face basis. Since Malaysia still in the stage of combating with Pandemic Covid-19, Zoom platform will be the main platform and highlighted here are limitation on F2F version. Interview will be carried out to the working committee at Maybank Academy focused on who are having back to back experienced in Building renovation or Facilities management at Maybank Academy.

3.2 RESEARCH DESIGN

The questionnaire survey will be based on actual experienced of client or participant using the facilities at Academy. As part of the main human development focus, the level of participants knowledge in Artificial Intelligent and Internet of thing will be clarified. Qualitative analysis will be conducted to gain an-accurate recommendation and further steps will be provide for developing the improvement strategy. The real-live experienced of the selected participant will be the main indications for performance evaluation and the feedback given will be further examine to match with the main objective of this research.

3.3 STUDY POPULATION AND SAMPLING PROCEDURES

The sampling data will be from total 15 staff whom are having real-live experienced with project management matters at Academy. They will be selected from the operational team whom are in the administration team, key person who are managing the customer complaints and/or the internal customer who are frequently use the facilities. Decision have been made for probability sampling method which to obtain random sample of 15 staff and demographically will be equally from either men or women. Total management team population at Academy is at total 40 staff from three (3) Groups; Group Operations, Group Human Capital and Group Technology. Specifically, they involved in Strategic building operations and Major Clients management during project management or having direct impact in renovation works.

3.4 DATA COLLECTION METHOD – SEMI STRUCTURED INTERVIEW

The selected method of data collection was a semi-structured interview. Thought-out this strategy, this purposive sampling will be focus on sampling technique where the investigation will be based on the judgement of the researcher. The research designed will be specifically used the purposive sampling method with the preparation set of questionnaires which will be asking the participant through-out interview session. The empirical data related to this study will be send to the client that directly to whom experienced with project management and the renovation works at Academy. Included in this survey, the audient will be asking on “are you free this time and can I take your time just for few minutes? If the client is ready or interested to fill-up this survey, then we proceed with giving them the zoom link and the survey question will be shared screen to easy them reading and reply with answer. This surveys method is widely use in conducting the business research and allowing the access to get the correct participants, real-time experienced and their capability to answer fairly. The method of the online sites can help the wide and

cheap distribution of the surveys and the responses of the participants. The use of the conditions easy and developing a meaningful questionnaire that can allow the answering of the research questions which is commonly difficult. The researchers need to measure the accurate issue using the analysis. The reasons are advisable in using the questionnaires that are used for the market and have thoroughly validated with the research questions.

3.5 RESEARCH STRATEGIES

The theoretical review was identified based in the beginning of this study lead the identification of existing problem statement, existing theories or frameworks with regards to the role and result of new and emerging on technologies on specific roles of competencies focused on project management team. It was established that the existing research is sufficient and developments focus on how to emerge the advantaged of AI systems, the IoT and human development factors could lead project managers performance improvement specifically and the organization as a whole.

3.5.1 HUMAN DEVELOPMENT - PARTICIPANT KNOWLEDGE IN AI AND IOT'S

This strategy was to determined the level of participants knowledge in AI and IoT's. Since both are quite new in Malaysia industries, simple briefing will be given for them to get a clear view. They will be given opportunity to comment and give feedback based on what they know and learned. The result will be indicating the level of participant knowledge and what they require next to overcome the issues.

3.5.2 PARTICIPANT OVERVIEW IN SUPPORTING THE COMPANY POLICY RELATED TO ESG

Simple briefing provided to all participants related to the Maybank latest policy in Environmental, Social and Governance (ESG). As for additional, the benefits of ESG will be discussed and described further to ensure the participants aware with the policy discussed. Thus, the participants feedback and understanding will be taken for consideration, measure and analyse.

3.5.3 PARTICIPANTS RECOMMENDATION

Finally, all the data captured will be tabulated for analysis. The analysis will be included the percentage of them agreed and disagreed, the verbatim comment and their recommendations.

3.6 OPERATIONALISATION AND MEASUREMENT

The instrument of this survey will be using questionnaire and this will be via online platform using Zoom, phone call and Face to Face (F2F) method. The sets of question have been prepared to match with the knowledge level of the participants and start with pre-determined the info gather from their feedback. First five (5) question was designed for participant to be comply before permit them attending to the next question. This to ensure they are deserved, having capability and complied to join the interview. Mainly, this to obtain the valid feedback to be compile for analysis.

3.7 DATA ANALYSIS TECHNIQUE

After all interview, the data compilation will be tabulate in excel form and to be analyse including all the participants recommendations and verbatim comment. The conclusion can be made from the fact shown by the relationship between variables whether positively related or otherwise. The questionnaires design is straight forward

and will be able to identify the level of participant knowledge related to the specific question asked. Thus, we can identify the level of their knowledge related to this study especially in AI and IoT in the meantime seeking their feedback on the proposal.

3.8 SUMMARY

This provided chapter described the way of research methodology used to identified, collect and analyse the data required to synchronized the research question and the method of data compilation developed in this study. The chapter was beginning with the strategic discuss related to the research design, support by the population size for data that will be collected and the technic will be used in sample selection. After then, the chapter continuous with questionnaires model to be implemented, the data measurement and scale. On next step, the discussion focus was on centre of the data collection method which focusing on available web-based survey. In completion of methodology, the final choice of method of data analyst are also been finalized.

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CHAPTER 4

RESULTS AND DISCUSSION

4.1 Chapter Overview

In this chapter overview, further examination analysis has been carried out and the result has been analysed. Interview data have been tabulated for easier evaluation and for analyzation process. Strategically, the pre-test has resulted the reliability and validity of the analysis result. The questionnaire that have been developed have meet the minimum requirement and proposal have developed the latest accurate data. The strategy of participants needs to be fully complied with first five (5) question to enable them continuous with the remaining nine (8) question have brought an-easier way to do the evaluation. Subsequently, the final data collection extended analysed in term of research objective, research question to identify the relationship among the construct.

4.2 Measurement Instruments - Semi-structured interview

Combination of pre-determined set of open question that suitable for this research has been provided. This have gathered the optimum opportunity for the interviewer and participants to expand particular themes and responses in further details. Further, this have resulted more knowledge sharing session related to the research topics and this tremendously have increased the possibility of new idea includes new knowledge have been gathered from them. In the meantime, the data proved in understanding how interventions related to works and how they could be improved in future. Apart of this, the benefit has allowed the respondents to discuss and have raised up an-issues that you may not have considered or unexpected issues from different angle of view.

Before finalize to use this method, in earlier stage the pros and cons have been studied and described. This have brought the good and accurate final result and

have giving the benefit to organization specifically and future research analysis holistically. It's has provided valuable information context of real participants and stakeholder experiences. Perhaps via using the pre-determined questions will provide the uniformity of data collection that will be analyse. However, in view of cons, it has resulted the time consuming especially on data collection and require manual data analysation.

During the predetermine questionnaire, common question has been designed to determine the participant experienced with project management. Only the participants that having experienced with the major renovation works at Academy have been considered for this interview. Total of 18 respondent has been selected for this interview but only 15 of them are valid to be evaluated via this method of instrument. Thus, each answer has been evaluated and determine whether the initially designed questionnaire is suitable for data collection.

4.3 Descriptive of Question Strategy and Analysis

Question1: -

Please select your department category.

This first question mainly to describe the participants assigned department and their nature of works. Finalized only three (3) sectors who are direct liaison parties and the correct staff have been selected to be interviewed. These three sectors are Group Human Capital (GHC), Group Operations (GO) and Group Technologies (GT). This three group are inter-related to Academy operation and this will be an-accurate data collection strategy.



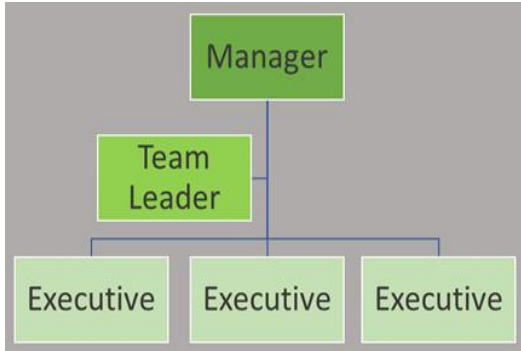
The larger group participants were coming from Group Human Capital (GHC) specifically the Learning and Operation team. Briefly, GHC was the main user at Academy whom are engaging and managing the learning operations and events. Total occupancy rate per year was at averaged 45 thousand students have made them the most critical client at Academy.

The second larger participants were from Group Operations (GO). GO thru Property Department was the facilities and building management team at Academy. Their cores business was in taking cares the 20acres land consisted of eight (8) storeys building, includes training rooms and facilities, the accommodations services, sports facilities and securities management team. Thus, the performance of GO will be indicated the direct impact to all services provided and this have been the vital contributor for any event of customer satisfaction level.

Third parties' participants were from Group Technologies (GT). Their core business is in providing IT services to offices such as for GHC and GO. Further on providing IT equipment's and infra includes for day-to-day web-based operations.

Question 2

Current position either Manager, Team Leader or Executive.

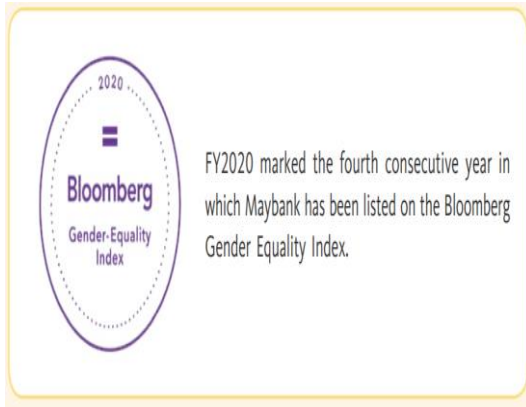


The strategy was to described feedback from all level of staff. Based on hierarchy, the highest rank was the Manager position, followed by Team Leader and Executive.

Further, the same number of interviewers from each level will make an-equal percentage on the overall result. This strategy is to provide fair feedback from each level of staff, different set of knowledge and skills, the different salary schemed and the mix-method of responsibilities or work task. The demography for hierarchy or position for this survey was at 34% Manager, 33% Team Leader and 33% Executive.

Question 3

Gender Male or Female. Total participants involved in this survey is fifteen (15), eight (8) participants will be male and seven (7) participants represent female. Moreover, this interview will be part of real-live experienced during major renovation works and the disruption physically and emotionally.



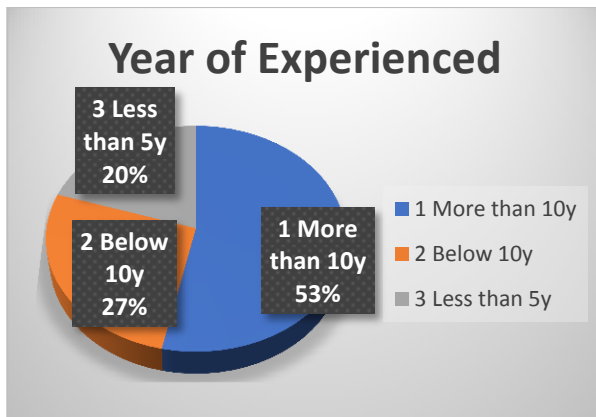
Developed based on European standard priority, the strategy was to collect equal feedback from both gender which is to streamline with Maybank standard policy. Achieving the

all aspect of employment will be the main benchmarked. Hence, the strategy has to be focused more on equivalent gender and real live demographic percentage in organization. Recap from list of achievement, Maybank have marked fourth consecutive year on the Bloomberg Gender Equality Index. Hence, similar strategy has been implemented in this research where gender demographic for this survey was at 53% Male and 47% Female.

Question 4

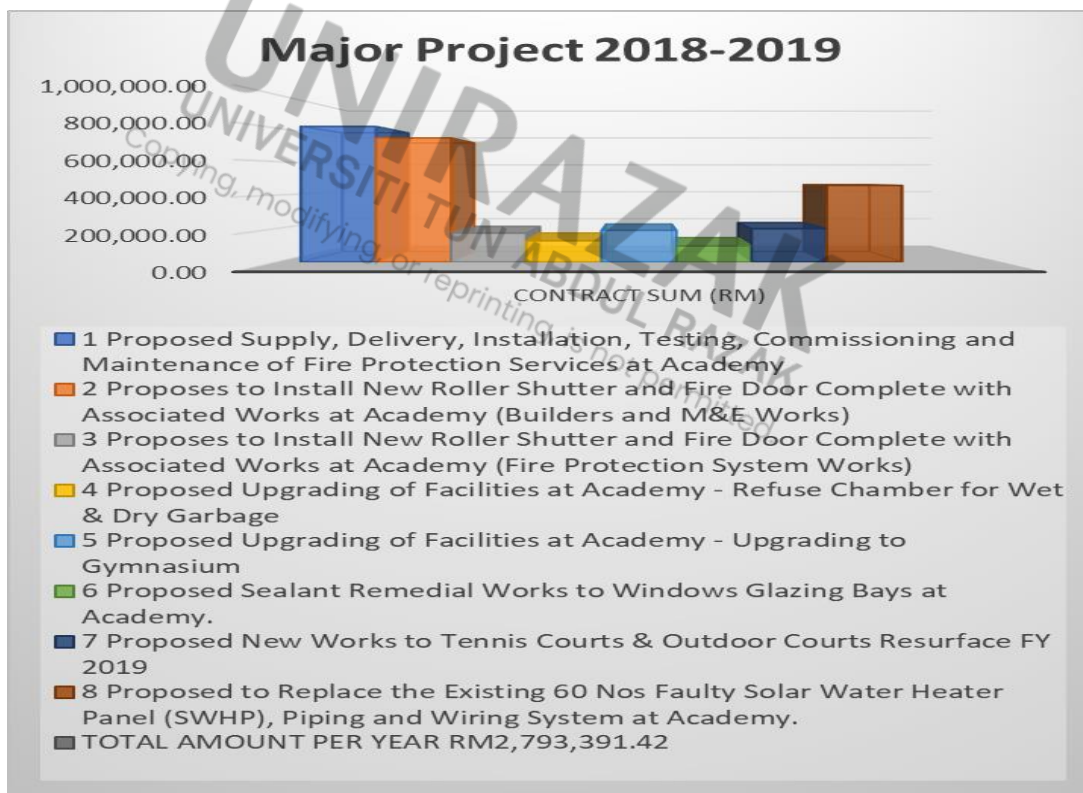
How many years of working experienced at Academy?

Significantly, this questioned strategy was to ensure the selected participants are having experienced with renovation project at Academy for the past few years. Briefly, the Project Management Team have done a lot of major renovation works especially within 2014 until 2019 involve millions of costs. Exclusively, the participants are compulsory to have an-experienced working at Academy during major renovation to enable them continue with this interview. Thus, only the participants that having experienced working at Academy during the consecutive renovation years will be consider deserved to join this interview.



Described there are seven participants with more than 10 years experienced, five participants with experienced less than 10 years and three participant less than 5 years.

Checking further to the list of participants with less than 5 years experienced, all three of them have at-least 4 years experienced. They are considered valid for this survey because they still have experienced with eight (8) major renovation in 2018 until 2019.



Question 5

Any collaboration experienced with Facilities or Project Management team within past five years?

Reasonably, this will be the benchmark for level of performance during project management in progressed and this question mainly planned for performance reporting and future improvement. Result found all the participants are having huge experienced with the renovation and project management works at Academy. Interview session have gained all the required data for performance improvement toward achieving the main target to be the number one. This initiative has identified the strategic recognition toward harvesting more accurate planning. Hence, next question will be described further on the satisfaction level and their experienced during renovations.

Question 6

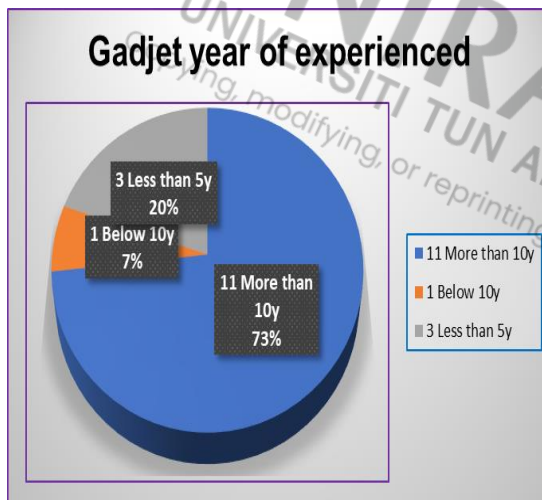
If yes, simplify your satisfaction level (any good or bad experienced)

This sampling was designed to determine the level of performance satisfaction. Provision of this feedback will be recorded and analyse for improvement. Reviewed on the interview result, 14/15 or 93% participants are highly satisfied with the project management team, having great experienced with the project management team performance and only 1 or 7% are giving feedback at a lesser rating. However, this rating still found as fair where this participant indicates his comment on “minor issues but still manageable”. Hence, the current performance is considered in average of good and excellent. Even-though the current performance is considered high, the improvement shouldn't be stop and a good strategy to sustain in future market competition need to be examined and explore further.

Question 7:

How many years of experienced of using Digital gadget such as Smartphone, laptops or tab? What your expectation for future enhancement related to works?

This strategy was to determined the participants experienced and knowledge sharing in using the gadgets throughout their work life balance. The result identified will be navigate further on their basic of IT knowledge and how the readiness of the staff on absorbing the latest technologies. Moreover, they must be exposed for future working environment and thought-out this strategy, we are able to determined further on their knowledge related to AI and IoT's. Results has been summarized and in the wake of future-ready, the feedback showed all the participants have their own year of experienced and having abilities to give an opinion toward enhancement on the works quality.

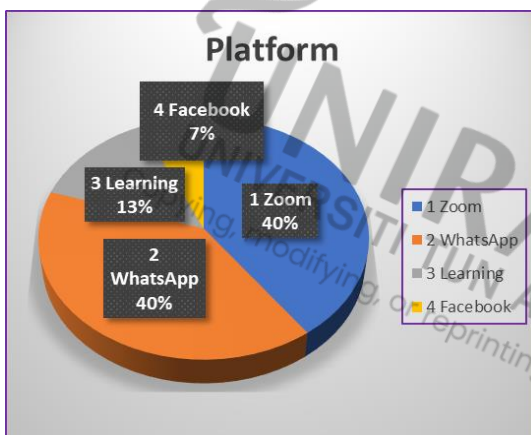


There are 11 peoples or 73% participant have more than 10 year of experienced. This followed by 1 people or 7% participant having lesser than 10 years experienced and only 3 peoples or 20% are having lesser than 5 years mostly related to young graduated or new.

Question 8

Nowadays, peoples are seriously using the Gadget not only for entertainment but more on working related matters. Which media or platform that you frequently use and how this help you in term of working features?

Basically, this to identify which media that use by participants and to further list down the benefit of using the platform. In the other target, we are able to collect feedback for any problematic issue raised by Participant. All 15 participants declared that they are using their own gadget for working related matters. The key point received from this reply was, they are currently aware and fully agreed on the necessary condition to use the gadget for day-to-day working operation. The result showed in below pie chart: -



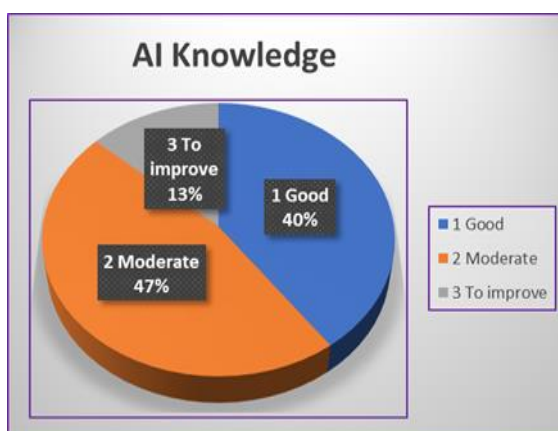
The largest platform described was via Zoom and WhatsApp communication. Result showed the Zoom platform represent 40% and it is similar with WhatsApp also at 40%. Followed by Learning platform 13% and Facebook 7%.

Question 9

Artificial intelligence (AI) is computer science technology that emphasizes creating intelligent machine that can mimic human behaviours. Here Intelligent machines can be defined as the machine that can behave like a human, think like a human, and also capable of decision making. Do you think that the utilization of AI will help the working team to achieve their goals, holistically and technologically manner?

This question was design to indicate the level of knowledge among the participants related to AI. Briefing provided to ensure all the participant are aligned with the research proposed scope of coverage and this will be getting more specific answer

from all. In the meantime, this offer an easy way to recognize data in term of the existing system available in Academy compared to the market. The result will be used for next further planned such as providing learning and training related to AI to employees. Result showed all the participants are agreed and highly recommended to have the AI system. Good feedback received from the participants where they are found very exposed to technologies that available in the market. They are able to give feedback on the benefits will be gain in the term of AI utilization. Moreover, described from the answer that the other department in Maybank have currently utilized the system categories under AI such as automation in loan form application and the cheques deposit machine. In term of project management, the building automation system (BAS) and the CCTV system have been used since long time ago. They also fully agreed with the benefit from AI and consistently agreed, this tool will be helping Maybank in achieving the target in holistically and technology manner. The level of understanding based on this question have been differentiated into 3 categories such as 1) agreed and having ability to brief further in details, 2) agreed with further brief and 3) agreed after giving example of existing AI system in Maybank. As for verbatim comment, the human touch will be the main parameter need to be improved as part of the main proposal planned.



The result showed 40% participants are having good knowledge in AI, 47% in moderate level of knowledge and there are 13% participants are requiring improvement.

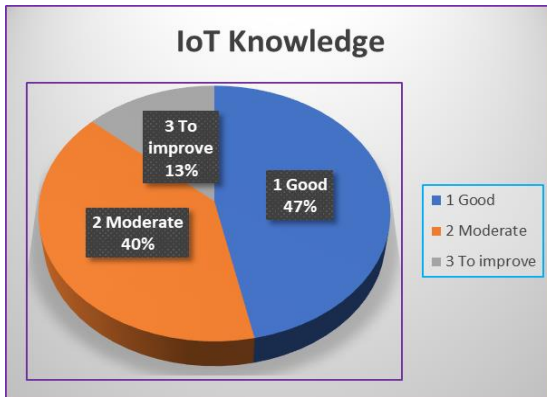
In overall, over 60% participants (moderate + to improve) are unable to give feedback in most educational and scientifically way. Hence, based on this finding, highly recommended the management to provide comprehensive training and learning related to AI to all employees. The human development program needs to be developed to meet the current high intensity market and utilization of digital tools such as AI.

Question 10

Internet of things or IoT is a system of connected devices through the internet. It involves mechanical devices, sensors, home appliances, vehicles, etc., apart from desktop, mobile, and laptop. These devices are designed in such a way that they can share data with other devices over the internet. In your opinion, does IoT will help the working team in enhancing their works performance & data management?

Strategically, this question also will be indicating the level of knowledge among the participants related to IoT's. Surfaced briefing provided to ensure all the participant are aligned with the research proposed scope of coverage and will be getting more specific answer from all. In the meantime, this offer an easy way to recognize data in term of the existing system available in Academy compared to the market offer. The result will be used for next further planned such as providing learning and training related to IoT's to Participants. All the participants agreed and recommended to have the IoT system. Positive feedback received from the participants where they are found very interested to technologies that available in the market. Eventually, they are able to give suggestion on the benefits will be gain in the term of IoT utilization. They also fully agreed with the benefit offered by IoT and concluded this will be the project manager in achieving the target holistically via sets of technology and strategies. In term of performance and data management, all agreed IoT will give high impact in helping the organization. The level of understanding based on this question have been differentiated into 3 categories such as 1) agreed and

having ability to brief further in details, 2) agreed with further brief and 3) agreed after giving example of existing AI system in Maybank. As for verbatim comment, “fully agreed and crucial” have shown how the level of understanding related to the necessary of having IoT in planned.



The result showed 47% participants are having good knowledge in AI, 40% in moderate level of knowledge and there are 13% participants require

In overall, over than half or 53% of participants are unable to revert with details feedbacks. Hence, based on this result highly recommended the management to provide comprehensive training and learning related to IoT to all employees together with AI since it's inter-related. The human development program needs to be developed to meet the current market leadership factors.

Question 11

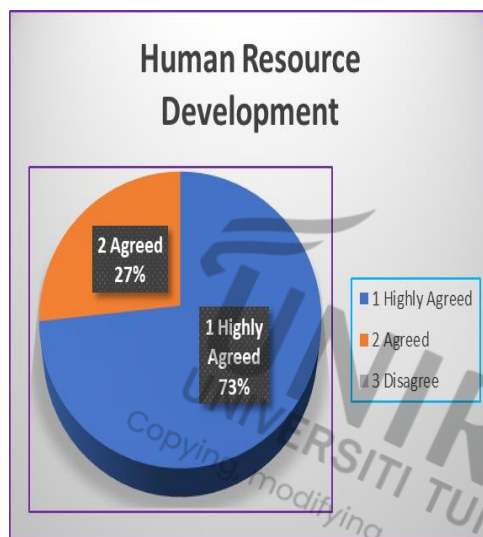
The skills required by a job position are constantly changing and fixing with time. With new innovations and software in the market, it is imperative that we learn and adapt to the new technologies to stay on top. Do you think that, the criticality of learning and training in AI and IoT are the most important towards the service quality enhancement and better works performance in the future?

Briefly, this question is inter-related to the government policy “Malaysia Digital Economy Forward” and how the awareness level among the participants related to this proposal for enhancement of the performance. The Government thru Malaysia Digital Economic Corporation Sdn Bhd or MDEC have a clear vision towards AI and IoT. The main focus was to be the digital leader for ASEAN market. Hence, this

digitalization proposal is significantly streamlining with the national policy. This transformation shall be having high support by the industries especially the Government Link Companies (GLC's) such as Maybank. The comprehensive study needs to be support and provided to ensure they are remained as competitive.

DIGITALLY SKILLED MALAYSIANS **MDEC**

Provide all Malaysians with access to the capabilities, tools, and know-how to take that digital leap. This includes facilitating new digital skills training and future jobs matching, resulting in a future-ready workforce.



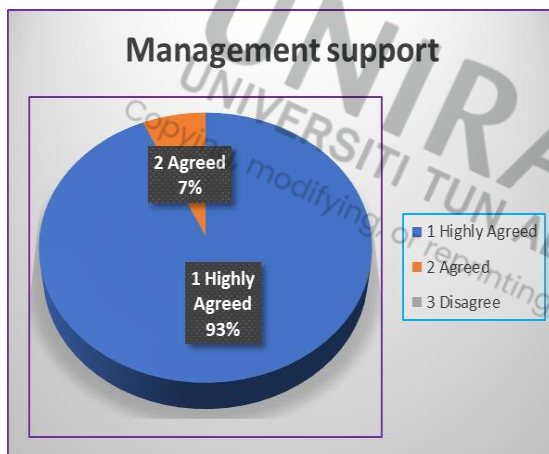
The result showed 73% participants are highly agreed with this proposal, 27% are categories as agreed and no participant disagree with this proposal. Hence, the transformation program for Project Management team found as a critical matter to be seriously looking

The further follow up need to be submitted to the management related to human development towards future-ready transformation planned. Captured one of the verbatim comments “Who said Maybank have not continuously transformed in technology and human development?” It’s indicated the high awareness of staff relate to this good transformation planned. The only possibility reason is, the transformation still in progress and it is not yet meeting the project management team.

Question 12

The relationship between Human factors, the AI and IoT are synchronized. Human resource needs to be expose with advance features especially in staff developments, new recruitment and scheduled training to the existing staff. Do you think this commitment will be sustaining us in term of achieving the future market champion? As we discovered a lot of benefits in AI and IoT, do you agree that the management need to be seriously invest in these new features to sustained in market leadership?

Strategically, simple briefing has been given on the specific scopes to be asked. Opportunity given to participants to give the own opinion relate to human development, the Artificial Intelligent and Internet of Things.



Result showed 93% of participant are highly agreed and 7% agreed with this proposal. No participant disagrees with this proposal and indicated the strong recommendation can be made and submit for management planning.

Positive feedback received from all the participants includes the data gathered for experienced sharing from staff who are using their personal gadget for current works scopes. The proposal on getting the management to involve in budget allocation for this transformation have create high interesting factors. All the participants have revert with their feedback and upfront appreciation to the management. Hence, the management support found to be the critical factor for this transformation journey. Related to this study, the availability of transformation budget will be helping the

PMT to have their human development programmed, attend the strategic learning course to gain the knowledge required for managing project thru AI and IoT before purchasing the system will be purchase.

Question 13


Currently, we are seriously looking on Environmental, Social & Governance (ESG). One of the biggest factors was on green energy and good governance which the AI's, IoT's and Human resources will be the major key contributors. As for conclusion, do you agree that this three key point will be the most critical factors towards achieving the target and sustained the market viability?

Final question was related to ESG. This ESG was involved the commitment by Bank Negara promised for their contribution. Since Bank Negara involved in this ESG, eventually the Commercial Banks indirectly included in this transformation. Seriously looking on this opportunity, Maybank for the last few years have seriously taking high consideration and stern action. Based on latest NDPE report, Maybank have been rated with "AA" class.

- Five-year strategy, M25, launched with Sustainability as a Strategic Priority
- No New Coal Financing
- Elevated Group Sustainability Council into EXCO Sustainability Committee
- Established Board Sustainability Committee



- No Deforestation, No New Peat, and No Exploitation (NDPE) stance approved by the Board in January 2020
- Maybank received a rating of "AA" in the MSCI ESG Ratings assessment.



This transformation has reached the most critical attention by the management. Multiple sets of strategic planned have been announced to be delivered by year 2020 until 2025. One of the major transformations was on environmental green energy such as Solar electric panel and the utilization of cost-effective equipment for electrical cost saving.

This five-year strategy named M25 have been launched with sustainability as strategic priority. Involved high commitment from the management in term of high transformation and huge budget for investment. Related to Project Management Team, this are considering on the right time to submit their proposal for improvement and budget allocation. Moreover, the PMT transformation are highly related to M25 strategy. For instance, the Artificial Intelligent is one of the most effective system in Governance and Social. In the meantime, the IoT was declared the system that can cater all three Environmental, Social and Governance (ESG), offer more benefit and value for money or return of investment.

4.4 RECOMMENDATION

Based on this research study, the result of interview and further data examination, recommendation have been focused on Human developments and the utilization of digital tools for digital economic environment.

4.4.1 STRATEGIC HUMAN DEVELOPMENT PLAN

The human development via education and learning will be the best improvement strategies. In contrast, Maybank having sufficient resources to provide the greatest education platform to all the employees.

4.4.1a) Upgrade the Maybank Academy (MA) to be University hub related to Finance Management and Operations.

MA was formerly known as Maybank Learning Centre (MLC). It was the biggest learning institution among the bank industries in Malaysia where having the ability to accommodate more than 400 students at one time. These facilities had been developed comprehensively with the support services such as the bedrooms, centralized kitchen and cafeteria, the sport and recreation centre such as football stadium, the tennis courts, badminton court and there was also the rehabilitee place

such as the sauna room, the massage treatment room and swimming pool. With the existing facilities availability, there will be a minimum budget to be spend in upgrading and development especially in upgrading the high intensity digital learning hub. Moreover, all the facilities are well maintained and ready to be upgrade at any time. It is just a decision to add-in few more technological infra which to be match with latest global industrial standard.

Strategically, next step is on the appointment of lecturers and trainers whom are having the capabilities and competencies to synchronized with the Digital Economic environment. This group of competent peoples are able to advise the management on 1) what to do next, 2) what need to be purchased or invest and, 3) how to gain the competitive edge in digital market industries. Concurrently, this will be gaining the investors trust and sustain the high viability index. In term of global image, Maybank will become the first bank in the world providing the Digital learning hub to accommodate higher education to employees as part of transformation and employee development planned.

Finally, this strategy will be expanded until getting the recognition by the Malaysia Qualification Agency (MQA). Excellently, this will be the most important criteria to employee to have their long-term planned in carrier development.

4.4.1b) Development of special Project Management Team via project management technic Works Breakdown Structure (WBS)

The proposal was on transforming the existing Project Management Team (PMT) into Digital Project Management Team (DPMT). Since this was the pilot project, the small-scale team need to be developed and progress for further review. Appropriately, the WBS technic will be helping the management to develop a good and sustain team structure. Through-out this, the appointed team force will be based on their expertise and competencies. Currently, there are no IT expert in PMT and the appointment of them will be a great strategy which is synchronized with the

target to develop the DPMT to face the new digital economic environment. In term of cost, there will be no additional cost where, this collaboration proposed to be with IT department whom are within the Maybank Group team. The utilization of the existing IT expert will be more reliable, cost effective and in the meantime gain the profit. Finally, more expertise will be developed especially in the project management team.

4.4.1c) Develop and Upgrade the existing IT specialist into AI and IoT's frontier squad.

In Maybank, the IT scopes of works are managed by Group Technologies (GT). GT through-out the IT department have attended to all IT matters within the Maybank group and subsidiaries. Significantly, they are having the ability to provide the best IT services especially the infra, facility and web-based solution. They also expert in safe guarding Maybank against any web-based hackers and excellently provide the cyber-security prevention at all time.

This proposal is on developing the centralize AI and IoT support, expert in utilizing the existing resources and opportunity that Maybank owned. Now-a-days, the digital market strategies need to be strengthened and explore further. Thus, with the availability of existing experts and Its platform, there will be more cost effective, more agile and the strategy to expand their scope of works will be optimising their expertise level. Specifically, attending to AI and IoT's matters, develop the sustainable strategies and sustain the future operation.

4.4.1d) Maybank Regional Digital Economic Support Centre (MRDSE)

Based on SWOT, we identified Maybank are currently operation in 17 countries over the world. This consider high opportunity for Maybank to expand the digital economic scale. Relate to project management, this huge platform will be helping in digitalization of project supervision and centralizing the project management global

data. On the other opportunity, this strategy will be utilizing the existing manpower as to appoint them as the country delegates for any project relates to them. Furthermore, this platform will be an- experienced sharing and discussion session which will bring more knowledge variability and regional solution platform based.

4.4.1e) E-Learning and web-based learning platform

Maybank having e-learning platform provided by Group Human Capital. Since the nature of Maybank business was on finance, there were excellent e-learning course provided focused on this forte. However, the project management e-learning course was a very limited scopes covered. Hence, the proposal was on providing more e-learning related to project management, the theoretical frameworks and the most critical was on digitalization of project management team knowledge. Through-out this, project management team are remained as competitive and relevant in the market. Objectively, the target to be the market champion will be more reasonable to be achieved.

4.4.2 DIGITAL ECONOMIC AND MANAGEMENT PLATFORM

Recommended below the AI and IoT tools offered in current Malaysia market. There are multiple types of Artificial Intelligent and IoT system currently available in market and project managers can use these tools for getting digital assistance. However only the well-known technologies will be recommended for consideration.

4.4.2a) Maevi-B from Tenaga Nasional Berhad (TNB)

This AI system is newly launched by TNB in September 2021. The system services in the energy management and offered the saving initiative to the organization. The key features of the system were; operating in web-based for centralize monitoring which offer the ability to monitor, manage the buildings and electrical assets on a single platform via remotely in the meantime identify the saving opportunity. All this

packaged offered a very valuable investment strategy and this consistently will improve the operation team. The system provided real-time information for monitoring, analyse and manage the energy consumption in real-time to minimized the operational cost and increase the savings. Above that, the system capable to identify and triggered immediate signal to project manager for their immediate attention. Hence project will be having unlimited access and better time management to the system and this will improve the productivity level.

4.4.2b) Smart Server IoT by Dialog Semi-Conductor

The system secures in Industrial environment such as 1) legacy the system and protocol, 2) Industrial scale with availability and reliability, 3) Multi-application and vendor environment friendly and 4) the ownership of data and infrastructures. The IoT uses cases and integration challenge. Through-out this, it sustained the energy optimization, the predictive maintenance, optimizing the space utilization and personalization productivity involve the project manager. This system provided the IoT data fabrication provided via IoT Internet Protocol (IAP). IAP create the network interoperability, construct the bridge for physical media, routing the across protocol as long as the data interoperability. Moreover, the system offers the abstract device and data model, standardize the services and provide the standard web interface REST and MQTT based API's. The system Integrator and secure IoT connection to any field device have made this system the user friendly and smart system. It's open for planning and integration tools. In some condition, the drag and drop programming will be better in term of sequences and dashboard. Thus, this web-based CMS system configuration make the easy management and monitoring.

4.4.2c) Computerized Maintenance Management System (CMMS)

Currently, PMT are experienced with the system such as HP service manager, the TOMMS system and CWORKS. All the system offers online web-based system

included for project manager. However, this system developed and operates at a very basic and/or only surface monitoring platform.



Based on Maybank worldwide Group operations, the better system shall be provided for project manager. Their task involved high value of assets and projects. The impact from this transformation will be given high contribution in Maybank business operation and cost.

Operationally, the web-based solution will be the best option for Maybank Global business environment. It's impossible for the Project Management Team to excellent in their operation where most of the task still manage in manual. Hence, the better system shall be provided to cover all the management scope of works. With the huge of Maybank Group size, the best AI and IoT shall be propose and impose in near future.

4.4.3 Overall Recommendation

The recommended human resource development plan and the system acquisition was the main strategy of the success. Currently, there is huge opportunity available for Maybank management to finalized their transformation strategy toward to be the project management team champion. The proposal to optimized the current available manpower, increased the productivity and getting more benefit was an excellent strategy. Humanising, this was considering the win-win strategy where, the employee will be getting their carrier transformation in learning & certificate and the organization will be getting their profits.

In term of digitalization, the recommended AI and IoT system was critically offered the cost-effective solution. In many times of research related to AI and IoT, there are proven in term of cost saving and was the main indicator for management decision making process. There are multiple more system available in the market and all are offering more variable of cost saving and effective solution especially for global digital economic environment. The system solution is kept on research process and will be offering more benefit in the future. First step was to develop the platform and keep on upgrading and transforming.



CHAPTER 5

CONCLUSIONS

5.1 Recap of Major Findings

Entering the end of the chapter 5, finalized that now are the critical business competition era through-out the technology war. The organization that having the technology advantages will take lead in competition especially in modern business model rivalry. Revealed all the leader's company in industries are classified IT savvy organization and they have invested a lot in technologies to secure their position in the market. Nowadays, AI and IoT's data science are very common technologies in enhancing the organization performance. Without any substitute's, these available technologies are fully recommended to be implemented for market strengthening and sustaining in near future.

Zoom into Project management AI and IoT's, the system has offered the digital help to the organization in administration and having high flexibility to be matched with multiple type of projects. It can be fix with all the projects types with minor setup and configuration to meet all the required task. The system offers a set of benefits to the organization includes the lower operational cost toward more effective and efficiency. The organization such as Maybank whom are operation in Global market shall invest in this system to remained and sustained the competitive edges.

Above all, the human development will be the most relevant factors to the successful achievement of the organization. Thus, human need to be streamlines with the modernization of the organizations, expert in the digital works transformation and always aware the market environment.

In term of digitally skilled Malaysian, MDEC have target to "provide all Malaysian with access to the capabilities, tools, and know-how to take that digital leap. This includes facilitating new digital skills training and future jobs matching, resulting in a future-ready workforce (MDEC)". Hence, with all available packaged, we must take

the opportunity to develop the staff in the meantime will be part of beneficial strategies to the organization.

Overall conclusion, the key strategies for this proposal will be starting with the human developments, acquire and provide the AI and IoT system for modernization and automation. This transformation needs to be start soonest possible starting from the management team until the working level staff. Least but not last, this transformation will be smoothly bringing the team to be number one project management team in Malaysia.

5.2 Implication of the Study

This study will be creating the guidance for Maybank management, to make a proper decision and confidence with this proposal for transformation program. This proposal described lot of benefits from Human Development, the upgrade of Artificial Intelligent and the Internet of Thing. Moreover, the literature research has shown a lot of positive feedback streamline to this research proposal. Referring to the Maybank M25 strategy, this proposal will be part of transformation program. Technically, the only required matters is to consider this proposal to streamline with the main strategy will be implemented. Therefore, Maybank management shall be ready to designed the right future-ready strategy related to this proposal.

5.3 Limitations of the Study

This study did not observe the other potential motivational factors. The only motivating factors was on human development programmed via providing the structured training related to project management. The other proposal was related to Artificial Intelligent and Internet of Things. The system proposed was determined limited to the validity of them in the market of Malaysia for easier future maintenance. Even though there are a lot of the system in oversea market, the

suitability will be more focus on the reasonable factor for making the decision and acquirement process.

5.4 Recommendation for Future Research

This research would like to recommend future researcher to take into his considerations to perform the quantitative type of evaluation process. Computerized system is the most recommended survey platform which will give easier compilation of the result. This research has caused time consuming and required thorough result analysis before can make a conclusion and recommendation. In term of keeping the employees with the basic knowledge of AI and IoT, there will be better knowledge people in this scope factors in the future.



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APPROVAL PAGE

TITLE OF PROJECT PAPER : TOWARDS NUMBER ONE PROPERTY MANAGEMENT TEAM IN MALAYSIA-LACKING OF PROJECT MANAGEMENT TEAM CONTRIBUTED TO MAJOR OBSTACLES

NAME OF AUTHOR : AZHAR BIN AHMAD

The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the award of the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name : _____

Date : _____

ENDORSED BY:

Dean

Graduate School of Business

Date: