Partners meet with AIC Management

25 Years since Alkhorayef Industries Company Ltd. (AIC) was Established.
A Simple Start, but Daring

Up to this moment I still remember the overwhelming trust and big ambition I felt when founding Alkhorayef Industries Company Ltd. (AIC) twenty five years ago. It was a simple start, but daring in the content and hope.

Alkhorayef Western Layne Pumps Company Ltd., as a first adobe in the beginning of the 80’s of the last century, was established depending on the assemblage of the pump known among farmers at that time and still by “Alkhorayefiyah”.

However, five years elapsed and the irrigation systems factory was opened, which later became the leader of industry in manufacturing center pivot irrigation systems.

This industry has grown up to achieve many goals and ambitions, and spread worldwide. After these twenty five years this leadership crystallized in launching “Almutawwar” sprinkler system distinguished as the first center pivot irrigation system worldwide using logical programming technology in its control board. As a result new and great horizons were opened before us and for farmers to develop in irrigation management technologies and make water available in response to water challenges we encounter in the Kingdom.

In fact this ambition did not stop at the geographical limits of the Kingdom of Saudi Arabia. Our sales took off towards globalization till we established various branches in many countries of the world e.g. the Middle East, Asia, Australia, Europe, and USA depending first on the grace of God; high quality in the industry, and distinguished service provided to our customers through the efforts of our professionally qualified employees.

Recently, we celebrated the fifty anniversary of founding Abdullah Ibrahim Alkhorayef Sons Company (AIA). Now, thank God, we are celebrating twenty five years of establishing Alkhorayef Industries Company Ltd. (AIC), one of the Group Companies.

On this occasion, I would like to thank a lot brother engineer Mohammed Al-Abdullah Alkhorayef who played the great role in developing and managing Alkhorayef industries. He is the man of that industry, may God grant him success in every step he takes.

I also will not forget to thank all AIA employees for the efforts exerted that helped realize these great achievements which support our national economy, and for playing an effective role in serving the community. I wish you all continuous success.
Aspirations of Alkhorayef

Are to occupy the driving seat position in all fields of our work through a comprehensive solution programs that satisfy all our customer requirements.

Mission of Alkhorayef

To strive for leadership in all its business activities by supplying quality products along with professional after-sales support through its carefully selected and highly professional employees and to play a vital role in technology transfer and environmental protection.

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View published in Alkhorayef bulletin express only their writers and the Bulletin shall hold no responsibility towards them.
Partners meet with AIC Management

Sheikh Abdulrahman Alkhorayef, AIA Chairman of the Board of Directors, and the group of partners held a meeting with the management of Alkhorayef Industries Company Ltd. (AIC) on Wednesday 19/4/2006 to get informed about the outcome of work progress and results of the factory during last year with the aim of laying a clear future strategy for the next five years. HE Chairman of the Board of Directors also made an inspection tour to AIC factories, met the employees, and directly talked to them about the work progress. It worth mentioning that HE paid a special visit, during the tour, to those with special needs working in the factory, talked to them with a paternal touch about any problem that may encounter them during work, and made instructions about providing all means to facilitate their task in the factory.

Alkhorayef Commercial Company visits Volvo Plant

Within the framework of providing its employees and enriching them with all new aspects in the engine manufacturing world, a delegation from the Equipment Division of Alkhorayef Commercial Company (ACC) including Mr. Fahd Al-Saif, Spare Parts Sales Manager in Qassim Region, engineer Nawas Khan, Spare Parts Sales Manager in the Central Region, Mr. Mohammed Iqbal, Spare Parts Sales Manager in the Northern Region, Mr. Kiraishan Shanker, Spare Parts Sales Supervisor in Tabouk's Branch, and Mr. Mathew, Maintenance Supervisor in Tabouk's Branch paid a visit to Volvo plant in the Kingdom of Sweden to get acquainted to the modern ways of manufacturing Volvo engines and attend a course about Vodia Program to analyze maintenance and operation data.
ACC receives a Letter of Appreciation from Kuwait Oil Company

Shafiqa Mubarak, Manager of Production Development Support (PDS) Group of Kuwait Oil Company (KOC), sent a letter of thanks and appreciation to Alkhorayef Commercial Company (ACC) for the participation and effective contribution in the PDS Group and obtaining the 2nd Business Partners HSE award for 2005/2006.

Alkhorayef Operation & Maintenance Company (AMOC) receives a couple of Appreciation and Thanks Certificates

Water in AL-Hareeq and Afeef Provinces

Mohammed bin Abdullah Al-Dihayem, Assigned Manager of Water Branch in Al-Hareeq and engineer Khalid bin Shighaifan Al-Hazaa, Manager of Technical Affairs, sent a certificate to Alkhorayef Operation & Maintenance Company (AMOC) where they expressed their thanks and appreciation for AMOC tangible efforts and effective contribution in the opening ceremony of the Water Branch held on the honor of HE engineer Abdullah bin Mohammed Al-Aboudi, General Manager of Water in Riyadh region.

Engineer Bani bin Sultan Al-Otaibi, General Manager of Water Branch in Afeef Province, had also sent a certificate to AMOC where he expressed his thanks and appreciation for the Company’s distinguished efforts and effective contribution in rendering the opening ceremony of the Water Branch in Afeef Province a success.

Refugees Accommodation Camp in Rafhaa

Staff lieutenant colonel Fahd bin Abdullah Al-Harbi, Commander of Iraqi Refugees Accommodation Camp in Rafhaa, sent a letter to Alkhorayef Operation & Maintenance Company (AMOC) for the big efforts exerted in promoting the service and the distinguished performance of tasks during the maintenance and operation of water purification stations and auxiliaries in the Iraqi refugees’ accommodation camp in Rafhaa.

Ministry of Education

Mr. Salih bin Abdullah Al-Tuwaijri, General Manager of the General Administration for Education in Qassim, sent a letter to Alkhorayef Operation & Maintenance Company (AMOC). He expressed his thanks and appreciation for those in charge of the operation, maintenance, and treatment of sewerage in Buraidah for the good and distinguished efforts in activating the course of enrichment field programs to science teachers in all scholastic stages of the academic year 1426/1427H “the 2nd semester” held for 10 days as of 12 Safar 1427H under the banner of (Renewed Supervision to Great Education), which had a great impact on rendering this program a success.

UN High Commission

Mr. Jamal Yaqoot, head of the field office of UNHC for Refugees in Rafhaa, sent a letter to Alkhorayef Operation & Maintenance Company (AMOC) expressing his thanks and appreciation for the diligence and activeness displayed by AMOC employees while performing their tasks in ensuring clean and healthy water to their brothers, the refugees in the camp, and for the close and sincere cooperation to raise the standard of this service.

By so doing, AOMC employees left a good impression on refugees and local and international organizations in the camp and showed high efficiency and expertise in this field.
“Al-Khalili Pot”, Abu Ismael’s Strategy for Hard Times

Those in my age know the famous American actor (Clint Eastwood), star of the cowboy films in the 60’s and 70’s of the last century. And may be the (Good, Bad, and Ugly) is one of his famous films which its music is still sounding.

Clint Eastwood was famous as the star in the cowboy films. He rarely fell off a horse and he used to keep the last bullet, which he would not fire uselessly.

But the last bullet Abu Ismael fired from Riyadh after 15 years of service has a story, which I will narrate to you briefly. Abu Ismael is the (head of chefs) in one of the restaurants which I used to visit. He has enough experience to provide meals that my stomach accepts without resistance or grumbling. He has been practicing his work for more than fifteen years and never added or reduced salt or oil than the perfect level.

It seems to me a conflict has emerged recently between the partners in this restaurant, as I witnessed the opening of a new restaurant with the same name.

Abu Ismael and his team are still working in that same restaurant. May be the conflict is settled cordially. But the name is still swaying between the two parties.

This also happens in the field of business when a conflict arises between the partners and some of them try to monopolize the heritage or take the name exclusively if a legal agreement is not reached.

It was not long until Abu Ismael girded up his loins and came out to his fans with a new dish “Al-Khalili Pot”.

Throughout the fifteen years, Abu Ismael did not serve this meal to his clients. But now and after he felt the competition, he fired Clint Eastwood’s last bullet at his adversaries (the old partners).

By serving this new meal, his customers turned from the famous dishes, he used to serve and which became a legacy of this restaurant, to the new dish. Who knows, the clients the new restaurant waiting for might have turned to him also.

Thus Toyota has done when it presented the entirely new Lexus car. Let us now disclose the secret of this pot, which has turned the public from their favorite dishes to the new dish served for the first time.

In brief, the new commodity that has been presented has a popular base. It stems from the peoples’ heritage. It was perfectly presented. At the same time presented with the same prices of similar commodities. Of course, the consumer is always looking for new commodity, let alone the rarity of the commodity, which others or competitors do not have.

This strategy, which Abu Ismael has kept for more than fifteen years and showed it in some sort of creativity, gives us an important lesson in the establishment’s strategies and policies in critical conditions. Would you please taste with me Abu Ismael’s pot?
25 Years since Alkhorayef Industries Company Ltd. (AIC) was Established.

Maximum Utilization of the Boom

This year coincides with 25th anniversary of establishing Alkhorayef Industries Company Ltd. (AIC), where it was started in 1980 at the beginning of the economic boom in the Kingdom. It was necessary to go with that boon not only by temporary benefiting from it, but by thinking farther than that period. As Abdullah Ibrahim Alkhorayef Sons Company (AIA) was at that time the agent for many big international companies specialized in the agricultural and power requirements such as pumps, gears, sprinklers, granaries, plows, and power generating machines it was optimally and scientifically planned to establish the pump factory as the first national factory serving the market requirements locally, regionally, and internationally.

The pump factory was established in the 2nd industrial area in Riyadh in 1980 with a technical partnership with a USA pump company for ten years to guarantee the quality and success of the product.

Work started in the factory in the first quarter of 1981 with the production of the first pump, Alkhorayef Western, which acquired the satisfaction of farmers and agricultural companies.

The success of the idea and the farmers’ trust in the pump burdened the management with the adherence to quality, increase of manufacturing rates, and addition of other complementary products. The first of these products was the factory of center pivot irrigation systems in 1985 with a technical partnership with a USA company; and the second was the pump gears factory.

The factory of the center pivot irrigation systems realized distinguished successes and a big development as its production reached everywhere in the Kingdom and neighboring countries, and even Africa, New Zealand and USA.

As steel pipes constitutes the body of the center pivot irrigation system as well as the pump extensions to the wells, planning and expansion were made for the production of steel pipe factory in 1990 to satisfy requirements of factories from steel pipes for pumps, sprinklers, as well as market needs.

Development and creativity continued in the factories. Another factory for lining pipes with polyethylene was added and expansion was accomplished by establishing the control panel section.

It is the pleasure of AIC to inform you about the technical details of these factories.

Pumps and Gears Factory
Producer of the vertical turbine “Western” pumps for deep wells.

AIA Company started with the distribution of Western pumps for more than forty years. At the end of the 70’s of the last century, it was decided to manufacture Western pumps in the Kingdom of Saudi Arabia for the first time. Currently this big industrial facility is operating under the name of Alkhorayef Industries Company Ltd. (AIC).

Based on the technical license issued from the leading USA Layne and Powler Company, which works for more than a century in the production of vertical turbine pumps, the company started assembling vertical pumps in 1982 to cover the requirements of the local market from these pumps. AIC had also made an excellent reputation in the Middle East region as to the quality and trusted service. The company continued following the strategy of conducting field researches, developing the product, and designing the pump characterized...
by high quality and international ISO: 9001 certificate.

In 1992 the pump factory was supported with the latest industrial machineries (CNC) to develop the production operations i.e. to boost production and raise the pump quality to the international standard with all measurements. In the same year a complete manufacturing center was bought from the Japanese TOYODA Company, and was the first of its kind in the Kingdom. Thus the company was able to achieve all operating works of complete pump spare parts in the pump factory.

In 1995 the work team in the pump factory made new designs for the chain of vertical pumps. It started producing them with all production stages locally and with very competitive prices for the USA models. As a result the company increased its profit, and its competitiveness in the local and neighboring markets was enhanced. These models were 8BW, 9BW, 10BW, 11BW. In the same respect the model 12DEH was manufactured locally with high competitiveness and remarkable reduction in manufacturing costs at the beginning of 2006.

At the end of the 70's of the last century, the manufacture of Western pumps was decided in the Kingdom of Saudi Arabia for the first time.

In 1981 the first pump, Alkhorayef Western, was produced and acquired the satisfaction of farmers and agricultural companies.

In 2003 the study of production costs of left hand threaded tubes for oil-lub pumps were reviewed and their production processes were enhanced, which enabled the company to acquire a big share of the projects after this product was outside the scope of the company’s sales. And in 2004 the lined ULTRAPIPES in Dairab pump were installed and examined. The pump is still operating properly despite the toughness of water specifications and their big influence on corrosion of normal steel pipes. The lined pipes are corrosion proof under the toughest operating conditions.

AIC sold two pumps with same specifications. The company is a reference and a leading know how in this field, which will enhance its position in the field of research and development and provision of all new aspects suitable for all operating conditions of vertical pumps.

The pump factory is a big center for all machining operations with technological
capabilities. It executed several works to WEPCO Company of stainless steel works that acquired the admiration of ARAMCO senior officials. It also assembles and machines stainless steel pipes for the ESP division in Alkhorayef Commercial Company (ACC).

We are always striving to develop the factory and specialized work cadre to be able to produce a reliable pump that enjoys high performance, long service, and efficiency upon use in both deep and shallow wells.

AIC contributed through the 15 years of manufacturing Randolph gears in solving all technical problems and developing spare parts that guarantee no repetition to these faults. Randolph Company had also adopted the inventive technical solutions of AIC work team.

**Steel Pipes Factory**

Before 1990 the company was importing all pipe requirements used for center pivot sprinklers and pumps from outside the Kingdom. In 1990 AIC established a new (Austrian made) factory for the production of longitudinally welded steel pipes of 2, 5 up to 8 inches and thickness of about 8mm for use in transferring water, oil, air, and gas in addition to the steel constructions and lighting poles with an annual production capacity of 42,000 tons.

As AIC is constantly keen to provide the best products, latest types of technology were chosen in manufacturing pipes by using the best means of electric-resisting welding and by regular heating to edges of steel sheets through high-frequency electric current. The welding process is accomplished in a strong manner and without the addition of any filling materials. Afterwards, the welding excesses are removed from inside and outside through a technical way to keep the shape and roundness of the pipe.

The welding area is normalized through the effect of low frequency to raise its temperature to 900 centigrade to rearrange and harmonize steel structure in this area so that it is very difficult to identify the welding area when scrutinizing it in the vertical section of pipes of high thickness.

For quality control purposes the pipes are subjected through the production line to several accurate tests e.g. electromagnetic test to examine the continuity of welding and hydraulic test through water pressure inside each pipe for five seconds to make sure that they take the required pressure; in addition to making sure of the diameter and straightness.

The metal laboratory in the factory conducts necessary examinations and tests related to the international standards for the pipes and raw materials before using them to ascertain their quality.

The company also established and activated the quality system (ISO: 9001- 2000) to raise the standard of performance, productivity, and quality for its products.

Our pipes are manufactured according to USA international standards ASTM A53, ASTM A513, and the British standards BS-1387.

In 1993 the pipes factory was equipped by special production line to cut coils of steel coils according to the required measurements and with utmost accuracy and re-coiling them, with a production

**“Randolph” Gear Drive Product:**

With a license from USA Randolph Company, AIC established the Randolph gears factory in the 2nd industrial area in Riyadh in 1991 with a production capacity of 3,000 gears/year.

AIC manufactures Randolph gears that have acquired ISO:9001 international certificate with various powers ranging from 80 to 750 hp and different speed ratio (1:2, 2:3, 3:4, 4:5, 5:6, 10:11) to suit all agricultural and industrial uses and all fields that require using gears and transferring motion from horizontal to vertical directions with different rates of speed.

Randolph gears are characterized by the following:

1. High-quality gears and bearings are used in this gear drive to suit the hard operating conditions, endure maximum thrust, and toughest ambient conditions.
2. These gears use two methods of cooling:
   - Cooling with air through the fan fixed at the top of the gear.
   - Cooling with water through the heat exchanger to cool oil inside the gear.
capacity of 90,000 tons to cover requirements of the pipes factory and other factories in the local market that would need, in the production stages of their products, to cut steel coils and accomplish the required work with the necessary speed, accuracy, and competitive prices.

In 2000 the pipes factory obtained the license of USA Petrol Institute (0388 API 5L), which would enable the factory to produce the pipes used in oil and gas applications.

In 2002 a modern machine, spiral accumulator, was added to the main welding line to give the factory the continuation in production upon welding the strips. This reduced the scrap rate from 5.9% to 2.7%.

**Automatic Irrigation Systems Factory**

In the last few years, AIC took sure and distinguished steps through clear strategies to reach the biggest possible section of customers in local and international markets. Besides, providing the best products, installation and after-sale services, at the best prices in the framework of these strategies, AIC took the following steps:

1. **Expansion in the Automatic Irrigation Systems:**
   - It is well-known that the center pivot irrigation systems represent 80% of the volume of automatic irrigation systems around the world. And for a long period AIC is characterized by providing one of the best center pivot irrigation systems in the world: "Almutawwar". But with AIC expanding in the international activities and reaching categories bigger than the customers, this stage has required the provision of different types of automatic irrigation systems that satisfy the desire of various customers. Some of these automatic irrigation systems are:

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Form here onwards the title of the next stage will be: “automatic irrigation systems”.

2. **Engineering Department:**
   - AIC established the engineering dept. two years ago to keep the intellectual property for the company and also document all design and research processes related to AIC products. An elite group of AIC engineers were selected to work in this department and was supported with the best engineering programs worldwide such as Solid Works and Pro Engineer.

   The engineering dept. executes all design, drawing, documentation, and follows up processes with the production departments and quality department as to the performance and quality of products.

3. **Water Application Department:**
   - For the product to be integrated and satisfy customers’ desires, the water application department has been established, which is interested in the improvement of irrigation operations department to achieve the following:
     - utilization of water use
     - increase of productivity
     - reduction of production cost

   This department is led by specialized high-standard cadres of those holding Doctorate and engineering certificates.

4. **Control Panel Factory:**
   - The control panel factory assembles the control panel of automatic irrigation systems starting from the standard panels and ending with automatic irrigation panels. One of the creative aspects of this factory is the use of programmable logic controllers (PLC) technology in the panels of automatic irrigation systems for the first time in the world; as well as designing and implementing Thekey irrigation system which is one of the best control systems in irrigation around the world.
(5) Technology Partners:
AIC was able during the past period to make various direct relationships with companies around the world specialized in irrigation, electric and monitoring technologies, as well as ground sensors and technologies of designing metal structures. These relationships contributed in the provision of the best products to our customers.

(6) Integration in Agricultural Mechanization:
AIC with its sister "Machinery Systems Division (MSD) have the ability to provide integrated solutions for the agricultural mechanization that suit customer needs especially that concern diesel engines, pumps, automatic irrigation systems, direct and indirect water extensions, fertilizers, harvesters, plows and all field requirements.

Leader in Lining Automatic Irrigation Systems:
One of the most prominent creativities of AIC is the provision of lined irrigation systems (Perma Pipes) to local and international markets. This product, which is designed and developed in AIC, contributed in solving complications of irrigation processes related to saline/treated/bad water. The product is also characterized by low investment and operating costs compared to other available solutions in this field.

AIC strived diligently through twelve years and exerted all efforts to provide a model solution for irrigation with saline/treated/bad water. During that period the idea changed from a sub production line in the irrigation systems factory to integrated factory in this field with a medium production capacity of 50km annually.

Perma Pipes are made to last and ensure the longest operating age for irrigation pipes. These pipes were used with untreated sea water to irrigate Salicornia plants and the results were more than wonderful through ten years.

The lining system uses high density polyethylene (HDPE) material that characterized by chemical stability, high resistance for acrid and corrosive water, and other hydraulic properties related friction coefficient (FC), which reaches to 150 degrees.

After the distinguished success in Perma Pipe system and as a part of the company’s policy in the continuous development, this technology was applied in the vertical pipes of pumps; and by the grace of God we moved from one success to another and Ultra Pipe system was presented, which was welcomed by many customers in local and international markets.

Perma Pipe and Ultra Pipe systems were marketed in local, regional, and international markets. Thousands of meters of these products were exported to the biggest automatic irrigation companies in the world.

Control Panel Factory:
An ambitious start to enter the market of control panel began in 2001. Now it reached the assembly line with many competent electric engineers and technical assembly team. The goal was to develop and improve the product, and acquire added value to industrialization inside the Kingdom. And other related benefits such as flexible communication with customers, solving maintenance problems, if any, whether during the warranty period granted to the customer or beyond, availability of spare parts, and speedy response to import.

At the beginning the main goal was to assemble control panel of center pivot irrigation system, and develop them to suit customers’ desires locally and internationally plus taking all necessary arrangements to enable their use in a simple and smooth way that suits any human or natural operating conditions; in addition to the capability of making panels with instructions in different languages including for instance Arabic English, Chinese, Spanish etc.

Regarding the development of panels of center pivot irrigation system, they were provided with a programmed logical control device to go with modern applications that use computers. Hope did not stop at this limit, but the team excelled itself in designing Thekey automatic system, which also operated by one of the logical computer applications to schedule irrigation automatically. The team targeted local
and international trends, which ask for provision of irrigation water in the systems that consume the biggest quantity.

After many field trials in different parts of the Kingdom, a high saving rate was reached compared to any irrigation scheduling system. Work did not stop at the limits of AIC, but surpassed it to sister companies in the Group to ensure their requirements of electric control systems with different types (Star, Delta, soft start systems, and variable-speed operating systems).

Many projects were carried out, by the grace of God. We also concluded an agreement of two factories with one of the biggest electric parts companies worldwide due to the capabilities we provided for our products and accuracy in performance.

Afterwards, we shifted from importing projects to manufacturing all control panel to customers and storing them when required, and solving the difficult equation of the high-quality product with a competitive price. The research and development section is still in advanced stages of continuous improvement of product quality and performance and reaching optimum application for such product.

Development continued to deal with a new field: the electric power. Many of Alkhorayef Gulf Power electric generators, of normal and programmed types for automatic control when the current is off, were provided with control panel that suit all applications. Many generators were linked together to operate with one concurrent control panel centrally and automatically controlled. This effort went on till we reached the assembly of all required generators by AIC customers inside the factories. We also succeeded in obtaining specialized project and implementing it on one of the biggest companies in the Kingdom (ARAMCO). It is one of the unique projects in the Middle East and for ARAMCO, which is one of the biggest companies worldwide as to technological organization and work according to its own and international criteria and standards.

In the field of power, we also carried out an integrated electric system with high-accuracy electronic control panel for Volvo Penta diesel engines for automatic control water stations. The integrated electric system was examined and imported to our customers.

With continuous efforts success was achieved and we obtained deals outside the Group scope in 2005 by marketing and executing specialized electric projects for many companies. And going too far in accuracy, the engineering section was relied on in recording all executed projects and keeping them by using the most powerful software pertaining specialized engineering drawing. Thus our customers crystallized the sense of trust, reliability, and creditability in import and quality, which led them to change their trend from many competitive factories towards us as they trusted our performance and as we opted to select high quality that would satisfy all sections of customers concerned with electric industries.
Introduction in Project Management (1)

Within the framework of the general trend to transfer knowledge and after passing special training course in project management, I thought to write a series about this field that will be published successively, God willing, hoping to spread the benefit among readers and colleagues.

At the beginning we have to get informed about the project. It is an individual or collective effort that is to be accomplished for establishing a service, product, or unique result. Each project is a separate case, unique in its kind, and can not resemble others for it is a product of a person's or group's thought. Consequently even if it agreed on the principle, it differs in the method of application and may be in quality or many issues, which if taken as an element of comparison, uniqueness is a basic element for any project even if there are repeated projects.

Every project, whatsoever, has a beginning and it ends even if it lasted for a long period and achieved the already defined goals. From this principle, projects are divided into several types briefed as follows:

• Temporary:
  Here temporary is not meant in the literal meaning. But if we take an actual example about establishing a university or the like, we will find that the project has a definite time frame and is accomplished through a contractor who starts with constructing buildings and their requirements. This project will definitely end upon the completion of the installation.

  Consequently, the work team will be dismantled or changed and the project will be given to others for follow up as a new project starting after the end of the temporary project. This new project may last for decades and the work team may change many times and may have a benefit for one person or many people. That benefit may be visible at the construction time and new benefits may disclose as a result of the progress in the project.

• Individual:
  - Providing a service that supports the production or distribution for the benefit of a number of consumers.
  - A result of research and development of a product or products that ultimately serve part of or all the community.

• Continuous Development:
  Here the combination is accomplished between the two types, the individual and temporary. Goals and scope of the project are defined and development must continue consistently. A service, product, or research must be provided in a continuous manner through a team or several teams where communication will be the basic factor for the survival of the organization on a time range that may last for decades or more as far as the team (or teams) are working on an accurately stated methodology to provide a project after another according to the instructions of the organization and necessary plans for its continuation in providing services to the consumer or community.

The organization may be able to manage several big and small projects, basic or subsidiary, in the same time where the ability, competence, and expertise of each organization are measured.

There are clear differences between the project and operations. The aim of managing operations is to keep the work going on and the mission to achieve the planed targets of the organization, which may intervene with project management on condition that his intervention is in the good of work. They share many traits as to human ability and available resources provided for both of them and the plans that enable the organization to achieve the goal and control the organization with a deliberated methodology. The difference here is that the projects are regarded temporary, but the operations are continuous and repeated.

Usually, projects use many organizational means to achieve goals and strategic plans of the organization, whether the project working team is within the organization or contracted body through the service provider to achieve the project. Every project usually depends on the result of one or more strategic considerations e.g. the market requirement,
need of one of the bodies to specific service, customer or customers’ desires, new technological development that may serve the community, or a legal requirement.

In the management of any project we usually confront three basic restraints: project scope, time, and cost. So it is necessary to achieve integration between project management processes to achieve the project’s final goal with basic consecutive steps starting from planning, execution, supervision, control, and finally closure. The project management must include the following:

- Defining all requirements: this is possible by the help of experts from inside or outside the organization to guarantee accuracy and not going out of the scope of necessary requirements of any project.
- Defining goals clearly: can be achieved within the current capabilities of the organization or that can be developed in the future e.g. financial or human resources taking into the account the project’s time frame.
- Organizing and adapting specifications, plans, and styles as a professional necessity to the concerns and expectations of one of the parties, which have an interest in the project, whether customers or the organization itself.

In the next episode the following points will be presented to define project management as:

- Integration management
- Scope management
- Time management
- Cost management
- Quality management
- Human resources management
- Communication management
- Risk management
- Provision management

Here we have to mention that there are many subsidiary points that must be taken care of. They are:

- A handbook explaining the intervention between different managements and scope of experiences that are necessary for the project and defining the project’s life cycle. The work team must have a plan to replace the definition with project's steps and details.
- Application fields: They include knowing legal rules and regulations, project’s ways of measurement and environment, and related government and legal contracts to avoid making legal errors and completing the project according to the rules followed in the project's environment.
- All aspects of project’s environment: cultural, social, international, political and last and not least natural. If we look into every one of these aspects, we will find that they may be one of the parties, which have an interest in the project.

- Skills of the general management: they include the following aspects: financial, procurement, sales and marketing, legal contracts, manufacturing, provision and preparation, organizational structure, and information technology.
- Individual skills: they include communication skills, ability to accomplish tasks, leadership, stimulation, negotiations and conflict settlement, and problem and risk management.

Under the same project a portfolio for several individual and subsidiary projects can be added. They must be added under organized, deliberate, and consistent methodology style to achieve the required goals even under the emergence of deviations off the planned track that may be involuntarily or due to necessity imposed by the work progress or one of those who have an interest in the project. Here the risk management intervenes to correct such matters.

In the end we supplicate: "O God! We have no knowledge except what you have taught us.” And: "Say O God! Give me more knowledge that benefits me and I benefit others with." I hope I have presented, even if small benefit, to the readers. Do not forget us from good supplication. See you later in the next edition.
The following colleagues served Alkhorayef Company and still serving it:

MOHAMMAD NIAZI  
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ZAHID HUSSAIN MADNI  
25

KARAMATULLAH DITTA  
25

ABDULKADER MOSHANTAF  
25

DAWOOD ISHAQUE  
23

MOHAMMAD NISAR  
15

MOHAMMAD NAWAZ KHAN  
19

SAFDIR SHAH  
19

MOHAMMAD JAMEEL M.HANIF  
18

C. MATHEW MARKOSE  
18

MOHAMMAD HUSSAIN ATA  
19

MOHAMMAD ZAMAN  
19

SAFDIR SHAH  
19

MOHAMMAD JAMEEL M.HANIF  
18

ABDULRAZIK M. SULEMAN  
16

SYED MATLOOB ALI SHAH  
16

MAQBOOL AHMED  
16

Tahir WAHEED  
16

P.K. YOUSUF  
16

ELSAYED ELNAJJAR  
15

RIYADUDDIN SHOUKAT  
15

MOHAMMAD NISAR  
15

SIRAJUL HAQUE  
15

SUFIYAN AHMED KHAN  
15

ZAHID ALI MOHD. RAFIQUE  
15
A Group Breakfast Ceremony to Alkhorayef Company Employees

General Management of Human Resources in Alkhorayef Group of Companies (AIA) held a group breakfast ceremony for AIA employees in the 10th of last Ramadan, may God recur it to all Muslims with blessings and pleasures.
Thanks and Appreciations:

Chemist Samih Al-Saeed Abdulmajeed Al-Deehee, Project Manager of Maintenance and Operation of the Desalination Station and its Auxiliaries, received a letter of thanks and appreciation from the field office of UNHCR for Refugees Affairs in Rafhaa for the good efforts and sincere cooperation in providing clean and healthy water to his brothers, the Iraqi refugees, and promoting this service in the camp.

Honoring Sheikh Yaqeet Ali

Alkhorayef Industries Company Ltd. (AIC) held a farewell ceremony for engineer Sheikh Yaqeet Ali, Manager of AIC Quality Division on the occasion of the termination of his service after 14 years. He was an example for seriousness, loyalty, and diligence.