**Private International Institute of Management and Technology**
*In Partnership with International University of Leadership*

# How Covid-19 Vaccine will change the economic crisis for project managers?

# Case study about: World Disney

In fulfillment of a Master of Business

Administrative degree

Casablanca ,Summer 2021

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# Acknowledgment

First of all, I'd like to thank my university "Private International Institute Of Management" That allowed me to experience five years of learning and meeting students and Professors from different countries.

All these blessings have come from the Director of our University who makes great efforts to provide us with a suitable establishment where we can get both Moroccan and American BBA and MBA diploma.

I would like to thank my parents, my family and friends who supported me financially and emotionally and without whom all these achievements couldn't be possible.

I tend to thank so much the staff of the University who have always been at our total disposition and who have helped us during this pandemic to get the same results even with the COVID-19. I wish them all the best in their lives.

Last but far from least, I'd like to thank all my professors, previous and recent ones, who have been a generous resource of motivation. They are good examples to imitate.

Special Thanks to Professor Ahmed SALEMI for his support to help us write this research paper.

Special thanks to Professor BELKOUCH and Professor MOUDAR as well.

**P.I.I.M.T**
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Business management and Technology

Title: How Covid-19 Vaccine will change the economic crisis for project managers?

Case study about: World Disney

Abstract:

My Research paper is about the importance of the vaccine in the work place and how project managers will try to surpass this huge crisis.

First of all I did this long research using different sources; books, eBooks, articles and YouTube videos to look up two main areas of my research. The first one is covid-19 vaccine and the second is how this vaccine might change the economic crisis for project managers. I did a case study about Disney world to better understand my question.

Then I used different tools that could help us understand how the virus got viral and which countries were first to develop the vaccine. I used articles about the case study to know how their project managers have surpassed these dark days and actually found a new path to fulfill their objective.

I used a questionnaire to help me discover how other employees see this subject. By asking them different questions, I collected the data I needed.

Honestly, this research paper has been kind of challenge for me, I chose this subject since I would like to become one day a project manager. And this will help me get all set for new horizons in the world of work.

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## Introduction

A COVID-19 vaccine is one of several different <u>vaccine</u> technologies intending to provide acquired immunity against <u>corona virus disease 2019</u> (COVID-19). Previous work to develop a vaccine against the corona virus diseases SARS and MERS established knowledge about the structure and function of corona viruses, which accelerated development during early 2020 of varied technology platforms for a COVID-19 vaccine.

A vaccine for an infectious disease has never before been produced in less than several years, and no vaccine is able to prevent a corona virus infection in humans. After the corona virus was detected in December 2019, the genetic sequence of COVID-19 was published on 11 January 2020, triggering an urgent international response to prepare for an outbreak and hasten development of a preventive vaccine.

It can protect children from serious illness and complications of vaccine-preventable diseases which can include amputation of an arm or leg, paralysis of limbs, hearing loss, convulsions, brain damage, and death. Vaccine-preventable diseases, such as measles, mumps, and whooping cough, are still a threat.

Stimulation of your immune system to produce antibodies,  exactly like it would if you were exposed to the disease. After getting vaccinated, you develop immunity to that disease, without having to get the disease first. This is what makes vaccines such powerful medicine.

### 1.2 Background

The topic I chose to talk about is a very important subject nowadays in work Life. I intend to talk about the problems managers and human resources have with their employees in order to be better workers: I talk about the definition of the Vaccine to be more familiar with the subject and then to see how this one would help us avoid a future crisis. From the instructions given PARTEGE GASOV, the vaccine is actually a product that would save you from getting sick and most importantly to get back to work safe and not to cause more crisis.

### 1.3 Topic

My Topic is how Covid-19 vaccine will change the economic crisis for project managers; I have many reasons why I have chosen this topic. First, because I believe that the key to success in general is to fall so deep in the dark in order to start back stronger, I have done a research about this subject. I found it a very challenging one.

The Vaccine has many aspects. One word with different categories that if we know them and define them, we become familiar with them. We would be in a better position in our work place which would result in a better performance there.

I would also tackle the benefit of knowing what  this vaccine could do to save employees . This perspective has been dealt with for centuries by doctors and researchers analyzing the widespread of viruses and understanding what they need to survive; and what are the steps that need to be taken in consideration before and after crisis and also what they need to alternate or enhance in them and what their maximum and vital beliefs and values are. They may be aware about their family members to others and of the way the people around them perceive and reply to their conduct. This latter ability can extensively improve both personal and professional relationships.

The expertise shows that many professors have actually been doing a great job and they actually have created the vaccine.

As an end result, vaccine is taken into consideration as a critical tool for
Accomplishing and achieving goals.

I find it a fun subject because I'm fully interested in it and I believe that it would help me be a better version of myself. As my human resources professor and many others that I met for the past five years of school, have been using the same methods of introducing us to them either directly by courses or just by examples.

1.4 Objectives and Hypothesis.

I have many objectives why I decided to write about this subject. Honestly, I found it recent and trendy. I would like to fulfill these objectives by doing a research and a diversification about it on a thesis document. First of all, I would like to define the meaning of Vaccination and how it could be beneficial. I will graduate very soon and start work. I definitely want to learn more about how much energy I can give and how well performed I can be to achieve this, I have to be more close to crisis as I believe the world is not really going to get any better and we need to be prepared. I will start to become a better version of myself and move forward very fast. Since I had the opportunity to write about something that really interests me. I am happy to share it with you on June the 21st as a presentation.

1-5 Summary of Methodology

First of all my methodology consists of five sections. I gave an introduction about what a methodology is, then what the research highlights to achieve the goal and objectives. The methodology includes four main sections, methods, samples, analysis and the limitations. Then I started to develop each main sector. For example, the methods I used in this research are qualitative because I want to uncover trends in thought and opinions. I also used surveys to see how other employees feel about my topic. I had the questions prepared in order to transform the answers into a survey. It is good to get other employees point of view.

I have the section of samples where I chose non-probability section. Quota is when you are being selective of whom you want to collect data from. We have also the analyses part and the limitation. I have had many limitations such as not having enough resources to get information and answers and employees also don't answer the questionnaire on time. This was a summary of the five sections of my methodology.

1-6 Summaries of Chapters

This research paper has six main chapters which I will present in details and show the importance of each one.

The first chapter is the introduction of my whole research paper, and then there is the introduction where I define the meaning of "Covid-19" and its relationship with the human resources and project management field. I also show the importance of knowing the procedure to be a better performer at work and in life. Then, the references I used such as books and articles online to see different meanings of the importance of the Vaccine topic. It is a large subject with different measures but I tried to make it focus on my subject question so as not to be vague.
 Then we have the topic data I've collected so far to explain this phenomenon
it in details. After that, there is the objectives hypothesis where I cited why I chose this topic and the reasons that convinced me that this is the ideal one for me.

Finally, the summary of the methodology where I cited all the steps I followed and a relevant explanation of each step.

As for the literature review, it consists of five main points. First, there is the

introduction that would illustrate our part and in which I cited the tools that would help us better understand what  COVID 19 is . And a conclusion, of course, to sum up the whole subject.

Then we get to the methodology with five main points. Introduction where I introduced the tools I used to get in touch with other employees, then the methods such as the questionnaires and observations to maximize the answers. Then we have the analysis where you can see the samples and analyze each one of them and collect what goes with what to get portions at the end and have a good conclusion that would be very relevant. We will not forget about the limitations I faced while I was going through the preparations for my paper, such as the time issue and punctuality.

In my findings I have a survey of ten questions, answered by a hundred employees. Then I analyze and discuss the results to finally interpret a conclusion on my survey evaluation.

Finally, I present a full conclusion of the whole chapters in details.

## 2 - Literature review

### A  Introduction

I would like to introduce you first to the most important key to win in the business world crisis such as Corona virus. In my thesis, I want to discover how it could be helpful and what the techniques to become a better performer in the work place are. Since I will graduate this year and I will start to be part of the crew and not only a student. I'm very excited to know that since I started to study about Business Management that I have been taking the right path to learn exactly and to train myself to have a performance that would make me feel ready at any time for crisis such as the Virus.

Now I would like to know that studies by themselves won't help me   have a good performance in the work place. My professors of many fields (Management, finance or human resources ) insist that courses are definitely not the only key to become a good worker. In fact, for our case, most of the students in my class, internship was their first step towards the working world. I consider it a very important step because it is either going to be an amazing experience or just not good at all.

According to a Viruses article report entitled "Covid-19" by Peter John, page 4 did a great work giving the right explanation and details about the Virus. Corona virus sickness (COVID-19) is an infectious ailment brought on through a newly discovered corona virus. Most human beings infected with the COVID-19 virus will trip slight to reasonable respiratory illness and recover without requiring different treatment. Older people with underlying scientific problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are extra likely to develop serious illness. The first-rate way to prevent and slow down transmission is to be nicely informed about the COVID-19 virus, the disorder it reasons and how it spreads. Protect yourself and others from infection through washing your hands or using an alcohol based totally rub regularly without touching your face. The COVID-19 virus spreads chiefly through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, so it's important that you also practice respiratory etiquette (for example, by way of coughing into a flexed elbow)>>

According to Corona virus definition on YouTube video, entitled "What is corona virus? " by Roy lab Stats, 22minutes gave another definition to the virus to have different  ideas from different authors .Corona virus disease 2019 (COVID-19) is described as sickness precipitated by way of a novel corona virus now called extreme acute respiratory syndrome corona virus 2 (SARS-CoV-2; previously referred to as 2019-nCoV), which was once first identified amid an outbreak of respiratory illness instances in Wuhan City, Hubei Province, China. [1] It was at first said to the WHO on December 31, 2019. On January 30, 2020, the WHO declared the COVID-19 outbreak an international fitness emergency. [2, 3] On March 11, 2020, the WHO declared COVID-19 an international pandemic, its first such designation on account that declaring H1N1 influenza a pandemic in 2009.>>

**1- Here I have an overview of what the Virus have done to the Moroccan world until now 03/12/2020**

#### Morocco

| Total cases | Recovered | Deaths |
|---|---|---|
| 364,190 | 314,237 | 5,985 |

**2- Here I have an overview of what the virus have done to the world 07/12/2020**

#### Worldwide

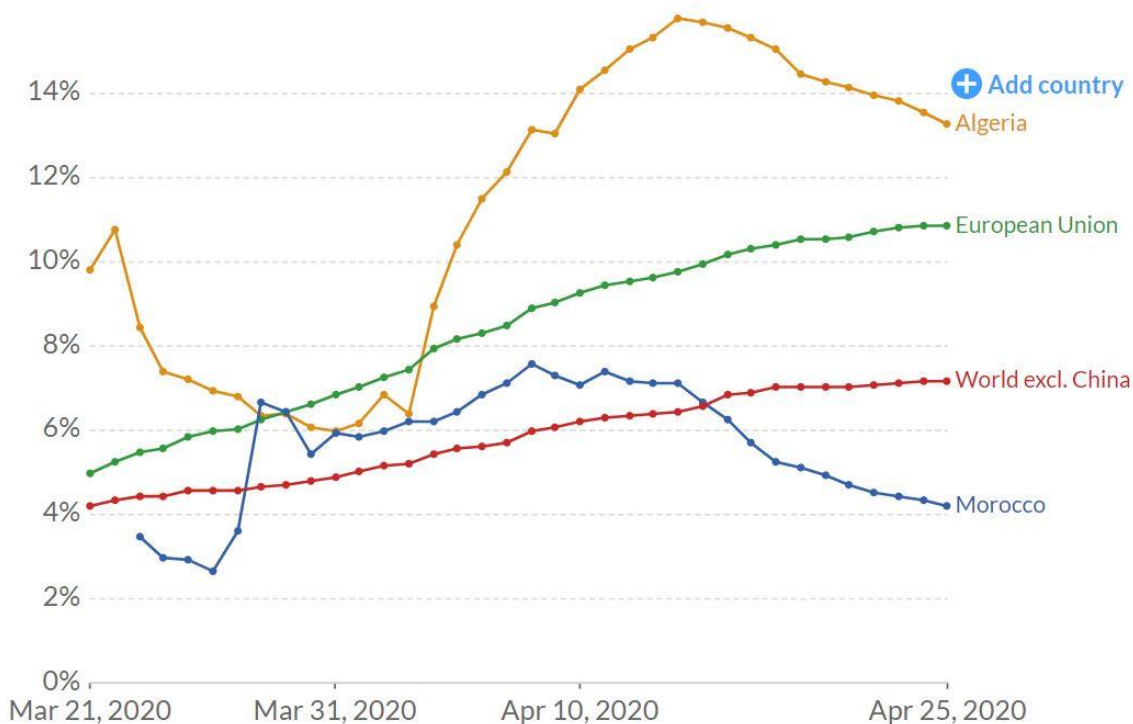| Total cases | Recovered | Deaths |
|---|---|---|
| 64,508,175 | 41,492,849 | 1,492,989 |

**3-This chart gives you the opportunity to see what the pandemic have done to different unions and countries**

## Case fatality rate of the ongoing COVID-19 pandemic

Our World in Data

The Case Fatality Rate (CFR) is the ratio between confirmed deaths and confirmed cases. During an outbreak of a pandemic the CFR is a poor measure of the mortality risk of the disease. We explain this in detail at OurWorldInData.org/Coronavirus

14%

12%

10%

8%

6%

4%

2%

0%

Mar 21, 2020        Mar 31, 2020        Apr 10, 2020        Apr 25, 2020

⊕ Add country
Algeria
European Union
World excl. China
Morocco

**- As we can see here as well International graph that shows that The United States have the most cases worldwide:**

**5- This is a graph that shows in details the accumulation of cases in the US from march the 7th until April the 25th :**

## Reported coronavirus cases in the U.S.



SOURCE: Johns Hopkins University, as of Apr 25

CNBC
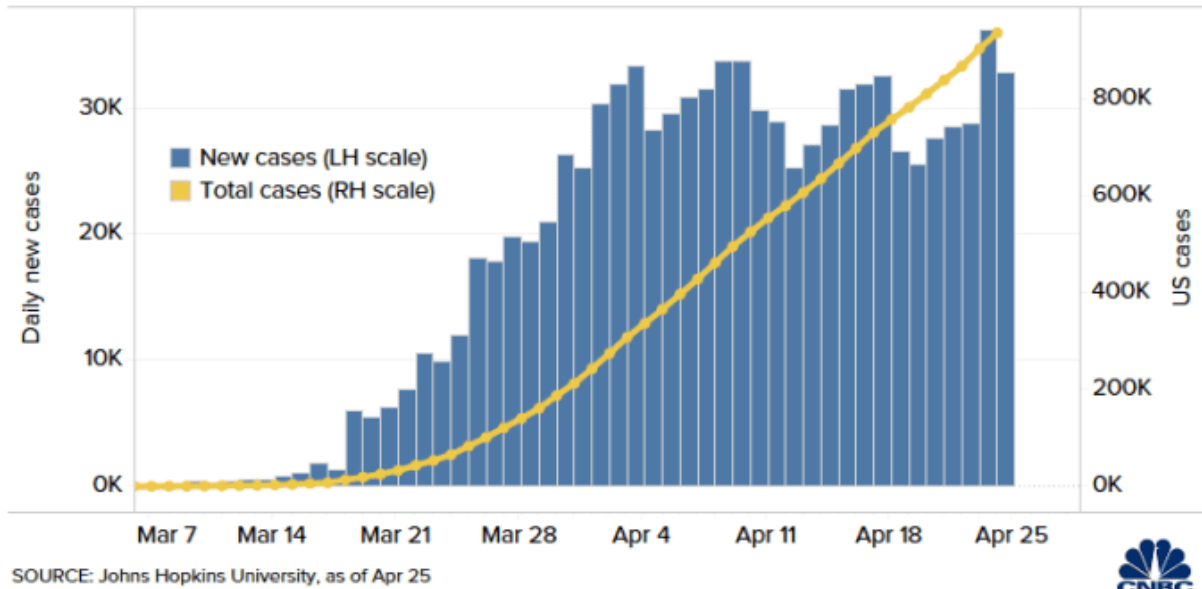
According to "End of days", by Sylvia Browne Two authors predicted the corona virus decades earlier than the outbreak.  A nineteen eighties sci-fi novel describes a disease called "Wuhan-400" that bears little similarity to the new Wuhan corona virus. A book of "prophecies about the cease of the world" written in 2008 anticipated that a pneumonia-like illness would spread across the world in 2020.

The Daily Star has claimed that two authors expected the outbreak of the novel corona virus that originated in Wuhan, China. A number of Face book posts have implied the same.
One of the books referred to is "The Eyes of Darkness", a science fiction novel written by Dean Koontz and posted in 1981. The e book presents  a fictional "biological weapon" called "Wuhan-400" that was designed to kill human beings but inadvertently gives one child psychic abilities.
The actual corona virus  in Wuhan (technically regarded as "SARS-COV-2", which causes the disease now  regarded as "Covid-19") and this fictional weapon have little in common.  They are associated with the Chinese city of Wuhan. In the book, the fictional ailment was developed at "labs outdoor the metropolis of Wuhan". The actual outbreak of Covid-19 is believed to have originated in the city.
As we've mentioned before, there's no evidence that Covid-19 was artificially created, or originated from a lab. Other traits of "Wuhan-400"  say that "Once infected, no one lives extra than twenty-four hours" and that its "kill-rate is one hundred percent", something that is no longer real of Covid-19, which has a fatality charge of round 2%.
The e book additionally says that it "afflicts only human beings" and that "no other  residing creature can lift it", whilst Covid-19 is believed to have crossed over into humans from bats, maybe via a 0.33 animal. And Covid-19 is a respiratory disease, whilst the book's disorder affects the talent stem, where it "begins secreting a toxin that actually eats away Genius tissue like battery acid dissolving cheesecloth." The different e book the Daily Star mentions is known as "End of Days: Predictions and

prophecies about the give up of the world" co-written through "psychic and non secular teacher" Sylvia Browne, and posted in 2008. It claims: "In around 2020 a severe pneumonia-like illness will unfold at some stage in the globe, attacking the lungs and the bronchial tubes and resisting all recognized treatments." It's well worth noting that, whilst there is not yet a vaccine for the Covid-19 corona virus, the human immune device does fight the disease. As noted, most victims survive. Trials of vaccines and different attainable redress are presently underway. It's also well worth noting that this prediction used to be made just a few years after the (closely related) SARS outbreak, and that it comes amidst some of the book's different health predictions—which encompasses claiming a remedy for "paralysis and Parkinson's sicknesses [will be found] no later than 2012", and the announcement that "blindness will come to be an issue of the past by way of 2020". >>

According to an article written by Hale Gail, "If even a single surface is compromised, a virus can infect the majority of a place of job in a matter of hours.
Around the world millions of people have deserted their offices – their cautiously organized desks, the fluorescent lights, the humming photocopier, the gossipy water cooler – as governments mandate that employees work from home. These measures are an attempt to incorporate the spread of the novel corona virus; workers are deemed safer isolated in their homes, and getting out of crowded offices can lessen the spread of Covid-19.

Banning work in centralized offices isn't simply a precaution – offices have been, and are, top websites for the spread of viruses and bacteria. You're in all likelihood acquainted with cycle: each season, a malicious program will go around. One person will arrive at the office – sneezing, coughing – and will skip on whatever virus they have to their colleagues. And the cycle will continue. Every season, a malicious program will go around. You understand what comes next.

Researchers have proven that bugs, germs, viruses and bacteria unfold without problems in an office. Kristi Hewitt, director of institutional research and strategic initiatives at North Carolina School of Science and Mathematics, has researched the diversity and abundance of microbial existence in offices".>>

According to the same writer, "People spend a large part of their day by day lifestyles in the confines of the workplace, the place shared areas and high interaction with shared surfaces increases the quantity of microbes on surfaces and in the air," she says. In different words, many of the high-touch areas in your workplace ought to be vectors for the spread of virus. And the more colleagues that touch them , the greater the chance of contamination. Jonathan Sexton, a researcher at the College of Public Health at the University of Arizona, observed that locations such as refrigerators, drawer handles, faucet handles, push-out exit doors and coffee pots tend to have the best concentrations of germs. (Credit: Getty Images)
And they tour quickly, in accordance to a study from the American Society for Microbiology. Researchers placed a pattern of an innocent virus on a single doorknob or table-top in an office building. The first area that was contaminated was once the espresso spoil room, says Charles Gerba, a microbiologist at the University of Arizona. Within two to four hours, the virus ought to be detected on 40% to 60% of workers, site visitors and touched objects.

Poor hygiene from workplace workers can exacerbate to this, too: a 2019 UK survey showed that solely 61% of UK workplace people washed their arms true with hot water and cleaning soap after going to the toilet.

**C- What is the Vaccine?**

According to the article of "COVID 19 vaccine 2020" written by Jean Arthum, "A covid 19 vaccine is any of various distinct vaccine applied sciences meant to grant obtained immunity in opposition to corona virus disorder 2019 (COVID 19). Previous work to boost a vaccine towards the corona virus ailments SARS and MERS mounted know-how about the structure and function of corona viruses, which accelerated improvement at some point of early 2020 of different science systems for a COVID 19 vaccine.

As of December 2020, 59 vaccine candidates were in medical research: specifically forty two in Phase I–II trials and 17 in Phase II–III trials. No vaccine candidate has but utterly finished a Phase III trial.

In November 2020, Pfizer Inc, Moderna and the University of Oxford (in collaboration with AstraZeneca),announced positive outcomes from interim analyses of their Phase III vaccine trials. On December 2nd, transient regulatory approval used to be granted by the UK drug treatments regulator MHRA for the Pfizer-BioNTech vaccine, which is additionally beneath contrast for emergency use authorization (EUA) reputation by using the US FDA, and in numerous other countries.

According to the "The World Health Organization" research department said that ," the Coalition for Epidemic Preparedness Innovations (CEPI), and the Gates Foundation (GF) are committing money and organizational resources for the prospect that quite a few vaccines will be needed to prevent persevering with COVID 19 infection. The CEPI, which is organizing a US$2 billion worldwide fund for fast funding and development of vaccine candidates, indicated in September that clinical statistics to aid licensure may be on hand by the end of 2020.On May 4th, 2020, the WHO equipped a telethon which acquired US$8.1 billion in pledges from forty international locations to support rapid development of vaccines to prevent COVID 19 infections. At the same time, they introduced the deployment of an international "Solidarity trial" for simultaneous contrast of several vaccine candidates achieving Phase II–III clinical trials."

But who first created the vaccines and how they did that and when?  According to the Chinese Academy of medical sciences," Phase two trials commenced in June. Kazakhstan started out research on a vaccine made from inactivated corona viruses over the summer. On 1 September they commenced section 2 trials of their vaccine known as QazCovid, and counted on to complete the find out about in April 2021.

1- **Vaccine efficacy**

The effectiveness of a new vaccine is described by its efficiency. An efficiency of much less than 60% may end result in failure to create herd immunity. Host-("vaccinee")-related determinants that render a individual susceptible to infection, such as genetics, health popularity (underlying disease, nutrition, pregnancy, sensitivities or allergies), immune competence, age, and economic influence or cultural environment can be primary or secondary elements affecting the severity of infection and response to a vaccine. Elderly (above age 60), allergen-hypersensitive, and overweight people have susceptibility to compromised immunogenicity, which prevents or inhibits vaccine effectiveness, per chance requiring separate vaccine technologies for these unique populations or repetitive booster vaccinations to limit virus transmission. Further, mutations of the virus can alter its shape focused with the aid of the vaccine, hence making the vaccine ineffective. As example of the latter, the mutated model of the virus in the Cluster 5 outbreak, affecting minks in Denmark, is unlikely to reply to vaccines presently under development, in accordance to investigators Kåre Mølbak and Tyra Grove Krause.

### Licensure

According to the United States vaccines article report, "United States Under the FDA, the technique of establishing evidence for vaccine scientific security and efficacy is the same as for the approval method for prescription drugs. If successful via the degrees of scientific development, the vaccine licensing manner is followed by using a Biologics License Application which should supply a scientific assessment crew (from various disciplines, such as physicians, statisticians, microbiologists, chemists) a complete documentation for the vaccine candidate having efficacy and safety at some stage in its development. Also throughout this stage, the proposed manufacturing facility is examined through professional reviewers for GMP compliance, and the label have to have compliant description to allow fitness care companies definition of vaccine specific use, such as its possible risks, to communicate and supply the vaccine to the public.

The Advisory Committee on Immunization Practices voted on December 2nd that the first doses of the vaccine have to be prioritized for health care people and residents and workforce of nursing homes. The board will make preparation who receives the vaccine next as production increases, which will encompass older adults, emergency responders, teachers, and imperative employees much less able to socially distance, and humans with co morbidities. However, states will make the ultimate plans for prioritization, distribution, and logistics of vaccinating all people as supply becomes available. After licensure, monitoring of the vaccine and its production, such as periodic inspections for GMP compliance, proceed as long as the manufacturer retains its license, which may additionally include extra submissions to the FDA of tests for potency, safety, and purity for every vaccine manufacturing step.

### 2- Supply chain

Here I would like to talk about the supply chain and how they are planning to start this vaccination process."During and after 2021, deploying a COVID-19 vaccine might also require worldwide transport and tracking of 10-19 billion vial doses, an effort conveniently turning into the largest provide chain mission in history. As of September 2020, grant chain and logistics specialists expressed challenge that global and national networks for distributing a licensed vaccine had been no longer geared up for the quantity and urgency, due in most cases to deterioration of assets for the duration of 2020 pandemic lockdowns and downsizing that degraded provide capabilities. Addressing the global assignment confronted by means of coordinating several businesses – the COVAX partnership, international pharmaceutical companies, contract vaccine manufacturers, inter- and international transport, storage facilities, and health corporations in individual

international locations – Seth Berkley, chief government of GAVI, stated: "Delivering billions of doses of vaccine to the entire world successfully will involve vastly complicated logistical and programmatic barriers all the way along the provide chain."

As an instance highlighting the immensity of the challenge, the International Air Transport Association noted that 8,000 747 cargo planes – applied with equipment for precision vaccine cold storage – would be needed to transport just one dose for human beings in the greater than 200 nations experiencing the COVID 19 pandemic. GAVI states that "with a fast-moving pandemic, no one is safe, except all of us are safe."

In distinction to the multibillion-dollar funding in vaccine technologies and early-stage scientific research, the post-licensing supply chain for a vaccine has not acquired the equal planning, coordination, safety or investment. A fundamental situation is that sources for vaccine distribution in low- to middle-income countries, mainly for vaccinating children, are inadequate or non-existent, however could be extended with price efficiencies if procurement and distribution had been centralized regionally or nationally. In September, the COVAX partnership included 172 countries coordinating plans to optimize the grant chain for a COVID 19 vaccine, and the United Nations Children's Fund joined with COVAX to prepare the financing and supply chain for vaccinations of children in ninety two creating countries.

### Manufacturing capacity.

According to an article by Rose Molink By August 2020, when solely a few vaccine candidates have been in Phase III trials many months from organizing safety and efficiency, several governments pre-ordered extra than two billion doses at a value of extra than US$5 billion. Pre-orders from the UK authorities for 2021 were for five vaccine doses per person, a range dispiriting companies like the WHO and GAVI which are promoting honest and equitable get entry to worldwide, specifically for growing countries.[264] In September, CEPI used to be financially assisting basic and scientific research for nine vaccine candidates, with nine more in evaluation, beneath financing commitments to manufacture two billion doses of three licensed vaccines by the cease of 2021.[278] Overall earlier than 2022, 7–10 billion COVID 19 vaccine doses might also be manufactured worldwide, however the great pre-orders by using prosperous international locations – known as "vaccine nationalism" – threaten vaccine availability for poorer nations.

The Serum Institute of India plans to produce at least one billion vaccine doses, even though the institute has mentioned that 1/2 the doses will be used in India.[264] After becoming a member of COVAX in October, China shared that it would produce 600 million vaccine doses earlier than the cease of 2020 and any other one billion doses in 2021, although it was once not sure how many would be for the country's own populace of 1.4 billion .

### Liability

<< According to the article Corona virus liabilities, written by multiple authors, the most common one is  Richard Azunth, page 43 " on four February 2020, US Secretary of Health and Human Services Alex Azar published a notice of declaration beneath the Public Readiness and Emergency Preparedness Act for medical countermeasures towards COVID 19, protecting "any vaccine, used to treat, diagnose, cure, prevent, or mitigate COVID 19, or the transmission of SARS-CoV-2 or a virus mutating there from", and declaring that the announcement precludes "liability claims alleging negligence by way of a producer in creating a vaccine, or negligence by means of a health care issuer in

prescribing the wrong dose, absent willful misconduct». The declaration is high quality in the United States by 1 October 2024. >>

**3 - This table it shows all the Molecular platform and the total of candidates:**

| COVID-19: Vaccine technology platforms, September 2020[3] | | |
|---|---|---|
| **Molecular platform ^** | **Total number of candidates** | **Number of candidates in human trials** |
| Non-replicating viral vector | 31 | 4[i] |
| RNA-based | 31 | 3[i] |
| Inactivated virus | 14 | 3[i] |
| Protein subunit | 76 | 3[i] |
| DNA-based | 19 | 0[i] |
| Replicating viral vector | 21 | 0 |
| Virus-like particle | 13 | 0 |
| Live attenuated virus | 4 | 0 |

**4- Clinical trials started in 2020**

| COVID-19: candidate vaccines in Phase I–III trials[3][4][5] | | | | | | |
|---|---|---|---|---|---|---|
| Vaccine candidates, developers, sponsors | Technology | Current phase (participants) design | Completed phase[a] (participants) Immune response, adverse effects | Clinical trial site(s) | Duration [b] | Authorization |
| **BNT162b2**[84][85] BioNTech, Fosun Pharma, Pfizer | mRNA | **Phase III** (30,000)[86] Randomized, placebo-controlled Positive results from an interim analysis were announced on 18 November 2020.[87] | **Phase I–II** (45) Strong RBD-binding IgG and neutralizing antibody response peaked 7 days after a booster dose, robust CD4+ and CD8+ T cell responses, undetermined durability. **Adverse effects**: dose-dependent and moderate including pain at the injection site, fatigue, headache, chills, muscle and joint pain, fever[88] | 62 in the US, Germany | Apr 2020 – Nov 2020[89][90] | **EUA pending** US FDA,[91] EU EMA,[92] and MX COFEPRIS[93] **approved** UK MHRA[10] |
| **AZD1222**[c][95][96][97] University of Oxford, AstraZeneca | Modified chimpanzee adenovirus vector (ChAdOx1) | **Phase I–II** (543) Spike-specific antibodies at day 28; neutralizing antibodies after a booster | | 20 in the UK, São Paulo | May 2020 – Aug 2021 | |

**COVID-19: candidate vaccines in Phase I–III trials[3][4][5]**

| Vaccine candidates, developers, sponsors | Technology | Current phase (participants) design | Completed phase[a] (participants) Immune response, adverse effects | Clinical trial site(s) | Duration[b] | Authorization |
|---|---|---|---|---|---|---|
| | | dose at day 56. **Adverse effects**: pain at the injection site, headache, fever, chills, muscle ache, malaise in more than 60% of participants; paracetamol allowed for some participants to increase tolerability[103] | | | | |
| Molecular clamp stabilized spike protein with MF59 | | **Phase I** (120) Randomized, double-blind, placebo-controlled, dose-ranging | | Brisbane | Jul–Oct 2020 | |

According to an article about the vaccine, written by Laura , page 67 "Many vaccine candidates under design or preclinical development for COVID-19 will not gain approval for human studies in 2020, due to toxicity, ineffectiveness to induce immune responses or dosing failures in laboratory animals, or because of underfunding. The probability of success for an infectious disease vaccine candidate to pass preclinical barriers and reach Phase I of human testing is 41–57%.

Commitment to first-in-human testing of a vaccine candidate represents a substantial capital cost for vaccine developers, estimated to be from US$14 million to US$25 million for a typical Phase I trial program, but possibly as much as US$70 million. For comparison, during the [Ebola virus epidemic of 2013–16](), there were 37 vaccine candidates in urgent development, but only one eventually succeeded as a licensed vaccine, involving a total cost to confirm efficacy in Phase II–III trials of about US$1 billion.>>

<<**The corona virus (COVID-19) impacts have tested the ability of organizations to effectively deliver projects and programs. Some projects and programs adapted quickly and effectively, with managers and sponsors able to pivot to remote working, while others have had substantial delays or cancellations.**
**As organizations start to return to a new normal, we consider what this will this look like for project and program management, and what changes, short term or enduring, we will see.**

To prepare for this next stage, we sought to identify learning and themes from a range of on-going projects and programs in different sectors to develop a view of what is needed across the multiple time horizons over which the Australian economy will emerge.>>

## An observations and key lessons

The COVID-19 pandemic has highlighted that our working environments are characterized by volatility, uncertainty, complexity and ambiguity. How each organization is adapting to the current challenges differs, but there appears to be four common horizons of response and subsequent impact to effective project delivery.

- **Horizon 0 – Reaction**. The rapid and large-scale shift to working remotely caused significant disruption to ongoing projects and programs, requiring sudden changes to the way in-flight projects were managed. This often involved re-setting the processes to govern delivery, with some projects requiring significant changes to ways of working to remain effective. A clear differentiation of adaption effort is noticed in the different phases of programs, mainly driven by the required level of collaboration and governance.
- **Horizon 1 – Resilience**. Having adapted to the remote or disrupted modes of working, many projects are now faced with more fundamental questions around scope and potentially a reassessment of the underpinning business case as their sponsoring organizations react to the changing external business environment.
- **Horizon 2 – Recovery**. Having set the new direction, it is now in the hands of the program professionals to create ways and means to enable a stable and timely delivery of their adjusted program utilizing the apparent drawbacks and benefits of the new reality.

- **Horizon 3 – The New Reality**. As we return to a new normal, it's likely that a number of ways of working will be changed forever. The approach to selection and delivery of projects within organizations will likely be changed and the role of the project leader will need to adapt to this new way of working.

## Theme 1: Project delivery disciplines

Projects with organized and defined scope, schedules and governance structures have adapted better to the current reality.

**Our observations**

- Projects and programs with clear delivery structures, typically led by experienced and professional project managers, have been better able to pivot to the new operating rhythms as the documented scope, plans and governance regimes more effectively withstood the change impact.

- Conversely, projects being led by project managers with limited experience or those juggling other work, with ad-hoc plans and governance structures have struggled to withstand the changes. Such projects often require significant effort to establish engagement with stakeholders to enable effective decision making in remote working situations.

**Our predictions: More agile, more discipline**

- Momentum to increase the adoption of agile thinking in the project delivery world will increase as organizations recognize the importance of being able to pivot quickly and maintain focus on benefits delivery in achievable windows.

- This will be accompanied by an increased emphasis and recognition of the importance of key project delivery frameworks and disciplines such as governance committee meetings accompanied by documented delivery plans, change management processes plus risk and issues tools.

- The value of the professional project manager will increasingly be recognised as important to manage the complexities surrounding scope and in handling stakeholder engagements.

## Theme 2: The role of the project leadership

Working remotely has highlighted the importance of clear accountability and outcome ownership structures supporting projects. Emphasis has also been placed on the need to have clarity of purpose to enable project activities to pivot quickly and appropriately when responding to uncertainty and change.

**Our observations**

- Projects and programs that have struggled to adapt to the change in working conditions have often been met with confusion or uncertainty when confronted by the need to change direction or deal with limited access to key resources.

- The imperative to establish good governance practices and executive involvement to provide support and guidance to projects is difficult to achieve on the run.

- For many client projects, the role of the sponsor to assist the project or program manager has been decisive to provide guidance and assistance when dealing with significant changes in the external environment.

**Our predictions**

- Organizations will invest more in defining, supporting and building capability within the role of the sponsor to make this more business-as-usual for the way investment projects are established and run.

- We will see some form of accreditation for project sponsors/business owners emerge to begin the professionalization of this critical role.

- Project and program managers will need a regular rhythm of steering committee meetings and related documents such as reporting tools and issues escalation processes built into the DNA of their projects, ensuring project leadership is fully informed and involved in the decision-making.

## Theme 3: Stakeholder engagement

The rapid adoption of collaboration tools has been critical in keeping stakeholders engaged and maintaining relevance of project activities. Unfortunately, not all projects have been able to pivot quickly enough.

**Our observations**

- Remote engagement – quicker and better attended meetings but a loss of water cooler conversations.

- More formal conversations online leading to poorer outcomes in terms of transfer of understanding. Having mechanical project reports documents that fail to capture audience attention are redressing this problem.

- Experienced project managers who use layers of communication to convey information have kept stakeholders engaged and momentum. We have also seen projects where this engagement has been lost.

- The 2019 AIPM and KPMG Project Management Survey identified that 51 percent of organizations were using collaboration software to support project delivery. Emerging technology and collaboration tools have helped alleviate some of the stakeholder engagement issues, particularly within organizations where these tools were already in use, and we have observed a trend towards greater adoption and use.

**Our predictions**

- Increased adoption of project management and collaboration software to facilitate stakeholder communications, accompanied by documented delivery plans, change management processes and risk and issues tools.

- Project managers will need to develop their communication skills and ability to creatively convey information to their stakeholders.

## Theme 4: Management of project resources

With the likelihood that increased remote working and virtual teaming is here to stay, we will see increasing importance placed on the ability of project leaders to manage – rather than direct – their team members more effectively.

**Our observations**

- Remote working challenges the capability of the project or program manager to direct team efforts and removes the social controls of everybody pulling their weight in a team working environment.

- Team stand ups have changed dramatically, meaning project and program managers need to find new ways of connecting with their wider project team.

- Successful project and program managers are placing greater emphasis on individual recognition and scheduled, regular one-on-one catch ups with team members. They are also placing greater trust in individuals to deliver their outcomes, rather than managing their inputs.

**Our predictions**

- The skill of facilitation will be increasingly of importance in the project and program managers skill set as they strive to coordinate outputs from across a dispersed team.
- Agile practices involving regular virtual team stand ups will increasingly be the norm to keep teams aligned and maintain focus and structure across activities.

## Theme 5: Managing project phases

With remote working being the new norm, project leaders will have to apply different styles during different phases of the program, requiring flexibility of leadership styles, combined with the necessary adaptations in team composition and the use of collaboration tools to create successful outcomes.

**Our observations**

- Every phase of a project demands a different collaboration approach due to its nature. In a waterfall program the design phase requires different interactions than a build phase, or a training phase.
- These different approaches happen more naturally in an office environment where project team and business team are all within meeting room distance or collaboration happens due to the fact that you can see each other and the person in front of the room is clearly giving the instructions.
- Remote working and distributed teams demand a new leadership which is adaptable, driven by the collaboration needs of the project activity/phase of the moment.
- New leadership styles, combined with a thorough reflection of meeting composition, the type of collaboration tools and a clear agenda will drive to successful outcomes.
- However what works in the initiation phase, will need to be adapted during the testing phase.

**Our predictions**

- There will need to be an adaptation of leadership styles during different phases of projects and programs. Project leaders who seize the opportunity to utilize the right collaboration tools and devote time in thinking about these operational aspects will find their programs continue to make progress.
- The adaptive leader who recognizes that not only the goal is important, but so is the pathway towards it, will emerge successful.

## Theme 6: Managing progress and dependencies

How do we track the delivery progress of projects, while maintaining insight in the dependencies in a changing reality? We are seeing a shift from tracking deliverables and arte facts to an awareness of progress.

**Our observations**

- With the new operating rhythm the need to have insight into the team progress is greater.
- This will require closer attention to progress with less focus on the actual end deliverable. We hear more questions like "are you on the way?", "do you make good progress?", complemented with the "what help do you need to get there?".
- Again this requires a different leadership style, where deliverable trackers were the thing to do, it is now focusing on progress trackers, creating more awareness on improvements and the potential of slipping timelines.

**Our predictions**

- The time of walking into a project room and hearing there is a problem is gone. Finding ways to deepen your knowledge of how teams are tracking and how they can be supported to reach their goals is becoming more important.

- Finding a way to get a feel for your teams' journey towards a deliverable will continue to be more important. Going beyond the percentage complete and asking questions which show understanding of the teams work and effort becomes the new reality.

## Implications for the Project Manager

We have seen the value of the experienced and professional Project Manager enhanced through this crisis. The core skills of the Project Manager in managing risk and rapid scope change to determine a clear schedule for action, combined with organizing structured engagement with stakeholders have been in demand.

Leaders of projects and programs – both those managing the day to day delivery and those charged with execution strategy and governance – will face a range of challenges in maintaining delivery pace and momentum in project and programs that will not dissipate in the short term.

### 1. Optimizing, not cancelling, the project portfolio

When confronted with uncertainty and the need to conserve cash, it is natural for organisations to place immediate halts on on-going transformative investment programs. However, there are areas where, more than ever, critical investment will be needed to help ensure the business can remain competitive in the new reality.

Such areas will include embedding business transformations to enable the business to pivot towards new operating environments, accelerating digital transformation initiatives in light of the increased take up of on-line activities and other technology and automation programs that promote greater business agility. We are already observing increased infrastructure investment due to underlying population changes and as a mechanism for governments to stimulate the economy. There will likely be emphasis on progressing projects to shovel ready and into delivery in the short to medium term.

The challenge for business leaders and those charged with delivering projects will how to get better results from the reduced investment portfolio. Ensuring improved 'connectedness'" from the needs of the front office business operations to the back office support functions and the project delivery team will be increasingly important to ensure the project portfolio is dynamically aligned to the business needs. Improving focus on benefits through the business case and throughout the delivery cycle will be important to ensure every investment dollar is spent optimally.

### 2. Remote leadership

We recognize there are areas for project and program management professionals to focus their development – these relate predominantly to improving and enhancing those skills involving work with remote and disconnected teams, such as communication skills and leadership abilities to compensate for the reduced opportunities to informally engage with and direct project team members.

### 3. Get better results with collaboration tools

We have experienced a shift to the use of on-line collaboration tools to support project team engagements. It is important that project and program managers continue to leverage these tools and enhance their utility. This will be particularly relevant to specialist software tools – and we expect to

see momentum to more effective utilisation of the data in these tools, coupled with artificial intelligence tools, and see a trend toward the virtual reporting Program Management Office.

## 4. Disciplined agility

The agile practice elements of regular team stand ups, and flexibility in altering schedules to accommodate changing needs has been integral during the COVID19 crisis. These agile practices will become increasingly commonplace. However, we have also noted the importance in many projects and programs of having a clear, well documented and agreed set of program schedules, planned outcomes and governance structures. We believe it likely that establishing Disciplined Agile practices will become important for the project and program management profession. This requires an appropriate balance between flexibility in outlook on project activities and establishing the certainty provided by clear documented plans and associated project control documents.

### D- Case study Disney World

According to the article "Disney World" written by  Emy Logans Hurlk, page 2." The Walt Disney World Resort, also called Walt Disney World and Disney World, is a leisure complex in Bay Lake and Lake Buena Vista, Florida, in the United States, near the cities of Orlando and Kissimmee. Opened on October 1, 1971, the lodge is owned and operated via Disney Parks, Experiences and Products, a division of The Walt Disney Company. It used to be first operated by Walt Disney World Company. The property covers almost 25,000 acres (39 sq mi; a hundred and one km2), of which 1/2 has been used. The inn consists of 4 theme parks (consisting of Magic Kingdom, Epcot, Disney's Hollywood Studios, and Disney's Animal Kingdom), two water parks, 27 themed motel hotels, nine non-Disney hotels, quite a few golf courses, a tenting resort, and different enjoyment venues, inclusive of the outside purchasing middle Disney Springs.

Designed to supplement Disneyland in Anaheim, California, which had opened in 1955, the complex used to be developed by Walt Disney in the 1960s. "The Florida Project", as it was known, used to be meant to current an awesome imaginative and prescient with its own diverse set of attractions. Walt Disney's authentic plans also referred to as for the inclusion of an "Experimental Prototype Community of Tomorrow" (EPCOT), a planned community meant to serve as a check bed for new city-living innovations. Walt Disney died on December 15, 1966, at some stage in the preliminary planning of the complex. After his death, the organization wrestled with the idea of whether to convey the Disneyworld venture to fruition. However, Walt's older brother, Roy, got here out of retirement to make sure Walt's largest dream used to be realized. Construction commenced in 1967, with the company alternatively building a resort comparable to Disneyland, leaving behind the experimental standards for a deliberate community. Magic Kingdom was once the first theme park to open in the complex, in 1971, accompanied through Epcot (1982), Disney's Hollywood Studios (1989), and Disney's Animal Kingdom (1998). It was Roy who insisted the identity of the whole complex be modified from Disneyworld to Walt Disney World, making sure that humans would be aware that the challenge was Walt's dream.

In 2018, Walt Disney World was the most visited vacation hotel in the world, with an common annual attendance of greater than 58 million.[4] The motel is the flagship vacation spot of Disney's global corporate agency and has emerge as a famous staple in American culture. In 2020, Walt Disney World used to be chosen to host the NBA Bubble for play of the 2019–20 season of the NBA to resume at the ESPN Wide World of Sports Complex. In 2020, Disney World began lying off 6,500 employees and started out running at 25% potential after reopening from the COVID-19 pandemic.

"Mother Nature takes center stage at Disney's Animal Kingdom® Theme Park, which will transport you to some of the most remote locations on the planet without leaving Orlando. Then, it's time for lights, camera and plenty of action at Disney's Hollywood Studios®, Disney's stunning salute to movies.

Speaking of Disney's Hollywood Studios, for the first time ever, there's a place where you can live your very own *Star Wars*™ story, from flying the *Millennium Falcon* to getting caught in a battle between the First Order and the Resistance, only at *Star Wars*: Galaxy's Edge. And now, the wackiest, silliest train trip ever is ready to take you through the cartoon world and Mickey & Minnie's first ride-through attraction in Disney Parks history. When Mouse Rules apply, anything can happen aboard Mickey & Minnie's Runaway Railway!>>

### 1 - **How did Disney World responded to Covid 19**

<<According to the Walt Disney world Website, the managers have said that " We have taken enhanced health and safety measures. An inherent risk of exposure to COVID-19 exists in any public place where people are present.  Certain parks, hotels, restaurants and other offerings may be modified or unavailable, limited in capacity and subject to limited availability or closure, and park admission and offerings are not guaranteed. To enter a park, both a park reservation and valid admission for the same park on the same date are required for Guests ages 3 and up.

Disney is lying off thousands more workers than initially expected, according to a new Securities and Exchange Commission filing. The company just filed the notice on Wednesday, about two months after **Disney announced it would lay off 28,000 employees** due to the ongoing financial troubles it's facing due to the corona virus pandemic. The new filing reveals the total number of layoffs has climbed to 32,000 in the first half of the 2021 fiscal year, which is 4,000 more job cuts than Disney announced it planned to make in a September SEC filing."Due to the current climate, including COVID-19 impacts, and changing environment in which we are operating, the Company has generated efficiencies in its staffing, including limiting hiring to critical business roles, furloughs and reductions-in-force. As part of these actions, the employment of approximately 32,000 employees primarily at Parks, Experiences and Products will terminate in the first half of fiscal 2021," the filing read. "Additionally, as of October 3, 2020, approximately 37,000 employees who are not scheduled for employment termination were on furlough as a result of COVID-19′s impact on our businesses.

"It's unclear how many, if any, of the latest round of layoffs will impact Central Florida employees. Previously, 11,350 Orlando-area employees at Walt Disney World and other support operations were expected to be laid off come the end of the year. Based on other notices Disney had previously filed, the total number of affected Central Florida workers was 18,019.Since the COVID-19 pandemic began in March, Disney has lost billions of dollars in revenue as its parks and resorts were shut down for months. In May, shortly after the initial closures, Disney officials reported its second-quarter profit dropped 91% to $475 million, down from $5.4 billion a year earlier. Overall, the company said costs related to COVID-19 cut Disney's pretax profit by $1.4 billion.>>

<<Also in the same article , of Disney World. The writer said "In August, Disney reported a third-quarter loss of nearly $5 billion, a number that was actually better than analysts expected, according to the Associated Press. Walt Disney Co. reported fiscal fourth-quarter loss earlier this month thanks largely to changes related to the COVID-19 pandemic. Its earnings were dragged by costs from restructuring related to its streaming services and lost revenue from its California theme parks, which were still closed at the time due to surging corona virus cases in the U.S. Walt Disney World's Orlando theme parks were shut down from March until June, when they began gradually reopening. Since then, its four major parks have reopened but only at limited capacity to allow the enforcement of social distancing measures as the pandemic continues.

Disney CEO Bob Chapek announced earlier this month that the company's Orlando theme parks are now allowing the parks to have up to 35% of total capacity each day, which is up from the 25% they allowed during at the beginning of the parks' phased re-openings. The shuttered attractions also forced more than 70,000 Disney workers to be furloughed for months, with only some returning to work with the parks' phased re-openings. The latest round of Disney layoffs comes one week after Universal Orlando officials said more than 1,000 of its team members are facing layoffs. The company

has also faced financial hardships due to the pandemic, which forced its parks to remain closed for months earlier this year.>>

**A picture of the entrance of Walt Disney World**



**A picture that shows how Walt Disney World used to be so full 2018**

**A before and after of how Disney world used to be and now due to Covid-19**



**2- How can the vaccine help project managers from crisis?**

First of I would like to start this chapter with a definition of what a project manager is. A project is a temporary recreation undertaken to create a unique product, service or result. An

assignment is described as temporary due to the fact that it has a described establishing and end time, and it is special due to the fact it has a unique set of operations designed to accomplish a goal, the primary traits of an assignment are:

•It has a particular start and quit point
•Once the cease point is reached, the project is over .
•It is attempting to gain something new.
•Project should meet the consumer or stakeholder requirements.

A project management or the venture management is the discipline of planning, organizing, motivating and controlling sources to acquire specific goals. The primary mission of venture management is to obtain project desires and targets while maintaining in mind the project scope, time, satisfaction and cost. Project administration honestly started in the early 1950s. The need for project administration raised looking at the advantage of organizing work within the undertaking and quintessential need to co-ordinate across extraordinary departments and professionals. Project management ordinarily offers with these areas:

•Integration
•Cost
•Human resources
•Stakeholder management
•Scope
•Quality
•Communications
•Time
•Procurement
•Risk Management
•Human Resource Management .

With reference  to the book of Human Resources, page 37 the author said that human resource management is the procedure of recruiting, selecting, inducting employees, presenting orientation, imparting coaching and developing , appraising the performance of employees, finding out compensation and providing benefits, motivating employees, keeping appropriate family members with employees and their exchange unions, making sure personnel safety, welfare and healthful measures in compliance with labor legal guidelines of the land and subsequently following the Orders / Judgments of the problem High Court and Supreme Court, if any.

The Walt Disney world article " about how the Vaccine would be beneficial for project managers. It says that," trust that the Vaccine is a effective source to assist the challenge managers of Disney world to get returned in track, first of all after making sure that the vaccine is suitable for the employees and for them in particular then after a month or so of examination and test they can eventually be in a position to come again to work in the administrative center and no longer working from the house."

Of course, this will take numerous months for  the venture managers to make positive that they are good enough and they can work with it. After that the advantages will appear – Project managers will be working at the Disneyworld:

-Project managers will have their fulltime jobs back
-Project managers will be capable to earn greater cash
-Project managers will be in a position to be >>

### 3-  __Ways to help project and human resources managers from the crisis and what to do?__

During a crisis, agencies both pull together or pull apart. When firms pull apart, it's regularly due to the fact stakeholders have lost sight of a unifying vision, mission, or goal. To counter the confusion of the day, senior leaders favor to make certain that human beings at some point of the enterprise business enterprise are conscious of here-and-now challenges and new and emergent

internal and exterior priorities. You can make positive human beings are aligned by means of taking three actions.

Reach out to your customers. Across industries, Covid-19 is a disruptive force. Now is a quintessential time to gain out to your purchasers and locate out what they're worried about, what they're struggling with, and what help they need. Don't count numbers on assumptions. Talking to your clients, both face to face or by using digital listening platforms, is the solely way you will find out how COVID-19 is affecting their business.

Reset your priorities. Unless your corporation was planning for a pandemic, your strategic priorities likely want to shift, at least for the speedy term. Now is the time to take a fresh appear at your plans for the subsequent quarter in light of patron needs, market shifts, and necessary needs. By incorporating your customers' new work realities into your instant plans, you can focal factor on presenting the goods, services, and guide they want now.

Communicate, connect, and repeat. Between far off work, disaster response meetings, and new work-life stability challenges, now is now not the high-quality time for leaders to be existing and connected with their employees. But communication, clarity, and connection are indispensable desires acceptable now. If your personnel journey a verbal exchange gap, you run the hazard that they will come up with their own narrative about inner and exterior issues and priorities. Now is the time to talk truly and regularly about the place your business enterprise is going and how you're going to get there.

### D- How is this Vaccine affect the way your business organisation operates?

Covid-19 is changing the way work receives done. Telework, skeleton crews, and social distancing are the new norms. In many organizations, these new techniques of working are affecting team dynamics, cross-functional teamwork, and organizational effectiveness. Now is a appropriate time to display rising performance troubles and perceive new strategies of working. Three instant priorities stand out.

Ensure your faraway employees have the tools, technology, and schooling they need. Many groups now have some or all of their personnel working remotely. For many employees, this is each a boon (because of the health benefits) and a burden (because of the good challenges of working from home). Now is a true time to check and make positive that your remote personnel have the hardware, the know-how, and the gentle abilities (e.g., time management, digital meeting skills) to work remotely.

Keep an eye on decision-making and cross-functional coordination. During this pandemic, companies need to be flexible, agile, and decisive. If phase of your physique of workers actually commenced working remotely, that may also gradual down decision-making and cross-functional teamwork. Ensuring critical preferences are being made and performed at some factor of this time is critical. If Covid-19 has modified where (e.g., home) and how (e.g., virtually) your personnel are working, it is important to recognize the extent to which these modifications are disrupting performance. Taking a socio-technical systems perspective can help. This sincerely boils down to evaluating how technology and far flung work are impacting interpersonal dynamics and organizational effectiveness. Are teams working together? Are new conflicts emerging? Are quintessential conversations now not happening? If so, digital distance can also be slowing your personnel down. Identifying coordination challenges rapidly and taking corrective steps can aid your business enterprise proceed to be on track.

Encourage your crew of people to come up with higher approaches of working. Employees and the front line managers frequently have the clearest insights about the tools, technology, policies, and techniques that aren't helpful. Now is a right time to streamline strategies and dispose of hassles. Doing so will make bigger effectively and perhaps enhance employee engagement as well. Consider efficiency-focused interventions—many which can be deployed virtually—like GE Workouts.

According to the article "Weekly News." written by Benjamin Dorche, page 3, "What information do your personnel want at some stage in this outbreak? Based on a range of polls and studies, personnel are worried about Covid-19 and how it will have an impact on their lives—both bodily and financially. In one latest locate out about we conducted, we placed that 91% of individuals had been worried that the virus may additionally also affect themselves or their families. During this time of heightened anxiety, it is crucial to approach your employees with empathy and understanding. Here are three tactics to guide your personnel all through this period.

In "The Viruses", page 47 the author advised  to be flexible. As greater people go to faraway working and as colleges shut temporarily, many personnel are facing new every day challenges. Now is a specific time to be bendy and let your team of workers work the area they can and when they can. Sometimes leaders and managers believe that flexible work preparations lead to overall performance problems. Research suggests that's now not the case. In our global norms, we've found that employees with flexible work preparations are drastically extra inspired and dedicated than their office-bound peers. Researchers from Stanford University have placed that name middle personnel working from home had been 13% increased productive than their in-office peers. And researchers from the University of Texas have located that telecommuting personnel put in more hours than their in-office coworkers.

Increase guide for instantaneous managers. Based on our research, we've located that most instant managers care deeply about their work, their organizations, and their employees. But stress can derail even the fine of managers. And these are disturbing times. If you pick your on the spot managers to take care of their direct reports, you prefer to make advantageous you are taking care of them. What are their concerns appropriate now? What are their suffering points? What help do they need? Just like we said above about customers, don't remember on assumptions. Talking to your managers, each one on one or by the use of digital listening platforms, is the solely way you will discover out how COVID-19 is affecting their teams".

The author also said: "Sustain a sense of community. Finding ways to hold your physique of employees emotionally associated suitable now is critical. No be counted how a lengthy way flung your humans are, it is integral to raise a sense of neighborhood and connection, even in a digital world. Various lookup have determined that social guide will increase our resilience and conceivable to cope. So discover methods for your employees to be part of with you and each other. As horrific information and challenges dominate the atmosphere, make a concerted effort to have fun appropriate information and successes that take place inner the team. Inject something interesting or light-hearted into group conferences the area possible. Ask how humans are doing when you talk about to them or send emails. And inform one-of-a-kind leaders to do the same. Small acts of kindness and compassion can make a big difference.

How does your employer want to evolve? No one is aware of how lengthy this pandemic will last. But it seems like this match will change the way we work and the way companies attribute going forward. That ability companies favor to learn—both on the fly and after the pandemic ends—to

amplify their agility and resilience. Here are three techniques to promote gaining knowledge of and innovation now.">>

Focus on small wins and little innovations. With a distracted group of workers working in new and one of a kind ways, most businesses don't have the bandwidth to focus on important innovations in the near future. But that doesn't imply innovation wishes to stop. By encouraging employees to center of attention on small enhancements and incremental modifications to the way they are working or serving customers, your business enterprise can find out new and nice methods of doing things.

Identify new and rising needs. Crisis is the mom of invention. So what innovations is this disaster calling for in your organization? For some organizations, it might also moreover be discovering a new way to carrier customers. For others, it may additionally moreover be discovering a new way of streamlining product development. By searching out for novel approaches, new ideas, and adaptive responses at some point of this crisis, your company can also find out current picks for the future.

<<According to the YouTube video ""how can project managers survive the virus"? By Antonio James by April the fourteen 2020, Conduct after action reviews. After motion critiques can help corporations research rapidly from proper time events. By reflecting on four questions (What used to be estimated to happen? What in reality occurred? What went well and why? What can be improved and how? )  leaders, managers, and employees can quickly explore how they are responding to new inner and exterior challenges related with Covid-19. These can be performed at the group level, industrial enterprise unit level, or organizational level. Through this process, groups can analyze from both their successes and mistakes and start getting prepared for the subsequent viable pandemic.

Meeting the challenges of the day isn't going to be easy. But now is a defining 2d for leaders. The totally way to aid your personnel even as making sure the long-term success of your organization is to balance deep empathy with financial realities.>>

Revisit your shared purpose. A relaunch ensures that every team member understands and buys into the clear and specific goals that the team has been mobilized to accomplish.
Reassess available resources. The relaunch is a time to reexamine information, budgetary resources, and networks that will help the team advance its goals.

Understand members' constraints. A relaunch is an ideal opportunity for each member to discuss their respective roles and how they have been contributing to team goals.
Reestablish norms. Most important, the relaunch is the time for team members to reevaluate how to conduct themselves and interact amid the changing circumstances.
December 22, 2020

<<According to the article , What does the COVID-19 Vaccine Mean for my Businees? , written by EMILY COOMBS in December 22, 2020 >>

<<With the first inoculations of the COVID-19 vaccine making headlines over the past few weeks, employers are starting to plan for the impact this will have on their businesses. The development of a vaccine inspires hope that a return to normalcy (and for some workers – a return to the office) isn't too far away. Some employers may be eager to require employees to get vaccinated as soon as doses are available to the general public. Employers in the health care industry may already be rolling out policies to this effect. Either way, however, there are some legal and practical implications employers should consider before rolling out this type of policy.

<<On December 16, 2020, the Equal Employment Opportunity Commission issued guidance

on COVID-19 vaccines and the implications that may arise from a mandatory vaccination policy[1]. Unfortunately, the guidance raises as many questions as it answers. Employers should keep in mind that this guidance focuses only on the laws that the EEOC has jurisdiction to review and that state laws that provide broader coverage, as well as other federal laws not overseen by the EEOC may be implicated.

A. **What the Guidance Provides:**

In the guidance, the EEOC highlights two potential reasons why an employee resist getting vaccinated, and the options available to employers in these scenarios. First, the employee might have a disability that makes it medially unadvisable or unsafe for them to receive the vaccine. Secondly, the employee might have a religious objection to receiving the vaccine. A discussion of each of these scenarios is set forth in more detail below:

**Medical disability**

In its guidance, the EEOC expresses that an employer's act of simply asking an employee if they have received the COVID-19 vaccine, in and of itself, would not be a disability-related inquiry. If, however, the employer introduces a mandatory vaccination policy and the employee shares they are unwilling to get vaccinated because of their disability, the employer will be required to follow the reasonable accommodation process required by the Americans with Disabilities .

<<If an employer feels that having an unvaccinated employee (who has a disability) will pose a safety risk at work, the EEOC states that the ADA requires the employer to demonstrate the unvaccinated employee poses "a direct threat due to a 'significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation'."

<<The EEOC then lists four factors employers should use to determine whether the unvaccinated employee will "pose a direct threat." Those factors include: (1) the duration of the risk; (2) the nature and severity of the potential harm; (3) the likelihood that the potential harm will occur; and (4) the imminence of the potential harm.

Even if a direct threat is found, the EEOC guidance notes employers cannot automatically terminate the employee. Instead, the employer needs to work through the ADA reasonable accommodation process to see if there is a way the employee can continue to perform their job duties despite being unvaccinated (ex. working remotely).>>

**Religious objections**

<<In its guidance, the EEOC emphasizes that if an employee objects to receiving the vaccine based on religious beliefs, the employer needs to assess under Title VII of the Civil Rights Act whether providing a reasonable accommodation to the employee will create an undue hardship on the business. Like the analysis under the ADA, the EEOC notes that the exclusion from the workplace should not be automatic, and the employer should work with the employee to understand the basis for their religious objection and to determine whether a reasonable accommodation is possible.

B. **Steps Employers Should Take as a Result**

While there is still some time before the vaccine becomes available to the general public, employers should be proactive and review their existing policies to determine whether changes need to be made. Employers should also review their job descriptions to determine whether they are clear as to which jobs must be performed in the office and/or in close proximity to others. This will help employers understand risk areas within their own organizations should an employee be object to receiving a vaccination and understand better whether there is a basis to maintain having an

unvaccinated employee will rise to the level of a "direct threat" to the health and safety of others.

<<The jobs most likely to be considered to cause a "direct threat" will be those requiring physical presence in the workplace and in-person interaction with coworkers and customers/clients/patients/residents, especially those employees who interact with a vulnerable population such as the elderly at a long term care facility. Upon identifying these jobs, employers should update the relevant job descriptions to include language that a qualification of the position requires in-person presence.

The new EEOC guidance makes it clear that a mandatory vaccination program will be challenging to administer uniformly. It is likely employers may find that a mandatory vaccination policy exposes the business to too much risk of liability. Further complicating the question is the challenges that an employer will face when a large number of employees refuse to be vaccinated. The EEOC guidance takes a step towards clarifying some of the questions employers have, but specific situations will need to be evaluated independently to determine the best course of action for a business, while accounting for the productivity of the business and the wellbeing of employees.>>

<< According to "Rabat – October 10 is World Mental Health Day, a day to reflect on the heavy toll of mental health issues for millions in Morocco, and billions around the world. The World Health Organization (WHO) has called for a "massive scale-up" of funding for mental health services. Amid a global COVID-19 crisis, a focus on mental health is more important than ever, according to the WHO.

Raising awareness

The WHO has launched a digital stress management guide through social media. The Whatsapp messenger application is being used to share a guide that is based on the principles of "Doing what matters in times of stress," the WHO's stress management guide. It provides self-help advice in several languages to help people cope with mental health issues in these tumultuous times.

 UN Secretary General Antonio Guterres and several others will speak on the need for quality mental health care in a time of unprecedented economic and societal uncertainty due to COVID-19.

COVID-19 and mental health

The impact of the COVID-19 crisis has seen mental health services disrupted at a time when they are most needed. Already in May, a study in Ethiopia reported a 3-fold increase in symptoms of depression compared to before the pandemic.

Healthcare workers are at particular risk of increasing mental health issues. Frontline healthcare workers in China found that roughly half of them reported depression, with 45% reporting anxiety and 34% of suffering from insomnia.

Mental health in Morocco

The prevalence of mental health issues has been on the rise long before the COVID-19 crisis. In 2017, half of all Moroccans were estimated to suffer from mental or psychological disorders, according to the Ministry of health. In 2018, then-minister of health Anas Doukkali introduced an action plan following reports that 40% of Moroccans suffered from mental health disorders, 26% suffered from depression and 1% had schizophrenia.

Mental health issues have a painful impact on society. In 2019, Morocco reported the highest rate of female suicide in North Africa, showing the gendered nature of the problem.



In brief

Depression, stress, and anxiety disorders are serious issues that require rapid and ambitious action before the consequences of a mental health crisis materialize. The WHO recommends that governments invest in mental health facilities to address this issue before the problem grows even further

E- Conclusion

As we can see here, Corona virus is a virus that some authors already predict it happening long time ago and some cartoon also as Simpson and other authors just talk about it as what actually the virus is doing to the world right now, we can see here that the virus have killed many people and most of them are older people and other are still hospitalized. In our thesis I want to talk about the managers that have lost their jobs because of this virus since it is contagious.

The vaccine came as a rescue for the business world to save the economy from crisis and actually make the mechanism work again not as smooth but actually at least not to loose more than what they have already lost.

I spoke about a case study of Disney world located in the Orlando Florida and actually it is one of the resources of their economy since Orlando is a destination of visitors from different countries to see Disney World. And how it got affected badly and how many people actually have lost their jobs because of COVID .

Finally, I gave many examples on how the vaccine actually can help the project managers actually to surpass this crisis and to actually get ready for catastrophes like that.

### Project Managers are Familiar with Dealing with Risk

But this one is outside the experience of many of us. Societal, economically, and in human terms, the impact is likely to be huge. The likelihood of some significant disruption is now approaching certainty. And the proximity is on the scale of weeks.

As Project Managers, we need to be Planning for this on our Projects and as members of our communities, we should also be prepared to offer what help we can
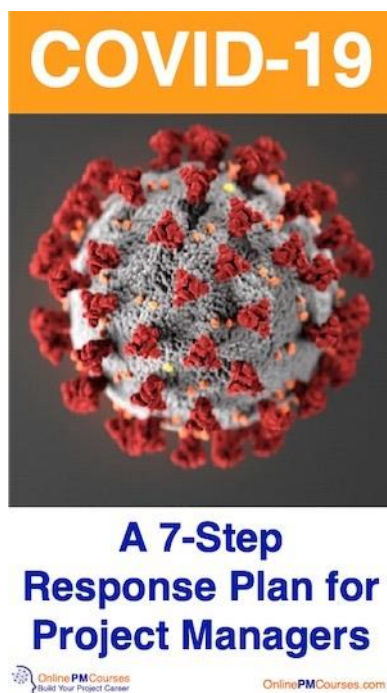


Emerging from Lockdown – Project Management in the Post-COVID World

There's One Thing that Dominates World News

The spread of the Corona virus infection COVID-19 is now global. It is starting to look like many countries could see massive disruption.

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And as members of our communities, we should also be prepared to offer what help we can.

COVID-19: A 7-Step Response Plan for Project Managers I have been Considering COVID-19 Response Carefully

As an educator, and with a community of Project Managers who come to me for answers, I feel a need to respond. So, here is an outline COVID-19 plan for you. Its purpose is to remind you of seven priorities, and to act as a starter in forming your own plan.

## 1. Protect your people

Your team, stakeholders, community. Number 2 on this list may be the first thing to do, but this is your first priority. Reduce the need for travel. Encourage more home working. Put people's health ahead of project deadlines.

## 2. Put it on your risk register

Convene a project Working Group and discuss a series of scenarios. Then use each of those to identify risks and work on mitigations. Look for base case common features across scenarios and build infrastructure to handle it.

## 3. Consider if your project should be halted or delayed

Open a conversation with your project sponsor, board, client… You need to be the one that goes to them, rather than them coming to you – that shows you as Leading the situation, rather than just managing outcomes. You'll need their sign-off on some decisions.

## 4. Key into organizational responses

Your wider organization will be responding too. Your skills are valuable, so offer your help in formulating it. Bring organization-tier thinking into your project. And also link into responses among your wider business and social communities.

## 5. Consider procurement commitments

This one cuts both ways. You may need to delay deliveries of materials or bringing in contracted staff, if your project will slow down. Liaise with your suppliers. But, equally, if you plan to continue work, you may choose to advance purchase decisions and delivery dates to de-risk availability of materials.

If you need to renegotiate contracts, here is some guidance from my favorite source of negotiation advice, the Black Swan Group:

COVID-19 Pandemic: How to Deal with Everything Being Renegotiated

## 6. Keep talking

In times of uncertainty, fear, and possible panic, make communication a top priority. Even if you don't know anything new, communicate that fact. Be open and candid with your team, stakeholders, and your client/boss/sponsor. Communicate your scenarios and plans, and then update with how events are affecting your project and changes to those plans.

## 7. <u>Regular review cycle to reconsider plans and responses</u>

Set up a regular review process, to keep yourself and key people up-to-date on external facts, and allow time to consider responses. The situation may change fast. Establishing a process to evaluate changes will give you the infrastructure to adapt quickly.

## <u>And finally…</u>

Now is the time to think about alternates. Who will step into your role, if you are taken ill? What about work-stream leaders and other key people on your project?

Convene your top team and sketch out alternates for everyone – and alternates for those, if your project is big enough. But, by the time you get to that tier, they may need to be managing an orderly temporary shutdown of your project.

## 3-<u>Methodology</u>

## 3.1 <u>Introduction</u>

The methodology is the systematic, theoretical analysis of the methods applied to a field of study. It Comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It actually highlights the way the research is conducted to achieve the research goal and objectives. In fact it is structured encircling four main sections. First, the methods I have prepared for my paper, second, the samples I have used for my research also to talk about the analysis I chose and made in order to fully get a detailed understanding of the process used in this paper to have a better comprehension and to finish up the puzzles.

Last one is the limitations. The present chapter centered on the research was conducted together with samples, methods and limitations.

## 3.2 <u>Methods</u>

The methods are the tools that help you gather information to have a better understanding of your research. In this research; I used the qualitative method to uncover trends in thought and opinions, and dive deeper into the problem to have solutions.

I adopted the surveys technique; I used surveys because it is the best way to communicate with employees that don't have time for an interview or they just prefer taking a survey instead of face to face meetings. I did a survey of ten questions because people nowadays don't really have time to answer long questions and it was a true or false and yes or no survey.

## 3.3 <u>Samples</u>

Before I write about the samples, I used probability and non-probability. I would like to mention that non-probability sample does not involve random selection and probability sample does. For my research paper I chose the non-probability as we agree with our professor. Non-profitability is structured on the following category: there is a Quota when you are being selective of whom you want to collect data from, for example, when you long for women point of view.

## 3-4 <u>Analysis</u>

After doing a Survey test and collecting all the data needed, and after answering the question of my research paper I got to the point where I had to identify what the key factors relating to my topic are and to collect categories information source for each one.
I found out that 98 employee have participated on my survey , with a percentage of 57% which is more than the half of the targeted employees. That assures me that employees are aware of the vaccinations and what their next plan after it is.

Now going back to my research paper, I believe that we live in a country where employees are willing to improve and to be more productive in the near future.
The survey Questionnaire and the topic really match as we will see further my research paper analysis.

3.5 Limitations

As I was preparing for my methodology, I faced many different limitations. Beside my deadline date, I would like to mention that the time that I had to prepare the questionnaires and to get the answers from the employees was not enough as they have other obligations that are more important than answering my questionnaire. They often postponed it for another day.

So I would say that this was my biggest limitation fear because it was something I couldn't control. We just can't control other people. Beside that I had some limitations when it comes to finding the right questions that would fit and help my research topic, which was a real challenge. Sometimes you can ask an irrelevant question that has nothing to do with your topic. So choosing the right questions are a very vague domain that I had to research about before deciding about questions. Employees are sometimes reluctant to answer my questions, and this was an other problem for me too because I didn't know what to do. More than that, I didn't have enough time too. Finally to prepare the methodology I have had many limitations and I tried to solve some of them. For example, the employees who refused to answer were not obliged to do so. I just used what was available.

4- <u>Findings</u>

4-1 <u>Introduction</u>

For my research paper, I chose two methods to collect my data. For my survey I used one example of questionnaire to help me get answers about questions that would fulfill my eagerness to learn and discover about my subject.

4-2 <u>Survey</u>

First of all, I would like to introduce the number of employees I asked in a company here in Morocco in Techno Park and their staff as well. Now let's go ahead and see the final result of my findings. I asked ten questions as a total, Agree or Disagree questionnaire so employees can't get bored while answering especially if they are busy people.  I just needed to reformulate the questions in a way that would be a quick answer by checking the corresponding answers.

**Survey Data collection**

1- Does your organization have crisis management teams to manage short-term liquidity impacts and initiate appropriate countermeasures?
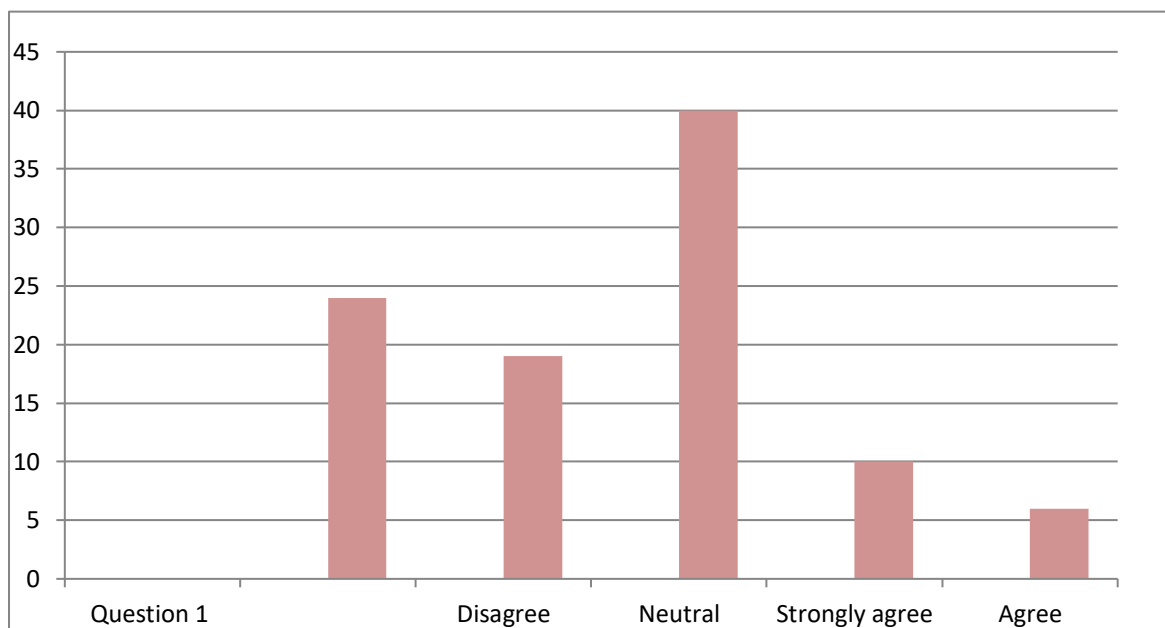


As we can see from the graph that represents five categories of answers:

| | |
|---|---|
| Strongly disagree | 24% |
| Disagree | 19% |
| Neutral | 40% |
| Strongly agree | 10% |
| Agree | 6% |

2- Have you considered the impact of a crisis in the budgeting and business planning processes, and implemented early warning mechanisms?
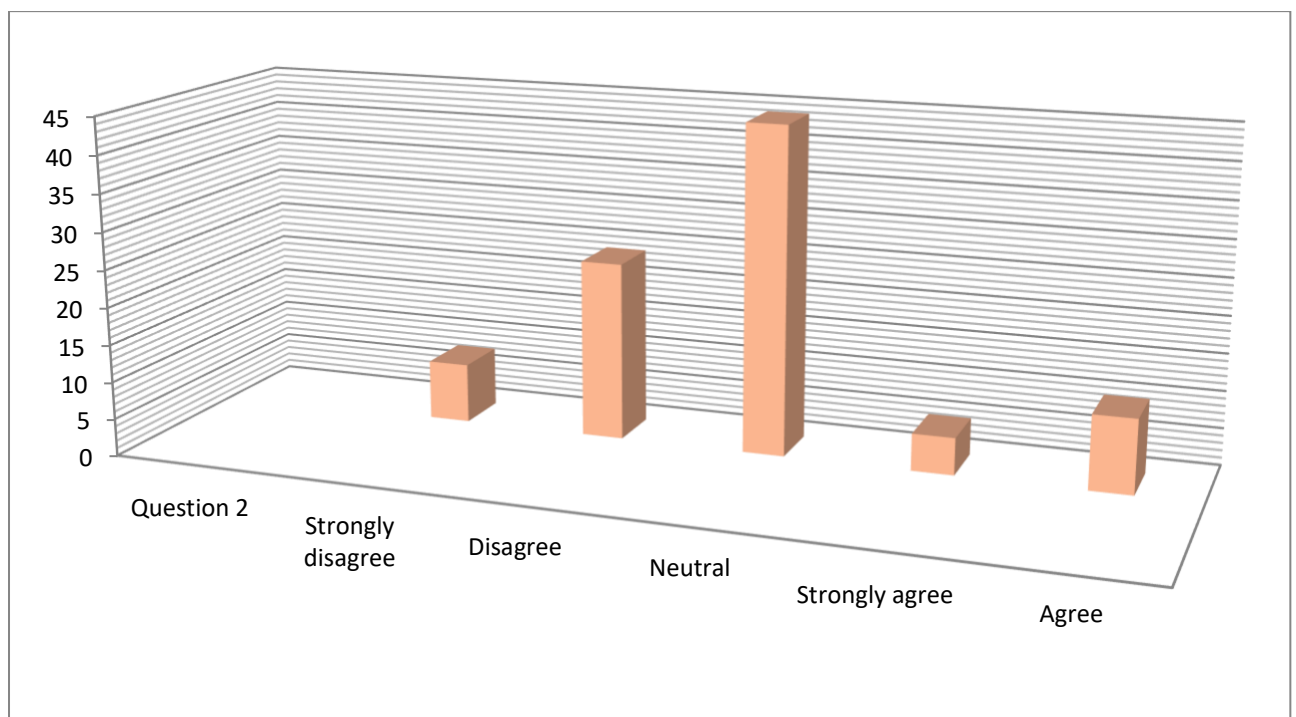


As we can see here, employees are highly Neutral

| Strongly disagree | 8% |
|---|---|
| Disagree | 24% |
| Neutral | 44% |
| Strongly agree | 5% |

| Agree | 10% |
|-------|-----|

*3- Are you ready to shift to "Covid-19 vaccination mode"?*

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|---|----|----|----|---|----|---|
| Series3 | | 2 | 34 | 25 | 2 | 12 | |
| Series2 | | | | | | | |
| Series1 | 0 | 0 | 0 | 0 | 0 | 0 | |
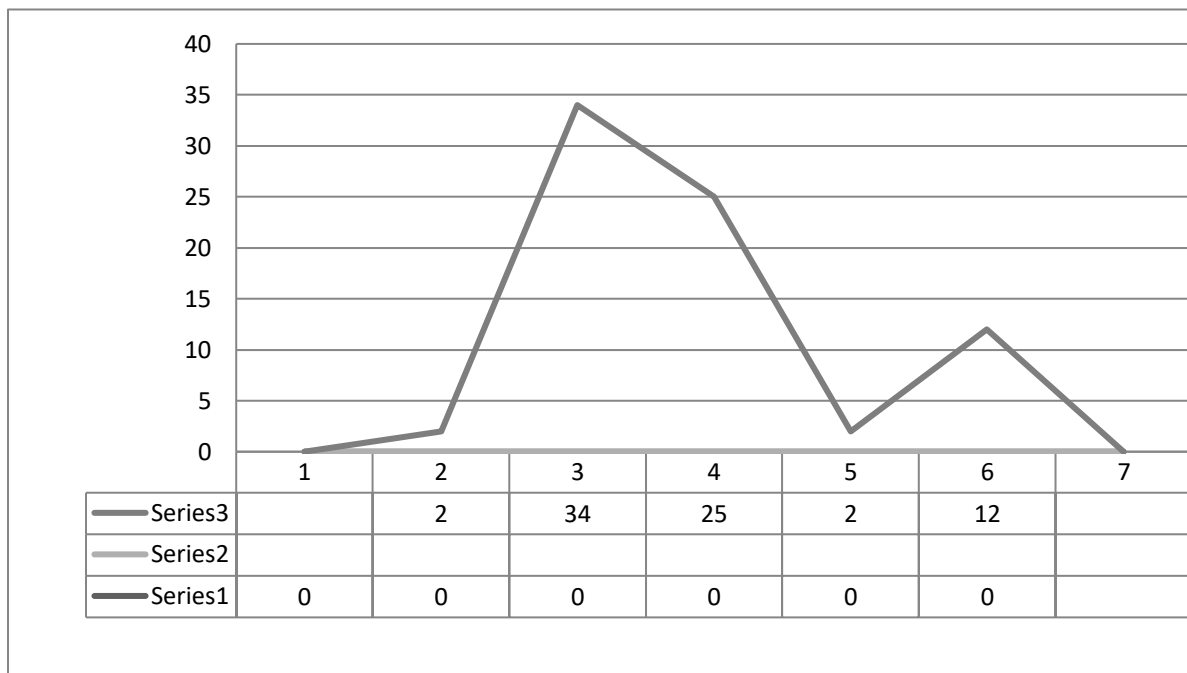
As we can see here, there is a variety of answers and the most important one would be that most employees agree with this question.
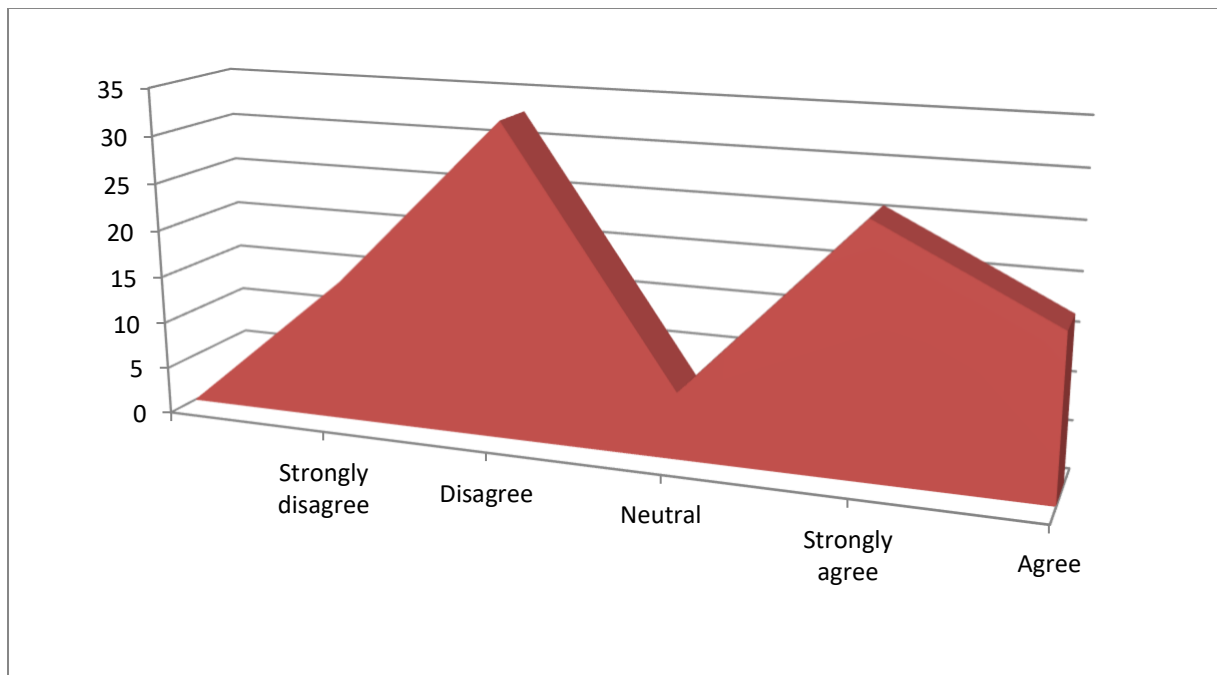
*4- Have you developed the right set of planning scenarios?*
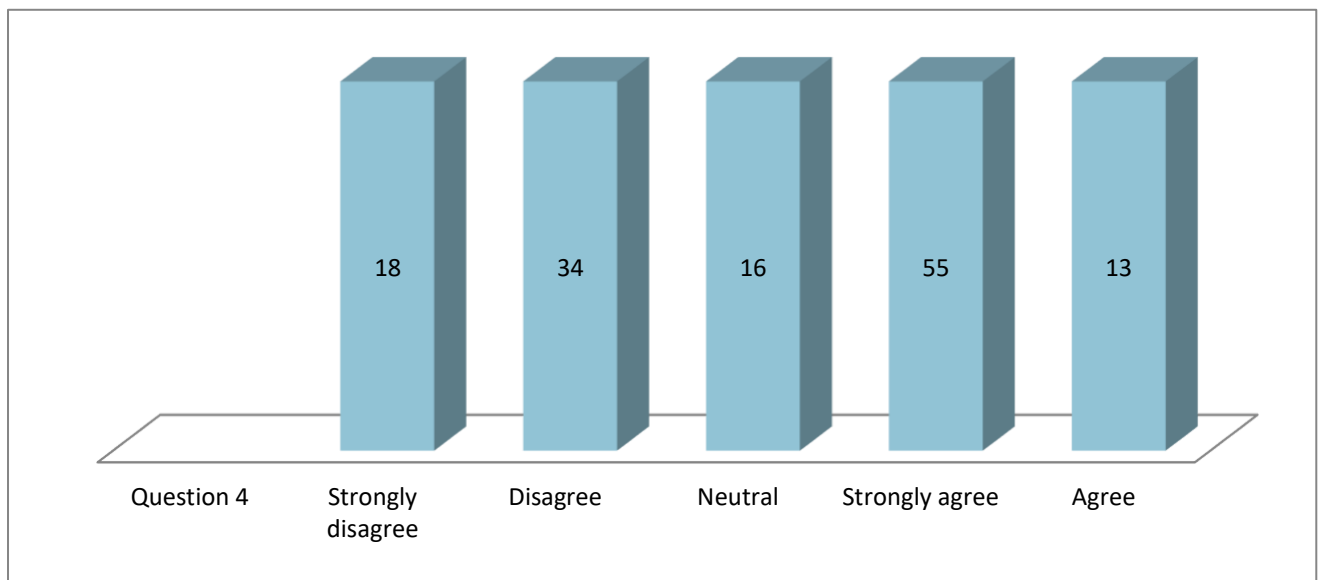


| Strongly disagree | 18 |
|---|---|
| Disagree | 34 |
| Neutral | 16 |
| Strongly agree | 55 |
| Agree | 13 |

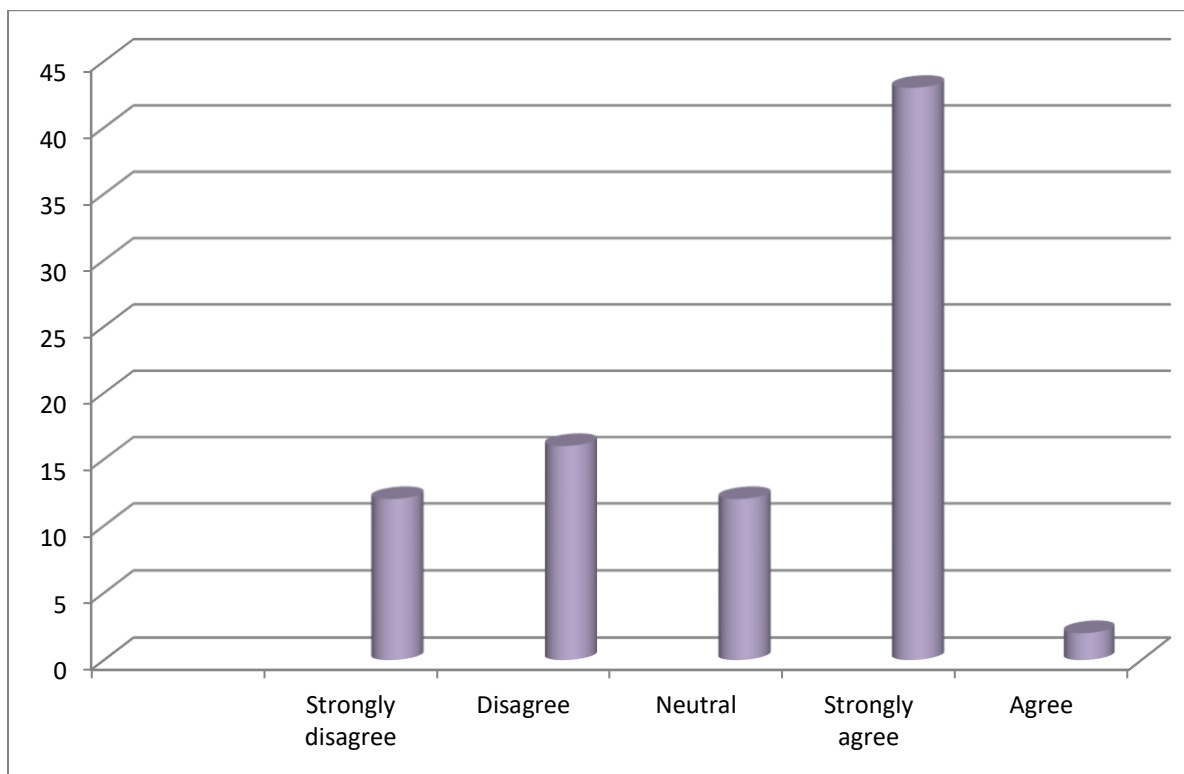*As we can see here most employees strongly agree that they have developed a scenario for planning development.*

*5- Do you have a flexible set of "response modules?"*



| Strongly disagree | 15% |
|---|---|
| Disagree | 33% |
| Neutral | 7% |
| Strongly agree | 26% |
| Agree | 17% |

As we can see here most employees disagree with the fact that the company is actually flexible on setting a response to the modules.

*6- Has a "war room" been identified and prepared with the necessary resources?*
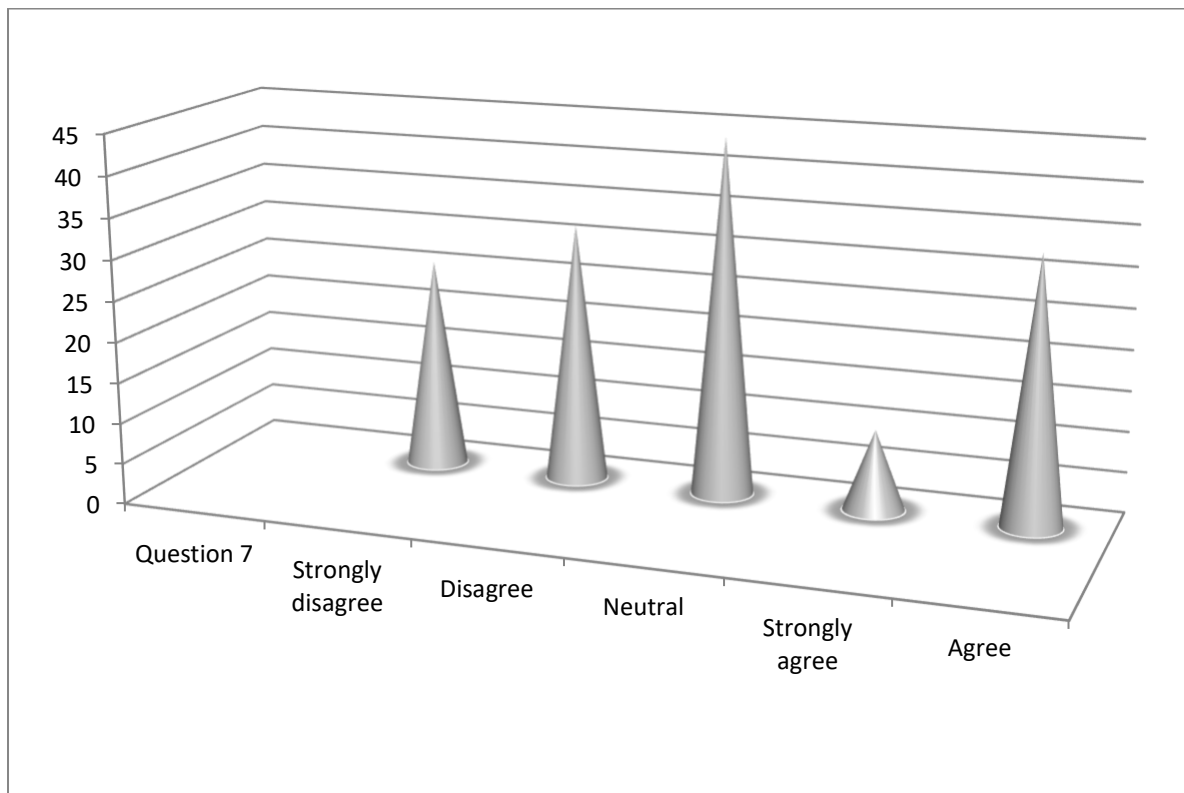


| Strongly disagree | 12% |
| Disagree | 16% |
| Neutral | 12% |
| Strongly agree | 43% |

| Agree | 2% |
|-------|-----|

As we can see here, many employees declared they have been kind of prepared for crisis like that, not as serious as Covid-19 but they actually were.

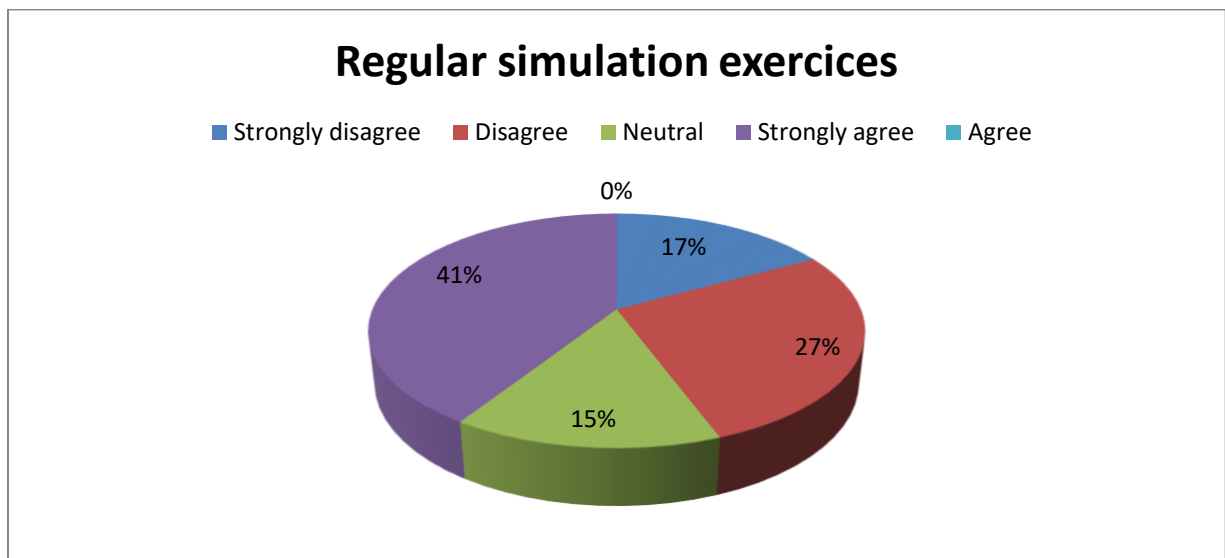*7-Would you like to choose whether to take the vaccination or not?*



| Strongly disagree | 26% |
|-------------------|-----|
| Disagree | 32% |
| Neutral | 44% |
| Strongly agree | 10% |

| Agree | 33% |
|-------|-----|

As we can see here, many employees are neutral because they don't know if it is a good idea to take the vaccination or not. This is due to lack of information.

*8- Do you conduct regular simulation exercises?*



| Strongly disagree | 15% |
|-------------------|-----|
| Disagree | 24% |
| Neutral | 13% |
| Strongly agree | 36% |
| Agree | 0% |

Here as we can see  no participant on stimulation exercises to get ready for such a crisis , as it has been a long time ago since such a worldwide crisis have happened.

*9- Are there any designated communication channels and protocols*

**Communication chanels and protocols**
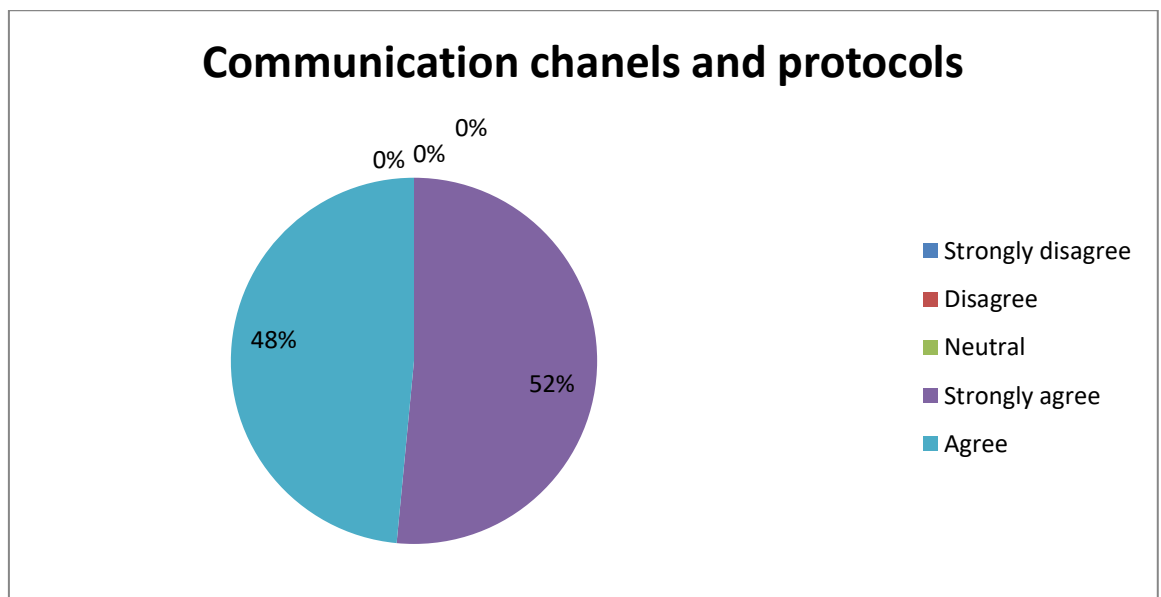
| Strongly disagree | 0% |
| --- | --- |
| Disagree | 0% |
| Neutral | 0% |
| Strongly agree | 34% |
| Agree | 32% |

As we can see here that the company actually maintains a regular communication session with the crew to keep everybody on the same page.

Also we can see here none of them actually disagrees which clarifies the point.

10- How aligned is your organization—internally and externally—right now?
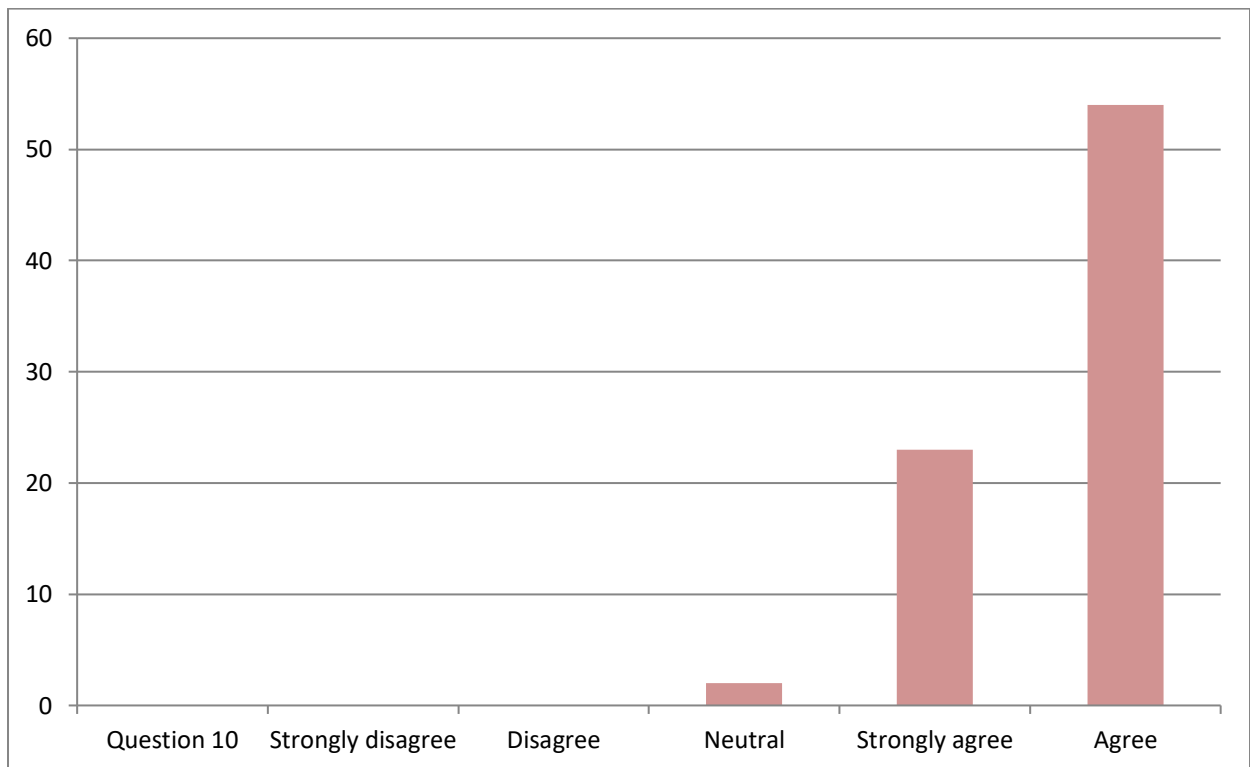


| Strongly disagree | 0% |
| --- | --- |
| Disagree | 0% |
| Neutral | 2% |
| Strongly agree | 23% |
| Agree | 54% |

As we can see here the project managers actually have had a plan B to this kind of crisis and have already started their mission.

Discussion

A <u>Introduction</u>

My thesis subject is something that we are experiencing nowadays. Corona virus has been a subject of the moment and it would stay like that for at least the next 2 years. I defined the virus by different ways, using EBooks, Articles and finally YouTube videos that show in details what this virus is all about.

I indentified the dangerous ways this virus can get to you and to your company; I will talk about it further more in my discussion. Then I cited where this virus came from since day one . And the very first infected creature, an animal or a human being. I also gave many graphs that show exactly the number of positive cases  we have here in morocco and worldwide , the number of deaths and of those who were saved and regained normal life.

Since the vaccine is the main point of my research paper , I gave a definition of its nature and how it works ,  the countries that  are  the first to create the vaccine and those in which the vaccine campaigns  will start.

Then I came up with a case study about Disney world that really satisfies my eagerness for information. It is also a good example job losses. We all know that Disney world is a place that never stops. It is often crowded, but this pandemic clearly lessened its activity which led to a serious crisis. Thus, so many staff members lost their jobs.

Finally, this is the ways a project manager can follow adopting the vaccine to help his company cope with a crisis. The case of Disney World is a suitable example of how to handle it. I referred  to many articles and eBooks about  how to live after the vaccine and  be better in the future without being threatened by the virus.

2- <u>Discussion</u>

In this research paper, I covered many things that maximized my learning on how to deal with a crisis like Covid-19 or any other ones.  This would help us as future project managers to be successful and feel confident. One of the problems that employees might face is that they may not

want to take the vaccine. I heard many of them say that they are worried.   In short, the researcher sais that all that is recognized about the advantages of immunity of the vaccine, "clearly outweigh the dangers of non-vaccination, we will have a lower danger of the disease, we will have some side outcomes and we will have a reduction in transmission".

"This is definitely very necessary and it would be very awful for science, very bad for humanity, if we after eight months of horrible and extreme work from the social and research factor of view ought to no longer have all this immunity here well set up and capable of defending us against this virus", he stressed.

On the effectiveness of the vaccines, the specialist warned that "there will potentially be a lot of variant from character to person». In the same vein, the vaccine's immunity will differ from a person to  another. In the case of age, for example, it is probable that the elderly will have less immunity. Given that, the vaccine will not create immunity for all of us and that it is no longer but acknowledged when team immunity will be created.

I am interested in   the vaccine made in three different countries china,  The USA and Russia. They will send it to the rest of the world and most importantly to the countries in prior need of it. December the 8th 2020 was the first day many people received the first shot of vaccine and I guess that many countries already got their stock for the whole population.  They might be ready to start the vaccine campaigns very soon.

Luckily, employees can get their jobs back because of the vaccine.  Many employees are afraid to take  it but  they don't have a choice. They should proceed and get back to normal life. Now the question is whether it is really safe. Even if the researchers are for the vaccine. It is quiet unsure for others. It is hard to believe them as they have not yet found a vaccine for the flu or Aids.  They say it might be just something that would hurt us in the future, who knows?

I adopted a case study in my research paper as it because it is would help me understand the solutions better. The case study is about Disney World a very big company especially the one located in Orlando Florida. This city is known as a touristic site;  if  it was shut down Disney how the economy of this city would be. Where workers would work and how  they would pay for their bills and take care of the families.

Luckily at the end of the literature review, I found maximum of ways that employees would follow to get at least part time  jobs to cope with life needs till they take the vaccine and get back to their normal jobs or find something else to do.

I also prepared a survey of ten questions I asked the employees of a company here in Morocco. For instance, if they would they take the vaccine or not and so on .  Some of them answered and some stayed neutral.

5-3 Recommendations

Honestly, after working hard on this issue , I recommend the following tips:

- Reduces cost by decreasing time missed from work to get vaccinated.
- Reduces cost by reducing absences due to illness, resulting in improved productivity.
- Vaccination often covered under employee health plans.
- Improve morals.

 Benefits to Employees:

- Reduces absences due to sickness and doctor visits.
- Improuves Heath.
- Convenance.
- Improuves morale.

If hosting a flu vaccination clinic at your workplace is not possible, consider other steps to encourage vaccination.

- Be flexible in your human resources (HR) policies. Establish policies that allow employees to take an hour or two to seek flu vaccinations in the community.

- Use promotional posters/flyers to advertise locations in the community that offer seasonal flu vaccinations. Display posters about flu vaccination in break rooms, cafeterias, and other high-traffic areas.
- Post articles in company communications (i.e., newsletters, intranet, emails, portals, etc.) about the importance of flu vaccination and where to get the vaccine in the community.
- Share the flu vaccine finder with employees to help them find out where they can get a flu vaccine: https://vaccinefinder.org/external icon.
- Encourage flu vaccination for employees' families by distributing information for them  to take home.

Conclusion

I honestly appreciate this subject because not only it is about a subject of the moment, but it talks about something I have always dreamed of, what to do when you are in serious crisis. This one has been such a dram for all the people. Let's forget now about the world of business and talk about the pandemic as a global issue.  We have lost many people because of this virus that came up out of nowhere. I remember the first days of its appearance; people were taking it as a joke.  Among them, employees and project managers actually didn't do much about it as things weren't too serious. Later on, everybody was chocked and surprised in front of things we would see only in cartoons or movies. Therefore, I suggest that people and employees would be careful  and aware of  what to do next.

Companies usually do have plan b and c for kinds of crisis like that. But I don't think that project managers were prepared for such a thing. The results are , as we can see here, many employees were fired from their jobs or turned from working full time to part time. Although governments give families financial support, it can't be  specially for the employees that have rent to pay and bills and doctor emergencies or obligations.

Life is hard and we need to learn to love it whatever are the hardships. and  we need  courage and perseverance to do so.
The example of Disney World is such an important one for me because I know many employees in person that have lost their jobs because of covid-19 and can't wait for a miracle to happen to save them because they have families to take care of. Depression, sadness, moodiness those are the feelings we have been having since March 2019.  For almost a year, nothing is the same as it was. And still , there is something I understood for sure from this crisis. It is that under circumstances of the sort , we should know how to adapt ourselves and undergo the right changes.

Having more than enough time for the family is the only blessing we had from this war. This really helped me while asking the employees and collecting the necessary data for my research paper.

To sum up, the vaccine is the only means  to go back to normal life and find an end to this nightmare .

6- Limitations

As I really appreciate dealing with this subject, I tried hard to work out any difficulties or limitations that might disturb my deep understanding of it and providing enough information to support my ideas and convince my readers.

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12. **^** *"A Dose-Confirmation Study to Evaluate the Safety, Reactogenicity and Immunogenicity of Vaccine CVnCoV in Healthy Adults". ClinicalTrials.gov, US National Library of Medicine. 17 August 2020. NCT04515147. Archived from the original on 23 August 2020. Retrieved 28 August 2020.*

APPENDIX

**Questionnaire :**

Please answer the following questions with:

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Strongly disagree | disagree | Neutral | Agree | strongly agree |

1- Does your organization have crisis management teams to manage short-term liquidity impacts and initiate appropriate countermeasures?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2- Have you considered the impact of a crisis in the budgeting and business planning processes, and implemented early warning mechanisms?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

3- *Are you ready to shift to "war-fighting mode"?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

4- *Have you developed the right set of planning scenarios?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5- *Do you have a flexible set of "response modules"?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6- *Has a "war room" been identified and prepared with the necessary resources?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7- *Is there a disciplined post-crisis review?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8- *Do you conduct regular simulation exercises?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9- *Are there any designated communication channels and protocols?*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10- How aligned is your organization—internally and externally—right now?

- Strongly disagree
- Disagree
- Neutral
- Agree

- Strongly agree