



Platz Café Project

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DECLARATION

We do hereby declare that this report is submitted to Everyone's Smart University (ESU) as partial fulfilment of the requirements for the degree of master's in project management and was never submitted to any other universities for any degree. In addition, we do ensure that the work represented in this report is totally our own under the guidance of Dr. Walid Sulaiman, except for the quoted sources of which have been appropriately acknowledged.

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28 October 2021

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ABSTRACT

Day by day coffee lovers increases and coffee becomes one of the human essential needs. Coffee is the second most consumed beverage after water of which billions cups of coffee are consumed on daily basis. Majority of Saudi population are students and working professionals where they are in need of a place to enjoy their favorite beverage with a unique atmosphere to escape from the stress and focus on their duties in an ambiance with people that share the same interests. Platz Café project is established to offer a place where attracts coffee lovers and gives them the ambiance to be more productive without getting distracted. We focus on using only highest quality of coffee beans that pleases our customers, as well as offering a selection of home style delicious meals and snacks. The target market for Platz Café project will be all students and working professionals. In this paper, we have explained the establishment of Platz Café project by using project management methods and techniques by fulfilling the competencies standard of IPMA.

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CHAPTER I

STRATEGY

1.1 Introduction

Platz Café project is a project launched by Leaders of Food Industry (LFI) organization to achieve one of its strategic goals to enter coffee shops industry by 1st quarter of 2022 with a desire to offer a state of art coffee shop that meets the needs of a large segment of the Saudi population, which represents more than three quarters of the population that either students, working professionals, or both at once (GaStat, 2010). Platz Café a brand will get to the fame in near future by its products and services. The word “Platz” is a German word means “Place” that was inspired by the group leader of which living in a Swiss canton called “Basel” that uses German as the official language. As shown in Figure 1.1 below the explanation of Platz Café logo that was inspired by the mission statement of the Platz Café project.

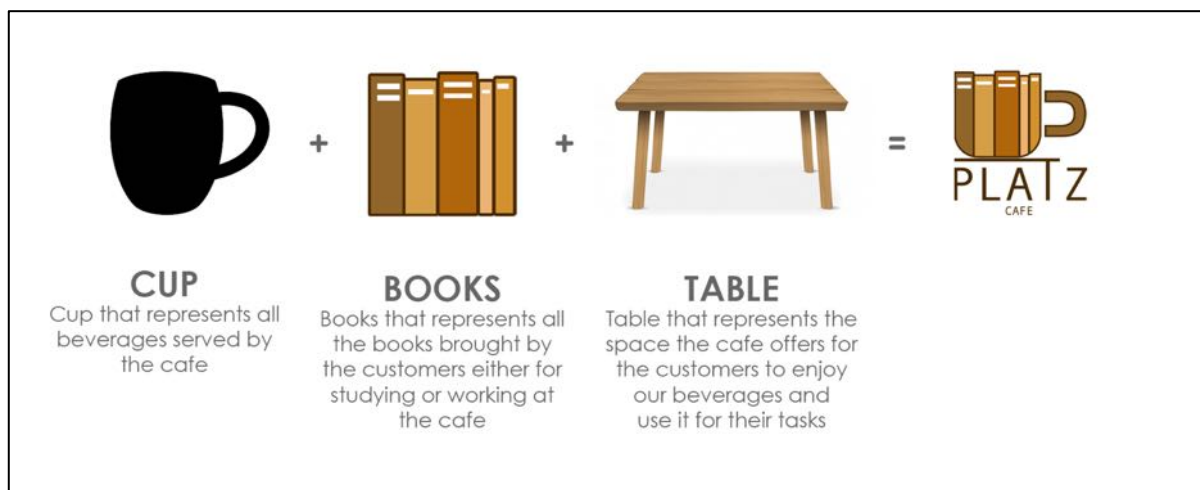


FIGURE 1.1 An Explanation of the Platz Café Identity

1.2 Project Vision

It is important part of Platz Café project's strategy to have a vision statement that expresses where the project is going. We've put together our vision statement that we have the impassioned to reach. Our project's Vision is "To be the desired place for high quality, impressive experience, and low price of coffee beverages with comfort and high-end service in unique environment for family, friends, and other visitors".

1.3 Project Mission

Project mission is existed to define the purpose a project will pursue. Project's Mission is "It is our mission to make an environment where individuals productivity increased by serving high quality coffee beverages in world class ambiance".

1.4 Project Strategic Objectives

The accomplishment of the organization's strategic objectives is the goal of every project a company undertakes. The application of knowledge, skills, and methodologies to carry out business tasks as efficiently and successfully as feasible is known as project management. When allocating capital, staff, and other resources to achieve these goals, project management techniques should be used to increase project success rate. Project's strategic objectives are the followings:

- Reaching 1,000,000 customer by end of 2022.
- Opening five Cafe Shops branches within two years of the first branch opening.
- Growth revenue by 15% annually in each of the next five years.
- Helping 1,000 families with cost of living every month for at least five years.
- Becoming the Exclusive Cafe Catering for Jarir bookstore in all Branches by 2030.

One of the five branches indicated in the 2nd the strategic objectives above will be located in Vóreia Square located in King Abdulaziz Road one of the busy roads in Jeddah city. Platz Cafe has reserved space "C" in Vóreia Square after a collaboration agreement with Vóreia group. Figure 1.2 below shows a snapshot of the announcement of the collaboration agreement.



FIGURE 1.2 A Snapshot of Collaboration Agreement with Vóreia Group

1.5 Key Performance Indicators (KPIs)

A Key Performance Indicator (KPI) is a measurable statistic that shows how well an organization, or a project is accomplishing key business goals. KPIs are used by organizations at various levels to assess their progress toward their objectives. Low-level KPIs might be concerned with procedures in departments like sales, marketing, HR, and support, whereas high-level KPIs might be concerned with the company's overall success. The KPIs developed for Platz Café focus on four main perspectives: Financial, Customer, Internal Process, and Learning & Growth.

Tables 1.1, 1.2, 1.3, and 1.4 below demonstrates the KPIs developed for Platz Café for each perspectives discussed above respectively to measure how effectively the project is accomplishing the strategic goals of which it would help identifies any impediments and optimize it:

TABLE 1.1 Lists Platz Café Project Financial Key Performance Indicators (KPIs)

KPI	Current Value	Target Value
Monthly order per each branch (Lagging KPI)	1,000/monthly	5,000/monthly
Increase the Revenues (Lagging KPI)	SAR 300,000	SAR 1,000,000
Reduce operating expenses (Lagging KPI)	SAR (20,000)	SAR 10,000

TABLE 1.2 Lists Platz Café Project Customer Key Performance Indicators (KPIs)

KPI	Current Value	Target Value
Customer satisfaction (Lagging KPI)	2/5	4/5
Loyalty program (Lagging KPI)	10	10,000
Retain customers (Lagging KPI)	1,000	10,000

TABLE 1.3 Lists Platz Café Project Internal Process Key Performance Indicators (KPIs)

KPI	Current Value	Target Value
Paperless efforts (Leading KPI)	50%	90%
Ordering time (Leading KPI)	3-4 mins	1-2 mins
Preparation time (Leading KPI)	10-15 mins	5-9 mins

TABLE 1.4 Lists Platz Café Project Learning & Growth Key Performance Indicators (KPIs)

KPI	Current Value	Target Value
Innovative products (Leading KPI)	1/year	5/year
Languages each employees speak (Leading KPI)	1-2 languages	2-3 languages

As shown in Tables 1.1, 1.2, 1.3, and 1.4 above there are eleven KPIs developed some are leading KPIs of which if the target value achieved it will cause the lagging KPIs to be achieved.

1.6 Project Charter

Before launching Platz Cafe project, the project was proposed to the sponsor in Project Charter as shown in Appendix A the approved project charter of which it describes the project in its entirety including what is project objective, scope, key milestones, financial budget, and who are the project team.

CHAPTER II

GOVERNANCE, STRUCTURE AND PROCESS

2.1. Introduction

The component of governance, structures and processes helps in understanding and aligning projects with existing structures, systems, and processes in the organization of which provides support to projects. The governance, structures, and processes of an organization covers the temporary systems such as projects, and permanent systems such as programs, and these systems can compose the components of the project. It aims to enable the individual to participate and effectively manage the impact of organization governance, structures, and processes on projects (IPMA, 2015).

2.2. Organizational Structure

The organizational structure is one of the ways in which various activities in the organization are divided and the human resources needed for these activities are determined, which leads to achieving organization objectives in the best ways and methods and at the lowest possible cost, as well as defining their organizational relationships with each other in order to ensure the flow of work within these administrative formations to eliminate overlap in competencies and powers.

LFI organization is an organization that manages Restaurants and Cafés with the focus on customer satisfaction and bringing all creative and innovative type of products and environments that many customers are seeking for. And in order to achieve customer satisfaction in our Restaurants and Cafés, we put together an organizational structure that aims to achieve organization objectives in the best ways and methods at the lowest possible cost.

As an organization structure, LFI organization will provide business with a means to coordinate and execute projects activities. Creating a collaborative environment while minimizing conflict, disruptions, and overlaps is essential to maximize each team member's productivity and efficiency. Project team's management is project manager's responsibility, committed to building a productive team of professionals to guarantee that the project deliverables will be produced on schedule, under budget and as per specification and ensure the customer accepts the deliverables.

Our organizational structure adopts a departmental approach at the management level and the lowest level. The organization will be headed by a CEO who works with four strategic directors. Those four are the Sales and Marketing Director, Operation and HR Director, Project Management Office (PMO) Director, Planning and Quality Director, and Finance and Procurements Director as shown in Figure 2.1 below. It will be possible to expand the executive to include roles like Strategy and Innovation Director as the organization grows.

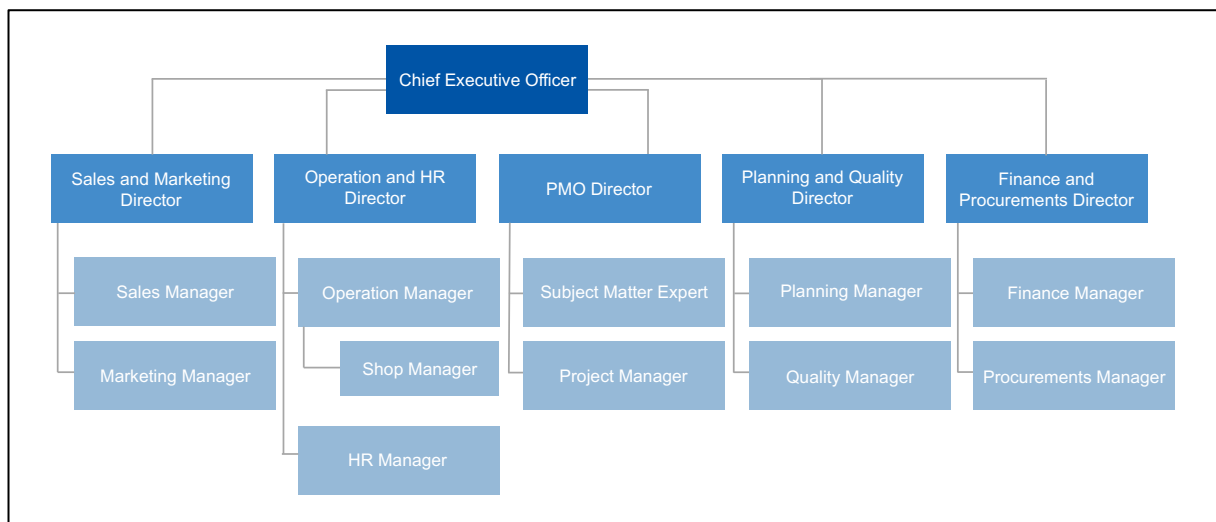


FIGURE 2.1 An Organization Chart of LFI Organization

Platz Café project will be later operated under the Operation Director, which will be manager by the shop manager whose duties is to lead each coffee shop branch with being responsible for the daily operations. Each shop will have three teams: Chefs team are responsible for the preparation of coffee and any other snack offered in the café. Sales team, which comprises the customer service and people tasked with the branding of each unit and the Finance team, which includes cashiers.

The number of staff within each coffee shop branch will be determined by the level of demand for the services. Higher demand will necessitate more employees, while a lower demand will imply that the coffee shop branch will not need much staff. However, maintaining a consistently larger marketing team may contribute to the café's brand value and increase visiting customers. Therefore, a balance will be needed to ensure that proper marketing is done while optimizing the number of staff.

2.3. Practical And Scientific Bases

Organizational Chart is a key aspect in defining an organization's performance and how individuals interact within it. In developing organizations, a practical and scientific bases should be taking into consideration to learn from the best practices and most effective structures scientifically.

To structure an organization there are some principals depending on your organization need to be considered such as but not limited to fit, differentiation and integration, and size (Pitts, 2000). When building organizational structures, fit is a key issue to bear in mind. Structures that do not fit their internal systems will be significantly less effective. Differentiation and integration are two more essential organizational processes. The differentiation indicates the work that will be split down into its component elements and assigned to specialists in the organization, Integration, on the other hand, refers to the necessity to coordinate and merge disparate operations into a single output (product or service). In general, the more work is divided, the more integration is required, and the more difficult it gets. Organizations are subjected to different demands depending on their size. Clearly, managing 50 employees is easier than managing 1,500 employees. Size can shape an organization's structure on its own or in combination with other factors. While the organizational form most suited to meet the organization's demands may not be dictated by its size, it must be considered (Lawrence, 1967).

Based on the scientific studies referred to in the above paragraph in selecting the most effective organizational structure depends on the three principles mentioned above of which work in an organization is divided. Practically, cafe industries are requiring main divisions, which are sales, marketing, operation, HR, quality, finance, and procurements. In addition to those main divisions a PMO and planning divisions are necessary in those days to help the organization in achieving it goals and reduces cost waste. Furthermore, based on the

aforementioned the developed organization structure is hierarchical model with the required divisions as shown in Figure 2.1 above.

2.4. Project Office Model

The Project Management Office (PMO) is a management organization that standardizes project-related governance processes and makes resources, tools, approaches, and techniques more easily shared (Guide, 2017). According to the Project Management Institute (PMI) in PMBOK sixth edition, there are three types of Project Management Offices (PMOs) in organizations of which the degree of control and influence each type has over the projects inside the organization varies. (Guide, 2017) as listed below:

2.4.1. *Supportive PMOs*

This type acts as a consultation to projects by supporting it with training, best practices, templates, and giving them an access to database information, and lessons learned of past or other projects. The level of control the PMO provides is low.

2.4.2. *Controlling PMOs*

This type is a bit closer to the project by giving support to the projects and focus on the compliance by helping in the adopting the framework and methodologies to be used, also assisting in using some forms, templates, and tools with the conformance to governance frameworks. The level of control the PMO provides is moderate.

2.4.3. *Directive PMOs*

This type is the closer to the projects of which it takes control of the project by managing the projects directly of which the project manager reports to the PMO. The level of control the PMO provides is high.

The type that is used in LFI organization is Directive due to the fact that the existence of PMO division where a project manager and subject matter expert is part of the team gives better control of the project to achieve its goal.

CHAPTER III

COMPLIANCE, STANDARDS AND REGULATIONS

3.1. Introduction

Compliance, standards, and regulations show how a project manager may balance internal and external limitations on the project. And as for "compliance," it refers to a commitment to a set of standards that encapsulates the needs for conformity. Some compliances are voluntary, optional, and formal at the highest level, while others are legally required. These requirements have a direct impact on project management and how it is organized. Legislative requirements, regulations, contracts and agreements, intellectual property and patents, health, safety and security, environmental protection, and other occupational standards are examples of compliance standards and regulations (IPMA, 2015).

3.2. Compliance Model

The objective of the compliance and regulations is to enable the project manager to manage and harmonize the relevant and impact standards and regulations, whether within the organization or from other sources related to the organization. As shown in Appendix B the compliance model developed for Platz Café project to ensure that the organization is complying with the requirements that have direct impact on the project.

3.3. Checklist Model

One of the very useful tools to ensure that the important tasks are not forgotten is using a checklist of which can be built in brainstorming session to get the most important tasks on the table with asking questions of what should be listed in the checklist. This will fill the gaps and assist in developing comprehensive checklists that can be used to check during each phase of the project as shown in Appendix C.

CHAPTER IV

POWER AND INTEREST

4.1. Introduction

Using Power and Interest assists the project manager to understand the 'informal' personal and collective interests and concerns of individuals engaged. It also explains how to influence others in an informal way by knowing their aspirations, personal and collective interests, and their relationship to the scope of the project. The informal impact differs from the formal impact arising from the strategy, or from related standards and regulations. The goal is for an individual to understand the Power and Interest through the application of proper strategies in order to satisfy stakeholders within predetermined budget and time limits (IPMA, 2015).

4.2. Stakeholder Register, Network, And Logical Diagram.

Stakeholder Register is a project document that developed to indicate information about project stakeholders with indicating their Power, Interest, and Influence on the project as well as classifying them into two groups internal and external to LFI organization. There are three assessments that helps in developing the stakeholder register; The first one is by using two networks a Strength against Interest, and an Influence against Strength. The second one is by using the logical diagram.

After listing the stakeholder in the stakeholder register and updating it with the results of the assessments described above, the register was developed as shown in Appendix D. The two networks were developed, one was Interest against Strength that is shown in Appendix E, and the other one was Influence against Strength shown in Appendix F. Whilst logical diagram is shown in Appendix G.

CHAPTER V

CULTURE AND VALUES

5.1. Introduction

Culture is defined as a set of behaviors within a society, and the values that are accepted and rejected. As for values, they are defined as a set of concepts that are adopted by the actions of individuals in society, and some definitions of values may include the moral rules that the organization explicitly adopts in its name. And because projects are an integral part of the organization and at the sametime they are temporary activities they need to harmonize their internal culture with external cultures (external adaptation and internal integration). The project manager must be familiar with all the cultures within the internal and external context of the project and must harmonize or re-align the project culture periodically with these cultures to reach the target effectively and efficiently. The findings of the Guidelines (e.g., Principles of Governance and Codes of Business and Ethics) can be used for alignment (IPMA, 2015).

5.2. Organization Culture

It is a matter of how our business perceives, feels, thinks, and the team how will act through to achieve the organization Mission, Statements and Values. To reach the customer satisfaction and start expansion to the world market as a part of the organization objectives. LFI studied "Diagnosing and Changing Organizational Culture" (Cameron, 2011) and found that the best organization culture thats matches LFI is Market Culture of which it gives the Stability and Control, External Focus and Differentiation.

Market Culture focuses on competition and growth with defining traits as mentioned above are Stability and Control, and External focus and Differentiation as shown in Figure 5.1 below.



FIGURE 5.1 Competing Values Framework (CVF)

Since LFI organization objectives is about to gain the profitability and expansion through the years, The Market culture benefit is to set KPI's to each position that align with the organization larger goals and everything must be evaluated with the bottom line in mind. Likewise, Market culture gives you the stability and control since the employees doesn't making decision but there are key objectives can get behind their roles stresses on the importance of meeting quotas, reaching targets, and getting results.

5.3. Organization Values

The core of organization's identity its core values which represents the values, philosophy, and culture, likewise the brand and voice, and what you represent to both employees and customers. Core values are the compass that guides you in making difficult decisions that are meaningful to you. LFI adopted six core values as follows:

- Safety.
- Quality of Service.
- Pride.
- Team Spirit.
- Sustainability.
- Integrity And Ethics.

CHAPTER VI

SELF-REFLECTION AND SELF-MANAGEMENT

6.1. Introduction

Self-reflection is acknowledging mistakes, showing appreciation, which is a practice similar to standing in front of a mirror, reflecting on self-values, emotional and behavioral, and their general appearance and understanding their effects. As for self-management, it is the ability to set personal goals, adjust progress to achieve them, self-development for this, and deal with daily work in an orderly manner. Self-management includes managing psychological changes and dealing successfully with difficult situations (IPMA, 2015).

Self-reflection and self-management helps in controlling the behavior and directing in the correct manner by recognizing the impact of the personal feelings, priorities and special values, and because the internal feelings, behaviors, actions and priorities (IPMA, 2015).

The project manager must realize this to always take the initiative. Knowing and understanding the natural reactions of individuals can open prospects for the project manager to change and improve his behavior, and make him able to control his reactions, balance his behavior, and make decisions. This helps him in adopting an organized and disciplined approach to coexist with daily work, making the focus and effort of the project manager focused on spending time in order to achieve the goals and giving priority and priority (IPMA, 2015).

6.2. Personal Behaviors Influence the Project

Negative personal behaviors can turn a simple project into a nightmare. Intentionally or unintentionally, certain personality traits and behaviors can harm relationships, impede progress, derail a project, and negatively impact company's performance. Listed below three personal behaviors that would impact project's success, then will be followed an analysis in the next sub-chapter.

6.2.1. *Negative Stakeholder's Behavior*

Negative thinking is contagious, unfortunately, those stakeholders may not be conscious that they are being seen in this way, as they see themselves as cautious or pragmatic, but they nonetheless stifle innovation and balanced thinking. This can make collaboration among project teams extremely difficult. It won't be long until other team members and stakeholders lose faith in this personality type and refuse to work with them. Negativity must be addressed head-on by the project manager to prevent it from infiltrating other people's behavior and affecting productivity.

6.2.2. *Non-Starter Stakeholder's Behavior*

Non-starters often dislike conflict and use avoidance as a strategy to avoid upsetting the status quo. While conflict avoidance may appear to be a positive trait, it might backfire when it comes to making decisions or confronting unpleasant situations. Even the most apathetic stakeholder may be required to contribute. Failure to do so conveys the appearance to other stakeholders that the non-starter is uninterested in the project or incapable of contributing anything meaningful or significant. This type of stakeholder frequently appears cooperative and friendly while missing deadlines, withholding information, refusing accountability.

6.2.3. *Detail Is Not Important Stakeholder's Behavior*

They tend to avoid discussing details or keeping track of what they agreed to when negotiating. The majority of stakeholders, on the other hand, are concerned with financial benefits. They are concerned about the financial benefits at the end of the project. This concern has a negative impact on their output. This disregards the internal and external processes at work. Sometimes they are not accepted for any justification for any deviation. In terms of scope, they are not present at the progress monitoring.

6.3. Study Of the Personal Behaviors

In this sub-chapter we have studied the above listed personal behaviors of which to identify the root cause behind the existence of such behaviors, then to put preventive action that would eliminate it from occurring during the project. Table 6.1, 6.2, and 6.3 below shows the root cause after using “5 Whys” analysis of each personal behaviors listed above.

TABLE 6.1 The Analysis of Negative Stakeholder’s Personal Behavior

Whys	Answers
1st	Negativity is an attitude
2nd	Failure to take responsibility
3rd	There are no clear objectives
4th	It is difficult to find varied information
5 th (Root Cause)	No direct contact and no periodic updates
Preventive Action	During the weekly meetings to discuss the goals and demonstrate the progress

TABLE 6.2 The Analysis of Non-Starter Stakeholder’s Personal Behavior

Whys	Answers
1st	Fear of failure
2nd	Having low self-confidence
3rd	Experience-deficit
4th	Competitiveness is lacking
5 th (Root Cause)	There is no communication between the members
Preventive Action	Using Gantt charts to track the progress

TABLE 6.3 The Analysis of Detail is Not Important Stakeholder's Personal Behavior

Whys	Answers
1st	Don't have time to read or get into details
2nd	The financial benefits of a project are the most essential
3rd	Lack of commitment and refusal to perform tasks
4th	There has been no implementation of performance
5 th (Root Cause)	Waiting for a quick result
Preventive Action	Weekly reports will show updated Earned Value Management (EVM) analysis

6.4. SWOT Analysis Of the Personal Behaviors

In this sub-chapter we have studied the above listed personal behaviors using SWOT analysis to get the Strength, Weaknesses, Opportunities, and Threats out of each of which gives us a clear view and allow us using it for project's benefit. Figure 6.1 below shows the result of SWOT analysis applied on the above listed personal behaviors.

S	STRENGTHS	W	WEAKNESSES
1	Increasing communications	1	Team frustration
2	All activities are updated on daily or weekly basis	2	The likelihood of unexpected problems is high
3	Leading with strong and creative vision	3	Process complication
4	Taking a collaborative approach	4	Cost increase
O	OPPORTUNITIES	T	THREATS
1	Global communication network	1	There is a high level of competition
2	Collaborations with internal and external partners	2	Project gets scope creep
3	Expansion into developing markets	3	Costs increase when project time impacted
4	Professionally handling all your needs	4	There is opposition to change

FIGURE 6.1 SWOT Analysis Result

After conducting an assessment by using SWOT model, listed below are the resulted action items & goals:

- Include project goals and demonstrate the progress in the weekly meeting agenda.
- Purchase Gantt chart software to be used track the progress.
- Develop weekly report template that includes Earned Value Management (EVM) analysis.
- Provide alternative competitive products.
- Build relationships with online "influencers" for marketing.

CHAPTER VII

PERSONAL INTEGRITY AND RELIABILITY

7.1. Introduction

Personal integrity known as an individual acts in accordance with his or her principles, values and professional ethics. He sticks to his promises, shows his live fairness in difficult situations, and takes responsibility and so forth. Reliability is acting according to agreed-upon expectations or behaviors. Project team should act and make a decision, and work in a consistent and sound manner on the project. Maintaining personal integrity enhances the confidence of those concerned, makes them feel secure, and encourages them to provide the necessary support (IPMA, 2015).

7.2. Behaviors Contradicts the Moral Integrity

Listed below three behaviors that contradicts with the moral integrity that would impact the project is happened.

- Corruption, bribery and acceptance of any external interference that affects the course of the project in terms of administrative and financial terms.
- Non-disclosure and non-application of all ethical values to all decisions and procedures.
- Dissemination and transmission of confidential information.

7.3. Behaviors Analysis

Each of the above listed behaviors would impact the project that leads in impacting the triple constraints (scope, time, and cost). Table 7.1 analyzes the impact of those behaviors in financial, social, and technical aspects.

TABLE 7.1 Behaviors Analysis Against Financial, Social, And Technical Aspects

Behavior	Financial	Social	Technical
Corruption, bribery and acceptance of any external interference	High	High	High
Non-disclosure and non-application of all ethical values	Low	High	Low
Dissemination and transmission of confidential information	High	High	High

CHAPTER VIII

PERSONAL COMMUNICATION

8.1. Introduction

Communication is the process of exchanging correct information in a correct way with the party concerned with that information. The defects of personal contact one of the main forms of communication in the project, and to ensure its effectiveness must meet the following requirements: content and content of the message is clear, the way we communicate and method of communication (voice tone, channel, and the amount of information) suitable, and least, be dedicated to the category concerned that information from the public. The project manager should always ensure that he understands the messages received from others, listens carefully to them, and asks for clarifications if necessary. He must also encourage others to open and transparent communication, and he must be able to use different means of communication (such as presentations, meetings, written forms, emails, etc.) and be able to communicate practically with others (IPMA, 2015).

8.2. Stakeholder Register

After identifying the key project stakeholders which represents the people who will be involved in the project. Thus, the initial stakeholder register was developed with assigning the roles, designation, and influence as shown Appendix D from Chapter IV of which in this chapter we are emphasizing on communicating efficiently and effectively in different situations with individuals and diverse cultures, where stakeholder register is a key document to be used as a starting point to move forward with the other deliverables. Therefore, the stakeholder register is revised to include communication requirements, and the frequency as shown in Appendix H.

8.3. Personal Communication And Effective Communication

In simple, communication refers to daily conversations and debates that we all have. Though the term "communication" refers to all human interactions, it is not synonymous with "talking, chattering, or blabbering in a senseless manner" in management terms. Communication isn't as straightforward as it appears.

Effective communication is described as getting the appropriate information to the right person at the right time in the right format. In project's it's done through speaking with the project's various stakeholders, who come from a variety of cultures, backgrounds, experiences, and passions. Communication can take many forms in a project:

- Internal or external.
- Formal or informal.
- Upward or downward.
- Verbal or non-verbal.

8.4. Personal Communication Model

In simple, communication refers to daily conversations and debates that we all have. Many models of communication have emerged, and we will address the most important models that have appeared in the field of communication and interaction. In this paper we will start with Shannon and Weaver model that is shown in Figure 8.1 below, Shannon and Weaver described communication through 6 elements: the source of information, the sender, the receiver, the target, the means of communication, the source of noise and interference, the signal (Al-Fedaghi, 2012).

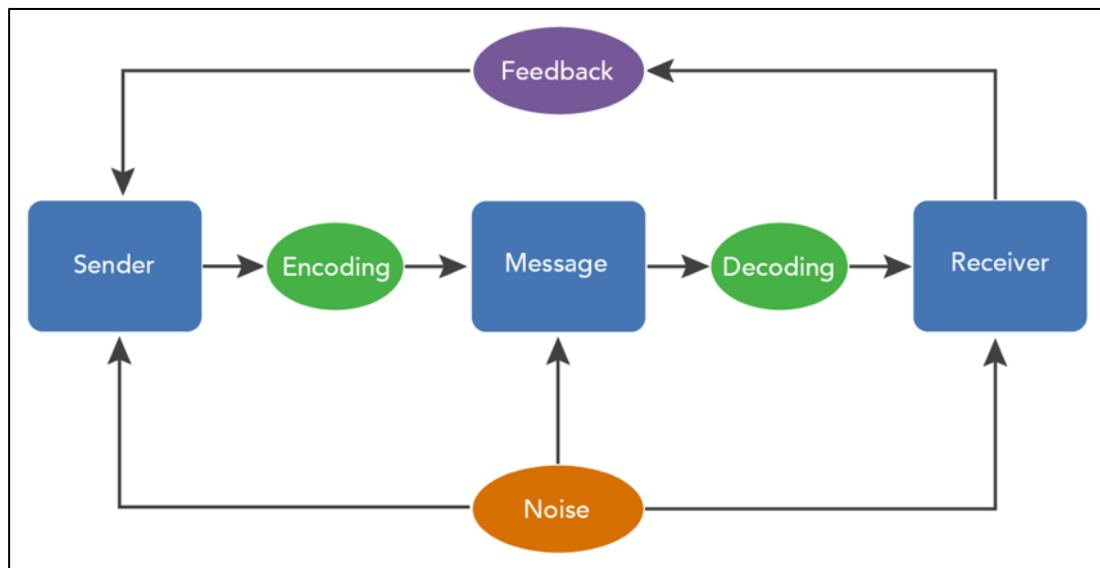


FIGURE 8.1 Shannon and Weaver Model

The second model known as Schramm Model. Wilbur Schramm offered several forms of the dynamics of the communication process with this model in his topic “How communication works” (Schramm, 1954). The source can be an organization or an individual, and the message is written in ink on paper, according to Schramm. Schramm introduced the concept of the sphere of expertise in this model, which he felt necessary to determine if the message was You would reach the goal in the manner intended by the source or not. Schramm used the same approach as Shannon and Weaver, emphasizing the significance of review feeding as a means of dealing with noise and confusion.

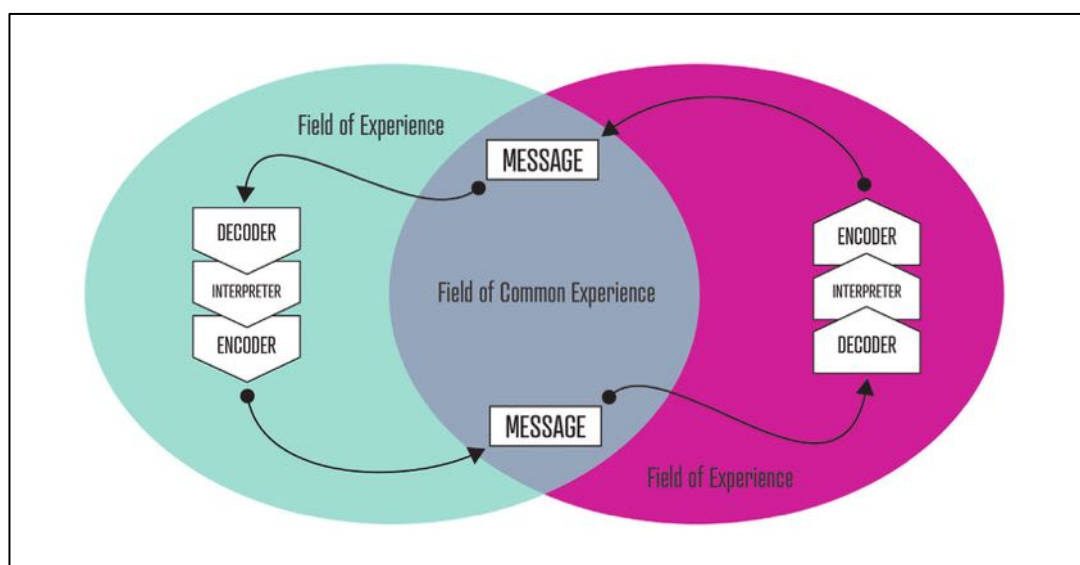


FIGURE 8.2 Schramm Model (Lee, 2020)

The third model will be addressed is Dance Model. In 1976, Frank Dance published his spiral model of communication, which was unlike any other model before it. He intended for his model to reflect communication as a complex transformative process, and he stated: "If we view communication as a process, we are forced to adapt our study to suit something active that changes at the very moment that it occurs." It is investigated in it, and its spiral model is considered as a manner of combining the advantages of straight-line and circular models while avoiding the drawbacks of both. He introduced a new dimension to the circular feedback models, namely the time dimension.

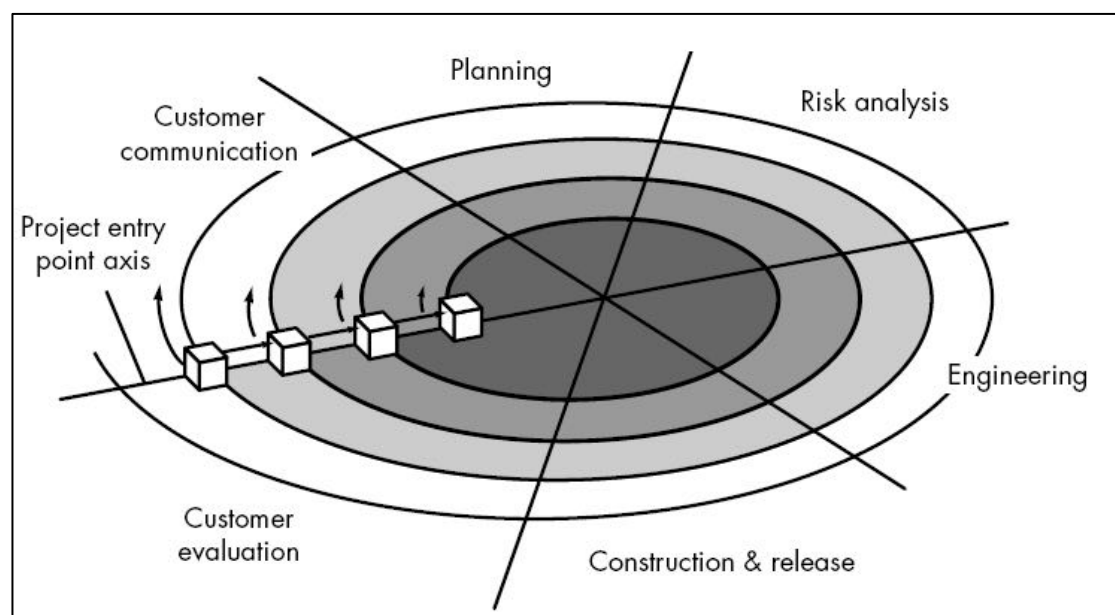


FIGURE 8.3 Dance Model (Software, n.d.)

There are dozens of communication channels available at any given time such as Social Media Postal Mail Advertisement., Face-to-Face, Email, Instant Messages, Message Boards, Video Conference, Written Notes, Telephone, Online Video Posts , Print Media, and Blogs.

8.5. Communication Matrix

To document and summarize the communication plan of the project you would need to use the communication matrix. The communication matrix must be accessible to all stakeholders and maintained throughout the project to remain effective. We have built our own communication matrix of which summarizes the communication plan of the project as shown in Appendix I.

8.6. Scenarios of Communication

Part of the communication plan is indicated scenarios that would impacts project communication of which leads in impacting the triple constraints (scope, time, and cost). Thus, to avoid the impact, the listed below scenarios been taking into accounts to enhance the communication plan.

Scenario 8.6.1: One of project member may inform the project manager that he is not aware on how to fulfil the requirements for one of the outputs. This scenario can be resolved by making sure that the communication plan updated of having accessibility to the procedure's manual so that all team members are aware of procedures to fulfil project requirements.

Scenario 8.6.2: Missing one of the top priority Action Item List (AIL) in executive meeting agendas which would upset one the highly influenced stakeholder. This can be resolved by archiving all action item lists by dates of modification for records and tracking, then to have an extra step in the quality check to make sure that no missing AIL in any of meeting agendas.

Scenario 8.6.3: The representative of the 3rd party directly contacts the sponsor without informing or getting an approval from the project manager. To avoid this from happening, the contract should set the Point of Contract (PoC) from both parties and a clause of not breaking this PoC channel, otherwise a penalty will be applied to any of the parties if the channel is broken without written approval from the two PoCs from each organization.

8.7. Stakeholder Engagement Assessment Matrix

It is very important for the project manager to manage the involvement of the stakeholders. Stakeholder analysis is a powerful technique that been considered in Chapter IV, where two Stakeholder assessment matrixes were developed. In this chapter a Stakeholder Engagement Assessment Matrix will be developed with using the stakeholder register and the two Stakeholder assessment matrixes. Stakeholder Engagement Assessment Matrix will help in documenting and monitoring the actual level of engagement each project stakeholder does. The Stakeholder Engagement Assessment Matrix was developed as shown in Appendix J.

CHAPTER IX

LEADERSHIP

9.1. Introduction

Leadership is a process and method by which the leader leads, guides, and impacts the work and behaviour of others towards achieve certain goals in specific situations. Leaders' capability to motivate subordinates to work with confidence and passion is described as leadership. Plus, leaders usually adapt various leadership styles depend on the current condition with taking into consideration that the appropriate style of leadership should be carefully selected based on the team's attributes or trait and what they try to accomplish. Choosing the right leadership style can be a major factor that plays huge part of the team and project's success. Moreover, there are several leadership styles such as Affiliative, Autocratic, Coaching, Democratic, Laissez-faire, Pacesetting, Transformational, Charismatic, and others.

9.2. Project Leadership

The preferred leadership style for Platz Café project is "Pacesetting Leadership Style" which the leaders put high performance criteria, obsess to make the process faster and better, and assume the team members will do the same by following his or her footsteps.

"Pacesetting Leadership Style" is the preferred leadership style for Platz Café due to number of reasons. To begin with, the duration to complete Platz Café project is four months, so there is no time to waste. This style helps to achieve the desired results and goals faster of which helps in delivering the project on-time. In order to accomplish them, the project team must be skilled and experienced, provide remarkable and exceptional performance, and address the issues swiftly. These can be observed in team that have worked with leader who adopted the approach of pacesetting leadership style. Figure 9.1 below illustrates the emphasis against focus for "Pacesetting Leadership Style".

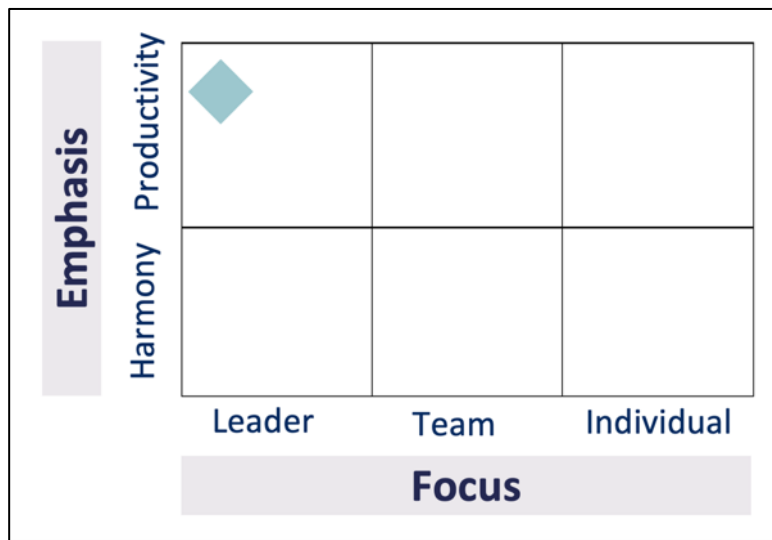


FIGURE 9.1 Pacesetting Leadership Style Emphasis and Focus

9.3. Motivation Methods

To define the motivational factor for each person is not an easy task to do, as their people who got motivated by overcoming challenges, whereas others got motivated by paying them bonus. The project manager should find out what each individual motivates him or her in order to emphasis on those motivators and get the best out of his team. Listed below five proposed motivational methods that would help in boosting team performance.

9.3.1. *Giving Confidence*

The successful manager should give his team members confidence, letting them feel that he trusts their abilities and qualifications, and letting them face problems sometimes alone while observing their reactions, so that they do not feel that the environment in which they work is trying to control all their actions and does not trust them. Confidence is an essential component of a successful team and business in general. An employee who feels confident will always be proactive and more creative compared to a professional who may be used as a tool whose competencies decrease with the passing of days and years.

However, some project managers still consider the idea of trust strongly rejected simply because it is a concept that is too vague to them. Ignoring the negative impact this may have on projects in general.

9.3.2. No Punishment

The successful manager does not punish for the failure, rather, he finds suitable opportunities to learn and inspire, and because there is a big difference between responding to failure and dealing with it. One of the main goals of any successful organization is how to turn the individual into a vehicle for inspiration at the end of the day.

It is safe for a successful manager to tell his employees that if they failed, they tried an approach that just didn't work. In search of more creative or daring way and are doing their best to find. As for responding with blame, punishment is an unacceptable and unproductive approach.

9.3.3. Rewarding

While this method pleases everyone, it is the responsibility of the project manager to ensure that his team is as motivated and productive as possible and deserves to be rewarded. This may sound simple but knowing how to motivate a team can be a very complex topic. If it must be within the budget, timetable and scope of the project, each of them has an impact and impact no less important than the other. The distribution of rewards may be individual or collective.

The reward system must be transparent and very clear,. Confidence is vital in building a strong team and this is the same principle when it comes to rewards. Team members need to know exactly how to get the rewards and what they need to do to get them. This means that everyone should know who will receive the rewards. Who earns it and why and how.

Not every system can rely solely on financial rewards, given the budget constraints of the project, but personal recognition can often be just as powerful when used correctly, as project managers can use effort recognition as a powerful tool to encourage and motivate their team.

It is also an important and easy way to motivate the team when the budget is tight so that the manager goes up to the top employees and shakes hands with them or tells them that he really appreciates what they do. It has a great impact on them and on a higher level, mentioning their efforts in a group email or meeting, in addition to telling them to communicate their names and achievements to major stakeholders, can be considered one of the most powerful, effective and most effective ways of motivation.

But only to a certain extent. After continually acknowledging a team member's contribution, it is important to tell them that it leads to a tangible reward, otherwise they may end up feeling frustrated or even resentful that all they are getting are nice words rather than tangible rewards. As part of progress discussions with each employee, tell them that there are reward pathways such as promotions and salary increases, and that verbal recognition is only one part of that.

9.3.4. *Invest In the Team*

The successful manager invests in his team. Having team who perform well in their daily tasks and who take the job seriously is important to achieving the common vision of all and helping the organization succeed.

Managers can motivate the team by providing them with specific, goal-oriented opportunities for growth in their careers. This includes training that will enhance team's understanding of his current and potential future job responsibilities, and lead to continuing education that keeps them knowledgeable, skilled and up to date with modern practices. Most importantly, it lets the team know that you value them as professionals and that their skills are important to the success of your project.

9.3.5. *Knowing The Member*

The successful manager gets to know his team differently. The team know and appreciate the time it takes their manager to get to know them. Doing so sends the message that he cares, and in turn, motivates the team to do a good job on his behalf as the leader of their project. Real conversations go a long way. When he asks them about their families, hobbies, and interests. And it creates conversation about topics you know they enjoy

Successful managers can also schedule one-on-one meetings with each one of their team, during which he discusses their passions, needs, desires, goals and aspirations as they relate to the workplace, and asks how he can help them achieve these goals and succeed in their careers.

To understand the team's motivation, the manager conducts open discussions and conducts workplace surveys. This gives him a bigger picture of how his team feels about their work and the environment in general.

CHAPTER X

TEAMWORK

10.1. Introduction

Gathering individuals with the aim of achieving a common goal, which is the definition of Teamwork, and usually the project work teams are multidisciplinary. Teamwork aims to enable the project manager to choose the right team members, and to better direct and manage it (IPMA, 2015).

Teamwork in the project life cycle begins with selecting team members, then building, supporting, directing and developing the team until its members acquire the necessary skills to enable each member to work independently. Teamwork takes place through meetings, workshops and seminars, in which the project manager and its leader or team members may participate, and it may include other parties. Here, the project manager must strive to reach the team spirit (making the team members work in harmony, cooperation and understanding) through individual motivation, sharing and challenges, and other social challenges. Technical or economic difficulties may cause some difficult situations to arise. Also, problems can arise due to cultural and educational differences, conflicting interests and ways of working, or due to the presence of members (IPMA, 2015).

10.2. RACI Matrix

One of the ways to identify the human resources within a project is by using RACI (Responsible, Accountable, Consult, Inform) matrix. This is also known as a linear responsibility chart, a responsibility matrix, a responsibility assignment matrix, an assignment matrix, and other similar names. RACI matrix demonstrates the interfaces between each division within the organization that needs managerial coordination. Using RACI matrix gives the project manager the ability to track the tasks of which who should approve, perform,

consult, and should be notified (Meredith, 2012). Figure 10.1 below illustrates the application of RACI matrix of the project.

Activities	Roles							
	Project Sponsor	Project Manager	Project Planner	QA Engineer	Subject Matter Expert (SME)	Financial Officer	Café Manager	HR Coordinator
Kick-off meeting with renovation contractor	I	A/R	R	I	C	I	I	
Develop project plan	I	A	R	C	C	I		I
Implement project roadmap	I	A/R	R	R	C	I	R	
RACI Definitions								
R	Responsible		The person(s) who does the work. At least one person should be responsible for each activity.					
A	Accountable		The person ultimately answerable for the successful completion of the activity. There should be only one person accountable for each activity.					
C	Consulted		persons whose feedback and advice are required.					
I	Informed		Persons who are informed of action or status of progress.					

FIGURE 10.1 RACI Matrix for Platz Café Project

CHAPTER XI

CONFLICT AND CRISIS

11.1. Introduction

Conflict is defined as an active argument between people who hold different viewpoints or ideals. Conflicts that commonly occur in project environments Functional Conflict Conflict that helps the group achieve its objectives and improves its performance (IPMA, 2015).

Conflict is a normal element of life; opposing ideas and opinions are a part of the human experience. It is true that if allowed unchecked, it may be devastating. It should not, however, be viewed as something that can solely lead to negative outcomes. It's a method for coming up with more profound realizations that can be quite beneficial to the people involved. These good benefits can be achieved by implementing conflict resolution effectively. Conflict can be viewed as an opportunity to learn from and understand one another. We can all live in peace despite our differences if we know how to deal with them responsibly (IPMA, 2015).

The crisis may be caused by a conflict, or it may be caused by a sudden change that directly or indirectly threatens the achievement of project objectives, or personal objectives. Here, the response must be fast and professional in order to assess the crisis, define scenarios for resolving it, secure the project, and determine how common it is in the organization, and if it will escalate or not.

11.2. Scenarios Of Conflicts Events

The ability of the project manager to identify potential conflicts and crises requires an understanding of the underlying mechanisms, and in each case the project manager has a variety of means to respond to actual conflicts, escalations or potential crises, collaborations, collaborations, collaborations, or escalations. Preventing, compromise or even the use of administrative power and authority to ensure a balance between interests. The project manager

must demonstrate transparency and integrity in his capacity as a mediator between the conflict parties in the project because this helps in finding acceptable solutions, but sometimes conflicts cannot be resolved, so the project manager is forced to use independent mediation or a third party. Thus, to avoid the impact, the listed scenarios below have been taken into account to put strategies in eliminating the root causes, which will be studied in this paper in the next sub-chapters of Chapter XI.

Scenario 11.2.1: Due to the backlog of schedule delays, meeting milestones becomes more difficult. This causes friction in the team as it prevents others from starting or finishing their work. It becomes necessary to manage the trade-offs between time, cost, and performance. The project manager must choose between falling behind the schedule, investing more money to get back on track, or reducing the scope of the project to deliver the project on-time.

Scenario 11.2.2: Conflict sometimes arises between units in the organization, not because of the mismatch of their goals, but because of the method adopted by the organization in the processes of controlling, evaluation, and in rewarding those units, which makes them in conflict. The organization rewards the sales employees (because of the increase in sales) and at the same time punishes the manufacturing employees (due to the high costs) of which arises the conflict between the two units.

Scenario 11.2.3: Perceived conflict begins when business units realize that their goals are being hindered by the actions of other business units in the organization. The manufacturing department believes that the cause of many problems is that the resource department buys low-cost inputs and does not attempt to build and develop long-term relationships with suppliers that can contribute to increasing the quality and reliability of the inputs. Resource management tries to reduce input costs in order to improve the level of performance of the production function, which makes production management feel that resource management is obstructing its goals and ignoring its interests.

11.3. Strategies To Deal With Conflict

To come up with effective strategies in managing conflicts of the scenarios listed above, it is most importantly to understand the nature of a conflict, as if not understood the conflict at hand will continue to prevail until it becomes out of control. There are conflict symptoms that can be foreseen if the team conflict started gossiping, finger pointing, hiding information that should be shared, complaining, and aggressive behavior.

Understanding the nature of the conflict will reveal the source and causes of the conflict as well as the needs and goals, and objectives of the parties involved in the conflict of which will help in selecting the effective strategy that resolves the conflict permanently not only a short-term solution that will occurs again.

There are five approaches of resolving conflicts based on Thomas-Kilmann Conflict Mode Instrument (TKI) that are competing, collaborating, compromising, avoiding, and accommodating (Thomas, 2008). Each approach can be defined based on the conflict situation that can be represented in two dimensions (assertiveness, and cooperativeness) as shown in Figure 11.1.

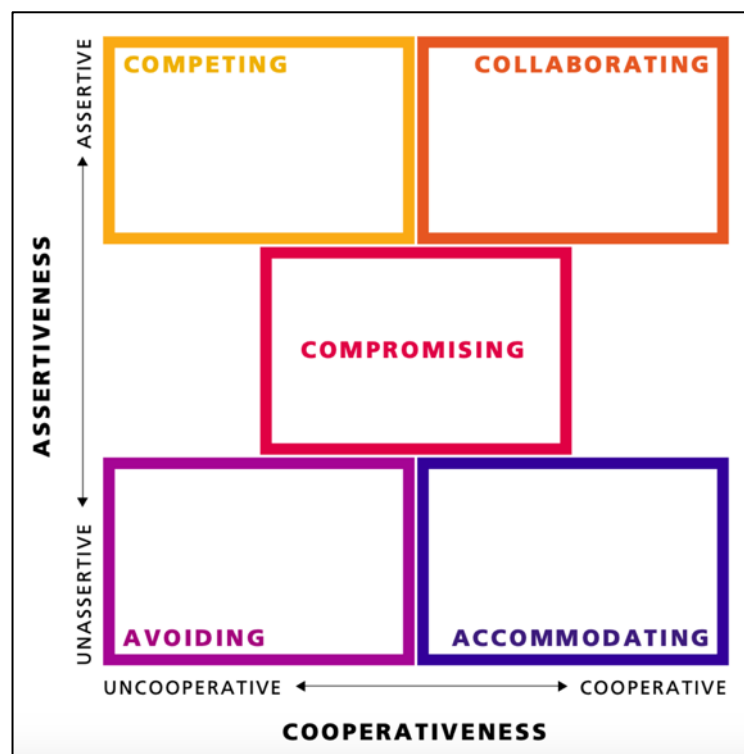


FIGURE 11.1 Two-dimensional Model of Conflict-Handling Behavior

The best strategy to deal with the conflict of scenario 11.2.1 is collaborating, as the team are not having different goals, as which all the parties have common goal. Collaborating strategy focuses on the shared goals, and mutual benefit that helps in accommodating the needs of everyone concerned in the conflict, then finding common ground to resolve the conflict permanently.

Scenario 11.2.2 is between two units within the organization that shares the same goals, but due to the differences in the organization process for each unit. Thus, the best strategy would be collaborating as well.

In the last scenario, which is scenario 11.2.3 that is also between business units in the organization, but one of the units is hindering other unit's goals. To find a mutually acceptable solution that satisfies both parties, a compromising strategy is the best to be used as it kills the issue directly. Compromising strategy aims to find a middle ground between competing and accommodating.

11.4. Root Cause Analysis (RCA)

The process of determining the root causes of issues in order to find acceptable remedies is known as root cause analysis (RCA). RCA believes that systematically preventing and fixing fundamental problems is more beneficial than treating ad hoc symptoms and emergency situations.

RCA examines patterns of negative influence, identifies system errors, and identifies specific behaviors that contributed to the situation. This often means that root cause analysis identifies many primary causes.

Root cause analysis can be done using a variety of methodologies, methods, and techniques, including:

11.4.1. Causal and Event Analysis

This technique is often utilized for major single-event problems, and it schedules activities that lead to the disaster using evidence acquired swiftly and systematically. The causative and contributory elements can be recognized once the timeframe has been defined.

11.4.2. Change analysis

Is a technique that can be used when a system's performance has dramatically changed. It looks into how changes in people, equipment, knowledge, and other factors may have influenced the performance change.

11.4.3. Analysis and Management Oversight

Using a tree diagram to look at what happened and why it happened is one aspect of this technique.

11.4.4. Fishbone Diagram

Also known as Ishikawa Diagram or Cause and Effect Diagram, where it visually displays multiple causes for an issue with categorizing the ideas into themes, which helps in identifying the stakeholder ideas about the causes of problems (Romo, 2013).

11.4.5. The 5 Whys

This technique was developed by Sakichi Toyoda that helps in uncovering the causes and effect relationships of an issue to determine the root cause, which eventually helps in identifying the solution. The detailed questioning process developed to get down into the details of an issue and eliminate the symptoms of the issue (Romo, 2013).

CHAPTER XII

RESOURCEFULNESS

12.1. Introduction

Resourcefulness is the ability to apply different techniques and ways of thinking to identify, analyze, arrange priorities, and find alternatives to deal with challenges and problems and solve them. This often requires teamwork. Complacency is of high importance, especially in the face of risks, problems and difficult situations. It enables the project manager to effectively deal with uncertainties, problems, changes, constraints and difficult situations, through research in a more systematic, systematic and exhaustive manner. Resourcefulness is not about creating something new, but rather about making existing things work better, faster or less expensively (IPMA, 2015).

12.2. Human Resource Assignment

Within the project the tasks need to be clearly assigned to project team matching it with their qualifications and experience. It is project manager's role to match the task with the qualifications the best he can. It is important for the project manager to balance task difficulties and required manhour with the enough manpower to avoid assigning a task to one team member whereas it requires at least two team member to accomplish the task.

Department	Task	17-Oct					24-Oct					01-Nov				
		Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu
Planning	Develop Master plan	2	2	2	2											
	Develop & Define WBS					3	3	2	1							
	Define Requirement Traceability Matrix							3	2	2	2					
Finance	Finding Cost & Project Budget									2	2	1	1			
	Develop Financial Model									2	2	1	1			
	Selecting the Financial Funding													1	1	1
Quality	Develop Project specification	1	1	2	2	2										
	Develop Quality procedure Plan						2	1	1	1	1					
	Develop Inspection Testing Plan											1	1	1	1	1
Procurement	Selecting Suppliers & Approving Sample	1	1	1	1	1	1	1	1	1	1	1	1			
Total Resource Allocated		4	4	5	5	6	6	7	5	8	8	4	4	2	2	2

FIGURE 12.1 Normal Human Resource Assignment

Figure. 12.1 above shows couple of planning tasks assigned to different team organization divisions with carefully identifying the resources required for each task.

12.3. Crashing and Fast-tracking

Crashing is when activity duration is shortened to the shortest possible duration. This process would require adding additional resources of which will require additional cost to the limit where it reaches the crash cost, where it is the minimum activity can be shorten, whilst will be the maximum cost you could pay to shorten the activity (Larson, 2017). After applying this technique on the tasks in Figure 12.1, the duration has been shortened by five working days as shown in Figure 12.2 below.

Department	Task	17-Oct					24-Oct					01-Nov				
		Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu
Planning	Develop Master plan	4	4	3												
	Develop & Define WBS				4	4	4									
	Define Requirement Traceability Matrix						4	4	3							
Finance	Finding Cost & Project Budget							3	3							
	Develop Financial Model							3	3							
	Selecting the Financial Funding									2	2					
Quality	Develop Project specification	2	3	4												
	Develop Quality procedure Plan				3	2	2	1								
	Develop Inspection Testing Plan								2	2	2					
Procurement	Selecting Suppliers & Approving Sample	1	1	1	1	1	2	2	2	2	2					
Total Resource Allocated		7	8	8	8	7	12	13	13	6	6	0	0	0	0	0

FIGURE 12.2 Human Resource Assignment After Using Crashing

Fast tracking is when critical activities are rearranged to be performed in parallel then than using the waterfall approach. It depends on project team creativity on figuring out ways to rearrange the activities to start a task while the predecessor task is not yet finished. This process has kind of risk, as there will be no buffer if anything went wrong. This process will require a close coordination for the responsible of the activities affected and to have extra confidence in the work that need to be accomplished (Larson, 2017). Fast tracking was applied on the tasks in Figure 12.1, the duration has been shortened by three working days as shown in Figure 12.3 below.

Department	Task	17-Oct					24-Oct					01-Nov				
		Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu	Sun	Mon	Tus	Wed	Thu
Planning	Develop Master plan	2	2	2	2											
	Develop & Define WBS			3	3	2	1									
	Define Requirement Traceability Matrix					3	2	2	2							
Finance	Finding Cost & Project Budget							2	2	1	1					
	Develop Financial Model							2	2	1	1					
	Selecting the Financial Funding										1	1	1			
Quality	Develop Project specification	1	1	2	2	2										
	Develop Quality procedure Plan				2	1	1	1	1							
	Develop Inspection Testing Plan							1	1	1	1	1				
Procurement	Selecting Suppliers & Approving Sample	1	1	1	1	1	1	1	1	1	1	1	1			
Total Resource Allocated		4	4	8	10	9	5	9	9	4	5	3	2	0	0	0

FIGURE 12.3 Human Resource Assignment After Using Fast-Tracking.

At the planning phase the risk is still at high level, while the cost of changes should be still at the low level (Guide, 2017) as shown in Figure 12.4. If the budget is used at this phase, it will impact the allocated budget for the excitation phase, where challenges occur can be resolved by using the allocated contingency budget. Thus, we used fast tracking technique that shortened the schedule without adding additional resources, which eventually will require additional budget that we don't want to touch at this stage.

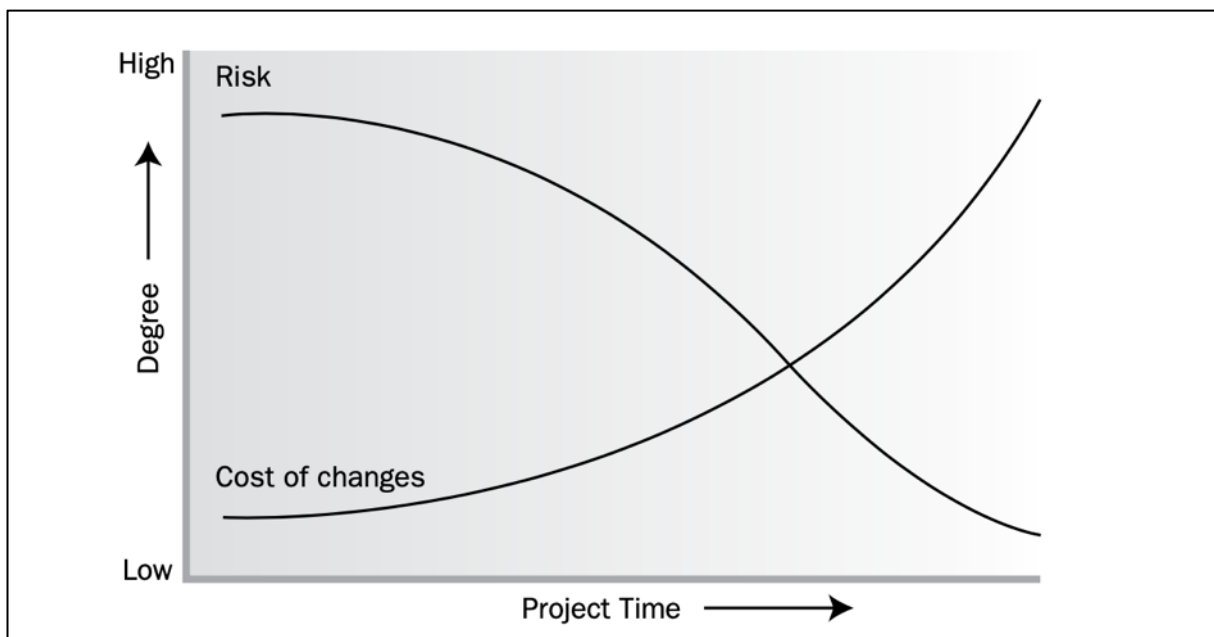


FIGURE 12.4 Risk Vs Cost of Changes Over Project Life Cycle (PLC).

CHAPTER XIII

NEGOTIATIONS

13.1. Introduction

Negotiation is a process that takes place between two or more parties, in which the different interests, needs and expectations of all parties are harmonized with the aim of reaching consensus and a joint obligation; In order to maintain the positive relationship between the concerned parties. Negotiation can be a formal or informal process of buying, hiring, selling, requirements, budgeting, or project resources. The negotiation process is also affected by the relative power of each party, as well as the surrounding factors related to influence and influence. In the event that complete information is not available during the negotiation, estimated assumptions can be made to facilitate the preparation of the resulting agreements, during the research and development of the options under negotiation; To ensure that each party is able to meet the interests, needs and expectations of the other party (IPMA, 2015).

13.2. General Rules For the Negotiation

To get the benefit of the negotiation, ten general rules have been defined as listed below with no order, as all those rules need to be fulfilled:

- Don't take it personally.
- Try to comprehend others' perspective.
- Emphasize common interests.
- Don't blame anyone.
- Look at the bigger picture.
- Avoid being offence.
- Focus on project's interest.
- Use latest guides, facts, and comparison.
- Know the limitations.
- Open yourself to discuss several solutions from both sides.

13.3. Negotiation Plans

Planning for any negotiation is the most important step for preparing the negotiation even before it happens. It results in setting an outlined process to follow that helps mitigate a potential oversight of any significant issues might appear within the negotiation. After the negotiation is planned, project team need to follow it to stay on task and in-line with what the important issues and factors are in a negotiation. Table 13.1 lists down two negotiation plans developed for Platz Café project.

TABLE 13.1 The Developed Two Negotiation Plans

Plan	Category	Internal/External	Negotiation Points	Opposition Position	Opposition Ambition	Our Position	Our Ambition	Our Wants	Opening Position	Gives	Breakpoint
1	Human resources	Internal	Employing different nationalities at a lower salary cost	Maintain the lowest salary estimate possible	SAR 625	Part-time employees	SAR 500	Part-time for SAR 500 or less per week	Full-time, with a maximum salary of SAR 2000 per month	SAR 2000 at a time	Reducing costs
2	Lease term	External	Will be charged an additional fee for one year	Will save money by buying an additional package	SAR 500	We shouldn't pay extra for the lease agreement	SAR 400	Lease term agreement for SAR 400 or less per week	Request the service agreement with no extra charge	(1) SAR 400 per week until we reach SAR 450. (2) Over SAR 500, we do not have an agreement.	Paying more than \$500 for Service Package

CHAPTER XIV

PROJECT DESIGN

14.1. Introduction

Through project design, the project manager can know and explain requirements and desires, then translate them into high-level design. Because external factors and success criteria change over time, the design must be evaluated periodically, and modified if necessary. Project design aims to enable the project manager to successfully integrate all contextual and social aspects, and to devise the most appropriate and beneficial approach to the project. The buy-in takes into consideration all the formal and informal factors that help or hinder the achievement of the organization's objectives, and limit success or lead to failure. Approaches and design activities must be selected before moving on to project planning, organization and implementation, and throughout the project life cycle, they must be “re-thought” regularly and tested (IPMA, 2015).

14.2. Project Triple Constraints

The term project is called for a temporary endeavor that is limited with time, which aims to create a unique product, service, or result. Furthermore, this unique product, service, or result desires to achieve organizational strategic objectives. So, in order to ensure that we are achieving project's objective we need a measurement tool that measures project's compliance. And one of the best tools is the Triple Constraint, as it assists in measuring project success.

Triple Constraint is a framework for evaluating competing demands. Project managers often talk of a “triple constraint” project scope, time and cost in managing competing project requirements (PMI, 2004). Each constraint are related as if any of the constraints changes the other two constraints will also change as shown in Figure. 14.1 below. In the next page we are addressing the three constraints for deep understanding:

14.2.1. Scope

The scope refers to what is project's work boundaries that need to be done or followed to complete the project. So, the more the scope the more cost and time the project would need, and vice versa, if the scope reduced project cost and time will be reduced. It is a direct proportion.

14.2.2. Cost

The cost refers to project expenses of which are being put on the project to assure that the project has the needed resources either human or physical or even intangible resources. likewise explained in the scope above the more cost we spend on the project under change requests the more scope and time the project would need, and vice versa on the lower cost we spend on the project it will reduced the scope and eventually the time.

14.2.3. Time

The time is refer to the time needed to accomplish the project. The time is not only driven by the scope from scope prospective, yet as if there is extra time in the project, by human nature we would spent those extra time by adding to the scope, which then eventually will add time to the project and increases the cost relatively. And vice versa the reduce of project time will require a reduce in project scope, which eventually reduced the cost.

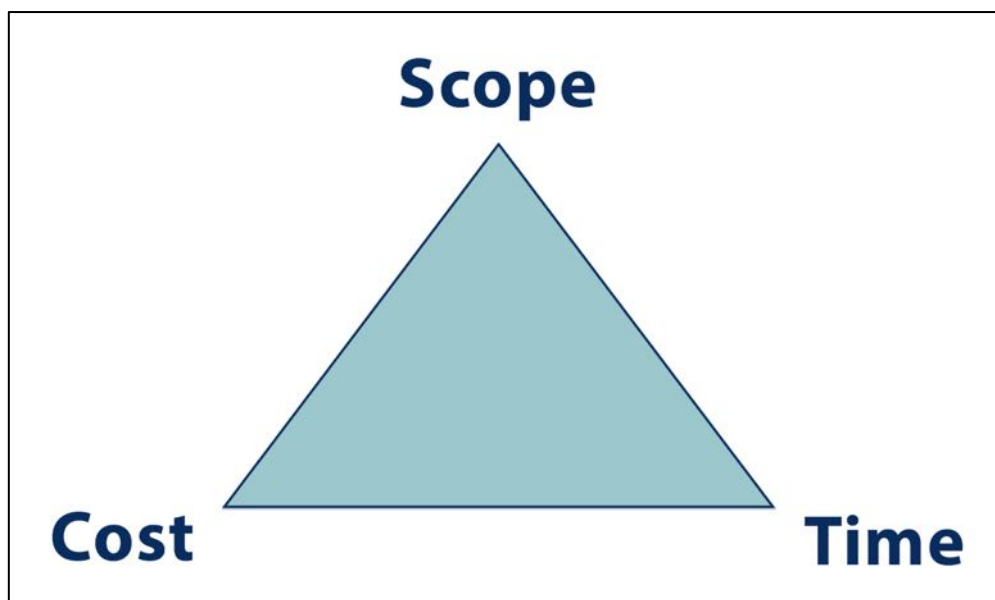


FIGURE 14.1 Triple Constraint

14.3. Project Success Factors

In project management we need a way to measure the success of the project, and answer some questions that will evaluate the performance of the project, and is the project on the right path towards achieving its objectives, or should several adjustments be made?

The criteria for project success differ from one organization to another according to the activity of each organization, therefore in this report we will be addressing the success factors that Platz Cafe project is taking into account.

Listed below are Platz Cafe project success factors:

14.3.1. Having The Necessary Experience to Execute the Project

Every activity, even if it is simple, has its own secrets and designs, which is called the profession's secret to help in to meet the requirements of each activity. It will be difficult to produce it with the required quality, due to the difficulty of training employees that has lack of experience.

14.3.2. Good planning and Effective Management

Any successful project requires a good planning of the tasks of the project departments, whether administrative, financial or marketing, and commitment to them, while addressing the deviations that appear from time to time. Here comes the importance of a qualified administration that has the ability and experience to monitor and follow up the implementation of work, in addition to taking appropriate decisions at the appropriate times to improve workflow and performance.

14.3.3. Proper Cash Flow Management

The management of cash flows in a professional manner is one of the most important factors for the survival and continuity of the project, but also contributes to its progress. When stakeholders see that we are able to achieve a balance between the expected and actual budget, and that the project is under control, their support to the project increases.

14.3.4. Choosing a Team with the Required Skills

Every business requires a set of experiences and skills that the work team must have, in order to implement the production stages with the required quality and cost. The consumer does not spend his money on the education and training of the company's employees. Also, the idea of outsourcing work to perform key project tasks is not effective. Therefore, it must be ensured that the team is well selected and that they continue to work with good performance to provide the best for the customers.

14.3.5. The Execution Strategy is Compatible with the Requirements of the Stakeholders

A strategy of execution low-cost resources is may be a good way to reduce the volume of project's expenses. If this strategy is not commensurate with the nature of the project and the cost of execution is high it will make the target Stakholders unhappy, and thus the support for the project will decrease and at some point it will either fail or terminated.

14.4. Project Work Breakdown Structure (WBS)

One of the project design actions is to create a Work Breakdown Structure (WBS) that represents project deliverables to a smaller component that can be managed and measured in term of labour and material. WBS represents total project scope in a hierarchical decomposition view, which helps project team to accomplish project goals.

Platz Cafe WBS has four levels as shown in Appendix K, where 1st level represents project ultimate goal, which is Establishing Platz Cafe, while the 2nd level contains project phases, the 3rd level has project outputs such as Work Packages (WPs) and control account under each project phase, and lastly the 4th level where it only contains project WPs for the remaining phases.

Furthermore, to illustrate the WBS created above, a WBS dictionary is developed to provide detailed information about each WBS component. Information exists in the WBS dictionary for each component are; Name, Description, WBS ID, Estimated Duration, and Estimated Cost. WBS dictionary could include more information, but the aforementioned are the most needed information. Platz Cafe WBS dictionary as shown in Appendix L

CHAPTER XV

REQUIREMENTS AND OBJECTIVES

15.1. Introduction

Undertaking to implement any project that stems mainly from the ambition and desire of stakeholders from inside or outside the organization. Requirements and objectives describes this basis or reason for the existence of the project through objectives, benefits, and results that must be met, all of which are derived from the needs, expectations, and interests of the organization concerned. It enables the project manager to link between what the project stakeholders want to achieve and what will be accomplished. The project manager may be faced with different definitions of project goals and objectives as well as interests, influences, outputs and values and how they relate to each other, he has to embody a common vision and scope between the different viewpoints wanted by those involved, and what the project will achieve. That vision and common scope must be clearly defined and clearly stated by answering the questions “why, how, what, when, who, where and from whom” (IPMA, 2015).

To achieve this, the project manager need to discuss and work with all stakeholders to reach an acceptable definition of clear results and scope that are expected from the project, then convert those results and scope to the specific outputs clearly to the project, and can re-repeat the process and gather the requirements, and this does not prevent continuous adjustments and improvements until that result is reached (IPMA, 2015).

15.2. Requirements Traceability

One of the tools that links the requirements to the deliverables is the requirement traceability matrix, which helps to emphasize on the final output. It is like a network that connects the requirement with its owners with the objectives associated with it that the project must achieve. This matrix provides a structure for managing changes that may occur to the

project output. It is also an effective tool for resolving any problem that may arise as a result of the competing requirements of the stakeholders as it records the priority of the investigation, and there is no dispute about it in later stages. In Platz Café project we have developed the requirement traceability matrix taking into account the status of the specification and design as shown in Appendix M.

15.3. Requirements Collection

Requirements collection is project management is the process where we ensure that the expectations of stakeholders on project outcomes are collected and documented, which then to be managed to ensure it's compliance. In the process of requirements collection, the first step is to identify stakeholders' needs. The second step is to document those needs and requirements. Finally, to monitor the requirements throughout to project life cycle. The key benefit of requirements collection is providing the basis for defining the scope of the project which will be explained in Chapter XVI below.

The techniques used in Platz Café for requirements collection are as listed below:

15.3.1. Brainstorming

Brainstorming is a technique for generating ideas and sharing knowledge in short period of time from stakeholders, SMEs, and project team in order to solve a specific business or technical problem, which facilitates uninterrupted group thinking (Guide, 2017). In Platz Cafe we have used brainstorming technique in couple of decision gates such as project's name, logo, and theme generating.

15.3.2. Voting

Voting is a technique best for collective decision-making takes place when there is multiple options to assess those options and come up with one option (Guide, 2017). As a result of the brainstorming process explained above, voting technique used to decide project's name, logo, and theme. As we had many options for project's name, logo, and theme, we relayed on voting result of plurality to reduce the number of options to the two, then we used majority voting to finally decide Platz Café's name, logo, and theme.

15.3.3. Benchmarking

Benchmarking technique is a technique to compare project practices or standards with similar projects in the industry such as competitors to identify the best practices to gather the ideas and basis that will be used for improvement and performance measurement (Guide, 2017). In Platz Cafe we have used benchmarking to develop our compliance model and organizational chart presented in previous chapters above.

15.4. Objectives Structure

In Chapter I the strategic objectives been identified, where in this sub-chapter the strategic objectives will be structured in reasonable manner. One of the best tools to structure the objectives would be in representing the objectives in hierarchical model with vision and mission on top followed by the strategic objectives, then the objectives broken down into projects as shown in Appendix N. The projects serve to achieve strategic objectives (Drews, 2015). Objective Hierarchy assists in defining the scope of the project by setting project goals of which brings up to date as knowledge expands.

CHAPTER XVI

SCOPE

16.1. Introduction

The scope is the content of the project that includes a description of the outputs, results, benefits, and actions to be accomplished through the project. Furthermore, the scope of the project defines the works, outputs, results and benefits that are not included in it, and it can be said that the scope is basically a perception that clarifies the project boundaries. The scope aims to enable the project manager to gain a detailed perception about the scope and limits of the project, manage this perception and understand its impact and influence on the decisions related to project management and implementation. The project manager must understand, define and manage the content of a project, and this may require identifying what is outside its scope. The limits of the project are critical restrictions that cannot be exceeded without an official approval. The scope includes the definition of project results and the establishment of a structure for that work breakdown structure from which the workpackage emerges (IPMA, 2015).

16.2. Project Scope Statement

Project scope statement documents the description project scope, key deliverables, assumptions, and limitations. It also states all agreed scope exclusions, and it is scope's reference baseline that will be referred to. The detailed scope statement includes description of project scope, deliverables, acceptance criteria, scope exclusions. Platz Café scope statement can be found in Appendix O.

16.3. Project Scope Creep

As described above the scope is the content of the project that includes a description of the outputs, results, benefits, and actions to be accomplished through the project, whereas creep means when you expand outside the project's dedicated boundaries that was defined in the scope statement under (In-Scope and Out-of-Scope). In most project scope creep is a challenge

as it causes an increase in project scope which eventually leads to an increase in project schedule and cost. There are various reasons for the occurrence of the scope creep, and below are some of those reasons:

- Ineffective planning at the beginning of the project.
- High level requirement collection from the stakeholders.
- Failure of one of the project members to follow the scope plan.
- Misunderstanding and defining the requirements and expectations of the stakeholders from the beginning.
- Communication issues with the stakeholders.
- The evolution of the nature of the work as a result of environmental changes surrounding the project, such as the issuance of some government regulations or the lack of knowledge of others.
- There is pressure to complete the project in record time, which does not allow enough time to adequately analyze the project requirements.
- The absence of a clear system in the project to manage and control the change requests.

Giving an example with referring to one of the reasons above such as communication issues with the stakeholders is if the miscommunication happens middle of project execution phase, after the scope is already defined at which there is no communication between stakeholders, where middle of the execution phase the product need to be accepted by the concerned, yet if there is no communication, it will lead to misaligned expectations at the end of the project.

16.4. Product Analysis Management

For defining the products and services Platz Cafe will produce, Product Analysis would be the key factor to do so. Product Analysis helps in describing what is going to be delivered in term of use, characteristics, and other relevant aspects. There are multiple methods to perform Product Analysis, and the method will be used in this report is Product breakdown structure

(PBS), where it captures the project at a high level, then decomposes it to the level of detail needed to produce the final products and services.

Product breakdown structure (PBS) is great tool that analyzis, documents, and links the deliverables of the project in a form of product-based planning technique that is represented in hierarchical tree deliverables that make up the project, as it provides clear representation of what the project is to deliver. As shown in Appendix P Platz Café PBS that shows the products and services Platz Cafe will produce up to a level that is clear to the reader, as more details listing of the products is indicated in Platz Café menu.

16.5. Work Packages To Activities

After creating the WBS, where we have defined multiple work packages, it is then to decompose the work packages into schedule activities, which will be the basis to estimate, scheulde, execute, monitor , and control projec work (Guide, 2017). There are some activites require no much of a time and effort from project team as you would only need to buy ready-made materials and install them such as coffee shop tables, and some activites are to be carried out from scratch. And last but not least, there are some outside activities that are defined by government laws and requirements such as building permits.

CHAPTER XVII

TIME

17.1. Introduction

Project time includes defining and structuring all project components in time. It aims to enable the project manager to identify, improve, monitor and control the follow-up of all project components over time, in order to improve project implementation. This is done on all project components, packages and work stages. The activities must be analyzed, their sequence determined, their start and end times, and their duration estimated in a timetable, and then distributed to the project team until it is implemented. Time management includes monitoring the deviations that may occur, and that require rescheduling the project, Whether these deviations are caused by external factors such as changes in output, requirements, resource scarcity, money, etc., or internal factors such as late delivery or not conforming to specifications. The schedule should be compared with the basic plan periodically to detect any deviation that occurs, and if necessary adjustments are made. The scheduling can also be divided into specific periods of time by repetition of the estimation, and the sequence of activities must be determined such as design and implementation, testing and implementation, as can be done frequently, and in the event of uncertainty regarding the mandatory time frame required for a particular stage or activity, “buffers” or “float” must be introduced to deal with any deviation in the schedule (IPMA, 2015).

17.2. Project Activities

It was explained in sub-chapter 16.5 above that the process to define project activities is by decomposing each work package, which is the smallest unit of the WBS. Project activities gives the specific actions to be performed in order to produce project deliverables. After the decommission is performed the defined project activities to be documented to be used in later project management activities that is listed in Appendix Q.

17.3. Project Activities Relationships

The relationships between the activities in the project are an essential key for linking an activity with another that assist in sequencing the activities in a suitable manner of which represent the sequence of the activities to be performed. Appendix R shows updated activities list in sub-chapter 17.2 above by adding the dependencies of each activity.

17.4. Project Logical Diagram

After definidng the relationships between the activities that shows the dependencies of each activity and the sequence of the whole project, and with calculating the estimated time of each activitiy, from this point it was possible to design a logical diagram in order to calculate the critical path. The critical path does not accept any delay in activities, as it would result in a delay of the entire project. This path is affected by the availability of resources, and it may change, decrease or increase project duration accordingly (IPMA, 2015). Using the updated project activities list in sub-chapter 17.3 above assisted us in generating the logical diagram as shown in Appendix S. The activities with zero slack are the activities that are on the critical path of which are outlined in red in Appendix S.

17.5. Project Schedule

Gantt chart is one of the most popular bar charts types that represents project schedule and its status in details using horizontal bars of which each bar represent a activity or work package with setting start and finish dates for each one of the activity. Another way of representing the project schedule is Milestone table that only shows due date for each milestone activity that is best for presenting it to Executive Managements, whereas the Gantt chart is best for project team and other closely engaged stakeholders. Platz Café schedule represented in Gantt chart and Milestone table in Appendix T and Appendix U respectively.

CHAPTER XVIII

QUALITY

18.1. Introduction

Quality in projects has two main drivers. The first is related to the quality of operations or the way the project is organized such as development, implementation and review of quality standards for sub-projects and tasks. The second is related to the quality of outputs, ensuring their quality, and monitoring that. The quality work of the project starts from the first stages until delivery throughout the life cycle of the project. The quality aims to enable the project manager to establish and establish service or product quality management processes, and to recognize quality as a valuable tool in achieving benefits. Ensuring the implementation of quality processes in a good manner is aware of setting the necessary standards and measurements to verify the project's compliance with them. Often these standards are approved and tools for measuring them are defined by the organization sponsoring the project, so they are designated for this project (IPMA, 2015).

18.2. Deming Model

The Deming cycle also known as the PDCA cycle, which is an abbreviation of Plan-Do-Check-Act. PDCA is a technique to continuously improve processes, products, or services. In 1950s, William Edwards Deming who is a management consultant created a method to identify why some products or processes fails which called PDCA. PDCA approach pioneered and ever since become a popular strategy tool, used by many different types of organizations. It helps to form theories about what needs to be changed, how it can be improved, and how it can be scaled up (Moen, 2006). Figure 18.1 below shows PDCA cycle.

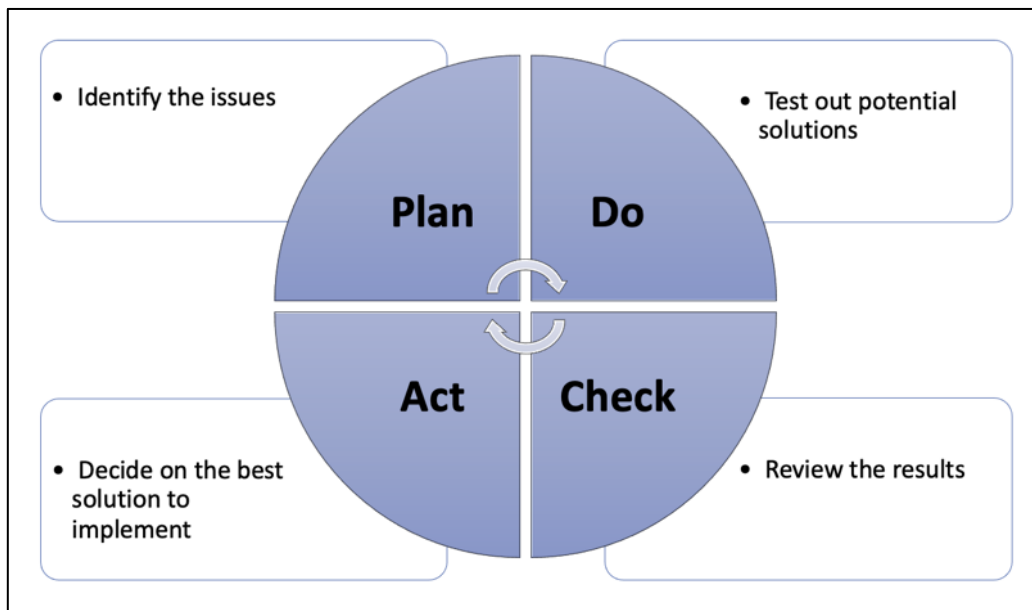


FIGURE 18.1 Plan-Do-Check-Act Cycle

18.3. SIPOC Model and Ishikawa

SIPOC is an abbreviation of Supplier–Input–Process–Output–Customer that is used to understand certain process that needs an improvement (Marques, 2006). Platz café’s mission includes serving high quality coffee. And to commit with our mission, in this report we assumed that a report received that the taste of the served coffee was bad. Thus, we applied SIPOC to understand the process we use to make cup of coffee which is shown in Figure 18.2 below.

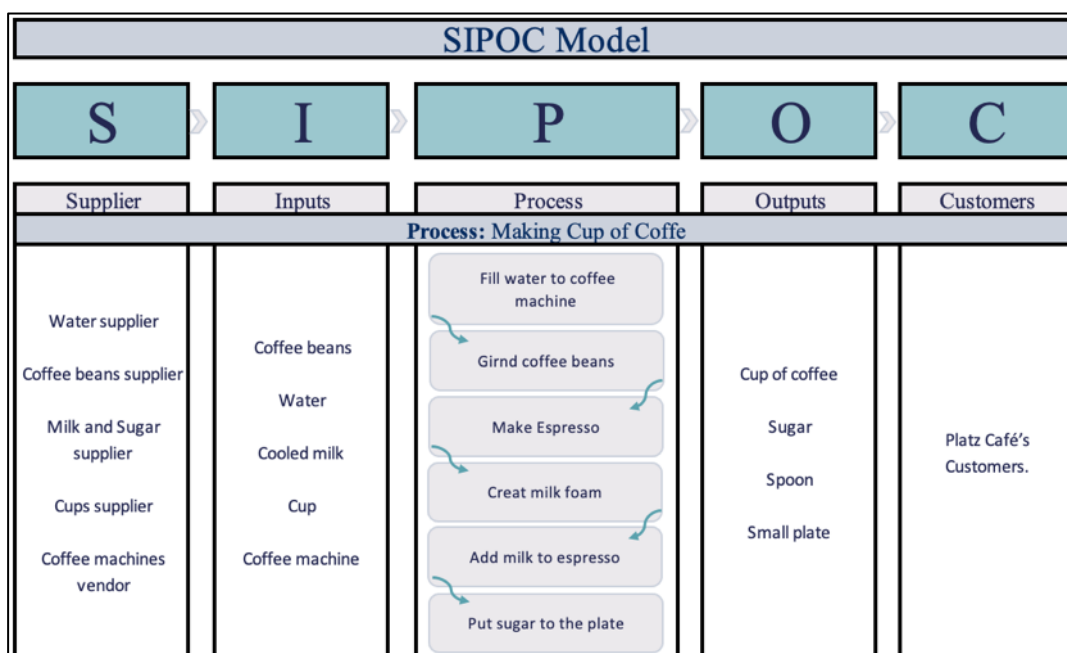


FIGURE 18.2 SIPOC Diagram for The Process of Making Cup of Coffee

Thereafter, in order to identify the root cause of the assumed issue "served coffee was bad" we have applied Ishikawa analysis also known as Cause-and-Effect analysis or Fishbone analysis, as Ishikawa diagram breaks down the causes of the issue into discrete branches to assist in identifying the root cause of the issue (Guide, 2017). Thus, Figure 18.3 below shows the application of Ishikawa analysis, which then it was found that the root cause of the reported issue is that the barista used sour milk, which resulted in a bad coffee.

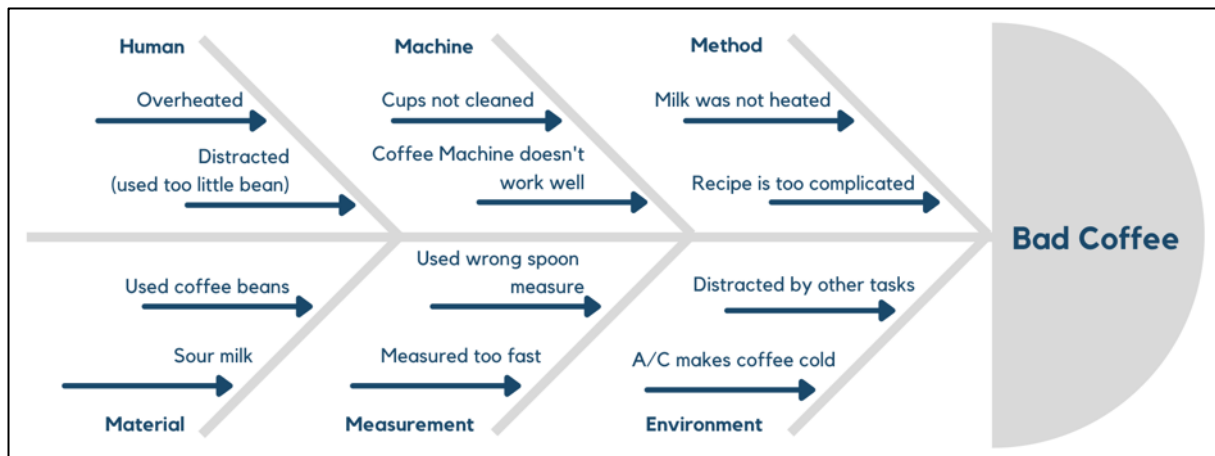


FIGURE 18.3 Ishikawa Diagram for Bad Coffee Analysis

Therefore, to avoid serving bad coffees we have add process to have one of the employees checking milks condition and expiry date on daily basis.

CHAPTER XIX

FINANCE

19.1. Introduction

The finance includes all the activities required to estimate, acquire, plan, spend and manage the project's financial resources, and it also includes controlling the project's internal and external financial flow. In addition to managing the project's budget and financing. The finance aims to enable the project manager to ensure the availability of financial resources for the project at any time. Usually the project has financial goals that can be achieved and monitored. Initially, the project manager must make an estimate of the costs needed to implement the project and determine the budget. Then, he must secure the necessary funding for the project and support it, after conducting financial planning and estimating the actual costs, and determining how they relate to the progress of work. The project's cost management systems should also be established, through which the financial situation and performance are monitored, enabling the project manager to take appropriate decisions. The project manager must also know the method of financing that is being contracted. Thus, he will be able to use performance indicators and make the necessary forecasts for the project. In the event that any violations are detected, the project manager must report the violations (IPMA, 2015).

19.2. Cost Breakdown Structure (CBS)

After completing the WBS, which was done in sub-chapter 14.4, we have decomposed the work packages into activities in sub-chapter 17.2, where after we are in position to estimate the cost for each activity. Thus, after estimating the cost for each activity we are in position to produce the Cost Breakdown Structure (CBS).

Cost Breakdown Structure (CBS) is simply a breakdown of total project activity cost estimates that is represented in hierarchical diagram with using the same structure of the WBS

but with representing the cost for each element of the WBS, where after adding the cost from bottom to up we would have the sum of each lower level components in the higher level, until we reach to the top of the CBS where it shows total project activity cost estimates.

Platz Café project total activity cost estimates is SAR 500,000.00 excluding the management reserve and contingency reserve, as the management reserve and contingency reserve are calculated in a different way than project activity cost estimates. Platz Café CBS is represented in Appendix V.

19.3. Earned Value Management (EVM)

A financial management and reporting system must be established for the project, as the financial reports are the visible output of the management system, and these reports must provide an overview of the project's financial status and its available statuses. This system should also link the project's cost structure with the organization's cost structure in general, as well as with the project's required schedule (IPMA, 2015).

We must establish indicators for following up on the financial performance and monitoring the relationship between costs and progress by using Earned value Management (EVM). Earned Value Management (EVM) is a methodology that address project scope, schedule, and cost with comparing project performance measurements baseline to the actual schedule and cost performance. EVM monitors three key dimensions; Planned value (PV), Earned value (EV), and Actual cost (AC) that assist in knowing where your project is headed compared to where it's supposed to be (Guide, 2017).

Total Project budget is SAR 800,000.00 with SAR 150,000.00 contingency reserve and likewise SAR 150,000.00 management reserve that to be complete within five months starting from 1st of Jan 2022 till 30th of April 2022. Listed below two cases of calculating EVM of the project after 20% of project period and after completing 50% of project output:

19.3.1. EVM at 20% of Project Period

Since total project duration is five months, the 20% of project duration is 1 month, which is end of Jan 2022. After applying EVM analysis the data is presented in the S-curves as shown in Figure 19.1 below that shows how the project is performing, which shows that it is over budget and behind the schedule at 20% of project period.

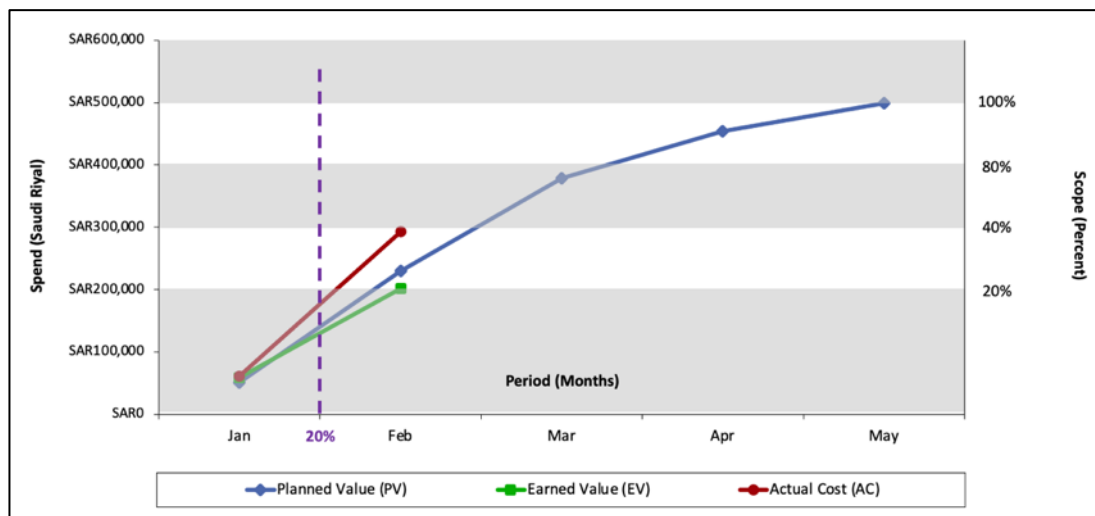


FIGURE 19.1 Earned Value at 20% of Project Period.

Following to the S-curve at the 20% of project period shown above, Table 19.1 lists the Earned Value calculations summary after applying EVM that shows the values and performance indicis of PV, AC, EV, CV, SV, CPI, SPI, and EAC, where each measure gives an indication of how well the project is performing and expected cost of completing all work represented in EAC measure.

TABLE 19.1 Earned Value Calculations Summary at the 20% of Project Period

Performance Measure	Value	Performance index
Planned Value (PV)	140,550.00	-
Actual Cost (AC)	177,050.00	-
Earned Value (EV)	130,200.00	-
Cost Variance (CV)	-46,850.00	Over Budget
Schedule Variance (SV)	-10,350.00	Behind Schedule
Cost Performance Index (CPI)	0.74	Cost Overrun
Schedule Performance Index (SPI)	0.93	Less work Completed
Estimated Cost at Completion (EAC)	679,915.51	-

19.3.2. EVM at 50% of Project Output

Project outputs can only be seen in the execution phase of the project where all the activities being worked out and the plans start materializing. That being said, 50% of project output completion is to happen at mid of Apr 2022.

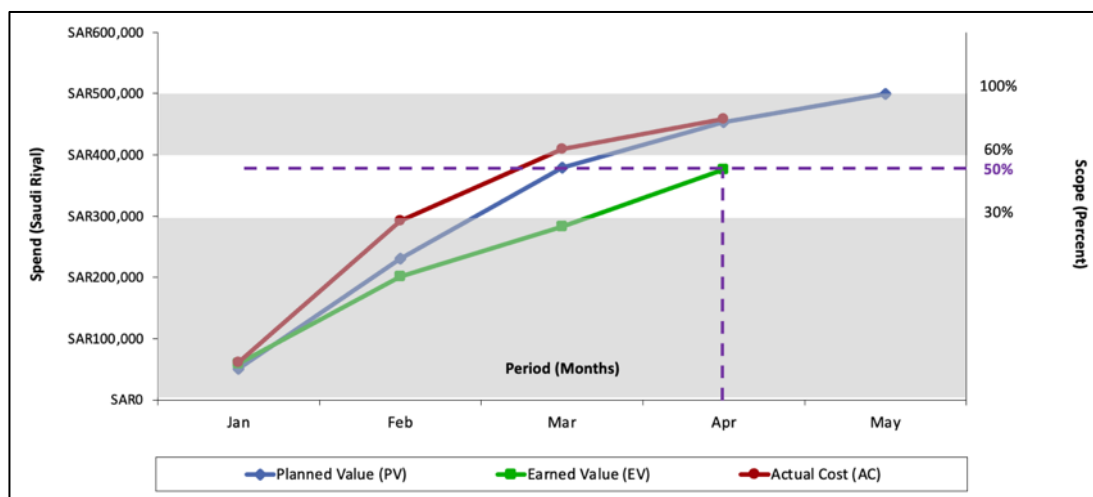


FIGURE 19.2 Earned Value at 50% of Project Output.

After applying EVM analysis the data is presented in the S-curves as shown in Figure 19.2 above that shows how the project is performing when 50% of project output completed. EV measures the work completed that expressed in terms of the budget authorized for that work (Guide, 2017). As shown in Figure 19.2 it clearly shows that the completion of 50% of project output represented by “Scope (percent)” axis should be mid of Mar 2022, which is indicated by PV value when it reaches 50% of project output, whilst this didn’t happen in this case, as the EV value shows that it happened Mid of Apr 2022 (i.e. 1 month behind the schedule). Furthermore, Table 19.2 lists the Earned Value calculations summary of the key measures.

TABLE 19.2 Earned Value Calculations Summary at 50% of Project Output

Performance Measure	Value	Performance index
Planned Value (PV)	453,600.00	-
Actual Cost (AC)	458,500.00	-
Earned Value (EV)	375,360.00	-
Cost Variance (CV)	-83,140.00	Over Budget
Schedule Variance (SV)	-78,240.00	Behind Schedule
Cost Performance Index (CPI)	0.82	Cost Overrun
Schedule Performance Index (SPI)	0.83	Less work Completed
Estimated Cost at Completion (EAC)	610,136.27	-

CHAPTER XX

RESOURCES

20.1. Introduction

The resources includes defining and obtaining the necessary resources for the project, and developing the work of its management to reach the desired project result. The concept of resources includes people, facilities, equipment, materials, tools, and other assets that are required to carry out project activities. It also includes defining the appropriate strategy for obtaining and using resources to achieve the best performance and the highest possible benefit, as well as dealing with the related financial constraints and control. As for the objective of resource management is to ensure the availability of the required resources and their allocation when needed in order to achieve the specific objectives of the project. Resource management requires the application of the appropriate method in defining, identifying, allocating and acquiring resources, usually during the planning phase, and it is monitored and modified continuously throughout the project cycle. Here, the project manager must always ensure that human resources have the necessary competencies to be provided with information, tools and adequate training to perform the tasks assigned to them (IPMA, 2015).

20.2. Resource Leveling and Smoothing

Resource leveling is a project management approach for managing overallocation and scheduling issues so that a project can be completed with the resources available. Time, materials, and tools are all resources required to finish a project.

The Project Management Body of Knowledge (PMBOK Guide) defines resource smoothing as a "resource optimisation strategy in which free and total float are employed without compromising the critical route" of a project (Guide, 2017). Resource smoothing and resource leveling are both resource management approaches.

Resource management approaches focus on resource utilization, and if demand for any type of resources is erratic, it will be difficult to manage, which may cost extra budget or schedule impact. In order to overcome this type of issues we may use resource leveling and smoothing techniques. In short, leveling, and smoothing techniques adjust the noncritical activities by using the available slack to avoid the erratic demand of resources. In Figure 21.1 below it shows the application of leveling and smoothing techniques. Table 20.1 below shows the differences between resource leveling and resource smoothing.

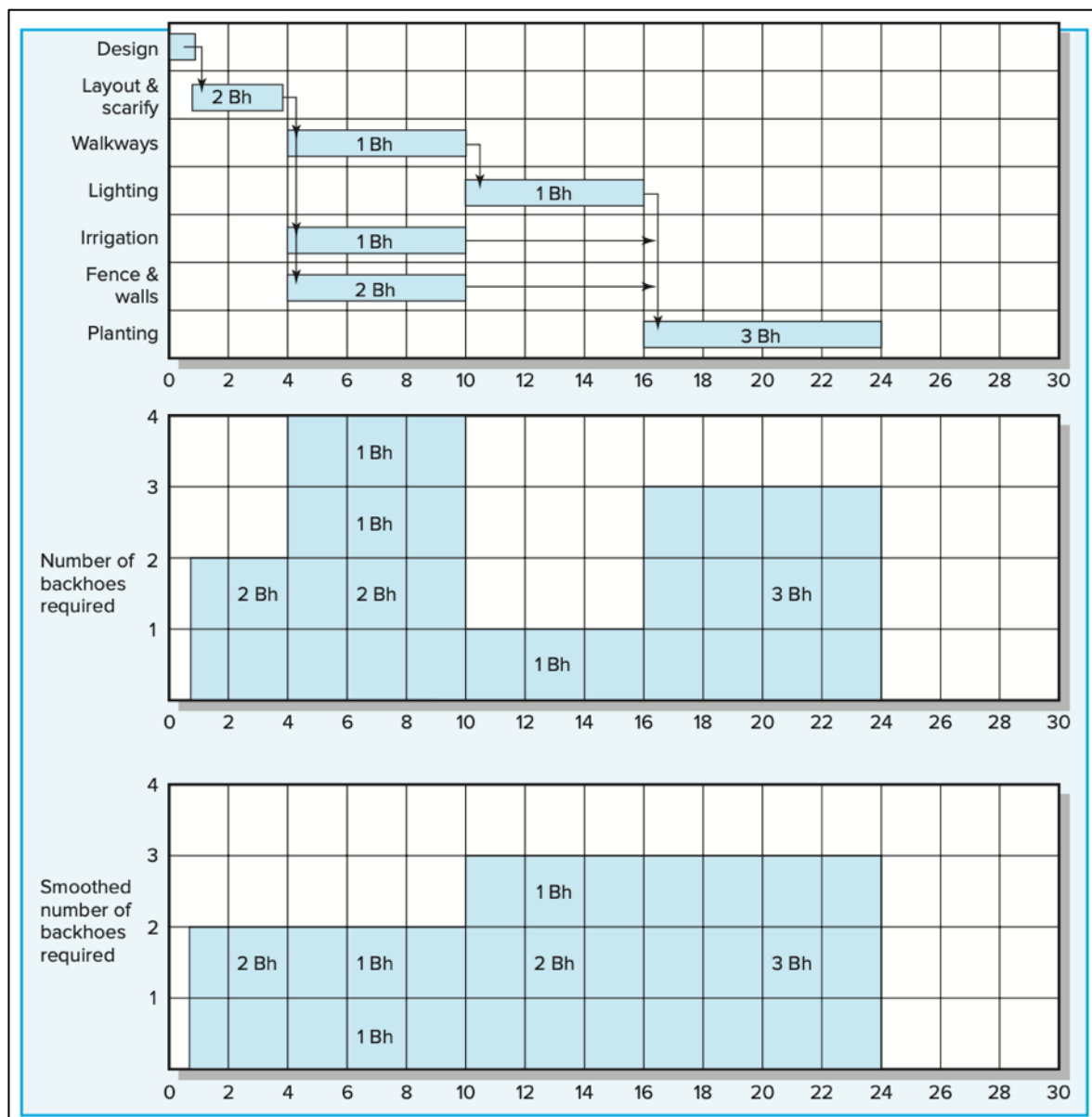


FIGURE 20.1 Example Of The Application Of Resource Leveling And Smoothing Techniques (Larson, 2017).

TABLE 20.1 Resource Leveling Vs Resource Smoothing

Resource Leveling	Resource Smoothing
Used when resource is constrained.	Used when time is constrained.
May result in project duration change.	Will not result in project duration change.
May result in critical path change.	Will not result in critical path change.
Applied prior resource smoothing.	Applied post resource leveling.

20.3. Distributing Project Resources

In this sub-chapter we will develop a responsibility matrix that ensures project human resources in the project have the necessary competencies to work on the equipment and tools will be used in the project to perform the tasks assigned to them. The process starts by identifying the equipment and tools needed to accomplish project deliverables based on the identified activities in sub-chapter 17.2 above, followed by identifying human resources that are specialized on the activities and it is part of their job description (i.e. do not assign a finance specialist to work on backhoe, as it is not in his job description and doesn't have the necessary competencies to work on it). An important note is to have backup human resources on the equipment and tools, as if anything gone wrong you can get back on track by re-allocating the backup available resources. So, we came up with a responsibility matrix that puts the right resources on the right work at the right time. In Appendix W.

CHAPTER XXI

PROCUREMENT

21.1. Introduction

Procurement is the process of obtaining goods and/or services from outside parties, and includes everything related from planning to contract management. Through supplies, resources that are not available within the organization are provided and secured, and the supplies also includes choosing and defining the best way to purchase, in a way that suits the long-term costs of the supplier. It aims to enable the project manager to obtain the best possible value from suppliers and the highest benefit to the project (IPMA, 2015).

21.2. Procurement Execution Process and Contractor Selection

In order to have a procurement process that can be relayed on of obtaining the resources that cannot be secured internally within the organization, we need to secure them through supply and purchase processes. We need to make sure that we obtain the best possible value from suppliers and the highest benefit to the project. Procurement processes in an organization are usually determined and enforced from the highest management levels. When the project contains purchase items, this must be documented and the procurement plan control mechanism must be defined, which usually must include the following components:

- Types of contracts to be dealt with.
- Roles and responsibilities.
- Supplier selection procedures.
- Subcontracting rules.

The procurement management procedures are implemented either by the project manager or through delegates or specialists in some departments of the organization (such as the legal department, the financial affairs department), and this is under the supervision of the superintendent or supervisor (manager or supervisor). Strategic considerations such as sustainability, project life cycle costs, cost reductions, and associated risks. It must be the project manager identify needs, suppliers and partners Mahtmln each purchase component of the project, as well as access to technical and financial proposals and choose the supplier best and negotiate with him, and the completion of the procurement process and then contract management, so must conform to the effort of each item purchase with the size and complexity of this and the importance of item. There can sometimes be a trade-off; Goods or services are exchanged between units of the same organization, in which case the transaction should be treated as if the parties were independent (IPMA, 2015).

As an initial step we need to identify, evaluate, and select the best supplier by establishing a tender that we ask only the best suppliers to patriciate. One the tender is ends, and tender documents received, and we need to use a selection criterion in this process, should the supplier be unable to deliver, the standards are re-reviewed and revised. Selection criteria in tenders are usually based on regulations of the organization or in the project field. During prior tender establishment number of documents should be issued to the suppliers such as Requests For Information (RFI), Requests For Proposals (RFP), and Requests For Quotations (RFQ) where based on those they will participate by providing quotations and proposals. The project manager always has to be careful in following the instructions to ensure quality of bidder's quality and complying with the tender rules, otherwise to disqualify the participant. Below procedures should be followed in order to establish a good procurement process:

- Requesting quotations, which can be accomplished in cooperation with the Supply Department.
- Defining and defining the steps of the selection process.
- Defining and explaining the tender and offer.
- Determining and using selection criteria.

- Compliance with official procurement regulations (international, national, and branch-specific). For example if the company is food supplier it has to be approved Food and Drug Authority.
- Analyze the supplier's business model (e.g. joint ventures, long-term partnerships).

After completing procurement process which results in identifying and selecting the supplier, the negotiation process begins in order to reach an agreement on the contractual terms and conditions. Contractor selection process should be established in cooperation with the procurement departments and related legal authorities, and in this he must ensure that all parties have a common and clear understanding of the requirements. Contracts may differ in form, level of detail, duration, terms, and provisions, as well as in the penal terms and the law governing them, and many other aspects. We must pay attention to all those aspects that are interconnected to serve the objectives of the project and the organization. Usually, when contract negotiations are complex and long-term, it is agreed to include some preliminary contractual arrangements for deliveries. Below procedures should be followed in order to establish a good contractor selection process:

- Determining the negotiating topics and objectives of the negotiation process.
- Distinguish the different forms of contracting and their impact on the project.
- Knowing the contractual terms and conditions and their effects on the project.
- Negotiate regarding prices, allocation, availability and supply schedules.

Once the contract is signed, this requires continuous supervision of the supplier's or partner's performance, with the aim of ensuring the correct implementation and timeliness of securing supplies. In the event of any breach of the terms and conditions of the contract, the project manager should take appropriate action or escalate. In the event that one or more of the contracting conditions is not fulfilled (such as delay in delivery time, quality defect, etc.), the project manager must take the appropriate action; Such as sending notices of delay or request to renegotiate for certain items, and after exhausting all the procedures to be project manager of the decision on the claim, using either the penalty clauses, or enforce specific penalty, or request compensation in the case insisted that the supplier did not comply with the contractual terms, this might require action legally, or the involvement of legal professionals. The project

manager must seek management's opinion on the procurement business in order to agree on the long-term strategic procurement policies (IPMA, 2015).

21.3. Vendors Comparison Model

One of the biggest challenges in project management is selecting the best vendor or supplier, whereas one of the best techniques would be using scoring model that helps in making the decision based on the scoring result. Scoring model is a process of which we will be assigning numerical values to each vendor based on multiple criteria and by doing so it will help in having fair and unbiased vendor selection. There are different types of numeric scoring models, which are; Unweighted 0–1 Factor Model, Unweighted Factor Scoring Model, and Weighted Factor Scoring Model. In this report we will be using weighted factor scoring model due to the fact that this type has an advantage over the other types as gives weight to each criterion based on the importance of it, unlike the previous ones that assumes all criteria are of equal importance (Meredith, 2012).

As we care much about our products, we had to deeply study the selection process of the right coffee bean Platz Cafe is looking for. Selecting the right coffee bean is not a random process, as the coffee is the core of our business, so an important decision to be made to select a delicious bean that we are proud of. As explained above we have used weighted factor scoring model as it gives weight to each criterion based on the importance of the criteria. Our criteria are; price, flexibility, shipment's speed, quality, and coffee beans' variety. And after applying weighted factor scoring model on four coffee bean suppliers, it was decided to go with "Sulalat Coffee" supplier as it got the highest score "82%" as shown in Figure 21.1 below, where "Sulalat Coffee" is the home of roasters that we are confident it will give our customers a great experience with our coffee beverages.

Vendor Comparison Model (Scoring Model)					
Criteria	Weight	Options and Score (1-10)			
		Suwaa Roastery	Sulalat Coffee	Camel Step	12 Cups
Price	30%	7	9	6	6
Flexibility	10%	5	6	4	5
Shipment's speed	10%	8	8	5	7
Quality	30%	8	9	6	6
Coffee beans' variety	20%	5	7	6	5
Weighted Score	100%	68%	82%	57%	58%

FIGURE 21.1 Scoring Model of Selecting Coffee Bean Supplier.

CHAPTER XXII

PLAN AND CONTROL

22.1. Introduction

In project design, all project elements are collected in one plan that allows the project manager to control and implement them, and to update and improve their status regularly according to the changes that occur. The planning and control aims to enable the project manager to ensure consistency, balance and integration of project work and performance to achieve results. In the planning and control, all available information that supports decision-making is mobilized. The results of all operations and activities and their details end in the work of planning and control phase to be presented, followed up and managed directly and indirectly, as approved in project's documents administrative and technical. The cyclical process is defined as successive stages of processes that start with planning, then implementation and monitoring, then resetting the plan or modifying the implementation. During these phases, project management focuses on planning and monitoring. The information must be secured and its correlation and relationship with some of the organization's support and teamwork determined with the available options. The project manager must work out how to prepare the plan and expand the scope of the project management effort, including choosing the appropriate management method, the type and level of delegation required, and so on. All of this should be reflected in the documents used to support the decision (eg vision, roadmap, plan, etc.). Once the project is established, the monitoring processes must be in place, and these processes provide regular information on progress, funding and resource usage, and compare this to plans, and baselines. Regular reports whether from lower management levels to the project manager, or from the project manager to higher levels are an essential part of a project manager's duties. To support the learning process, the management's effort and performance must be directly evaluated, and based on the results of this evaluation, the required changes are identified. Another essential component of project control is a pre-determined change management

process with complete transparency. At the final stage of the project life cycle, an evaluation should be conducted and a report should be prepared explaining the project's results, success and lessons learned (IPMA, 2015).

22.2. Meeting Agendas

Majority of people hates meeting due to the fact that meetings there disorganization meetings which tend to waste time without achieving any purpose or benefit. In order to overcome such case and make sure that our meeting are gets the benefit we are looking for, we must use meeting agenda, which helps in organizing the conduct of meetings. In order to correctly organize the meeting with the proposed agenda, we need to prepare a scenario in advance of how that meeting should go, as after defining the topics to be discussed in the meeting, an allocating a period of time for each of them is need to be done as well.

Smart and advance meeting planning, and sticking to the agenda, is the perfect way to get the most out of the meeting and avoid wasting attendees valuable time. Another factor that also contributes in wasting attendees valuable time is the face-to-face meeting, especially if the attendees are not located in one location, yet today's technology resolves this issue by giving us the chance to conduct our meetings virtually using various of softwares such as Zoom and Microsoft Teams. In Appendix X is one of Platz Café's meeting invitation that meeting title, includes meeting agenda with period of time for each agenda, meeting link, and meeting attendees which was conducted virtually, and the invitation sent via email to discuss construction progress. After the meeting the project manager have shared the meeting minutes shown in Appendix Y with the attendees based on the notes taken. The meeting minutes is a document that contains meeting date, meeting agenda, meeting attended attendees, meeting location, and action item list for each agenda with the responsible and the due date.

22.3. Project Performance Measurement and Reports

During project excution phase, tangible project progress are being noticed, as the planned activities are starting to be performed. In order to inform the stakeholder of project progress reports such as performance report being issued that reports on the status of the project that includes cost, time, risks, and many more that will help in predecting the end phase of the project. In Platz Café due to project duration is short, a weekly perfoamnnce report to be issued to the stakeholders. In Appendix Z is sample of one of Platz Café weekly perfoamnnce report.

22.4. Change Requests

During project execution issues occur, in which they were not part of project scope or planning, so in order to rectify those issues a change request needs to be submitted to either amend project scope, project budget, project schedule, or project policies or procedures. A change request is an official proposal that is issued as explained above to modify any document, deliverable, or project baseline. The change request may also cover the preventive or corrective actions for any future project negative risks (Guide, 2017). Platz Café project change request template is shown in Appendix AA that contains all the information the decision maker can refer to in order to minimize the time for change request process by having all the information needed for change request evaluation.

There should be a system to control the process of the change request, as depending on project nature some projects may release many change requests that need to be controlled in order to ensure compliance of those change requests based on project needs, or even documenting the rejected change requests. The control of the change requests is documented in change log, which contains the status of all change requests.

CHAPTER XXIII

RISK AND OPPORTUNITIES

23.1. Introduction

Risks and Opportunities includes the activities of identifying and evaluating risks and opportunities, in addition to planning appropriate response and monitoring potential risks and opportunities in projects. Managing risks and opportunities helps decision makers to identify options and prioritize and distinguish between alternatives, which are ongoing activities throughout the project life cycle. It aims to enable the project manager to recognize risks and opportunities, and deal with them effectively, through appropriate response plans. Usually, risks are viewed as the likely occurrence of negative impacts, while opportunities are the likely occurrence of positive impacts on the project objectives. And advised at the beginning of any project in view of the general strategies of the organization sponsoring the project with knowing risk appetite, as well as the scope of tolerance in dealing with any danger or opportunity. When developing or implementing response plans, it must be in line with the general strategies of risks and opportunities approved at the level of the organization. In addition to other stakeholders and third parties when necessary (IPMA, 2015).

23.2. Threats and Opportunities

Risk in general is an uncertain event that has either negative or positive impact on the project. The negative impacts are known as threats, while the positive impacts are known as opportunities. In project risk management the threats to be avoided or mitigated, while the opportunities to be exploited or enhanced (Guide, 2017). An example of a threat would be building materials delivered 10 days late, and if the risk occurred the project manager shall activate risk response strategy, which would be mitigating it by claiming delay penalty from the supplier and then re-arrange the schedule to shorten the timeline by using fast tracking techniques. While an example of opportunities would be discounted building materials cost

due to COVID-19 work stoppage that led supplier warehouse overload, in such opportunities the project manager shall activate risk response strategy, which would be exploiting it to save the allocated budget for the material on other uncertainties.

23.3. Risk Register

The project manager identifies all potential risks, and the technical and management team members are involved in this process. The risks have different sources that may be internal or external to the project. The project manager can make use of various techniques in identifying risks (e.g. lessons learned, risk, interactive sessions with team members with SMEs). This process is not limited to identifying threats, but must include identifying opportunities, and the process of updating risks continues throughout the project stages, because changes could occur at any time and may affect the project. The project manager should follow the following procedures (IPMA, 2015):

- Name and identify the different sources of risks and identify the differences between them.
- Identify risks.
- Documenting risks in risk register.

The risk register is a list that documents the detail of project's risks. Depending on project size and complexity risk register varies in the contained information. Once identify risks process completed, the risk register should contain a list of identified risks, risk categories, potential impacts, triggers, preventive controls, and risk tolerance as shown in Appendix AB. Then, the potential risk owners to be identified in the qualitative risk analysis process that will be performed in subchapter 23.4 below. Finally, the potential risk responses to be identified in subchapter 23.5 below.

23.4. Qualitative Risk Analysis

In the qualitative risk analysis process the responsibility of the project manager to evaluate the risks qualitatively with in-depth of the sources behind the risks, as it takes the project conditions and the impact of the factors surrounding into the consideration represented in the probabilities, and impacts along with the risk owners as shown in Appendix AC. The probability and impact matrix is shown in Figure 23.1 below, which was performed under

qualitative risk analysis prior updating the risk register to identify the severity of each risk in the risk register.

*Qualitative Risk Analysis				
Probability	Almost Certain (3)	Medium	High	High
	Likely (2)	Low	Medium	High
	Unlikely (1)	Low	Low	Medium
		Minor (1)	Moderate (2)	Major (3)
		Impact		

FIGURE 23.1 Probability and Impact Matrix.

23.5. Risk Response Strategies

In the risk response strategies process comes after identifying risks and evaluate the risks qualitatively, which is defining appropriate response plans for each risk individually. This process is an ongoing process throughout the life of the project, as we mentioned above. The response to be activated if the risk occurs, and the responses are as shown in Appendix AD.

CHAPTER XXIV

STAKEHOLDER

24.1. Introduction

The stakeholders includes the identification, analysis and involvement of project stakeholders, and dealing with their expectations and behaviors towards the project. Stakeholders are all individuals, groups or organizations participating in the project, or concerned with its results, or who are affected, or interested in it, and this includes sponsors, customers, users, suppliers, alliances, partners, other projects, programs or project departments. The project manager will have to constantly review the expectations and behaviors of stakeholders, monitor their interests and their impact on the project, and through participation with stakeholders, can build coalitions and coordinate vulnerabilities. The goal is to enable the project manager to manage the interests of stakeholders, and Dealing with their influence and expectations and engaging them effectively that continuously is done throughout the life of the project, because the expectations and needs and ideas of stakeholders is the basis of the project arise, and their support, provided through funding or resources, is the most important factor in the project's achievement of its results and outputs. And stakeholder characteristics and personal qualities of different administrative, also their behaviors and interests of different interactions, Therefore, it is essential that the project manager develop strategy to participate or link by each class or group, and this strategy includes communication plan for a specific communication channel suitable for formal or informal, as well as the form of association with them, and this is often documented by an official document, whether direct participation project or some of its activities, alliance, cooperation, or support networks. Here, some stakeholders may have power and influence over the project, despite the absence of a clear administrative capacity for them in the administrative structure, which makes it difficult to deal with them. During the implementation of the engagement and participation strategy with the stakeholders,

the project manager must constantly monitor the environment of the stakeholders to know any change that occurs in order to ensure consistency and continuous improvement (IPMA, 2015).

24.2. Stakeholder Engagement Assessment Matrix

The Stakeholder Engagement Assessment Matrix has not been changed to the one shared sub-chapter 8.7 above as the engagement remained. Thus, the one developed in sub-chapter 8.7 can be referred to in Appendix J.

CHAPTER XXV

CONCLUSION

25.1. Conclusion

Majority of Saudi Arabian community are a coffee lover, and running a coffee shop is considered as one of the successes businesses. In addition, majority of Saudi population are students and working professionals where they are in need of a place to enjoy their favorite beverage with a unique atmosphere to escape from the stress and focus on their duties in an ambiance with people that share the same interests. Thus, Platz Café project is established to offer the place that attracts coffee lovers and gives them the ambiance to be more productive without getting distracted. In this paper, we have explained the establishment of Platz Café project by using project management methods and techniques to fulfill the competencies standard of IPMA.

CHAPTER XXVI

RECOMMENDATION

26.1. Recommendation

Platz Café was project number 001 for Leaders of Food Industry (LFI) project's of which it had some challenges to accomplish knowing that there was no experience in similar projects for the project team. The following recommendations are for further consideration for future similar projects that can reduce those challenges:

- The first branch should have been opened in a commercial center, as this contributes to the absence of a construction phase, and to be suffice with interior design decoration phase instead, in order to reduce the cost and duration of the project, and also the presence of mall visitors contributes to the acquisition of its customers.
- The presence of more than one SME could have helped in identifying the risks from the beginning of the project, which would reduce its occurrence after determining the preventive measures.
- It would have been better to synchronize project period with the period of the offers, such as the period before the holidays, white Friday and the end of the year, which contributes in reducing project budget by having cheaper martials.
- Hiring a third party to examine project outputs and obtain periodic reports to ensure the compliance of project outputs.
- Using the Expected monetary value (EMV) in calculating the contingency budget instead of using 30% of project budget to calculate the contingency budget, which was not enough to cover the costs of project risks.

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APPENDICES

APPENDIX A

PROJECT CHARTER

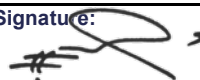
PROJECT CHARTER	
1. GENERAL INFORMATION	
Project Name: Platz Café	Project Number: LFI_001
Project Start Date: January 1, 2022	Project End Date: April 30, 2022
Organization Name: Leaders of Food Industry (LFI)	Project Location: Jeddah, Saudi Arabia
2. PROJECT DESCRIPTION	
Platz Café is a coffee shop to serve high quality beverages and variety selection of home style delicious meals and snack with perfect spaces and supporting resources such as Wi-Fi, printers, and projectors suitable for working and studying spaces. Platz Café is targeting working professionals, students, trainers, and other visitors to be a place for releasing stresses and increase the productivity. The target space to be rented has an area of 250 to 300 m² with all the cooking and coffee equipments. A contractor needs to be hired to design and renovate the space to accommodate project objective. The space of the coffee shop will have the capability to serve 100 comfortable seats.	
3. PROJECT GOAL	
Renting a space that can facilitate a different perspective of a coffee shop where inspiration and creativity can be reached through high quality cup of coffee, other beverages along with spaces for daily duties. Allocated budget for Platz Café project is SAR 800,000.00 and to be completed by Apr 30, 2022. The rented space is completely empty that requires interior design with new furniture and appliances. The PMO department will hire a qualified contractor to design and renovate rented space for presenting comfortable ambient with the help of LFI project team to manage the project.	

Page 1 of Page 3

FIGURE A.1 First Page of The Project Charter

4. PROJECT SCOPE	
Platz Café project will be renting a space located near residential area to feel like home. Project's vision is to make an environment where individuals productivity increased by serving high quality coffee beverages in world class ambiance to attract a large customer. The designing and renovation will be on the full rented space including toilets and outdoor spaces and purchasing furniture and appliances to present a café that has wonderful environment. The project management team will be LFI's employees while the designing and renovating will be contracted. The designing and renovating will include the followings:	
In Scope:	- Indoor and outdoor ceilings, wall, floors, electrical, and plumbing renovation for the rented space only. - Purchasing furniture and appliances. - Website and smart phone application development.
Out of Scope:	- Parking spaces renovation. - Replace or upgrading building services such as heating, electrical wiring, or plumbing.
5. PROJECT MILESTONES	
Key Milestone	Target Due Date
Kick-off meeting and roles distribution.	1 January 2022
Attain the necessary licenses, permissions, and approval.	10 January 2022
Best location decision between potential locations.	15 January 2022
Implementation of all working spaces' design and renovation.	25 February 2022
Installation of supporting resources.	30 February 2022
Completion of full functional café.	30 March 2022
Outside signboard's installation	15 April 2022
Launch the website and social media accounts.	25 April 2022
Platz Café's completion.	30 April 2022

FIGURE A.2 Second Page of The Project Charter

6. PROJECT FINANCIAL BUDGET			
The estimated total budget of completing Platz Café project is SAR 800,000.00 with a contingency reserve of SAR 150,000.00. and a management reserve of SAR 150,000.00.			
7. PROJECT TEAM AND ROLES			
Name	Role	Department	
Mashael Alkhazraj	Project Sponsor	Executive Management	
Mohammed Basloom	Project Manager	Project Management	
Saud Haddadi	Quality Assurance Engineer	Quality Assurance	
Basmah Aljabr	Project Planner	Planning	
Ibrahim Alobaid	Subject Matter Expert	Project Management	
Sakena Almehdar Nabila Alghamdi	Financial officers	Finance	
Nouf Alsubaie	Social Media specialist	Marketing	
8. PROJECT AUTHORIZATION			
Approved by:	Project Sponsor: Mashael Alkhazraj	Signature: 	26 September 2021
Approved by:	Project Manager: Mohammed Basloom	Signature: 	26 September 2021

Page 3 of Page 3

FIGURE A.3 Third Page of The Project Charter

APPENDIX B

COMPLIANCE MODEL

Project Compliance Model				
Project Name:	Platz Café	Project Number:	LFI_1	
Organization Name:	Leaders of Food Industry	Project Location:	Jeddah, Saudi Arabia	
Project Manager:	Mohammed Basloom	Page:	1 of 1	

Acceptance Criteria	Compliant (✓ - ✗)	Evaluation (E - G - P)*	Checked Date	Remarks
1. All progress reports are received with positive results.				
2. Requisite budget as mentioned is available before the project starts.				
3. No Increase the project financial budget.				
4. Obtain all the requirements and relevant licenses, permissions, and approvals.				
5. Perfect and appropriate location near to business and educational areas.				
6. Design the conference and meeting rooms, work offices, and group study spaces exactly as expected.				
7. All the café's equipment and appliances are on hand before starting the actual construction of the café section.				
8. The project delivered on time (4 months).				
9. The market share is increasing compared to competitors.				
10. The benefits of entering the social media are started to appear expeditiously.				
11. The Platz Café operates and performs in high quality manner as expected.				
12. Platz Café is a perfect role model to be duplicated in the next branch.				

* Evaluation: (E: Excellent, G: Good, P: Poor)

FIGURE B.1 Project Compliance Model

APPENDIX C

CHECK LIST

Project Checklist Model			
Project Name:	Platz Café	Project Number:	LFI 1
Organization Name:	Leaders of Food Industry	Project Location:	Jeddah, Saudi Arabia
Project Manager:	Mohammed Basloom	Checked Date:	/ / 2021
Page:			1 of 3

Checklist of Project Stages	Done (✓ - ✗)	Checked by	Remarks
1. Initiating Stage			
1.1 Identify goal and objectives			
1.2 Develop project charter			
1.3 Define project stakeholders			
1.3.1 Identify project manager and team			
2. Planning Stage			
2.1 Develop project management plan			
2.2 Develop scope management plan			
2.2.1 Define scope			
2.2.2 Specify deliverables and acceptance criteria			
2.2.3 Develop work breakdown structure			
2.3 Develop schedule management plan			
2.3.1 Define activities			
2.3.2 Sequence activities			
2.3.3 Estimate activities durations			
2.4 Develop cost management plan			
2.4.1 Determine budget			
2.4.2 Estimate cost			
2.5 Develop quality management plan			
2.6 Develop resources management plan			
2.6.1 Estimate activities resources			
2.7 Develop communication management plan			
2.8 Develop risk management plan			
2.8.1 Risk analysis			
2.8.2 Risk response plan			
2.9 Develop procurement management plan			
2.10 Develop stakeholder management plan			
2.10.1 Stakeholder engagement plan			

FIGURE C.1 First Page of Project Checklist

Project Checklist Model			
Project Name:	Platz Café	Project Number:	LFI 1
Organization Name:	Leaders of Food Industry	Project Location:	Jeddah, Saudi Arabia
Project Manager:	Mohammed Basloom	Checked Date:	/ / 2021
Page:			2 of 3

Checklist of Project Stages	Done (✓ - ✗)	Checked by	Remarks
3. Executing Stage			
3.1 Direct and manage project work			
3.2 Manage project knowledge			
3.2.1 Project Documents			
3.3 Manage Quality			
3.4 Resource management			
3.4.1 Acquire resources			
3.4.2 Develop team			
3.4.3 Manage team			
3.5 Manage communication			
3.6 Risk management			
3.6.1 Implement Risk Responses			
3.7 Procurement Management			
3.7.1 Conduct Procurements			
3.8 Manage stakeholder engagement			

FIGURE C.2 Second Page of Project Checklist

Project Checklist Model			
Project Name:	Platz Café	Project Number:	LFI 1
Organization Name:	Leaders of Food Industry	Project Location:	Jeddah, Saudi Arabia
Project Manager:	Mohammed Basloom	Checked Date:	/ / 2021
Page:			3 of 3

Checklist of Project Stages	Done (✓ - ✗)	Checked by	Remarks
4. Monitoring and controlling Stage			
4.1 Monitor and control project Work			
4.2 Scope management			
4.2.1 Validate Scope			
4.2.2 Control Scope			
4.3 Schedule Management			
4.3.1 Control Schedule			
4.4 Control Costs			
4.5 Control Quality			
4.6 Control Resources			
4.7 Monitor communication			
4.8 Monitor Risks			
4.9 Control Procurement			
4.10 Monitor Stakeholder Engagement			
5. Closing stage			
5.1 Close project or stage			
5.2 Update records to reflect final results			
5.3 Preparing final project reports			
5.4 Archive this information for future use			
5.5 Measuring stakeholder satisfaction			

FIGURE C.3 Third Page of Project Checklist

APPENDIX D

STAKEHOLDER REGISTER

Stakeholders Register											
Project Name:		Platz Café		Project Manager:		Mohammed Basloom		Date:		/ / 2021	
No.	Stakeholder Name	Designation	Department or Firm	Interest*	Influence*	Expectations	Contact	Comments			
Internal Stakeholders											
1	Mashaal Alkhazri	Sponsor	Top Management			Delivered on time and within budget	T:+966500344919 E:Meshael@hotmail.com				
2	Mohammed Basloom	Project Manager	Project Management			Clearly defined requirements and timely completion of documents	T:+966558804066 E:Engbasloom@gmail.com				
3	Basmah Aljabr	Project Planner	Planning			The project charter's implemtation accurately and achieve the	T:+966556699052 E:Aljabrbh@gmail.com				
4	Ibrahim Alobaid	Subject Matter Expert (SME)	Project Management			Applying high strategic standards	T:+9665687989346 E:sgt340@hotmail.com		High		
5	Mohammed Fahad	Cafe Manager	Operation			Provide payments as milestones are reached	T:+966553387680 E:M.Fahad@gmail.com		Low		
6	Reem Saad	Human Resources Coordinator	Human Resources			Well trained employees	T:+966549802388 E:R.saad@gmail.com				
7	Sakena Almehdar	Financial officer	Finance			No financial issues and Within budget	T:+966532192222 E:Almehdarsakena@gmail.com				
8	Saud Haddadi	Quality Assurance Engineer	Quality Assurance			High quality standards considerations	T:+966590501412 E:Eng.saudhaddadi@gmail.com				
External Stakeholders											
9	Majed Rashid	Coffee Machines Vendor	Caffeine Lab			Coffee machines are provided on time	T:+966550980098 E:M.rashid@gmail.com				
10	Nora Maher	Coffee Beans Supplier	Sulalat Coffee			Coffee beans are provided on time	T:+966567566980 E:N.Maher@gmail.com				
11	Thamer Saleh	Packaging Supplier	Sfaat			Packaging supplies are provided on time	T:+966543367398 E:T.saleh@gmail.com				
12	Suha Nasser	Office Supplier	Jarir Bookstore			Office supplies are provided on time	T:+966551213458 E:S.nasser@gmail.com				
13	Customers	Customers	Café Platz's potential customers			Walk-in continuously	T: Customers' Data E: Customers' Data				
14	Mohammed Ali	Maintenance Supervisor	BT Advanced Operation and Maintenance			Maintenance services are provided periodically	T:+966558908970 E:M.Ali@gmail.com				
15	Sara Mazen	Relations Officer	University of Business and Technology			Beneficial agreement	T:+966557489356 E:S.Mazen@ubt.edu.com				
16	Maha Ahmed	Relations Officer	University of Jeddah			Beneficial agreement	T:+966567348795 E:M.Ahmed@uj.edu.com				
17	Mansour Khalid	Relations Officer	King Abdulaziz University			Beneficial agreement	T:+966563398012 E:M.Khalid@kua.edu.com				

High	
Low	

FIGURE D.1 Stakeholder Register After Stakeholder Analysis

APPENDIX E

STAKEHOLDER NETWORK (INTEREST/ STRENGTH)

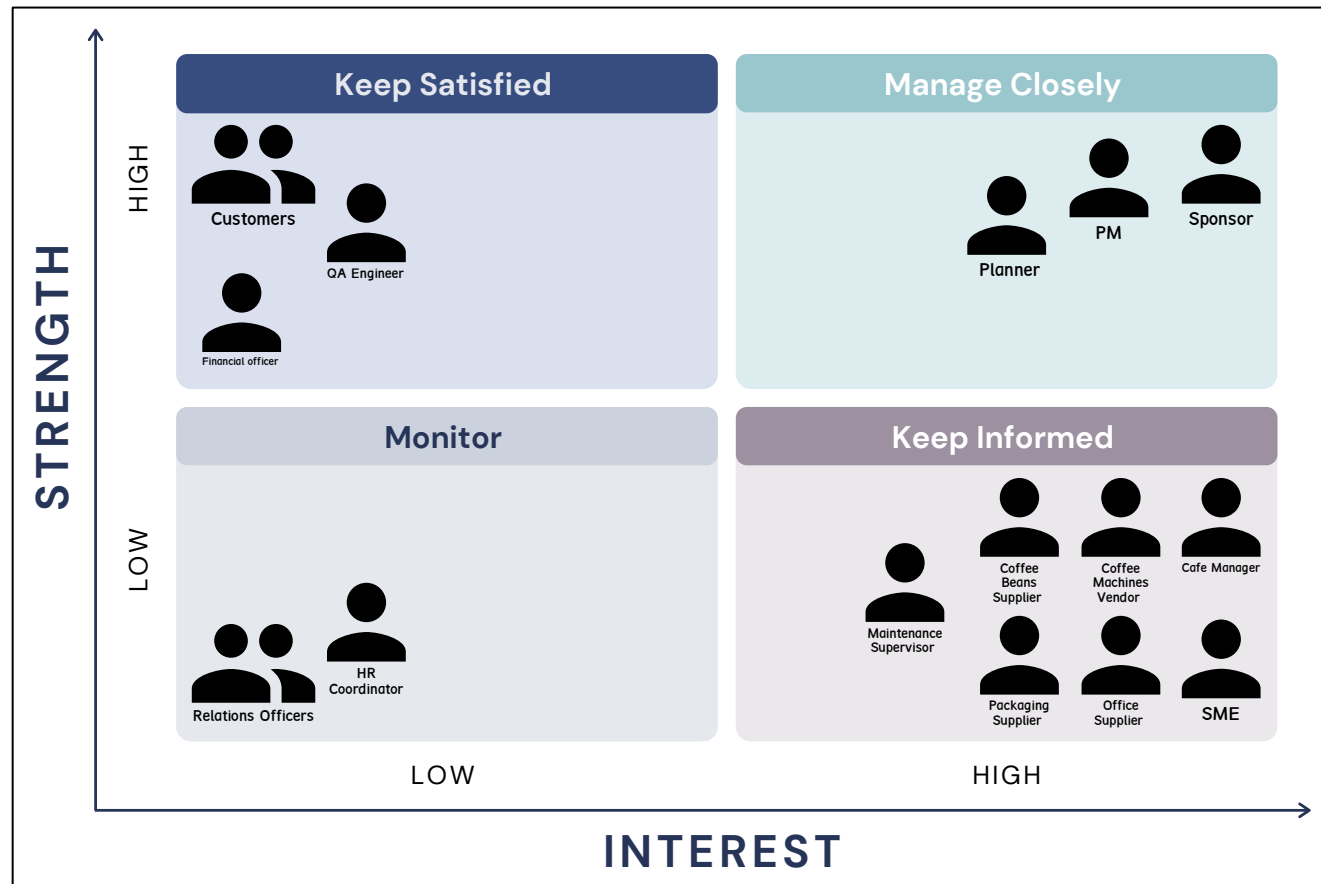


FIGURE E.1 Stakeholder Network (Interest Vs Strength)

APPENDIX F

STAKEHOLDER NETWORK (INFLUENCE/STRENGTH)

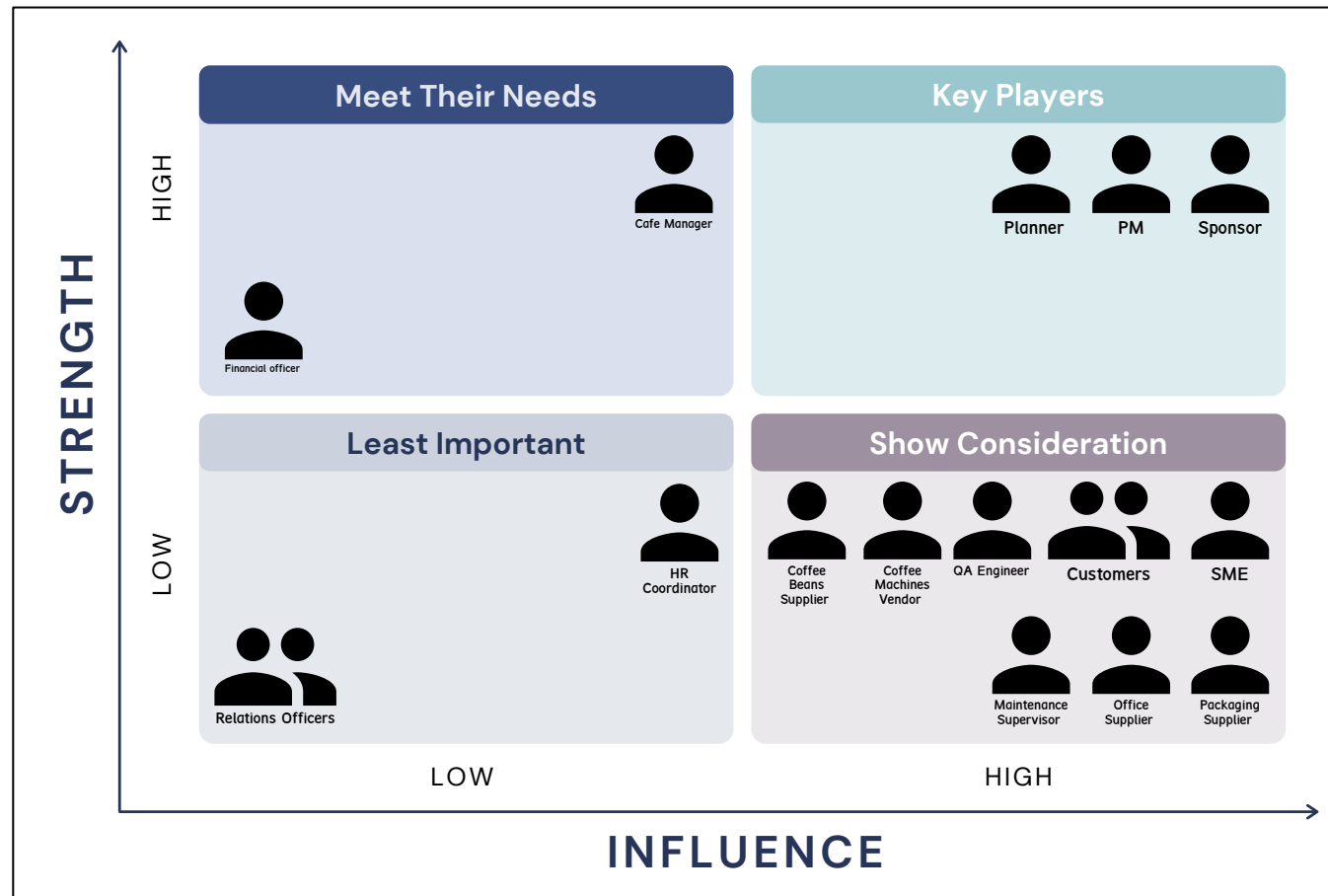


FIGURE F.1 Stakeholder Network (Influence Vs Strength)

APPENDIX G

STAKEHOLDER LOGICAL DIAGRAM

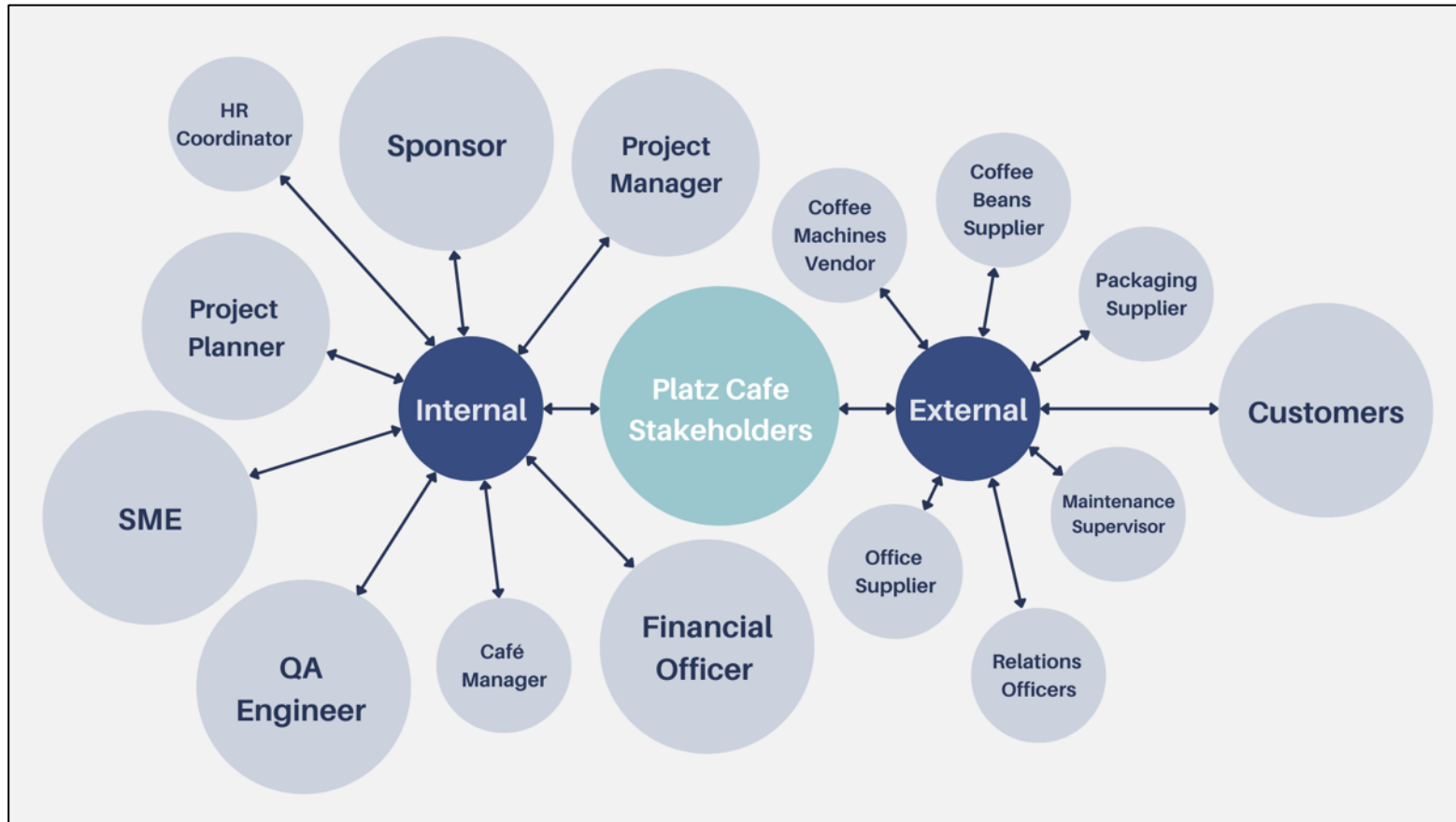


FIGURE G.1 Stakeholder Logical Diagram (Internal and External)

APPENDIX H

STAKEHOLDER REGISTER (COMM VERSION)

Stakeholders Register										
Project Name:		Platz Café		Project Manager:		Mohammed Basloom		Date:		/ / 2021
No.	Stakeholder Name	Designation	Department or Firm	Interest*	Influence*	Expectations	Contact	Comms Requirements	Comms frequency	Comments
Internal Stakeholders										
1	Mashaal Alkhazjz	Sponsor	Top Management			Delivered on time and within budget	T:+966500344919 E:Meshaell@hotmail.com	Video Conference and Email	Monthly	
2	Mohammed Basloom	Project Manager	Project Management			Clearly defined requirements and timely completion of documents	T:+966558804066 E:Engbasloom@gmail.com	Email and Telephone	Daily	
3	Basmah Aljabr	Project Planner	Planning			The project charter's implementation accurately and achieve the	T:+966556699052 E:Aljabrbh@gmail.com	Email and Telephone	Daily	
4	Ibrahim Alobaid	Subject Matter Expert (SME)	Project Management			Applying high strategic standards	T:+9665687989346 E:sgt340@hotmail.com	Video Conference and Email	Monthly	High
5	Mohammed Fahad	Cafe Manager	Operation			Provide payments as milestones are reached	T:+966553387680 E:M.Fahad@gmail.com	Email and Telephone	Daily	Low
6	Reem Saad	Human Resources Coordinator	Human Resources			Well trained employees	T:+966549802388 E:R.saad@gmail.com	Email and Telephone	Weekly	
7	Sakena Almedhar	Financial officer	Finance			No financial issues and Within budget	T:+966532192222 E:Almedharsakena@gmail.com	Email and Telephone	Weekly	
8	Saud Haddadi	Quality Assurance Engineer	Quality Assurance			High quality standards considerations	T:+966590501412 E:Eng.saudhaddadi@gmail.com	Email and Telephone	Daily	
External Stakeholders										
9	Majed Rashid	Coffee Machines Vendor	Caffeine Lab			Coffee machines are provided on time	T:+966550980098 E:M.rashid@gmail.com	Email and Telephone	Weekly	
10	Nora Maher	Coffee Beans Supplier	Sulalat Coffee			Coffee beans are provided on time	T:+966567566980 E:N.Maher@gmail.com	Email and Telephone	Weekly	
11	Thamer Saleh	Packaging Supplier	Sfaqt			Packaging supplies are provided on time	T:+966543367398 E:T.saleh@gmail.com	Email and Telephone	Weekly	
12	Suha Nasser	Office Supplier	Jarir Bookstore			Office supplies are provided on time	T:+966551213458 E:S.nasser@gmail.com	Email and Telephone	Weekly	
13	Customers	Customers	Café Platz's potential customers			Walk-in continuously	T: Customers' Data E: Customers' Data	Email and Telephone	Daily	
14	Mohammed Ali	Maintenance Supervisor	BT Advanced Operation and Maintenance			Maintenance services are provided periodically	T:+966558908970 E:M.Ali@gmail.com	Email and Telephone	Weekly	
15	Sara Mazen	Relations Officer	University of Business and Technology			Beneficial agreement	T:+966557489356 E:S.Mazem@ubt.edu.com	Email and Telephone	Monthly	
16	Maha Ahmed	Relations Officer	University of Jeddah			Beneficial agreement	T:+966567348795 E:M.Ahmed@uj.edu.com	Email and Telephone	Monthly	
17	Mansour Khalid	Relations Officer	King Abdulaziz University			Beneficial agreement	T:+966563398012 E:M.Khalid@kua.edu.com	Email and Telephone	Monthly	

FIGURE H.1 Stakeholder Register (Communication Version)

APPENDIX I

COMMUNICATION MATRIX

COMMUNICATIONS MATRIX							
Project Name:			Platz Café				
National Center:			Saudi Arabia, Riyadh				
Project Manager Name:			Mohammed Basloom				
ID	Communication	Target Audience	Description/Purpose	Frequency	Owner	Medium	Internal / External
1	Project Status Report	Project Manager / Project Team / Project Sponsor	Updated project status	Weekly - Sunday 2 PM	Planning Manager	E-mail	Internal & External
2	Project Status Meeting	Project Manger / Project Stakeholders	Review project status, critical issues, earned milestone	Monthly - First Sunday of each month	Project Manager	Face to Face / Meeting	Internal & External
3	Progress Meeting	Project Manager / Project Team	Update project status, schedule, budget, change requests	Weekly - Thursday 10 AM	Project Manager	Face to Face / Meeting	Internal
4	Quality Assurance / Quality Audit Report	Project Manager / Quality Team / Project Team	Update on project quality performance	Weekly - Sunday 2 PM	Quality Manger	E-mail	Internal
5	Project Financial Report	Project Manager / Project Sponsor	Updated project cashflow	Monthly - First Sunday of each month	Finance Manager	E-mail	Internal & External
6	Project Procurement Status	Project Manager / Project Team	Update Procurement status, delivery schedule, project requirement	Monthly - First Sunday of each month	Procurement Manager	E-mail	Internal

FIGURE I.1 Communication Matrix of the Project

APPENDIX J

STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

Stakeholder Engagement Assessment Matrix									
No.	Stakeholder Name	Designation	Department or Firm	Interest / Influence	Unaware	Resistance	Neutral	Supportive	Leading
1	Masha'el Alkhazrj	Sponsor	Top Management	H/H				C	D
2	Mohammed Basloor	Project Manager	Project Management	H/H				C	D
3	Basmah Aljabr	Project Planner	Planning	H/H			C	D	
4	Ibrahim Alobaid	Subject Matter Expert (SME)	Project Management	L/H	C		D		
5	Mohammed Fahad	Cafe Manager	Operation	H/L		C	D		
6	Reem Saad	Human Resources Coordinator	Human Resources	L/L	C		D		
7	Sakena Almehdar	Financial officer	Finance	L/H		C	D		
8	Saud Haddadi	Quality Assurance Engineer	Quality Assurance	L/H	C			D	

Legends:

H = High
L = Low
C = Current Engagement Level
D = Desired Engagement Level

FIGURE J.1 Stakeholder Engagement Assessment Matrix of the Project

APPENDIX K

WORK BREAKDOWN STRUCTURE (WBS)

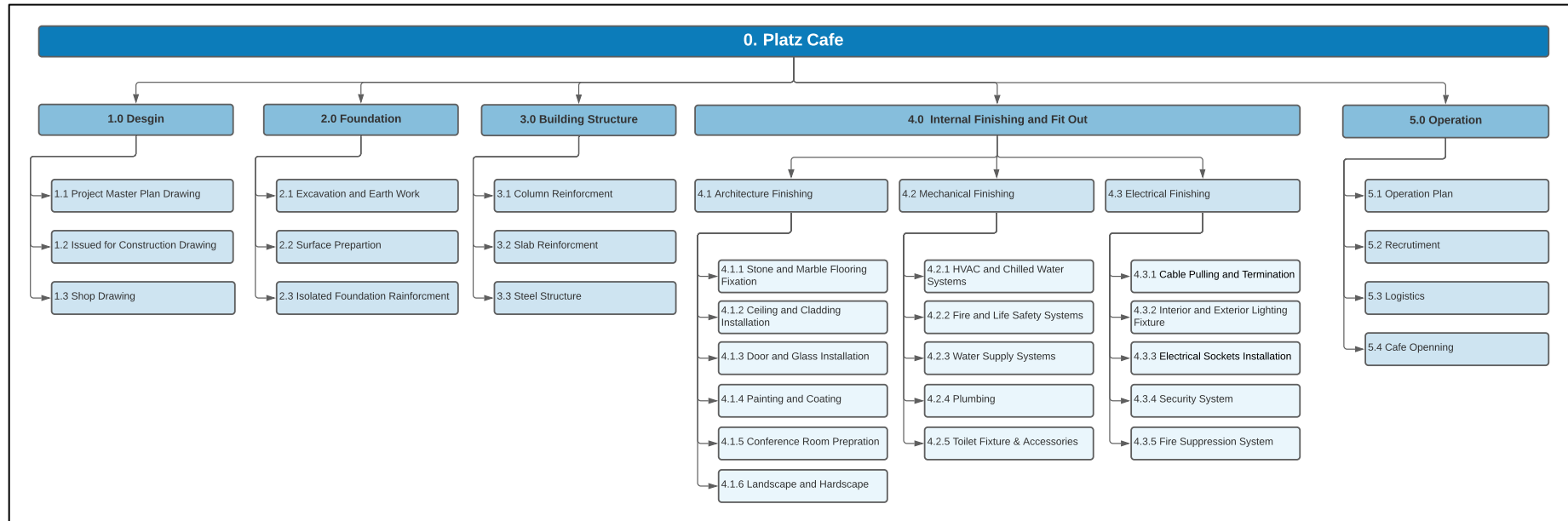


FIGURE K.1 Work Breakdown Structure (WBS) of the Project

APPENDIX L

WBS DICTIONARY

WBS Name	Design
Description	Technical, mechanical and architectural design of the café
WBS ID	1.0
Estimated Duration	17 Days
Estimated Cost	45,000 SR
WBS Name	Project Master Plan Drawing
Description	Layout and headlines for the project design
WBS ID	1.1
Estimated Duration	3 Days
Estimated Cost	20,000 SR
WBS Name	Issued for Construction Drawing
Description	Prepare the construction drawing prior to start bedding for the project
WBS ID	1.2
Estimated Duration	4 Days
Estimated Cost	20,000 SR
WBS Name	Shop Drawing
Description	Detailed construction drawing
WBS ID	1.3
Estimated Duration	10 Days
Estimated Cost	5,000 SR
WBS Name	Foundation
Description	Technical, mechanical and architectural design of the café
WBS ID	2.0
Estimated Duration	15 Days
Estimated Cost	55,000 SR
WBS Name	Excavation and Earth Work
Description	Excavate to reach the required level as per approved drawing
WBS ID	2.1
Estimated Duration	3 Days
Estimated Cost	15,000 SR
WBS Name	Surface Preparation
Description	Levelling the land and clearing all obstacles prior to start reinforcement
WBS ID	2.2
Estimated Duration	2 Days
Estimated Cost	5,000 SR
WBS Name	Isolated Foundation Reinforcement
Description	Steel fixing and tighten as per approved drawing
WBS ID	2.3
Estimated Duration	10 Days
Estimated Cost	35,000 SR

FIGURE L.1 Page One of Platz Café WBS Dictionary

WBS Name	Building Structure
Description	All required component to build the café
WBS ID	3.0
Estimated Duration	26 Days
Estimated Cost	130,000 SR

WBS Name	Column Reinforcement
Description	Reinforced column to carryout slab load as per approved drawing
WBS ID	3.1
Estimated Duration	10 Days
Estimated Cost	40,000 SR

WBS Name	Slab Reinforcement
Description	Reinforced slab to carryout Building Structure load as per approved drawing
WBS ID	3.2
Estimated Duration	10 Days
Estimated Cost	60,000 SR

WBS Name	Steel Structure
Description	Steel fixing and tighten as per approved drawing
WBS ID	3.3
Estimated Duration	6 Days
Estimated Cost	30,000 SR

WBS Name	Internal Finishing and Fit Out
Description	Electrical, mechanical and architectural finishing of the café
WBS ID	4.0
Estimated Duration	26 Days
Estimated Cost	200,000 SR

WBS Name	Architecture Finishing
Description	Architectural finishing of the café
WBS ID	4.1
Estimated Duration	21 Day
Estimated Cost	100,000 SR

WBS Name	Stone and Marble Flooring
Description	Ceramic/Marble tiles to be fixed
WBS ID	4.1.1
Estimated Duration	3 Days
Estimated Cost	20,000 SR

WBS Name	Ceiling and Cladding
Description	Gypsum ceiling and wooden cladding to be installed
WBS ID	4.1.2
Estimated Duration	6 Days
Estimated Cost	10,000 SR

WBS Name	Door and Glass Installation
Description	hollow matel doors and laminated glass to be installed
WBS ID	4.1.3
Estimated Duration	3 Days
Estimated Cost	5,000 SR

WBS Name	Painting and Coating
Description	Plan and texture paint
WBS ID	4.1.4
Estimated Duration	4 Days
Estimated Cost	15,000 SR

WBS Name	Conference Room Preparation
Description	Tables, Tv and projectors preparation
WBS ID	4.1.5
Estimated Duration	2 Days
Estimated Cost	25,000 SR

WBS Name	Landscape and Hardscape
Description	soft scape and planting tress external areas
WBS ID	4.1.6
Estimated Duration	4 Days
Estimated Cost	25,000 SR

FIGURE L.2 Page Two of Platz Café WBS Dictionary

WBS Name	Mechanical Finishing
Description	Mechanical finishing of the café
WBS ID	4.2
Estimated Duration	26 Days
Estimated Cost	50,000 SR

WBS Name	HVAC and Chilled Water
Description	installation of HVAC and chilled water
WBS ID	4.2.1
Estimated Duration	10 Days
Estimated Cost	12,000 SR

WBS Name	Fire and Life Safety Systems
Description	System to get civil defence approval
WBS ID	4.2.2
Estimated Duration	6 Days
Estimated Cost	7,000 SR

WBS Name	Water Supply Systems
Description	Supply the water inside the café
WBS ID	4.2.3
Estimated Duration	5 Days
Estimated Cost	8,000 SR

WBS Name	Plumbing
Description	Pipes fixation
WBS ID	4.2.4
Estimated Duration	3 Days
Estimated Cost	13,000 SR

WBS Name	Toilet Fixture & Accessories
Description	Toilet Fixture & Accessories installation
WBS ID	4.2.5
Estimated Duration	4 Days
Estimated Cost	10,000 SR

WBS Name	Electrical Finishing
Description	Electrical finishing of the café
WBS ID	4.3
Estimated Duration	17 Days
Estimated Cost	50,000 SR

WBS Name	Cable Pulling and Termination
Description	Cable Pulling and Termination to getting power supply
WBS ID	4.3.1
Estimated Duration	5 Days
Estimated Cost	16,000 SR

WBS Name	Interior and Exterior Lighting
Description	Lighting installation as per approved drawing
WBS ID	4.3.2
Estimated Duration	2 Days
Estimated Cost	4,000 SR

WBS Name	Electrical Sockets Installation
Description	Electrical Sockets as per approved drawing
WBS ID	4.3.3
Estimated Duration	2 Days
Estimated Cost	8,000 SR

WBS Name	Security System
Description	Security system for more safe to the café
WBS ID	4.3.4
Estimated Duration	4 Days
Estimated Cost	12,000 SR

WBS Name	Fire Suppression System
Description	System to get civil defence approval
WBS ID	4.4.5
Estimated Duration	4 Days
Estimated Cost	10,000 SR

FIGURE L.3 Page Three of Platz Café WBS Dictionary

WBS Name	Operation
Description	Operation plan , recruitment and logistics to café
WBS ID	5.0
Estimated Duration	26 Days
Estimated Cost	70,000 SR

WBS Name	Operation Plan
Description	how the café will start and operate
WBS ID	5.1
Estimated Duration	10 Days
Estimated Cost	17,000 SR

WBS Name	Recruitment
Description	select the barista and cashier for café
WBS ID	5.2
Estimated Duration	16 Days
Estimated Cost	13,000 SR

WBS Name	Logistics
Description	required product supply to the café
WBS ID	5.3
Estimated Duration	18 Days
Estimated Cost	40,000 SR

WBS Name	Cafe Opening
Description	
WBS ID	5.4
Estimated Duration	
Estimated Cost	

FIGURE L.4 Page Four of Platz Café WBS Dictionary

APPENDIX M

REQUIREMENTS TRACEABILITY MATRIX

Requirements Traceability Matrix								
Project Name		Platz Café						
ID	Associate ID	Requirements Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables	Specification	Design	Test Cases
1	1.0	Modern Design	To attract costumer attention	Reaching 1,000,000 customer by end of 2022	1.1	Finished	Finished	1001
	1.1	Special Café taste	Attract the coffe lover	Growth revenue by 15% annually	5.3	In progress	In progress	1002
	1.2	Confortable place to use for your meeting	Giving the right space to costumer	Reaching 1,000,000 customer by end of 2022	4.1.5	Finished	In progress	1001, 1003
2	2.1	Full Security system	Feel safe to use the place	Opening five Cafe Shops branches	4.3 & 4.3	In progress	In progress	1004
	2.2	Innovative products	Great impact for futere invesment	Reaching 1,000,000 customer by end of 2022	5.1	In progress	In progress	1002

FIGURE M.1 Requirements Traceability Matrix of the Project

APPENDIX N

OBJECTIVES STRUCTURE

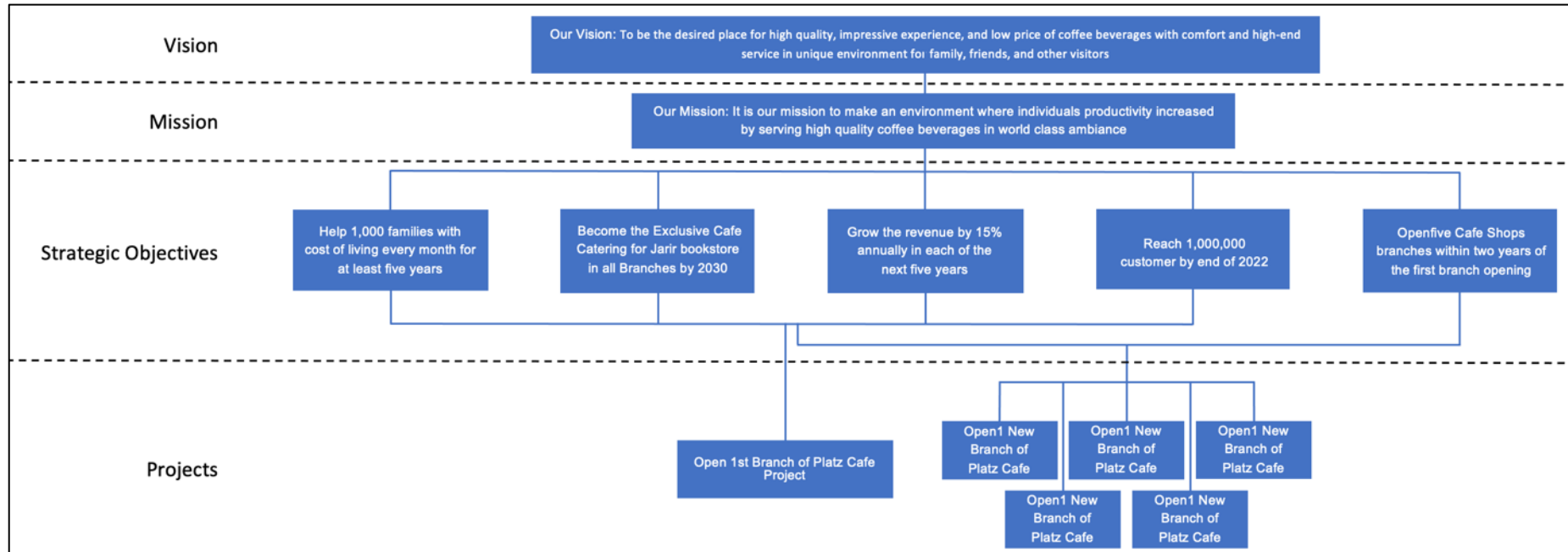


FIGURE N.1 Objectives Structure of the Project

APPENDIX O

PROJECT SCOPE STATEMENT

Out of Scope

This project will NOT accomplish or include the following:	• Parking spaces renovation. • Replace or upgrading building services such as heating, electrical wiring, or plumbing.
--	---

Acceptance Criteria

This project is accepted when:	• Complies with Platz Café compliance mode. • The project manager issues acceptance letter.
--------------------------------	--

Project Assumptions

NO.	ASSUMPTION
1	Selected building land is good for building and require no extra effort than normal construction activities
2	High speed internet infrastructure is covered in the selected building land

Project Constraints

NO.	ASSUMPTION
1	Total project budget a cost of SAR 800,000.00 is enough to complete the project.
2	Interior design selection and acceptance is only under the authority of the project manager.
2	All necessary licenses need to be obtained prior end of 2021.

Cost Estimate

Activity Cost Estimates	SAR500,000.00
Cost Baseline	SAR650,000.00
Total Project Budget	SAR800,000.00

Approvals

DATE SUBMITTED FOR APPROVAL	STAKEHOLDER NAME, TITLE, AND ROLE	DATE APPROVAL RECEIVED
01/12/202	Mashaal Alkhazj - Project Sponsor	06/12/202
06/12/202	Mohammed Basloom - Project Manager	06/12/202

FIGURE O.1 Page One of Platz Café Project Scope Statement

Out of Scope

This project will NOT accomplish or include the following:	• Parking spaces renovation. • Replace or upgrading building services such as heating, electrical wiring, or plumbing.
--	---

Acceptance Criteria

This project is accepted when:	• Complies with Platz Café compliance mode. • The project manager issues acceptance letter.
--------------------------------	--

Project Assumptions

NO.	ASSUMPTION
1	Selected building land is good for building and require no extra effort than normal construction activities
2	High speed internet infrastructure is covered in the selected building land

Project Constraints

NO.	ASSUMPTION
1	Total project budget a cost of SAR 800,000.00 is enough to complete the project.
2	Interior design selection and acceptance is only under the authority of the project manager.
2	All necessary licenses need to be obtained prior end of 2021.

Cost Estimate

Activity Cost Estimates	SAR500,000.00
Cost Baseline	SAR650,000.00
Total Project Budget	SAR800,000.00

Approvals

DATE SUBMITTED FOR APPROVAL	STAKEHOLDER NAME, TITLE, AND ROLE	DATE APPROVAL RECEIVED
01/12/202	Mashaal Alkhazj - Project Sponsor	06/12/202
06/12/202	Mohammed Basloom - Project Manager	06/12/202

FIGURE O.2 Page Two of Platz Café Project Scope Statement

APPENDIX P
PRODUCT BREAKDOWN STRUCTURE (PBS)

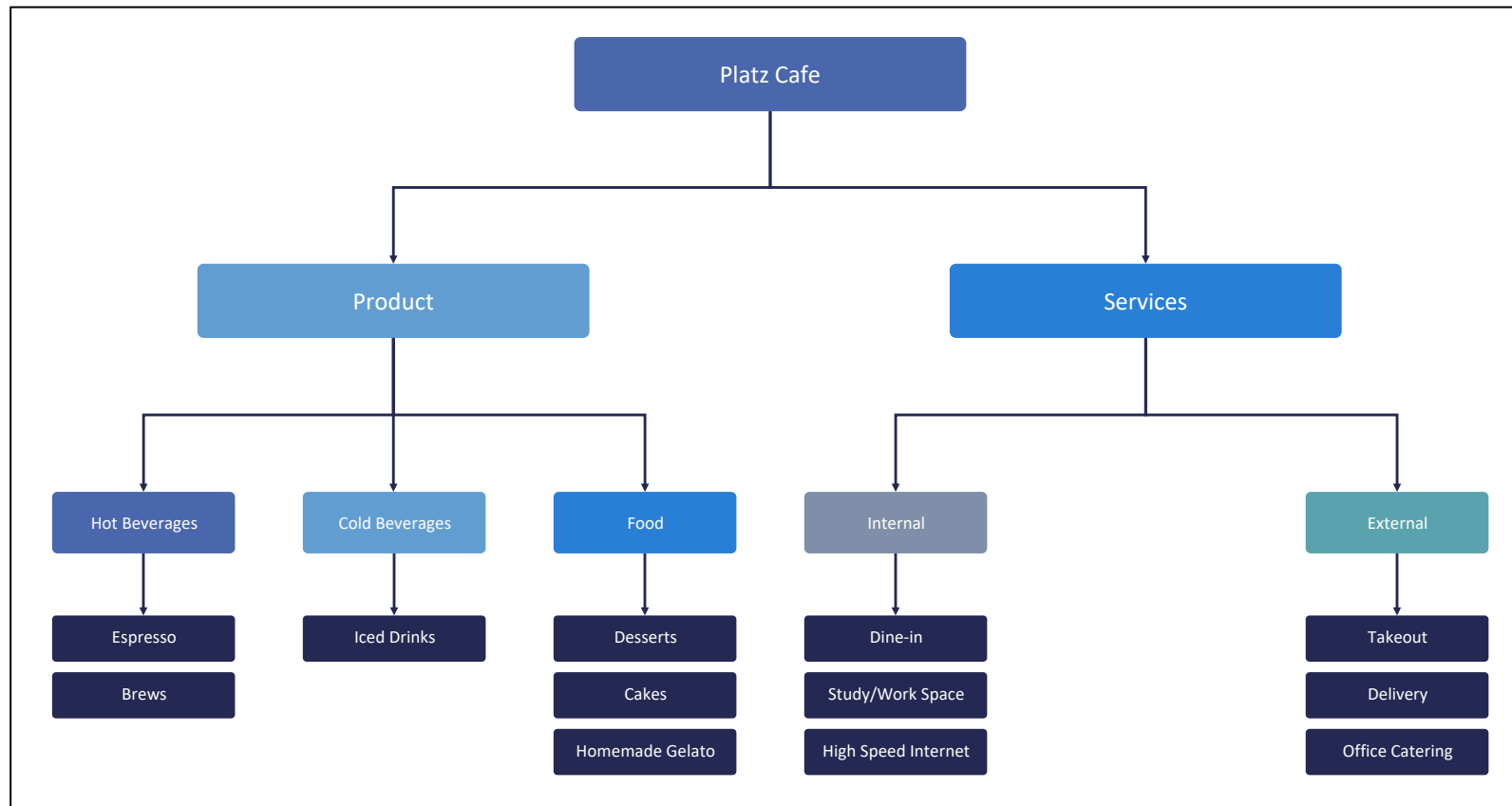


FIGURE P.1 Platz Café Product breakdown structure (PBS)

APPENDIX Q

PROJECT ACTIVITIES

WBS ID	Activity	WBS ID	Activity
0	Platz Cafe	0	Platz Cafe
1.0	Design	4.1.3.2	Door and Glass Installation
1.1	Project Master Plan Drawing	4.1.4	Painting and Coating
1.1.1	Develop Project Master Plan	4.1.4.1	Surface Preparation and Primer Coat application
1.2	Issued for Construction Drawing	4.1.4.2	Stucco and First Coats Painting
1.2.1	Develop Issued for Construction Drawing	4.1.4.3	Final Coat Paint Application
1.3	Shop Drawing	4.1.5	Conference Room Preparation
1.3.1	Prepare Architecture Shop Drawing	4.1.5.1	Café Furniture
1.3.2	Prepare Mechanical Shop Drawing	4.1.6	Landscape and Hardscape
1.3.3	Prepare Electrical Shop Drawing	4.1.6.1	External Pavers and Gravels Installation
	Milestone	4.1.6.2	Planting , Trees, Shrubs, Ground cover and Grass
2.0	Foundation	4.2	Mechanical Finishing
2.1	Excavation and Earth Work	4.2.1	HVAC and Chilled Water Systems
2.1.1	Digging the Soil	4.2.1.1	HVAC System Installation
2.1.2	Remove the Soil	4.2.1.2	Chilled Water Systems Installation
2.2	Surface Preparation	4.2.1.3	Testing HVAC and Chilled Water Systems
2.2.1	Leveling The Land	4.2.2	Fire and Life Safety Systems
2.2.2	Pouring Lean Concrete	4.2.2.1	Fire and Life Safety Systems Installation
2.2	Isolated Foundation	4.2.2.2	Testing Fire and Life Safety Systems
2.3.1	Steel Reinforcement Fixation	4.2.3	Water Supply Systems
2.3.2	Making wooden form work	4.2.3.1	Water Supply Systems Installation
2.3.3	Pour Concrete and Curing Works	4.2.3.2	Testing Water Supply Systems
3.0	Building Structure	4.2.4	Plumbing
3.1	Column Reinforcement	4.2.4.1	Pipes Installation
3.1.1	Steel Reinforcement Fixation	4.2.4.2	Plumbing Hydro and Pressure Test
3.1.2	Form Work and Wooden Deck Sheet Installation	4.2.5	Toilet Fixture & Accessories
3.1.3	Pour Concrete and Curing Works	4.2.5.1	Sanitary Accessories Installation
3.2	Slab Reinforcement	4.2.5.2	Toilet, Bath and Laundry Accessories installation
3.2.1	Steel Reinforcement Fixation	4.3	Electrical Finishing
3.2.2	Form Work and Wooden Deck Sheet Installation	4.3.1	Cable Pulling and Termination
3.2.3	Pour Concrete and Curing Works	4.3.1.1	Cable Pulling and Termination Works
3.3	Steel Structure	4.3.2	Interior and Exterior Lighting Fixture
3.3.1	Brackets Installation prior to start Steel Frame	4.3.2.1	Interior and Exterior Lighting Fixture Installation
3.3.2	Steel Framing, Glazing, U Channels, and Gaskets installation	4.3.3	Electrical Sockets
3.3.3	Modification of Steel Frame and Welding Requirements	4.3.3.1	Electrical Sockets Installation
	Milestone	4.3.4	Security System
4.0	Internal Finishing and Fit Out	4.3.4.1	Security System Installation
4.1	Architecture Finishing	4.3.4.2	Testing Security System
4.1.1	Stone and Marble Flooring	4.3.5	Fire Detection and Alarm System
4.1.1.1	Setting Out and Preparation of Bedding Mortar	4.3.5.1	Fire Detection and Alarm System Installation
4.1.1.2	Stone and Marble Flooring Fixation	4.3.5.2	Testing Fire Detection and Alarm System
4.1.1.3	Closeout and Grouting Work		Milestone
4.1.2	Ceiling and Cladding Installation	5.0	Operation
4.1.2.1	Cladding Suspension System and Frame work	5.1	Operation Plan
4.1.2.2	Cladding Closure	5.1.1	Develop Operation Plan
4.1.2.1	Ceiling Suspension System and Frame work	5.2	Recruitment
4.1.2.2	Ceiling Closure	5.2.1	Start Recruiting
4.1.3	Door and Glass	5.3	Logistics
4.1.3.1	Door and Glass Setting Out	5.3.1	Start Logistics and Supply to the Café
		5.4	Café Opening

FIGURE Q.1 Platz Café Project Activities

APPENDIX R

PROJECT ACTIVITIES RELATIONSHIPS

WBS ID	Activity	Estimated Duration	Dependencies	WBS ID	Activity	Estimated Duration	Dependencies
0	Platz Cafe			0	Platz Cafe		
1.0	Design			4.1.4	Painting and Coating		
1.1	Project Master Plan Drawing			4.1.4.1	Surface Preparation and Primer Coat application	1	4.2.2.2, 4.3.2.1, 4.3.5.2, 4.3.4.2
1.1.1	Develop Project Master Plan	3	Start	4.1.4.2	Stucco and First Coats Painting	1	4.1.4.1
1.2	Issued for Construction Drawing			4.1.4.3	Final Coat Paint Application	2	4.1.4.3
1.2.1	Develop Issued for Construction Drawing	4	1.1.1	4.1.5	Café Reception and Conference Room Preparation		
1.3	Shop Drawing			4.1.5.1	Café Furniture		4.1.4.3
1.3.1	Prepare Architecture Shop Drawing	4	1.2.1	4.1.6	Landscape and Hardscape		
1.3.2	Prepare Mechanical Shop Drawing	3	1.2.1	4.1.6.1	External Pavers and Gravels Installation	2	4.1.3.2
1.3.3	Prepare Electrical Shop Drawing	3	1.2.1	4.1.6.2	Planting, Trees, Shrubs, Ground cover and Grass	2	4.1.6.1
2.0	Foundation			4.2	Mechanical Finishing		
2.1	Excavation and Earth Work			4.2.1	HVAC and Chilled Water Systems		
2.1.1	Digging the Soil	2	1.3.1, 1.3.2, 1.3.3	4.2.1.1	HVAC System Installation	6	3.3.3
2.1.2	Remove the Soil	1	2.1.1	4.2.1.2	Chilled Water Systems Installation	4	4.2.1.1
2.2	Surface Preparation			4.2.2	Fire and Life Safety Systems		
2.2.1	Leveling The Land	1	2.1.2	4.2.2.1	Fire and Life Safety Systems Installation	5	4.1.2.4
2.2.2	Pouring Lean Concrete	1	2.2.1	4.2.2.2	Testing Fire and Life Safety Systems	1	4.2.2.1
2.2	Isolated Foundation			4.2.3	Water Supply Systems		
2.3.1	Steel Reinforcement Fixation	2	2.2.2	4.2.3.1	Water Supply Systems Installation	4	4.2.4.2
2.3.2	Making wooden form work	1	2.3.1	4.2.3.2	Testing Water Supply Systems	1	4.2.3.1
2.3.3	Pour Concrete and Curing Works	7	2.3.2	4.2.4	Plumbing		
3.0	Building Structure			4.2.4.1	Plumbing Installation & Pressure Test	3	3.3.3
3.1	Column Reinforcement			4.2.5	Toilet Fixture & Accessories		
3.1.1	Steel Reinforcement Fixation	2	2.3.3	4.2.5.1	Sanitary Accessories Installation	2	4.2.4.2
3.1.2	Form Work and Wooden Deck Sheet Installation	1	3.1.1	4.2.5.2	Toilet, Bath and Laundry Accessories Installation	2	4.2.5.1
3.1.3	Pour Concrete and Curing Works	7	3.1.2	4.3	Electrical Finishing		
3.2	Slab Reinforcement			4.3.1	Cable Pulling and Termination		
3.2.1	Steel Reinforcement Fixation	2	3.1.3	4.3.1.1	Cable Pulling and Termination Works	5	3.3.3
3.2.2	Form Work and Wooden Deck Sheet Installation	1	3.2.1	4.3.2	Interior and Exterior Lighting Fixture		
3.2.3	Pour Concrete and Curing Works	7	3.2.2	4.3.2.1	Interior and Exterior Lighting Fixture Installation	2	4.1.2.4
3.3	Steel Structure			4.3.3	Electrical Sockets		
3.3.1	Brackets Installation prior to start Steel Frame	1	3.2.3	4.3.3.1	Electrical Sockets Installation	2	4.3.1.1
3.3.2	Steel Framing, Glazing, U Channels, and Gaskets Installation	3	3.3.1	4.3.4	Security System		
3.3.3	Modification of Steel Frame and Welding Requirements	2	3.3.2	4.3.4.1	Security System Installation	3	4.1.2.4
4.0	Internal Finishing and Fit Out			4.3.4.2	Testing Security System	1	4.3.4.1
4.1	Architecture Finishing			4.3.5	Fire Detection and Alarm System		
4.1.1	Stone and Marble Flooring			4.3.5.1	Fire Detection and Alarm System Installation	3	4.1.2.4
4.1.1.1	Stone and Marble Flooring Fixation	1	4.2.4.1	4.3.5.2	Testing Fire Detection and Alarm System	1	4.3.5.1
4.1.2	Ceiling and Cladding Installation			5.0	Operation		
4.1.2.1	Cladding Suspension System and Closure	2	4.1.1.3	5.1	Operation Plan		
4.1.2.2	Ceiling Suspension System and Frame work	2	4.2.1.3, 4.3.1.1	5.1.1	Develop Operation Plan		
4.1.2.3	Ceiling Closure	2	4.1.2.2	5.2	Recruitment		
4.1.3	Door and Glass			5.2.1	Start Recruiting		
4.1.3.1	Door and Glass Setting Out	1	4.1.1.3	5.3	Logistics		
4.1.3.2	Door and Glass Installation	2	4.1.3.1	5.3.1	Start Logistics and Supply to the Café		
				5.4	Café Opening		

FIGURE R.1 Platz Café Project Activities Relationships

APPENDIX S

PROJECT LOGICAL DIAGRAM

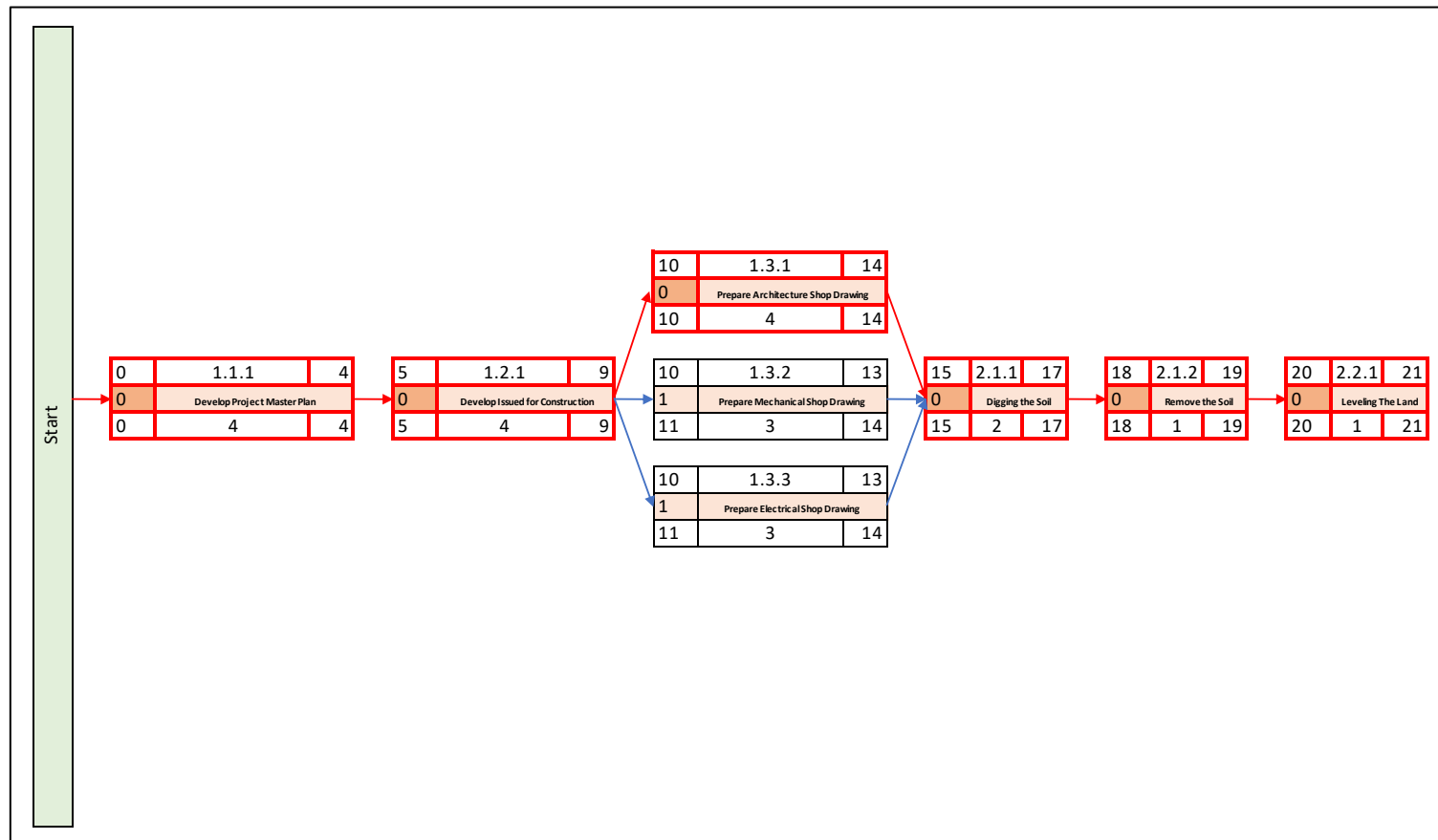


FIGURE S.1 First Page of Project Logical Diagram

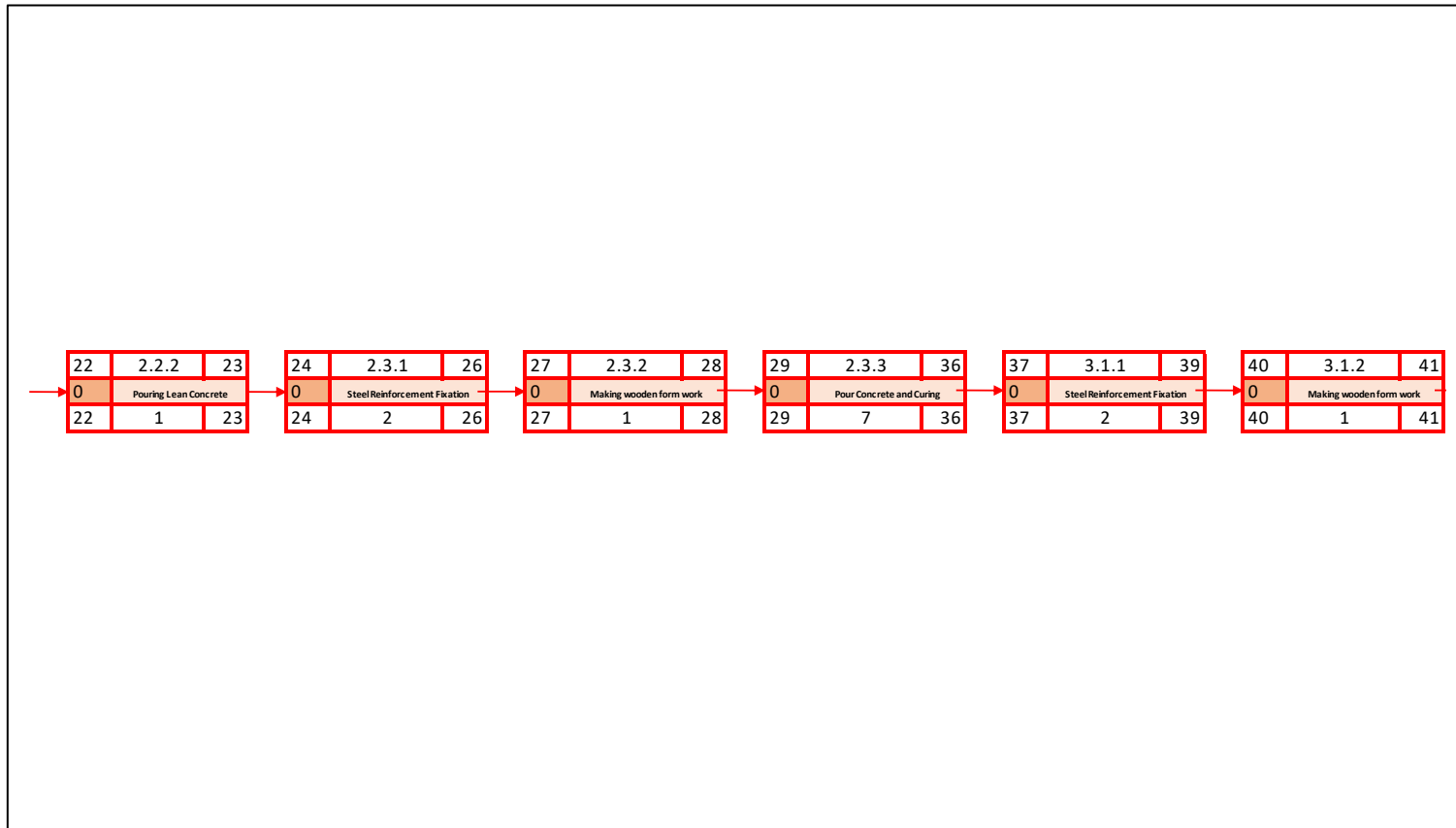


FIGURE S.2 Second Page of Project Logical Diagram

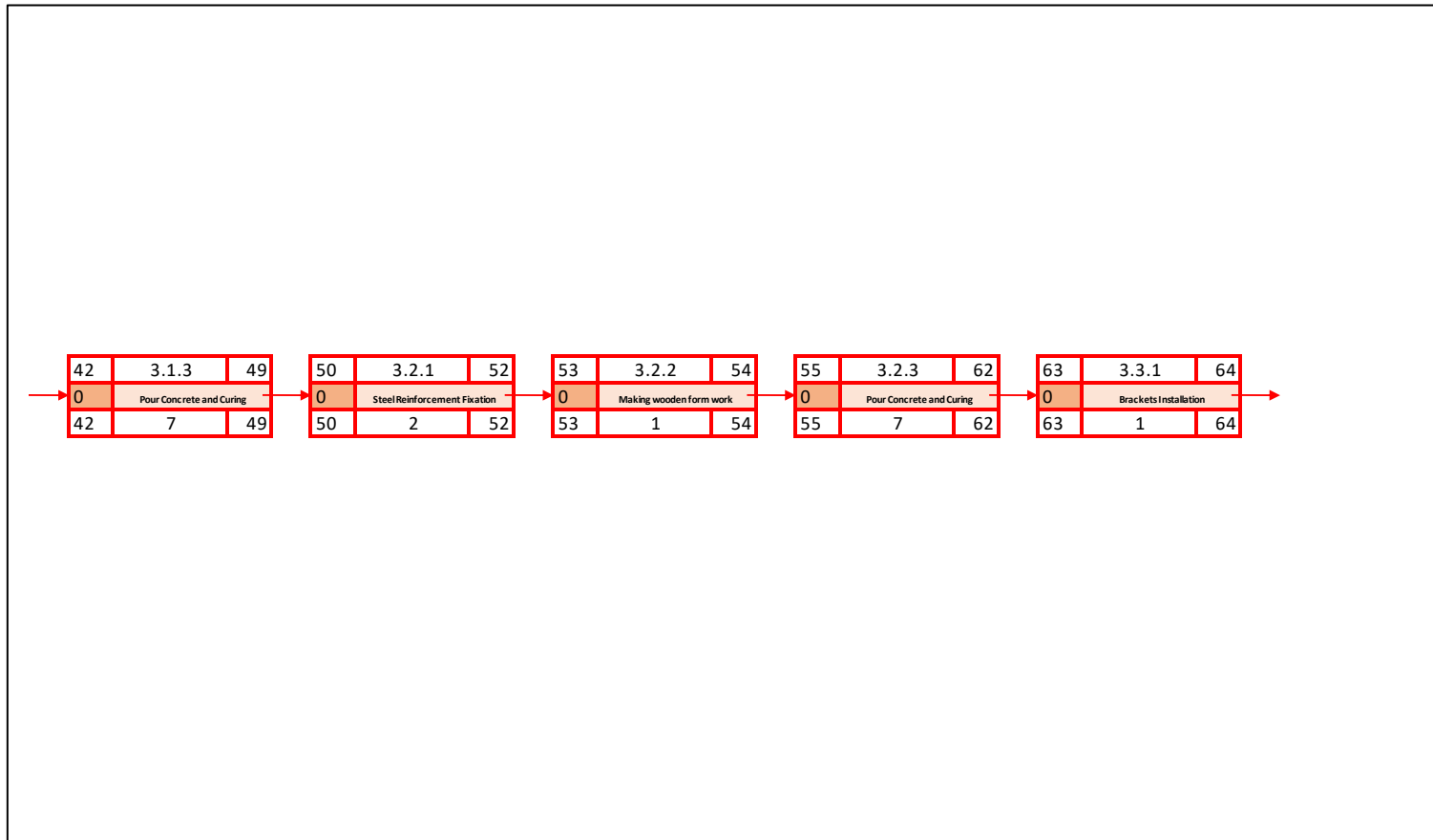


FIGURE S.3 Third Page of Project Logical Diagram

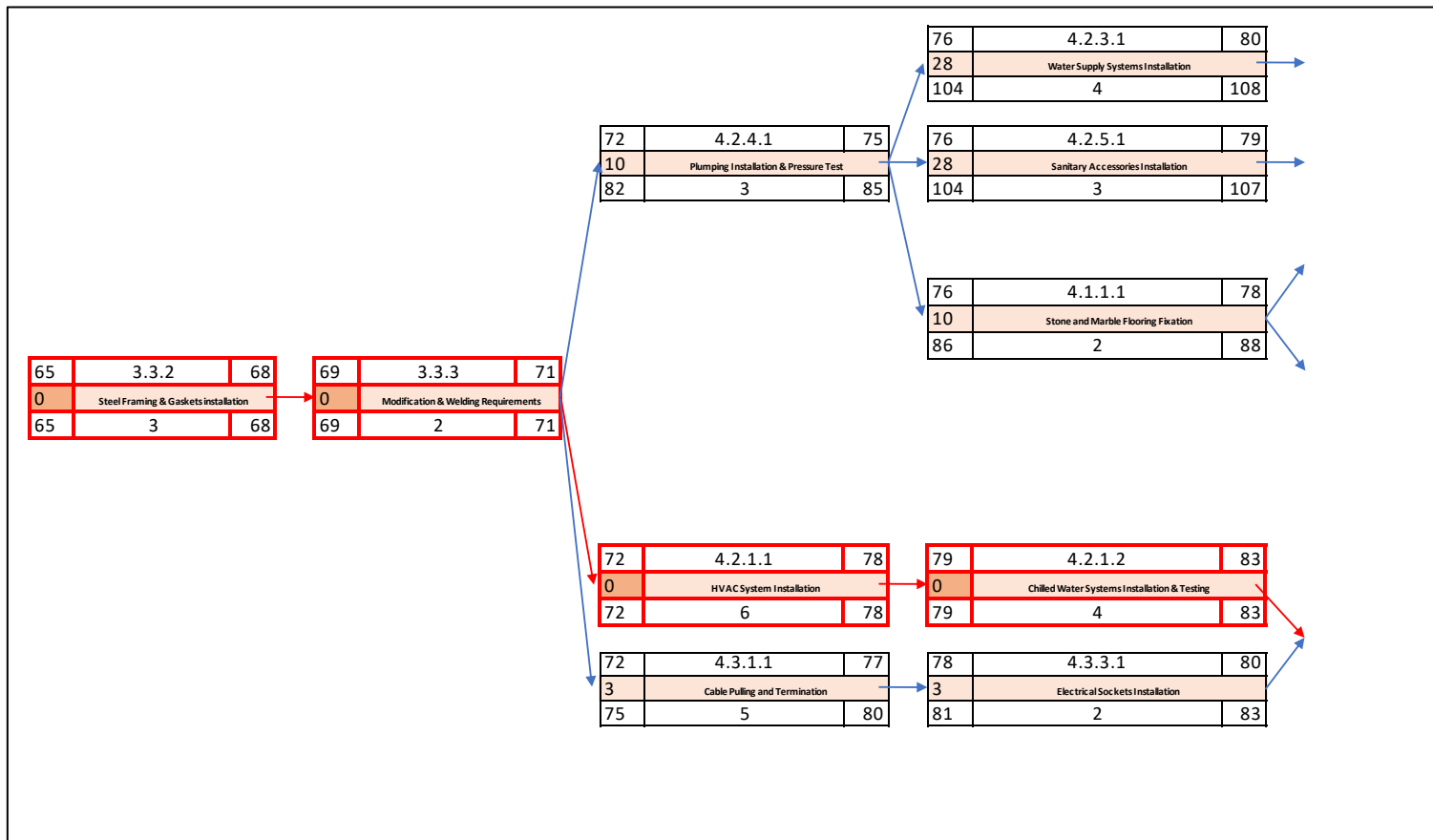


FIGURE S.4 Fourth Page of Project Logical Diagram

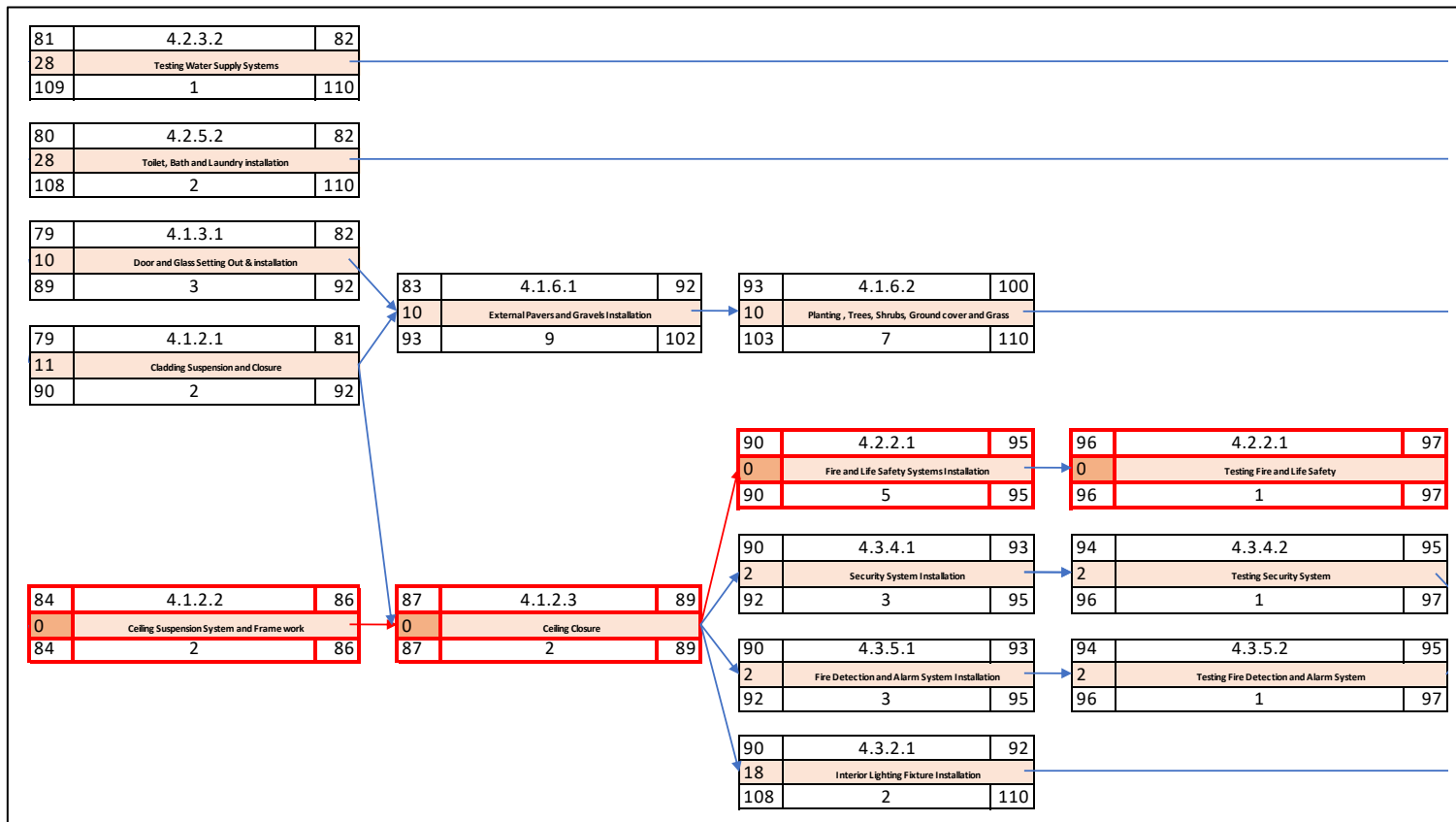


FIGURE S.5 Fifth Page of Project Logical Diagram

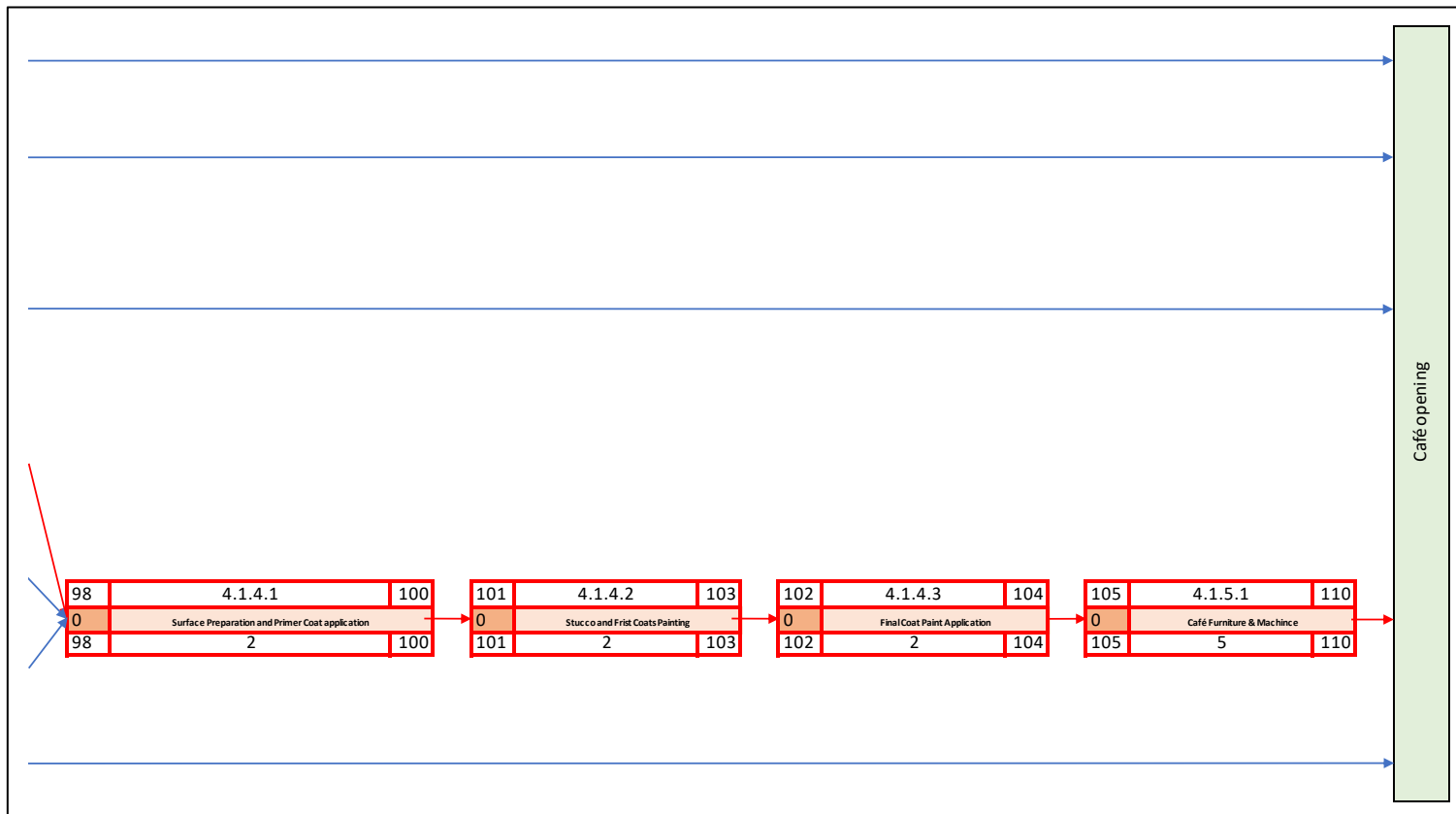


FIGURE S.6 Sixth Page of Project Logical Diagram

APPENDIX T

PROJECT GANTT CHART

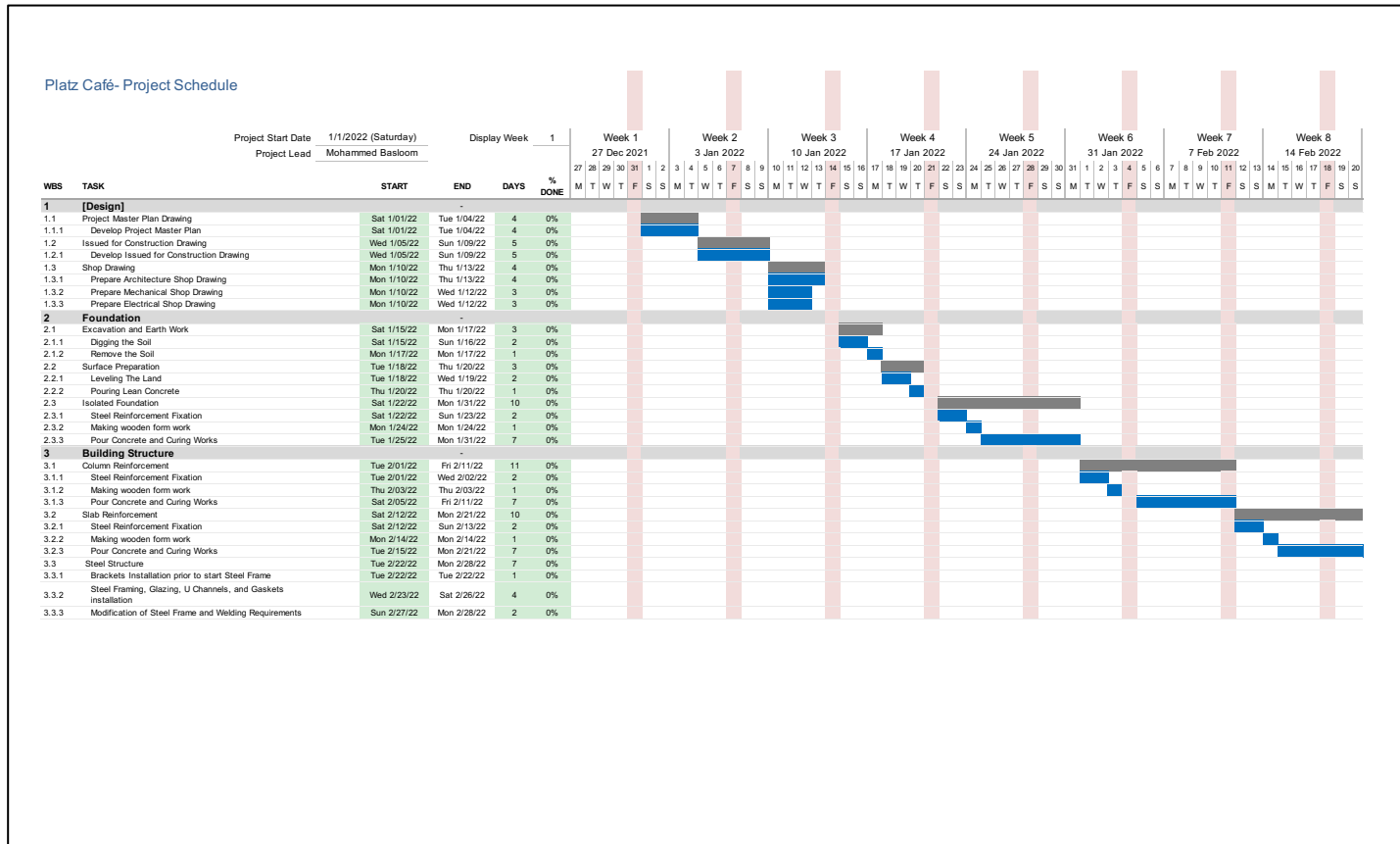


FIGURE T.1 First Page of Project Gantt Chart

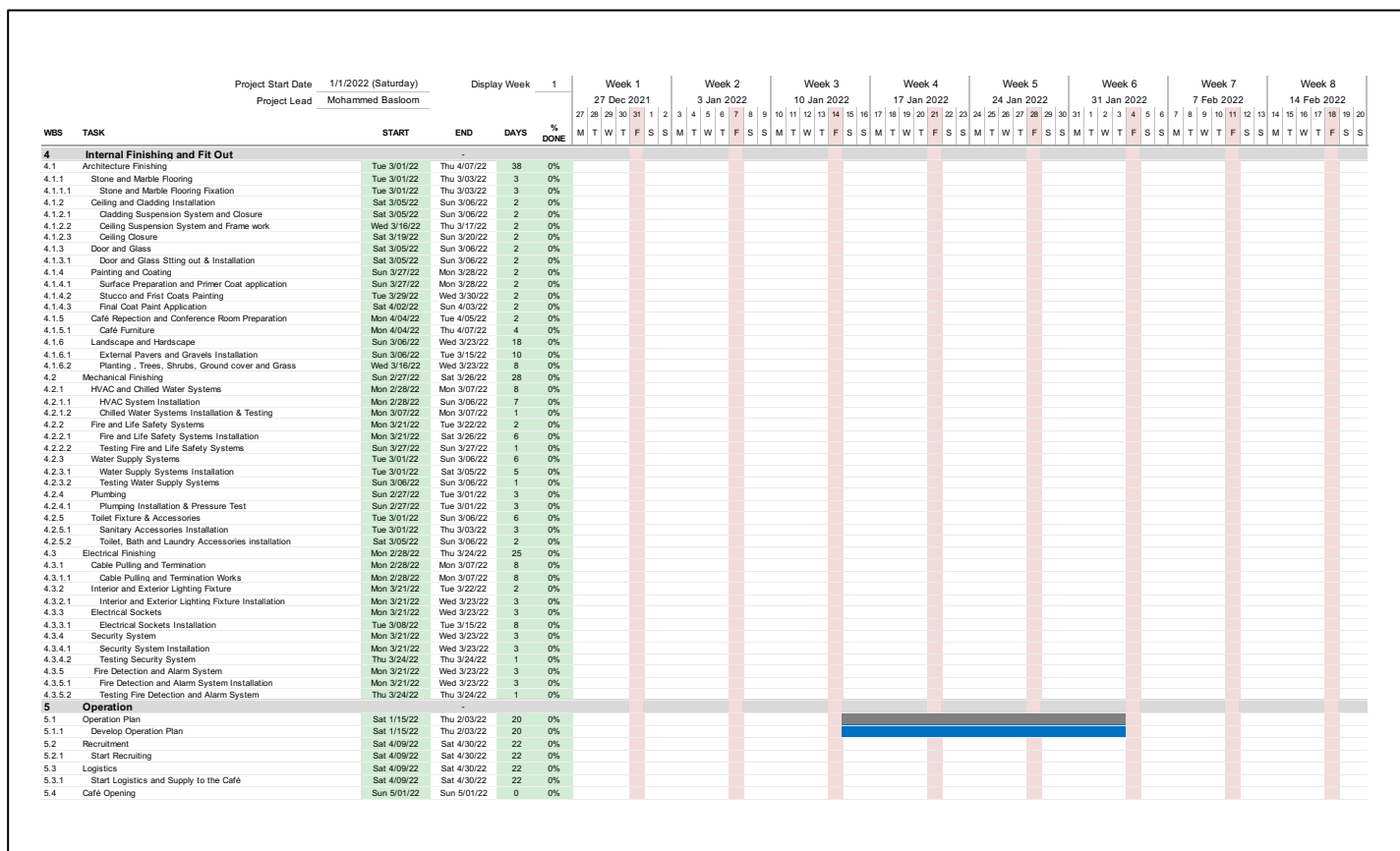


FIGURE T.2 Second Page of Project Gantt Chart

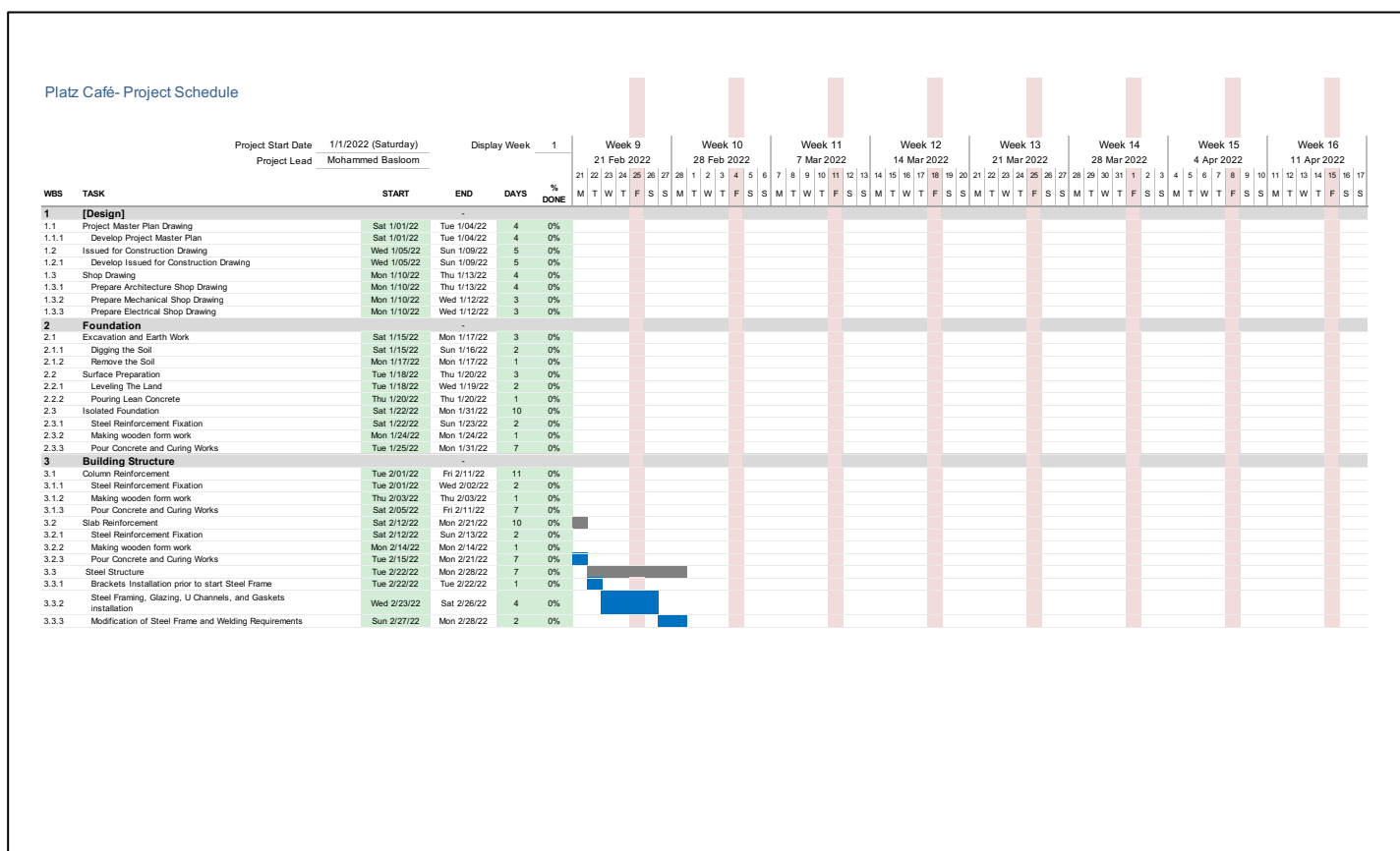


FIGURE T.3 Third Page of Project Gantt Chart

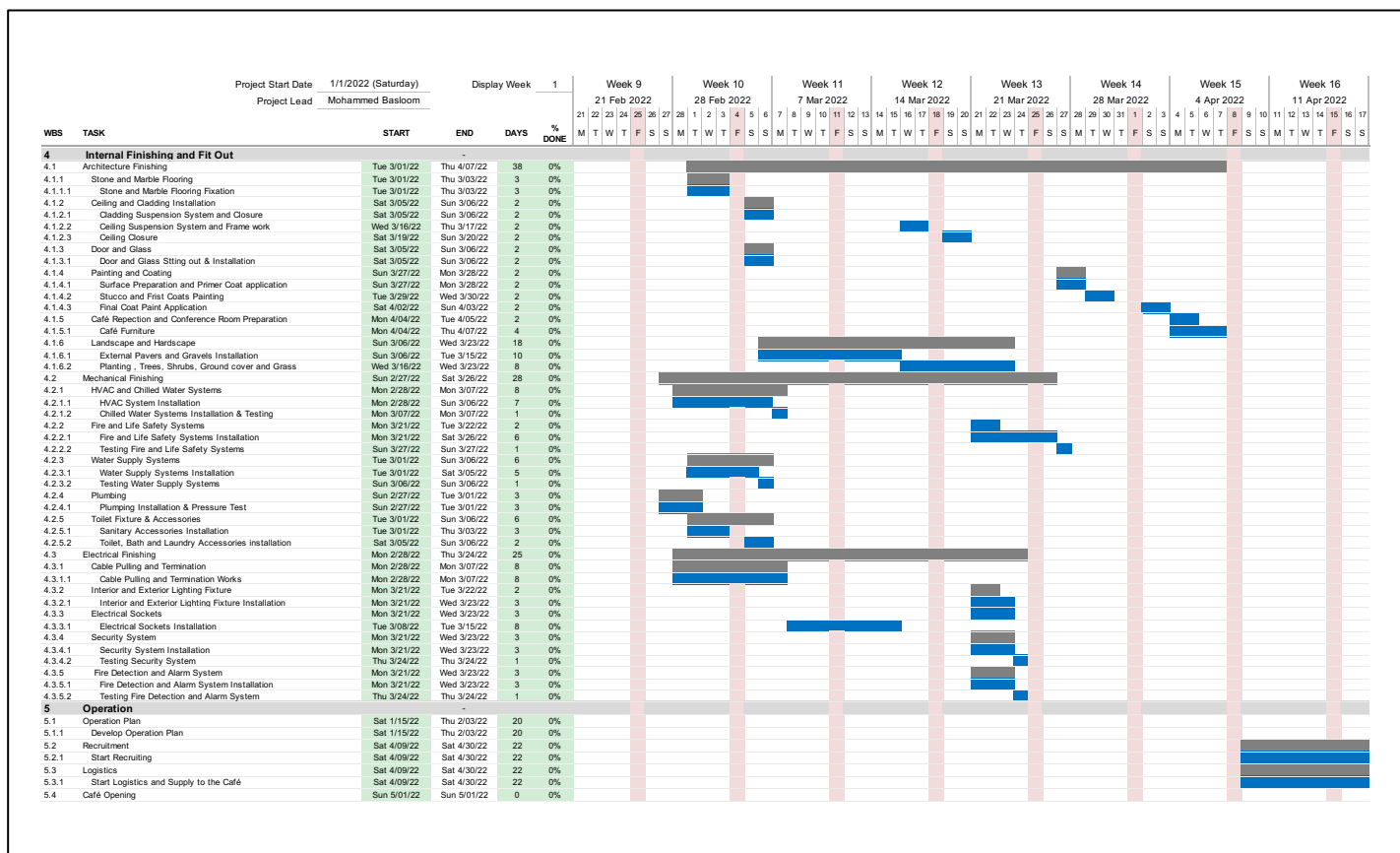


FIGURE T.4 Fourth Page of Project Gantt Chart

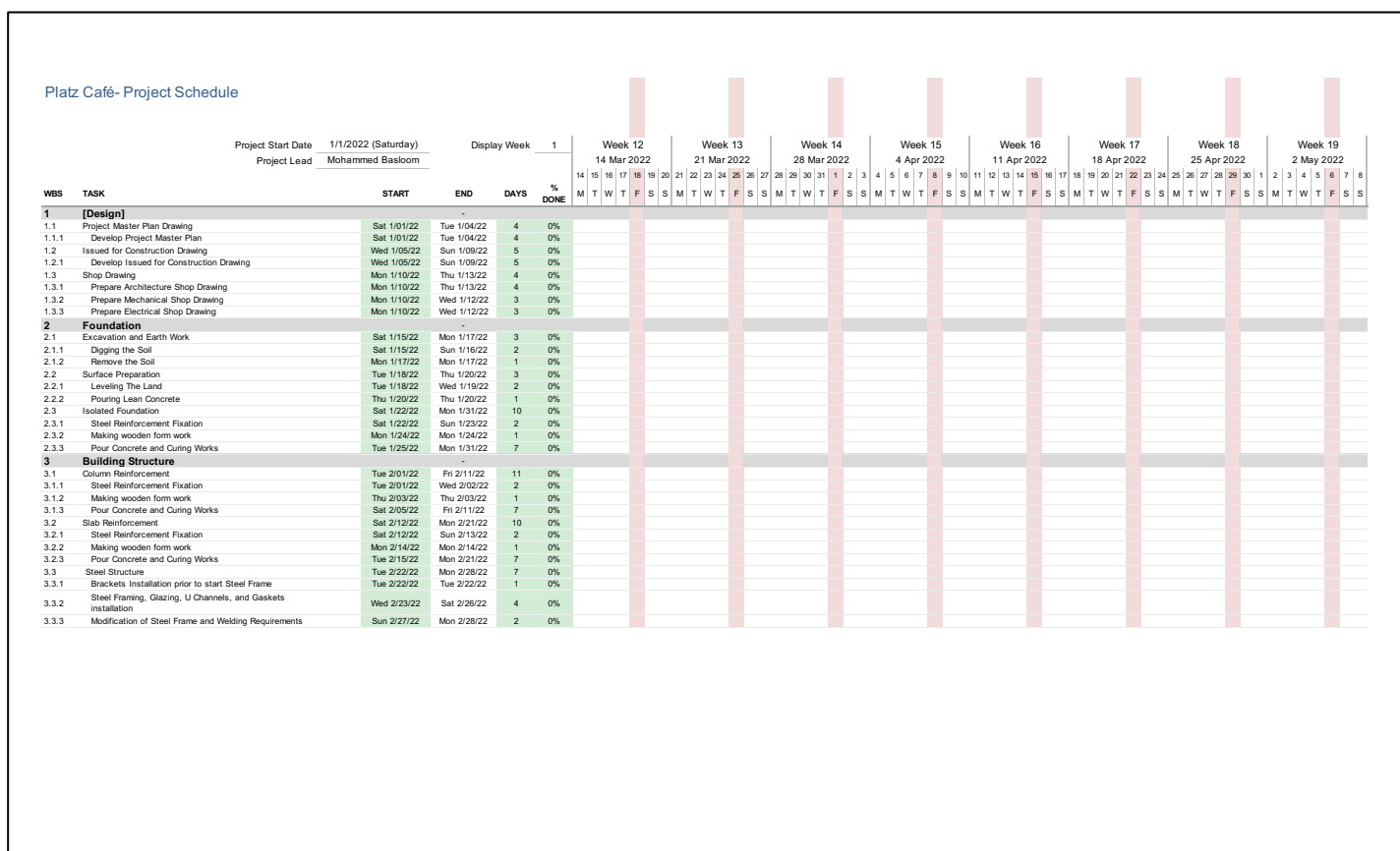


FIGURE T.5 Fifth Page of Project Gantt Chart

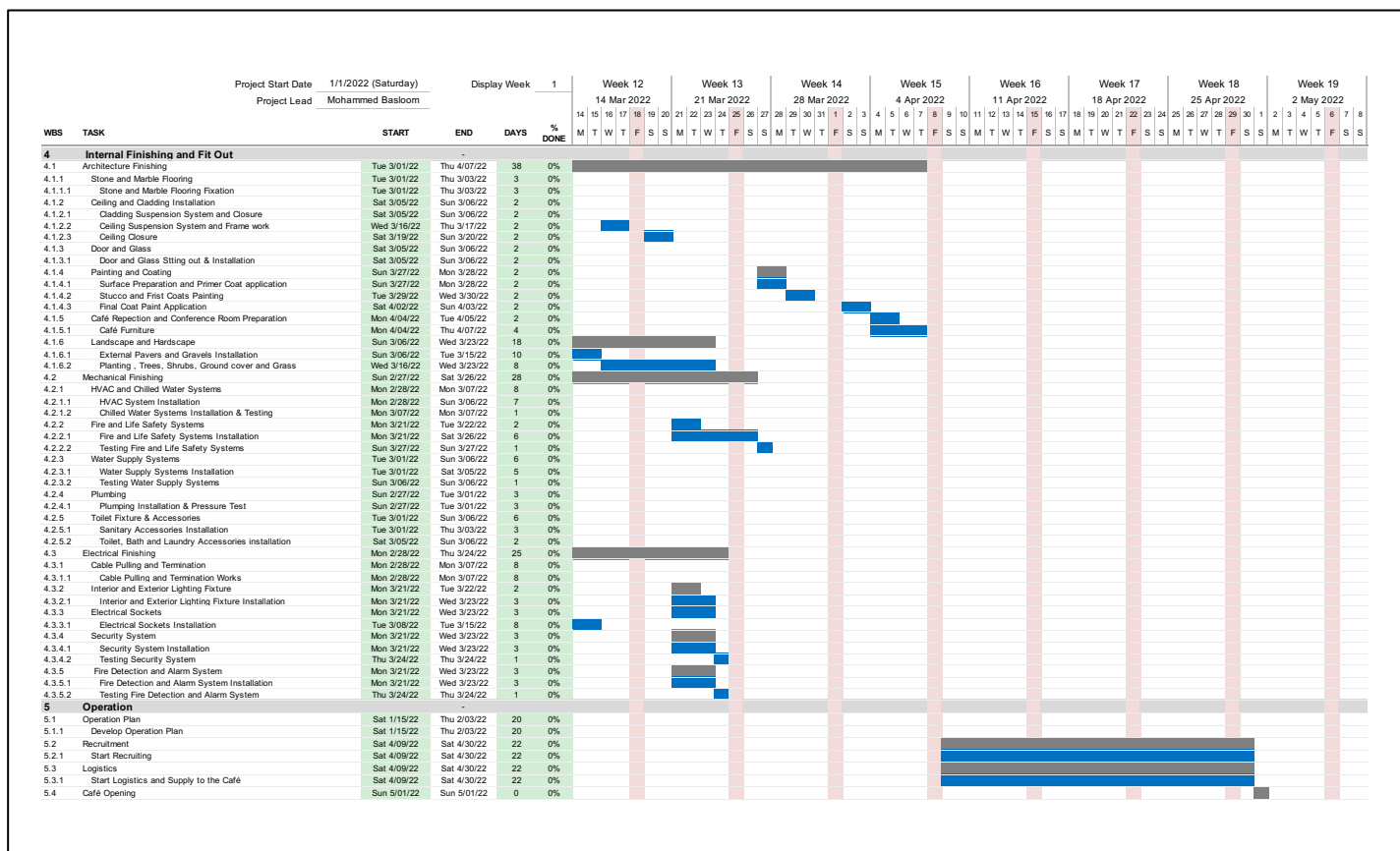


FIGURE T.6 Sixth Page of Project Gantt Chart

APPENDIX U

PROJECT MILESTONE TABLE

WBS	TASK	DUE DATE	% DONE
1.1	Project Master Plan Drawing	Tue 1/04/22	0%
1.2	Issued for Construction Drawing	Sun 1/09/22	0%
1.3	Shop Drawing	Thu 1/13/22	0%
2.1	Excavation and Earth Work	Mon 1/17/22	0%
2.2	Surface Preparation	Thu 1/20/22	0%
2.3	Isolated Foundation	Mon 1/31/22	0%
3.1	Column Reinforcement	Fri 2/11/22	0%
3.2	Slab Reinforcement	Mon 2/21/22	0%
3.3	Steel Structure	Mon 2/28/22	0%
4.1	Architecture Finishing	Thu 4/07/22	0%
4.1.1	Stone and Marble Flooring	Thu 3/03/22	0%
4.1.2	Ceiling and Cladding Installation	Sun 3/06/22	0%
4.1.3	Door and Glass	Sun 3/06/22	0%
4.1.4	Painting and Coating	Mon 3/28/22	0%
4.1.6	Landscape and Hardscape	Wed 3/23/22	0%
4.2	Mechanical Finishing	Sat 3/26/22	0%
4.2.1	HVAC and Chilled Water Systems	Mon 3/07/22	0%
4.2.3	Water Supply Systems	Sun 3/06/22	0%
4.2.4	Plumbing	Tue 3/01/22	0%
4.2.5	Toilet Fixture & Accessories	Sun 3/06/22	0%
4.3	Electrical Finishing	Thu 3/24/22	0%
4.3.1	Cable Pulling and Termination	Mon 3/07/22	0%
4.3.2	Interior and Exterior Lighting Fixture	Tue 3/22/22	0%
4.3.4	Security System	Wed 3/23/22	0%
4.3.5	Fire Detection and Alarm System	Wed 3/23/22	0%
5.1	Operation Plan	Thu 2/03/22	0%
5.2	Recruitment	Sat 4/30/22	0%
5.3	Logistics	Sat 4/30/22	0%
5.4	Café Opening	Sun 5/01/22	0%

FIGURE U.1 Platz Café Project Milestone Table

APPENDIX V

COST BREAKDOWN STRUCTURE (CBS)

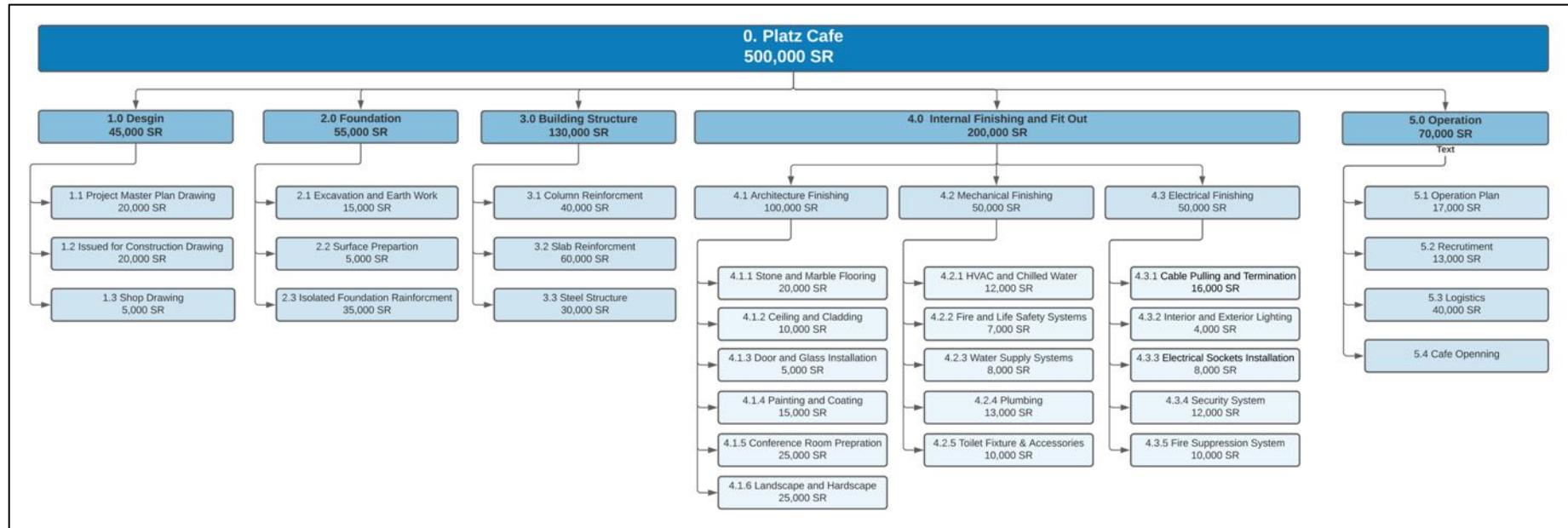


FIGURE V.1 Cost Breakdown Structure (CBS) of the Project

APPENDIX W

RESOURCES DISTRIBUTION

Equipment and Tools	Roles												
	Project Manager	Logistics Engineer	Project Supervisor (3rd Party)	Heavy Equipment Officer (3rd Party)	Lead Surveyor (3rd Party)	Excavator Operator (3rd Party)	Forklift Operator (3rd Party)	Bulldozer Operator (3rd Party)	Rafter Crane Operator (3rd Party)	Bobcat Operator (3rd Party)	Drill Foreman (3rd Party)	JCB Operator (3rd Party)	Loader Operator (3rd Party)
Bulldozer	I	A	C	R/C				R					
Excavator	I	A	C	R/C		R							
Forklift	I	A	C	R/C			R						
Rafter Crane	I	A	C	R/C					R				
JCB	I	A	C	R/C								R	
Loader	I	A	C	R/C									R
Bobcat	I	A	C	R/C						R			
Drill	I	A	C	R/C							R		
Total Station	I	A	C	R/C	R								

FIGURE W.1 Resources Distribution of the Project

APPENDIX X

MEETING INVITATION

Platz Café – Construction Department			
DAY AND DATE		LOCATION	
Sun, 06-02-2022		MS TEAMS (Join Microsoft Teams Meeting)	
MEETING TITLE		START TIME	END TIME
Monthly Status Meeting		09:00 AM	12:00PM
TEAM MEMBERS REQUESTED TO ATTEND			
Mashael Alkhazrj	Sponsor	Mohammed Fahad	Cafe Manager
Mohammed Basloom	Project Manager	Ibrahim Alobaid	Subject Matter Expert (SME)
Basmah Aljabr	Project Planner	Saud Haddadi	Quality Assurance
Sakena Almehdar	Financial officer	Reem Saad	Human Resources
MEETING AGENDA			
CONTENT		START TIME	DURATION
1. Introduction / Sign in		09:00 AM	15 Min
2. Review last meeting minutes		09:15 AM	30 Min
a. Delays Items			
b. Building Structure handover			
3. Project Schedule - See updated master schedule		09:45 AM	30 Min
4. Contingency Modification		10:15 AM	15 Min
a. No Contingency Modifications to da			
5. Request for Information		10:30 AM	15 Min
6. Submittal		10:45 AM	15 Min
7. Contractor Items		11:00 AM	45 Min
a. Mock-ups			
b. Color selection			
c. Sample to provide			
8. Material Purchas schedule		11:45 AM	10 Min
9. Next meeting will be held on March 06, 22		11:55 AM	5 Min

FIGURE X.1 One of Platz Café Meeting Invitation

APPENDIX Y

MEETING MINUTES

Team Meeting

Date: 06-02-2022

Time: 09:00 AM

Location: MS Teams

Meeting called by: Mohammed Basloom (PM)

Facilitator: Mohammed Basloom (PM)

Timekeeper: Mohammed Basloom (PM)

Attendees:

- Mashael Alkhazrj
- Mohammed Basloom
- Basmah Aljabr
- Sakena Almehdar
- Mohammed Fahad
- Ibrahim Alobaid
- Saud Haddadi
- Reem Saad

Type of meeting: Status Meeting

Note taker: Mohammed Basloom (PM)

- Sponsor
- Project Manager (PM)
- Project Planner
- Financial officer
- Cafe Manager
- Subject Matter Expert (SME)
- Quality Assurance
- Human Resources

Minutes

Agenda item: Introduction

Presenter: Mohammed Basloom

Discussion:

PM let the attendees to introduced themselves and each stated his or her role in this project, then the PM briefed the attendees on the topics to be discussed.

Agenda item: Review last meeting minutes

Presenter: Mohammed Basloom

Discussion:

PM presented the last meeting minutes, and during the presentation the PM touched down on the open action items and let each of the attendees to share the status of each open action item.

Agenda item: Project Schedule - See updated master schedule

Presenter: Mohammed Basloom

Discussion:

PM presented the updated project schedule and pointed out on the small changes made to the old project schedule due to delay on some of the project material.

Action items	Person responsible	Deadline
✓ Contact the alternative supplier to advise material lead time, and if is faster than the current delay, to place the order after PM approval.	Sakena Almehdar	08-02-2022

Agenda item: Contingency Modification

Presenter: Mohammed Basloom

Discussion:

PM briefed the attendees on the modification to be made on the contingency plan format as necessary to comply with internal policies.

1 of 2

FIGURE Y.1 Page One of the Meeting Minutes

Action items	Person responsible	Deadline
✓ Setup a meeting at soonest with HR, Finance, SME, and QA to discuss the newly released internal policies with a plan on how to integrate it to our current plan.	Basmah Aljabr	10-02-2022

Agenda item: Request for Information **Presenter:** Mohammed Basloom

Discussion:

PM informed the attendees that there is a rumor of new governmental policies that might delay the opening of the café, with not much of details information on this topic if it is affecting us or not.

Action items	Person responsible	Deadline
✓ Enter action items here	Ibrahim Alobaid	17-02-2022

Agenda item: Submittal **Presenter:** Mohammed Basloom

Discussion:

PM pointed out that we are getting closer to the submittal deadline of which we need project record drawings to be prepared for submission at the completion of construction as part of the closeout submittals.

Action items	Person responsible	Deadline
✓ Collect all the drawings and pass it to QA	Basmah Aljabr	20-02-2022
✓ Review the received drawings and advise if all is satisfactory	Saud Haddadi	23-02-2022

Agenda item: Contractor Items **Presenter:** Mohammed Basloom

Discussion:

PM presented a milestone of the contractor items with presenting the status of work progress and payment terms of each item.

Agenda item: Material Purchas schedule **Presenter:** Mohammed Basloom

Discussion:

PM presented next material purchase based on the Material Purchas schedule.

Agenda item: Next meeting will be held on Feb 13, 22 **Presenter:** Mohammed Basloom

Discussion:

PM shared with the attendees next meeting agenda and if anyone need to add to it.

FIGURE Y.2 Page Two of the Meeting Minutes

APPENDIX Z**PROJECT WEEKLY PERFORMANCE REPORT**

FIGURE Z.1 Page One of Project Weekly Performance Report



LEADERS OF FOOD INDUSTRY

Contents:

- Project Information
- Project Milestones
- Project Dashboard
- Earned Value Management

21.03.2022

Page 2

FIGURE Z.2 Page Two of Project Weekly Performance Report

Project Information				
				
Project Name Platz Cafe	Project Number LFI_001	Location JEDDAH	Start Date 01 JAN 2022	Contracted End Date 31 MAY 2022
Project Duration 6 Months (added 1 Month)		Current End Date 30 JUN 2022		
Scope of Work (SoW) • Building The Cafe • Furnituring the Cafe • Install High Speed Internet		Project Team • Project Manager: Mohammed Basloom • Quality Assurance Engineer: Saud Haddadi • Project Planner: Basmah Aljaber • Financial officers: Sakena Almehdar		
21.03.2022		Page 3		

FIGURE Z.3 Page Three of Project Weekly Performance Report

Project Milestone



Milestone	Contractual/Planned Date	Achieved/Expected Date	Status
Kick-off meeting	01 Jan 2022	01 Jan 2022	✓
Attain licenses, and permissions	10 Jan 2022	24 Jan 2022	✓
Land selection	15 Jan 2022	29 Jan 2022	✓
Design Completion	25 Feb 2022	10 Mar 2022	✓
Construction Completion	30 Feb 2022	28 Apr 2022	On-track
Completion of full functional café	30 Mar 2022	19 Jun 2022	Risk
Outside signboard's installation	15 Apr 2022	26 Jun 2022	On-track
Platz Café's project completion	30 Apr 2022	30 Jun 2022	On-track

21.03.2022

Page 4

FIGURE Z.4 Page Four of Project Weekly Performance Report

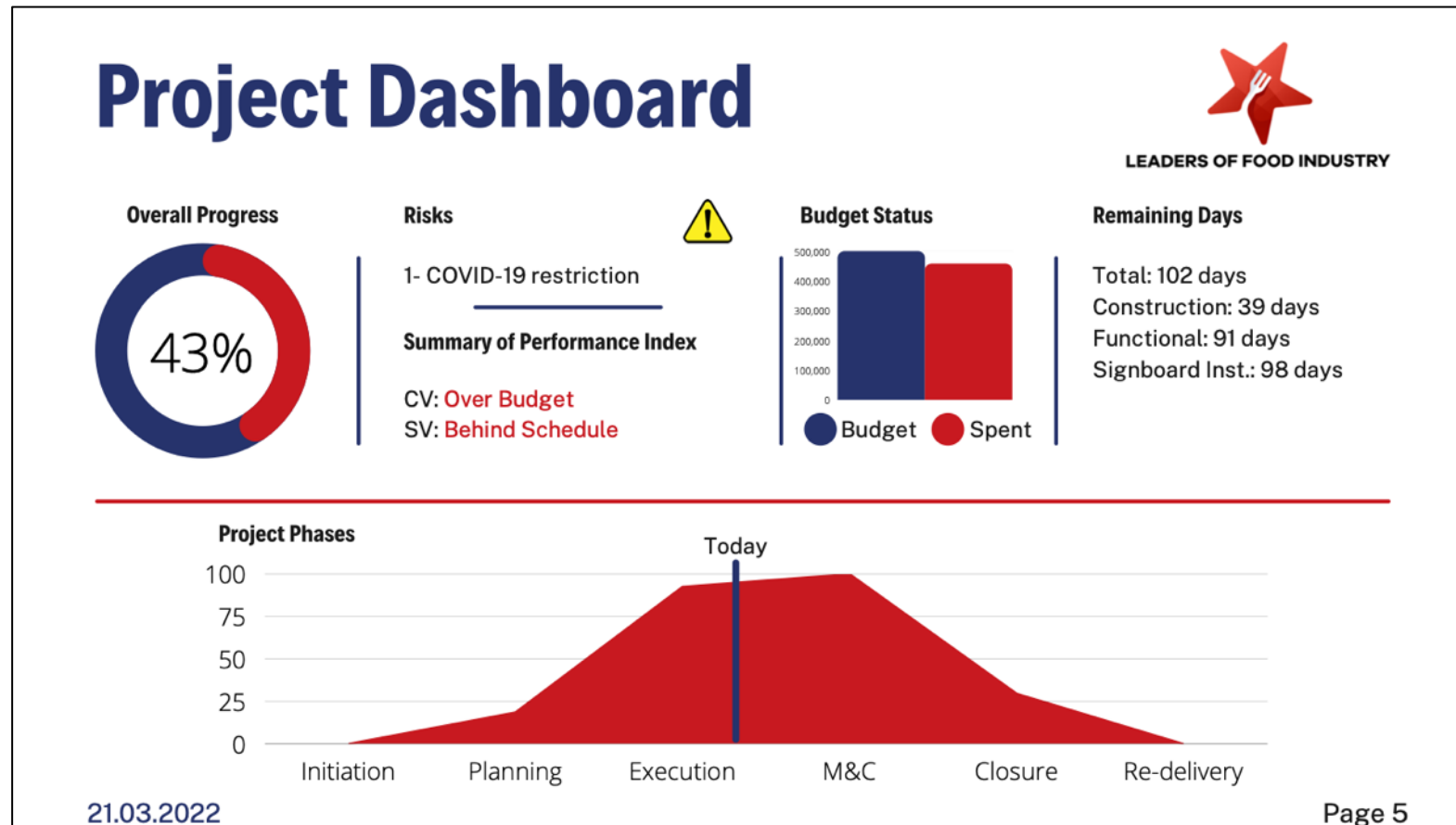


FIGURE Z.5 Page Five of Project Weekly Performance Report

Earned Value Management



Performance Measure	Value	Performance index
Planned Value (PV)	453,600.00	–
Actual Cost (AC)	458,500.00	–
Earned Value (EV)	375,360.00	–
Cost Variance (CV)	–83,140.00	Over Budget
Schedule Variance (SV)	–78,240.00	Behind Schedule
Cost Performance Index (CPI)	0.82	Cost Overrun
Schedule Performance Index (SPI)	0.83	Less work Completed
Estimated Cost at Completion (EAC)	610,136.27	–

21.03.2022

Page 6

FIGURE Z.6 Page Six of Project Weekly Performance Report

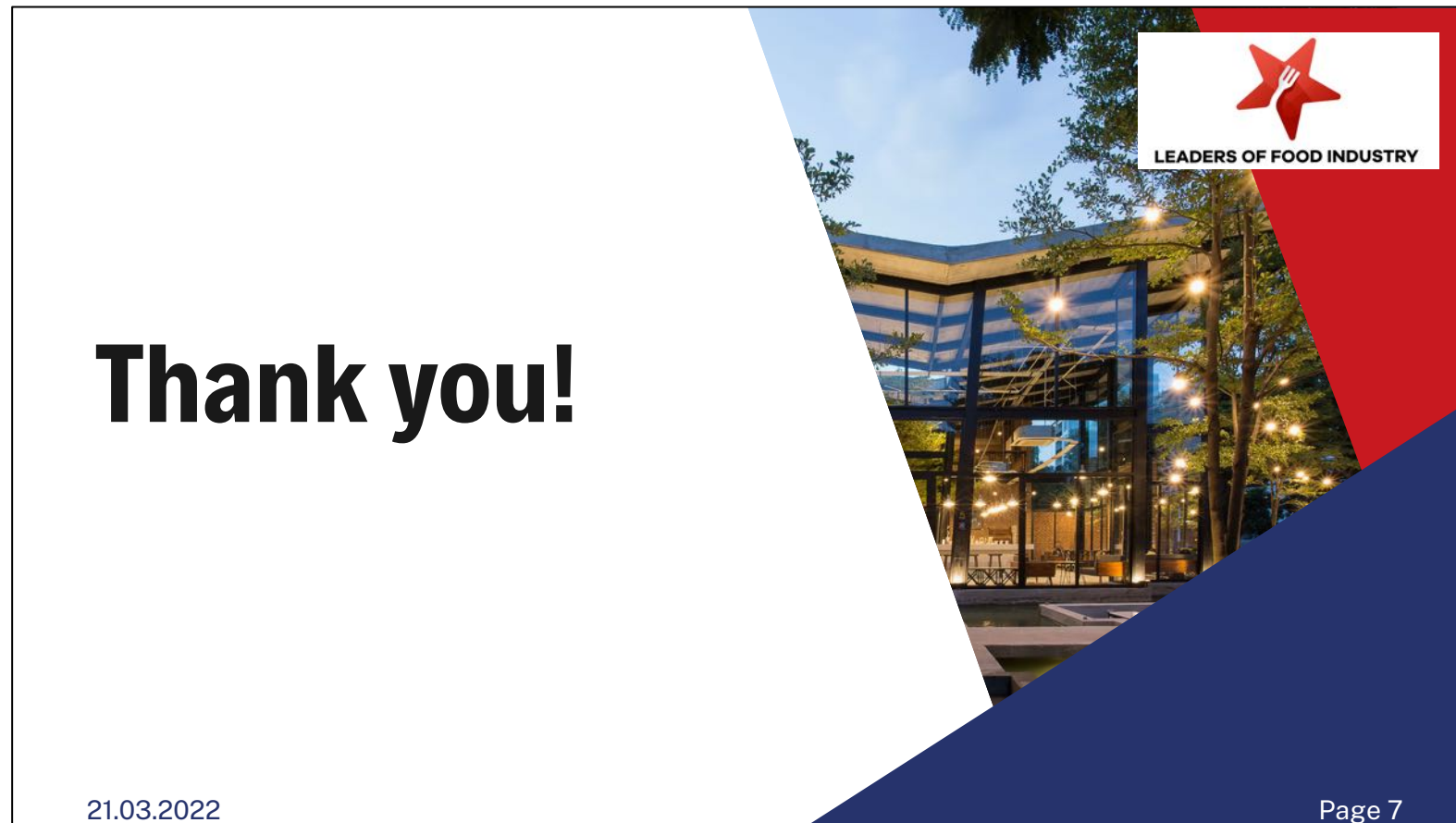


FIGURE Z.7 Page Seven of Project Weekly Performance Report

APPENDIX AA

CHANGE REQUEST



Change Request

Project Name	LFI_001	Change Number	
Requested By		Date of Request	
Presented To			

Change Name	
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Description of Change:

Reason for Change:

Alternatives Analysis:

Impact on Project Deliverables (including a list of any impacted deliverables):

Impact on Schedule (including Estimated Completion Date for this change):

Impact on Project Cost:				
	Labor Hours		Materials	
Item Description	Qty (Hrs)	Cost (SAR)	Qty (EA)	Cost (SAR)
		SAR 0.00		SAR 0.00
		SAR 0.00		SAR 0.00
Total Cost:				
Total Cost (Labor + Materials):			SAR 0.00	

Recommendation:

Reason for Rejection (if applicable):

Platz Café Project

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FIGURE AA.1 Page One of Platz Café Change Request Template

PLATZ CAFE	Change Request
Project Manager	
☐ Approved	Signature: _____
☐ Rejected	Title: _____ Date: _____
Sponsor	
☐ Approved	Signature: _____
☐ Rejected	Title: _____ Date: _____
Platz Café Project	Page 2 of 2
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FIGURE AA.2 Page Two of Platz Café Change Request Template

APPENDIX AB

RISK REGISTER (IDENTIFIED RISKS)

Risk Register				Date		/ / 2021	
Project Name:		Platz Café		Project Manager:		Mohammed Basloom	
No.	Risk ID	List of Risks	Risk Categories	Potential Impacts	Indicators or Triggers	Preventive Controls	Risk Tolerance
1	R01	The land isn't eligible for construction.	Strategic Risk	Temporary closure	Cracked ground or walls.	Hardness's enhancing of ground and walls during the construction.	Aggressive
2	R02	Contract avoided by office supplier.	Operational Risk	Delay in time schedule.	Late response of calls or emails and disagreement.	Having a list of alternative office suppliers.	Moderate
3	R03	Natural disasters such as floods, earthquake, storms.	Environmental risk	Major damages of equipments and the entire cafe.	Increase in the measurement's results and official declaration of emergency.	Appropriate infrastructure, emergency plan, evacuation training, and insurance.	Conservative
4	R04	Outbreak of pandemics.	Environmental risk	Quarantine and drop in profits.	Increase of critical or infected cases.	PCR and social distance.	Moderate
5	R05	Breakdown of essential equipment, machinery failure, or loss of refrigeration.	Operational Risk	Inability to fulfil all the orders and unsatisfied customers.	Machines' malfunction while making coffee and change in refrigerator temperature.	Regular maintenance, examination, and cleanliness.	Aggressive
6	R06	Untrained and inexperienced Baristas.	Resource Risk	Poor quality of cup of coffee.	Customers don't drink the coffee or return it.	Customers feedback, professional training, and hiring experienced Baristas.	Aggressive
7	R07	Contamination of the coffee and food.	Health Risk	Complaints from customer or emergencies.	Sickness or poisoning.	Proper and non-humid storage with suitable temperature.	Moderate
8	R08	Not taking the food licensing regulations into consideration.	Compliance Risk	Temporary closure or fines.	Complaints, inspection reports, and violations.	Paying attention to food licensing regulations.	Moderate
9	R09	A key player's resignation like chef or manager.	Resource Risk	An unexpected mess until finding the alternative.	Unsatisfied, frustrated, or lost passion.	Assigning an assistant to the key player.	Conservative
10	R10	Employees shortages.	Resource Risk	Long working hours for current employees.	Poor performance and burnout.	Having the right number of employees.	Conservative
11	R11	Insufficient fire safety and control systems.	Operational Risk	Losing of equipments and the entire cafe.	The absence of fire extinguisher, smoke detector, and fire sprinkler system.	Having fire extinguisher, smoke detector, and fire sprinkler system.	Moderate
12	R12	Delays of coffee beans' shipments.	Operational Risk	Coffee isn't serviced temporary and number of daily customers are decreased.	Obstacles in shipments path and problems in shipping countries.	Having a list of alternative coffee beans suppliers.	Moderate
13	R13	The decrease in prices of building materials as a result of accumulation during the Covid-19 period.	Opportunity Risk	Staying within budget.	Covid-19 period is long and demand of building material is decreased.	Not buying more than needed and making sure of building materials' quality.	Aggressive
14	R14	Bankruptcy or closure of many coffee shops during the Covid-19 period.	Opportunity Risk	Decrease in the number of competitors.	Covid-19 period is long and no emergency plan or action.	Not buying more than needed and making sure of equipments and Supplies' quality.	Conservative

FIGURE AB.1 Risk Register Containing Identified Risks

APPENDIX AC

RISK REGISTER (IDENTIFIED RISKS, AND QUALITATIVE RISK ANALYSIS)

Risk Register								Date	/ / 2021			
Project Name:		Platz Café		Project Manager:		Mohammed Basloom						
Risk Information and Controls								Qualitative Risk Analysis*				
No.	Risk ID	List of Risks	Risk Categories	Potential Impacts	Indicators or Triggers	Preventive Controls	Risk Tolerance	Risk Owners	Probability	Impact	Severity	
1	R01	The land isn't eligible for construction.	Strategic Risk	Temporary closure	Cracked ground or walls.	Hardness's enhancing of ground and walls during the construction.	Aggressive	Sponsor and Project Manager.	1	3	Medium	
2	R02	Contract avoided by office supplier.	Operational Risk	Delay in time schedule.	Late response of calls or emails and disagreement.	Having a list of alternative office suppliers.	Moderate	Project Manager.	2	2	Medium	
3	R03	Natural disasters such as floods, earthquake, storms.	Environmental risk	Major damages of equipments and the entire café.	Increase in the measurement's results and official declaration of emergency.	Appropriate infrastructure, emergency plan, evacuation training, and insurance.	Conservative	Project Manager and QA engineer.	1	3	Medium	
4	R04	Outbreak of pandemics.	Environmental risk	Quarantine and drop in profits.	Increase of critical or infected cases.	PCR and social distance.	Moderate	Project Manager and Project Planner.	2	3	High	
5	R05	Breakdown of essential equipment, machinery failure, or loss of refrigeration.	Operational Risk	Inability to fulfil all the orders and unsatisfied customers.	Machines' malfunction while making coffee and change in refrigerator temperature.	Regular mantinance, examination, and cleanliness.	Aggressive	Café Manager.	3	3	High	
6	R06	Untrained and inexperienced Baristas.	Resource Risk	Poor quality of cup of coffee.	Customers don't drink the coffee or return it.	Customers feedback, professional training, and hiring experienced Baristas.	Aggressive	Café Manager and Human Resources Coordinator.	2	3	High	
7	R07	Contamination of the coffee and food.	Health Risk	Complaints from customer or emergencies.	Sickness or poisoning.	Proper and non-humid storage with suitable temperature.	Moderate	café Manager.	2	2	Medium	
8	R08	Not taking the food licensing regulations into consideration.	Compliance Risk	Temporary closure or fines.	Complaints, inspection reports, and violations.	Paying attention to food licensing regulations.	Moderate	Café Manager and Project Manager.	1	3	Medium	
9	R09	A key player's resignation like chef or manager.	Resource Risk	An unexpected mess until finding the alternative.	Unsatisfied, frustrated, or lost passion.	Assigning an assistant to the key player.	Conservative	Café Manager and Human Resources Coordinator.	1	2	Low	
10	R10	Employees shortages.	Resource Risk	Long working hours for current employees.	Poor performance and burnout.	Having the right number of employees.	Conservative	Café Manager and Human Resources Coordinator.	2	2	Medium	
11	R11	Insufficient fire safety and control systems.	Operational Risk	Losing of equipments and the entire café.	The absence of fire extinguisher, smoke detector, and fire sprinkler system.	Having fire extinguisher, smoke detector, and fire sprinkler system.	Moderate	Project Manager and QA Engineer.	1	3	Medium	
12	R12	Delays of coffee beans' shipments.	Operational Risk	Coffee isn't serviced temporary and number of daily customers are decreased.	Obstacles in shipments path and problems in shipping countries.	Having a list of alternative coffee beans suppliers.	Moderate	café Manager.	3	3	High	
13	R13	The decrease in prices of building materials as a result of accumulation during the Covid-19 period.	Opportunity Risk	Staying within budget.	Covid-19 period is long and demand of building material is decreased.	Not buying more than needed and making sure of building materials' quality.	Aggressive	Project Manager.	3	3	High	
14	R14	Bankruptcy or closure of many coffee shops during the Covid-19 period.	Opportunity Risk	Decrease in the number of competitors.	Covid-19 period is long and no emergency plan or action.	Not buying more than needed and making sure of equipments and Supplies' quality.	Conservative	Project Manager and Café Manager.	3	1	Medium	

FIGURE AC.1 Risk Register Containing Identified Risks with Qualitative Risk Analysis

APPENDIX AD

RISK REGISTER (IDENTIFIED RISKS, QUALITATIVE RISK ANALYSIS, AND RESPONSE STRATEGIES)

Risk Register														
Project Name:			Platz Café		Project Manager:			Mohammed Basloom			Date:		/ / 2021	
Risk Information and Controls							Qualitative Risk Analysis*					Risk Response Strategies		
No.	Risk ID	List of Risks	Risk Categories	Potential Impacts	Indicators or Triggers	Preventive Controls	Risk Tolerance	Risk Owners	Probability	Impact	Severity	Response Plans		
1	R01	The land isn't eligible for construction.	Strategic Risk	Temporary closure	Cracked ground or walls.	Hardness's enhancing of ground and walls during the construction.	Aggressive	Sponsor and Project Manager.	1	3	Medium	Necessary and appropriate renovations		
2	R02	Contract avoided by office supplier.	Operational Risk	Delay in time schedule.	Late response of calls or emails and disagreement.	Having a list of alternative office suppliers.	Moderate	Project Manager.	2	2	Medium	Beneficial agreement with alternative office suppliers.		
3	R03	Natural disasters such as floods, earthquake, storms.	Environmental risk	Major damages of equipments and the entire café.	Increase in the measurement's results and official declaration of emergency.	Appropriate infrastructure, emergency plan, evacuation training, and insurance.	Conservative	Project Manager and QA engineer.	1	3	Medium	Damage assessment and insurance compensation.		
4	R04	Outbreak of pandemics.	Environmental risk	Quarantine and drop in profits.	Increase of critical or infected cases.	PCR and social distance.	Moderate	Project Manager and Project Planner.	2	3	High	Activation of coffee delivery and drive-thru.		
5	R05	Breakdown of essential equipment, machinery failure, or loss of refrigeration.	Operational Risk	Inability to fulfill all the orders and unsatisfied customers.	Machines' malfunction while making coffee and change in refrigerator temperature.	Regular maintenance, examination, and cleanliness.	Aggressive	Café Manager.	3	3	High	Replacement of essential equipment, machines and refrigerators.		
6	R06	Untrained and inexperienced Baristas.	Resource Risk	Poor quality of cup of coffee.	Customers don't drink the coffee or return it.	Customers feedback, professional training, and hiring experienced Baristas.	Aggressive	Café Manager and Human Resources Coordinator.	2	3	High	Making an immediate training for Baristas.		
7	R07	Contamination of the coffee and food.	Health Risk	Complaints from customer or emergencies.	Sickness or poisoning.	Proper and non-humid storage with suitable temperature.	Moderate	café Manager.	2	2	Medium	Checking the storage and temperature then making the proper changes on them.		
8	R08	Not taking the food licensing regulations into consideration.	Compliance Risk	Temporary closure or fines.	Complaints, inspection reports, and violations.	Paying attention to food licensing regulations.	Moderate	Café Manager and Project Manager.	1	3	Medium	Following and applying the food licensing regulations.		
9	R09	A key player's resignation like chef or manager.	Resource Risk	An unexpected mess untill finding the alternative.	Unsatisfied, frustrated, or lost passion.	Assigning an assistant to the key player.	Conservative	Café Manager and Human Resources Coordinator.	1	2	Low	Intensive training for the potential alternative of key player.		
10	R10	Employees shortages.	Resource Risk	Long working hours for current employees.	Poor performance and burnout.	Having the right number of employees.	Conservative	Café Manager and Human Resources Coordinator.	2	2	Medium	Hiring the right number of employees.		
11	R11	Insufficient fire safety and control systems.	Operational Risk	Losing of equipments and the entire café.	The absence of fire extinguisher, smoke detector, and fire sprinkler system.	Having fire extinguisher, smoke detector, and fire sprinkler system.	Moderate	Project Manager and QA Engineer.	1	3	Medium	Providing fire extinguisher, smoke detector, and fire sprinkler system.		
12	R12	Delays of coffee beans' shipments.	Operational Risk	Coffee isn't serviced temporary and number of daily customers are decreased.	Obstacles in shipments path and problems in shipping countries.	Having a list of alternative coffee beans suppliers.	Moderate	café Manager.	3	3	High	Beneficial agreement with alternative coffee beans suppliers.		
13	R13	The decrease in prices of building materials as a result of accumulation during the Covid-19 period.	Opportunity Risk	Staying within budget.	Covid-19 period is long and demand of building material is decreased.	Not buying more than needed and making sure of building materials' quality.	Aggressive	Project Manager.	3	3	High	Purchasing all the needs of building materials.		
14	R14	Bankruptcy or closure of many coffee shops during the Covid-19 period.	Opportunity Risk	Decrease in the number of competitors.	Covid-19 period is long and no emergency plan or action.	Not buying more than needed and making sure of equipments and Supplies' quality.	Conservative	Project Manager and Café Manager.	3	1	Medium	Purchasing what we need for lower prices.		

FIGURE AD.1 Risk Register Containing Identified Risks, Qualitative Risk Analysis, and Response Strategies.