



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

COVER

OUNCE BURGERS

OUNCE BURGER

WE IMPRESS YOU EVERY TIME

Prepare

2021203759	1. عبدالكريم علي
2021201131	2. باسم بو عيد
20212000102	3. عبيان محمد
2021202522	4. ندى آل سالم
2021201026	5. جعفر الجعفر
2021203141	6. حاجي علي الحاجي
2021202695	7. ابرار العرفج
2021201544	8. عبدالرحمن المحمادي

Section

Master

Date

Saturday
10 / 09 / 2021

Course Code

(PMG506)

TABLE OF CONTENT

COVER.....	I
TABLE OF CONTENT.....	II
LIST OF TABLES:.....	IV
LIST OF FIGURES:.....	V
CHAPTER 15: PROJECT DESIGN:.....	6
19. TO IDENTIFY THE TRIPLE CONSTRAINT OF THE PROJECT.....	6
20. TO SET UP A LIST OF THE PROJECT SUCCESS FACTORS.....	6
21. TO DEVELOP AND IDENTIFY WORK BREAKDOWN STRUCTURE.....	8
CHAPTER 16: REQUIREMENTS & OBJECTIVES:	11
22. TO IDENTIFY REQUIREMENT TRACEABILITY MATRIX	11
23. TO SPECIFY THE METHODS USED IN REQUIREMENT COLLECTION	12
24. TO DEVELOP THE HIERARCHICAL STRUCTURE OF THE OBJECTIVES	12
CHAPTER 17: SCOPE:	13
25. TO DEVELOP, IDENTIFY, AND PREPARE THE SCOPE STATEMENT	13
26. TO DEVELOP, IDENTIFY, AND EXPLAIN THE CONCEPTS	16
27. TO ILLUSTRATE PRODUCT ANALYSIS MANAGEMENT.	17
28. TRANSFORMATION OF THE WORK PACKAGES TO ACTIVITIES.	18
CHAPTER 18: TIME:.....	19
29. TO DEVELOP THE FUNCTIONS LIST OR THE ACTIVITIES.....	19
30. TO ILLUSTRATE THE RELATIONSHIPS BETWEEN THE ACTIVITIES:.....	21
31. TO DEVELOP THE LOGICAL DIAGRAM.....	23
32. TO PREPARE GANTT CHARTS AND MILESTONES MODELS.	25
CHAPTER 19: QUALITY	28
33. TO CLARIFY DEMING MODEL FOR QUALITY.....	28
34. TO DEVELOP SIPOC MODEL, AND ISHIKAWA FOR ONE	29
CHAPTER 20: FINANCE.....	30
35. ESTABLISH A COST BREAKDOWN STRUCTURE	30
36. CALCULATE EARNED VALUE MANAGEMENT.....	31
CHAPTER 21: RESOURCES.....	31
37. TO EXPLAIN THE CONCEPT OF RESOURCE LEVELING.....	31
38. TO BE TRAINED ON DISTRIBUTING THE PROJECT RESOURCES	33
CHAPTER 22: PROCUREMENT.....	35

39. TO DEVELOP THE PROCUREMENT EXECUTION	35
40. TO DEVELOP SUPPLIER COMPARISON MODEL.....	37
CHAPTER 23: PLAN AND CONTROL	37
41. TO PREPARE AGENDA- INVITATION AND VIRTUAL	37
42. TO IDENTIFY PERFORMANCE MEASUREMENT COURSE	38
43. TO DEVELOP CHANGE REQUEST MODEL	41
CHAPTER 24: RISKS AND OPPORTUNITIES	43
44. RISKS THREATS AND OPPORTUNITIES	44
45. TO PREPARE A RISK REGISTER	44
46. QUALITATIVE RISK ANALYSIS	45
47. TO SPECIFY RISK RESPONSE STRATEGIES	46
CHAPTER 25: STAKEHOLDER.....	47
48. STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX.	47
RECOMMENDATIONS:.....	49
ABSTRACT:.....	50
REFERENCES	51



LIST OF TABLES:

TABLE 1: WORK BREAKDOWN STRUCTURE (WBS).....	11
TABLE 2: REQUIREMENT TRACIBILITY MATRIX	12
TABLE 3: LIST OF ACTIVITIES	23
TABLE 4: MILESTONES AND DEADLINES	27
TABLE 5: SIPOC DIAGRAM	29
TABLE 6: JOB DESCRIPTIONS	35
TABLE 7: SUPPLIER COMPARISON USING WEIGHTS	37
TABLE 8: MEETING AGENDA	38
TABLE 9: PERFORMANCE MEASUREMENT AND REPORTING-OUNCE BURGER	41
TABLE 10: RISKS AND ESCALATION RESPONSES.....	47
TABLE 11: STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX	48

LIST OF FIGURES:

FIGURE 1: SIMPLE BREAKDOWN OF TASKS.....	8
FIGURE 2: HIERARCHIAL OBJECTIVES OF PROJECT	13
FIGURE 3: APPLICATION OF PRODUCT ANALYSIS MANAGEMENT ON PROJECT.....	17
FIGURE 4: LOGICAL DIAGRAM (I)	24
FIGURE 5: LOGICAL DIAGRAM (II)	24
FIGURE 6: LOGICAL DIAGRAM (III)	25
FIGURE 7: GANTT CHART	26
FIGURE 8: DEMING MODEL FOR QUALITY	28
FIGURE 9: ISHIKAWA FISHBONE DIAGRAM FOR EMPLOYEE TURNOVER.....	29
FIGURE 10: COST BREAKDOWN STRUCTURE FOR PROJECT	30
FIGURE 11: EARNED VALUE ANALYSIS.....	31
FIGURE 12: ORGANIZATIONAL STRUCTURE.....	33
FIGURE 13: REQUEST MODEL-OUNCE BURGER.....	42

CHAPTER 15: PROJECT DESIGN:

19. To identify the Triple constraint of the project.

It's also called the project management triangle or the iron triangle, which represents constraints of the project. Its origins are unclear but it has been used since the 1950s.

The triangle contains three parts: budget, deadlines and scope, and the project manager can trade between the three. Any changes in one of them can cause changes in the others to compensate in order to maintain quality. For example, in order to complete a project faster a budget can be increased or the scope can be reduced, While increasing the scope and features will require an increase in budget and time.

With that being said, trading between the three constraints is not always possible, some projects can be fully stuffed and throwing more people and resources there won't have a significant change in time.

20. To set up a list of the project success factors.

1. Understanding Of The Restaurant Business

Overall, nearly 25% of restaurants shut down within the first year of operations, mostly because of the lack of knowledge in the business. This happens because of zero understanding of the business. Food and beverage businesses need to be run efficiently considering all factors that can affect its success. Lots of work and experience is required in managing its operations. Being able to make smart and difficult decisions is very important. Hagglng with vendors and managing staff while executing restaurant operations are very challenging tasks to do simultaneously.

2. Great Food

Delicious food is a key element of a successful restaurant. Contrary to what many people think, food which you offer does not even need to be exclusive, the same menu that can be found at any restaurant can work just fine if you can make it better than your competitors. But adding a one signature dish can also be useful.



3. Location

Between all the other factors that determine the success of such business, location is key. So much so that it is counted as one of the features of a good restaurant. It's best chosen after considering the restaurant target audience and concept.

4. Smart Menu

A smart design for a menu can draw customers' attention to the high-profit items and therefore boosts sales. It's one of the most crucial characteristics of a good restaurant,

5. Guest Experience

From the politeness and helpfulness of the staff, to the speed of service, prices, restaurant ambiance, customer service constitutes the entire customer experience. Effective customer engagement also plays a vital role in improving the overall customer experience.

It is very important to leave a deep impression on the minds of the customers through polite and helpful service. If the customers are not treated well, they will most certainly never come back no matter how good the food is.

6. Owner's Involvement

The owner must oversee all operations as much as possible. They don't have to be physically present as modern cameras can be used to make this task easier.

7. Marketing

Marketing is a very critical element of a successful restaurant, a marketing plan is one of the critical elements of a successful restaurant is a successful marketing plan, but word of mouth is not enough.

Marketing is of two types, online marketing and offline marketing. Online is more popular and effective to reach out to the target audience. It's mostly the use of social media, SMS, and emails. While offline marketing could be something like hosting events and local advertising.

8. Partnerships

This reduces the risks of loss and enables learning lots of things about restaurant management. finding a partner who has already been in the market for a while definitely helps.

9. Staff Satisfaction

This is often underestimated in many businesses. Behind every successful business there is a loyal and efficient team. The happier the team is the more productive.

21. To develop and identify work breakdown structure

A typical productivity tip for making work more manageable and approachable is to break it down into smaller tasks. The Work Breakdown Structure (WBS), which is one of the most essential project management papers, is the tool that employs this technique for projects. It integrates scope, cost, and schedule baselines on its own, ensuring that project plans are in sync.

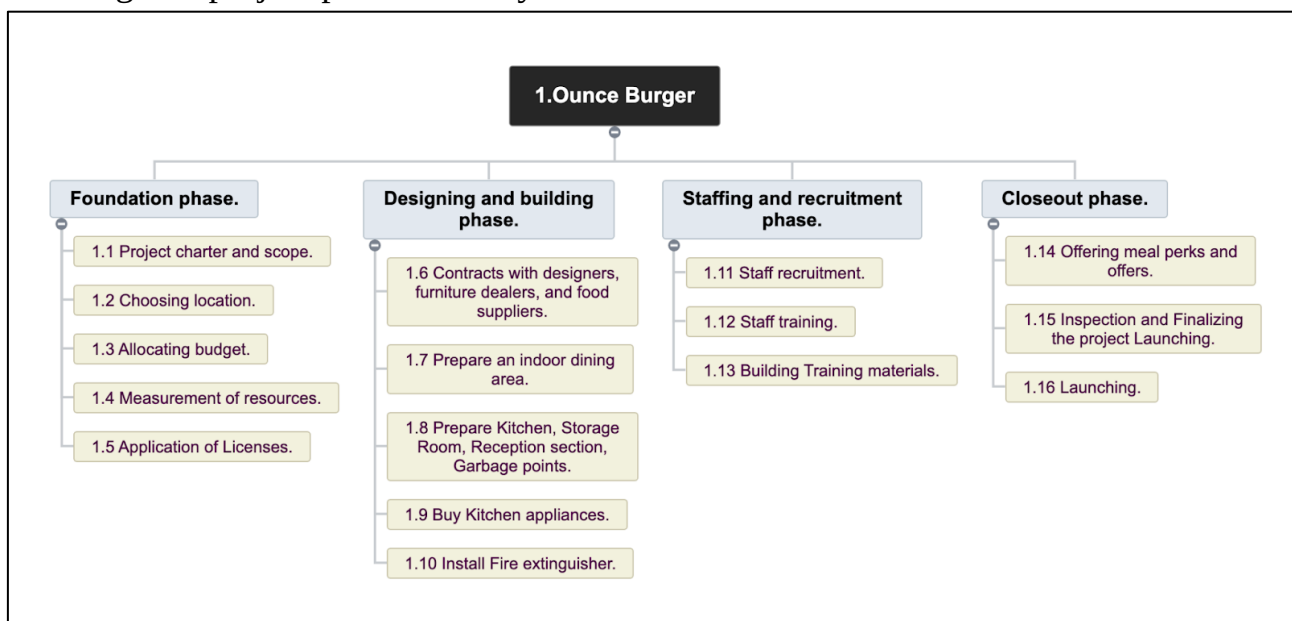


Figure 1: Simple breakdown of tasks

• WBS Dictionary:

A document that contains thorough information about each component of the Work Breakdown Structure's deliverables, activities, and timing (WBS).

The WBS Dictionary lists milestones, deliverables, activities, scope, and occasionally dates, resources, costs, and quality for each WBS component.

When used correctly, the WBS Dictionary becomes much more than a task description document. It transforms into a project kaleidoscope, allowing you to view your project data in an infinite number of different ways.

The main purpose of the WBS dictionary is to define the work in depth in order to assist in the creation of the product that will be obtained after the project is completed. Work Packages are the WBS's most basic level. They indicate a list of tasks that must be completed in order to complete a specific unit of work.

WBS Code	WBS Name	Description	Responsible for WBS	Duration From .To	Acceptance Criteria	Cost Estimated	Constrains
A1	<u>Foundation Phase</u>	contains all components related to the initiation process	PMO and PM	01/12/2021 to 16/02/2022	This phase will be considered finished and accepted when all the sublevels finish.	\$152,000	-
1.1	Project charter and scope.	Preparing Project Charter and submitting to stakeholders to approve.	PMO	01/12/2021 - 08/12/2021	Clearly writing and sent via company email in PDF.	\$10,000	-
1.2	Choosing location.	Nominating 5 locations and sending them to the Project Manager and investors to choose.	Project Manager	09/12/2021 - 12/01/2022	a location with high foot traffic but within the range 130k USD.	\$25,000	all 5 places have to have good traffic and clear visibility from a main street.
1.3	Allocating budget.	a written agreement for stakeholders shares and funding budget, in both numbers and percentages.	PMO	13/01/2022 - 13/12/2021	Contact information is on contract, benefits are split clearly.	20,000\$	-
1.4	Measurement of resources.	Measurement of available assets and resources.	Project Manager	14/12/2021 - 19/01/2022	Documented clearly with a clear description and amount.	35,000\$	-
1.5	Application of Licenses.	Apply for a license to practice commercial activities.	Project Manager	20/01/2022 - 16/02/2022	checking everything is documented and writing correctly and clearly.	62,000\$	-

B1	Designing and building Phase	contains all components related to constructing the restaurant from exterior and interior sides	Project team	17/02/2022 to 17/03/2022	This phase will be considered finished and accepted when all the sublevels finish and handed after passing their acceptance criteria	618,000\$	-
1.6	Contracts with designers, furniture dealers, and food suppliers.	Approve the best offer from designers and furniture suppliers by the project manager.	Project Manager	17/02/2022 - 18/02/2022	Contractors must be registered officially holding a commercial record.	100,000\$	
1.7	Prepare an indoor dining area.	to build and prepare the indoor dining area.	construction team	19/02/2022 - 11/03/2022	dine in area must accommodate 25 customers at a time - flooring must meet the quality requirement	150,000\$	
1.8	Prepare kitchen, storage room, reception section, garbage points.	Construction of Kitchen, Storage Room, Reception section, Garbage points.	construction team	12/03/2022 - 25/02/2022	Construction must accommodate all the mentioned appliances in the scope	200,000\$	-
1.9	Buy kitchen appliances.	Find the best price for kitchen appliances with a good quality and purchase them.	Project Manager	26/02/2022 - 04/03/2022	Appliances must pass the quality test	148,000\$	
1.10	Install a fire extinguisher.	Find a contractor to install fire extinguishers and sign the required papers to submit to the government for approval then install, and agree on a yearly maintenance contract.	subcontractor	05/03/2022 - 17/03/2022	well installed according to the civil defense requirements	20,000\$	
C1	Staffing and recruitment Phase	contains all components related to hiring and training staff	PM and an outsource company	18/03/2022 to 14/04/2022	This phase will be considered finished and accepted when all the sublevels finish and handed after passing their acceptance criteria.	150,000\$	-
1.11	Staff recruitment.	Advertise job vacancies. Interview candidates and hire staff.	Hiring agency(sub contractor)	18/03/2022 - 24/03/2022	workers must have at least 3 years of experience working in a similar restaurant	25,000\$	
1.12	Staff training.	Make a training plan.	Project Manager and Hiring agency	25/03/2022 - 07/04/2022	Based on the work need. training plan has to be both theoretical and practical to increase knowledge of staff.	60,000\$	-

1.13	Building training materials.	Design training materials based on facilities and equipment.	Outsource to a designer.	08/04/2022 - 14/04/2022	clearly and neatly designed with accessibility online too.	65,000\$	-
D1	Closeout Phase	contains all components related to closing out the phases and handed off the business for operating.	Project team	15/04/2022 to 05/05/2022	This phase will be considered finished and accepted when the restaurant is ready to start functioning	80,000\$	-
1.14	Offering meal perks and offers.	Preparing special offers with focus on the meals that are highly profitable.	Chef	15/04/2022 - 21/04/2022		15,000\$	
1.15	Inspection and finalizing the project launching.	Cooking some meals to check that the team and equipment are all ready.	Chef and staff	22/04/2022 - 28/04/2022	Reporting any issues to be taken care of before opening.	30,000\$	-
1.16	Launching.	preparing for an opening ceremony, and inviting social media influencers.	Project Manager	27/04/2022 - 05/05/2022	inviting snap chat influencers for advertising.	35,000\$	Social distancing for clients and visitors.

Table 1: Work Breakdown Structure (WBS)

CHAPTER 16: REQUIREMENTS & OBJECTIVES:

22. To identify Requirement traceability matrix

Requirement Information					Relationship Tractability
<u>ID</u>	<u>Requirement</u>	<u>Priority</u>	<u>Category</u>	<u>Source</u>	<u>Objective</u>
001	The dine-in area installment should have good ambiance and is spacious.	High	Technical	Sponsor	To bring in 30 new customers monthly.
002	Equipment used in the kitchen must be very high quality.	High	Quality	Sponsor	To decrease the operational and maintenance costs
003	Electrical equipment should be of a type that saves power.	High	Technical	Sponsor	To reduce our total expenses by 10% annually
004	Equipment and space in the kitchen should be big to serve more customers at a time.	High	Technical	Project team	To arrange the kitchen as per international health and safety standards.
005	Payment should be released on time	High	Technical	Sponsor	To increase the return on invest by operating the restaurant as soon as possible
006	Parking area should be established for the customers	high	Technical	Customer	To protect the cars and belonging of customers

007	To receive a monthly progression and performance report.	High	Management	PMO	To satisfy the documentation requirements of regulators
008	To obtain all the necessary licenses to open the restaurant	High	Constraint	Government	To avoid the banning and closure of the restaurant once it is opened.
009	To not establish a parking area, customers can park anywhere beside.	Low	Technical	Project team	To reduce the project cost.
010	To choose a few suppliers who can provide all the necessary supplies for the restaurant.	Low	Technical	Project team	To reduce our total expenses by 10% annually
011	Drive through service	High	Technical	Project team	To increase the restaurant's annual sales by 5%.
013	store room should be established	Low	Management	Owner	To avoid supply chain disruptions
014	Drive thru service	High	Management	Owner	To increase the restaurant's annual sales by 5%.
015	Safety is crucial in the restaurant.	High	Management	Owner	To increase the restaurant's annual sales by 5%.
016	The restaurant needs to be big enough to accommodate more customers for dine in	High	Management	Owner	To increase the restaurant's annual sales by 5%.
017	Marketing plan for the restaurant	High	Management	Owner	To market the restaurant efficiently and effectively.
018	Installment of all needed equipment	High	Technical	Customer	For the proper functioning of restaurant
019	Attractive decoration	High	Sales	Project Manager	To increase the restaurant's annual sales by 5%.
020	Hiring staff to manage the restaurant	High	Management	Owner	To run the restaurant

Table 2: Requirement Tracibility Matrix

23. To specify the methods used in requirement collection

The collections of the requirements have been done by using the brainstorming method with the stakeholders.

24. To develop the hierarchical structure of the objectives

Hierarchical structure of objectives is a way of connecting the project overall and main purpose together in a structure similar to WBS where the vision of the project comes first followed by the mission and succeeded by the objectives with its sub goals. This structure can help in the process of decision making and a way to make things clear and easy for execution.

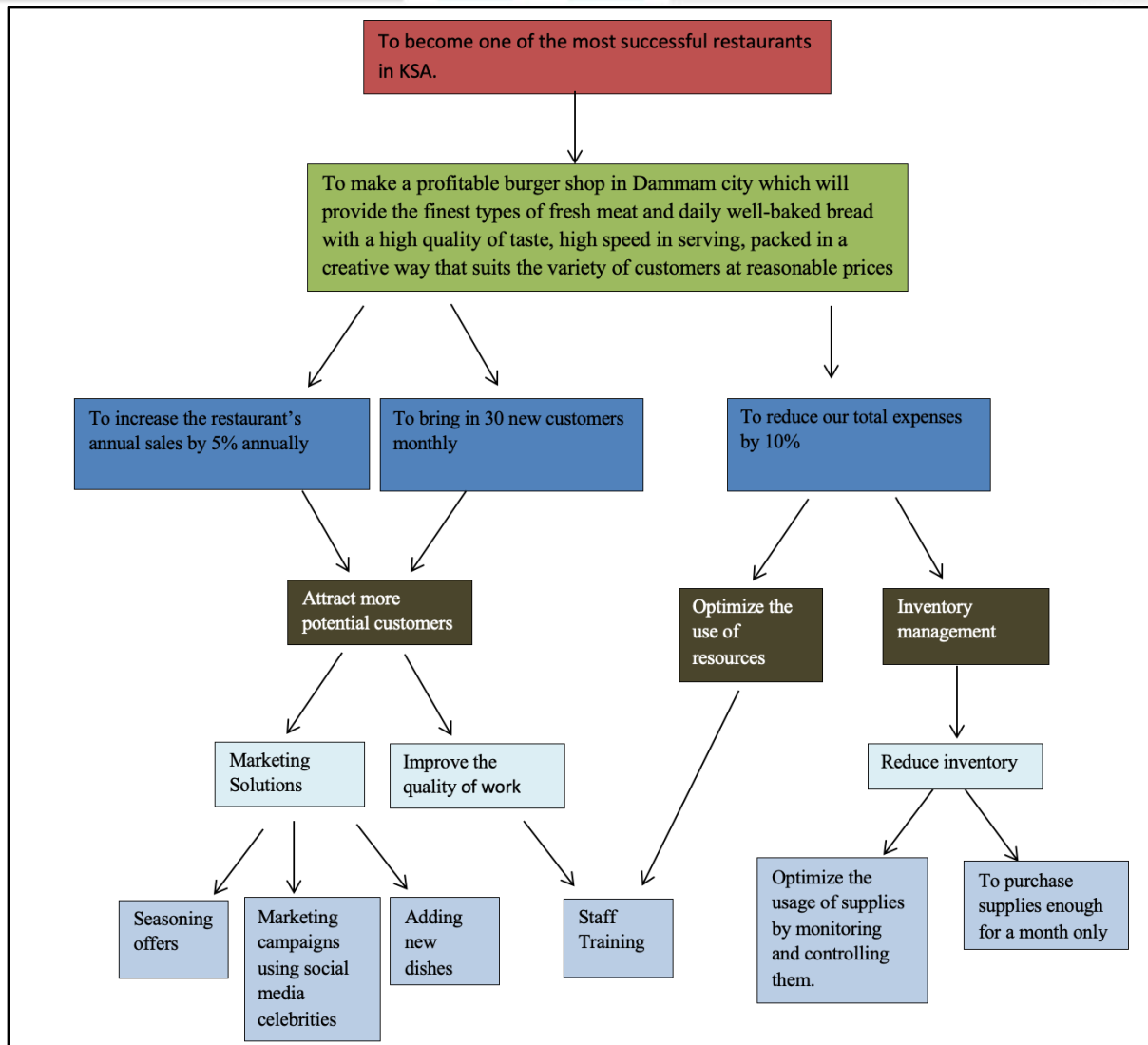


Figure 2: Hierarchial Objectives of Project

CHAPTER 17: SCOPE:

25. To develop, identify, and prepare the scope statement

Project Scope Description:

The scope of the project is to plan the launch of a high quality burger shop in the downtown of Dammam city “Tahlia street” that serves a fresh meat burger and fries. The project will be initiated on January 1 of 2022 and to be completed on May 30 of 2022 with a budget of 1 Million dollars maximum.

Details of the scope:

Location and size:

The project is going to be located downtown of Dammam city “Tahlia street” with a total area of 260 meters square. The restaurant will include a single-story of a 115 Meters space while the remaining **space is allocated for the parking area and the drive through service area.**

Design and construction:

General Requirements and decoration:

- Multi zone air conditioning covering the whole restaurant.
- 2 separated bathrooms “male and female”
- Wooden flooring “brown color” Swiss type for the whole restaurant except the kitchen which will be ceramic.
- Contract with suppliers for the needed supplies.
- Walls should be designed with a sense of art using real paint not stickers.
- Drive thru service will have a separate small cash desk.
- 7 surveillance cameras.
- 4 insect killers should be placed, 2 in the kitchen, 1 by the entrance and 1 in the dining area.
- 120 LED lights.
- 2 thick glass doors “one the outside door and the other one for staff to enter the inner area”.
- Plants design surrounding the restaurant.
- Easy entrance for customers with special needs.
- Hanging lamps outside designed to attract customers.
- 1 emergency exit.
- 8 Fire distinguishers.

Kitchen:

- 3 big grills
- 2 ovens
- 4 Fryers
- 2 heating units.

- 1 sink.
- 1 big dish washing machine.
- 3 Refrigerators with their freezer.
- Open sight kitchen.
- 2 big steel tables.
- 1 store room of a 2x3 meters space connected to the kitchen that has cabinets and drawers and shelves for storing supplies.

Dine in area:

- The customer dining area should be big enough to accommodate 27 customers.
- 13 tables in different sizes.
- 30 chairs “plastic and leather”

Bathroom:

- 2 Bathrooms fully set (1 for male and the other one is for female).
- 1 washbasin in each bathroom.
- 1 washbasin outside of each bathroom including a mirror.

Counter:

- 1 front counter with a size of 3 meters.
- 1 small cabinet and cash drawer for the cashier.

Restaurant staff:

- 10 staff
- Training plan for staff to be able to operate the restaurant effectively.

Advertisement:

- .Marketing plan for the restaurant to meet the strategic objectives.

Project Deliverables:

- Choosing the location.
- Acquiring the needed licenses
- Contracts and agreements with vendors.
- Construction of the interior and exterior of the restaurant.
- Restaurant decoration.

- Hiring and marketing plan
- Closing and handing over the project to the operation team.

Project Acceptance Criteria:

The project will be considered accepted when:

- Completed within budget and schedule.
- No defect on the building and the quality is met.
- All permits and licenses of the restaurant are handed to the restaurant management.
- Restaurant is ready to launch.

Project Exclusions:

- The scope doesn't include ongoing business improvement services such as maintenance or social media management.
- The project doesn't include hiring of new staff.

Project Constraints:

- Acquiring the needed licenses within the estimated timeframe.
- Locking in reliable vendors.
- Experiencing delays in opening due to supplier delays.
- Securing permits and licenses within the desired timeframe.
- Delay in hiring new staff due to the regulations of Covid-19.

Project Assumptions:

- The project will be completed by 30 May 2022.
- 10 workers will be hired and will undergo training before the slated grand opening.
- Wage calculations are based on 192-hours per month.
- The set-up costs have been estimated as the prices of furniture, fittings, and kitchen equipment are not known.

26. To develop, identify, and explain the concepts

Scope creep is adding additional features or functions of a new product, requirements, or work that is not authorized and beyond the agreed upon scope.

Example of scope creep related to our project:

1. Asking to add an extra small room for meetings.
2. Asking for more supplies and equipment
3. Asking to change the flooring to another type that is more expensive.

To prevent scope creep in our project we will do a proper monitoring and controlling of the project work by validating the scope after the completion of every deliverable using variance analysis method “comparing the actual result of the work done with the scope baseline”.

27. To illustrate product analysis management.

• Product analysis management.

Product analysis is a tool to define scope for projects that involve a product as a deliverable. It generally entails asking questions about a product and developing answers to characterize the use, qualities, and other relevant aspects of what will be developed or made. product breakdown structure has been used to analyze the product.

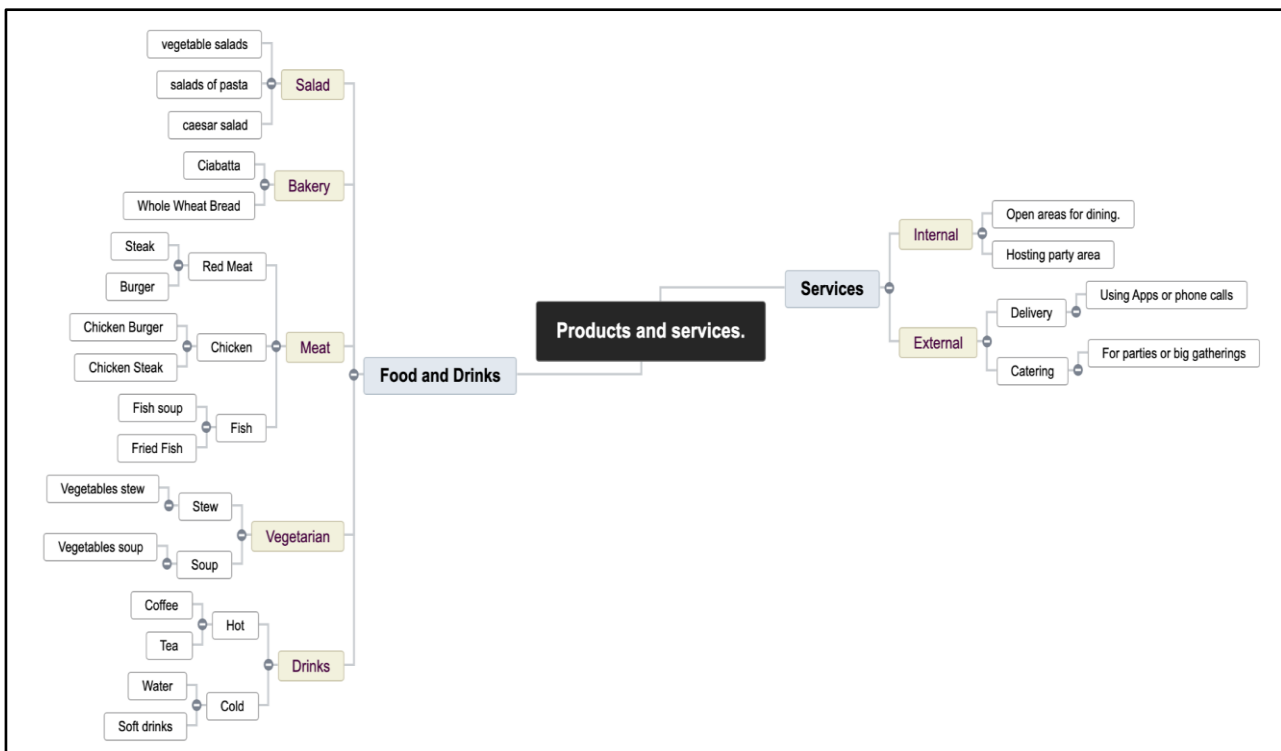


Figure 3: Application of Product Analysis Management on Project

28. Transformation of the work packages to activities.

- **Transformation of the work packages in Work Breakdown Structure to activities.**

A work breakdown structure (WBS) is a deconstruction of a project that is visible, hierarchical, and focused on deliverables. It's a useful diagram for project managers since it allows them to break down the scope of their projects and visualize all of the tasks needed to finish them.

To define project activities, the following items are needed:

Work packages used to specify activities at this stage. A work package is nothing more than a WBS item with its own WBS dictionary. That is what is included in the scope baseline. As a result, this would be the process's initial and most important input.

Each of the work packages is split down into activities/tasks in the Define Activities project management activity.

The schedule management plan, which comprises methods and rules for defining activities, is the other input to this process. The project management plan provides both of these inputs.

A project may have a project management information system (PMIS), which is a collection of tools that assist with project management tasks like planning, WBS budget cost management, scheduling, and change control. They analyze data to make the best decision. They can be used to define activities. Such systems are a part of the business environment.

It is not necessary to invent the wheel. Templates, procedures, and guidelines will be included in organizational process assets, as well as a few sample documents from prior projects and lessons learned when defining tasks on those projects. all can be used to get a good result.

Optimal Method of defining Activities:

When we created the Work Breakdown Structure project management activity, we utilized decomposition to split down scope into work packages. This procedure also

entails the dismantling of anything. As a result, the first approach to be applied is decomposition.

Work packages are divided into activities, which are smaller, more manageable components. These are referred to as tasks in general. These are just large enough to track to completion and can therefore be assigned to team members.

It's important not to divide the task into too many small tasks. This might result in increased managerial overhead and increased reliance among team members. Better accuracy can be achieved through involving the entire team in this decomposition exercise. Team members will become familiar with tasks, which will benefit them as well.

CHAPTER 18: TIME:

29. To Develop the functions list or the activities

1.1 Project charter and scope.

- 1.1.1 Preparing Project Charter and submit to stakeholders to approve
- 1.1.2 Interviewing project managers.
- 1.1.3 Hiring a project manager and signing project charter.

1.2 Choosing location.

- 1.2.1 Nominating 5 locations and sending them to the Project Manager and investors to choose.
- 1.2.2 Negotiating price with landlord.

1.3 Allocating budget.

- 1.3.1 Finalizing stakeholders shares and fundings.
- 1.3.2 Open a bank account and deposit budget in.

1.4 Measurement of resources.

- 1.4.1 Measurement of resources.

1.5 Application of Licenses.

- 1.5.1 Apply for license online after paying fees.

1.6 Contracts with designers, furniture dealers, and food suppliers.

- 1.6.1 Discuss and agree on the design with stakeholders.

1.6.1.1 Build 3D module.

1.6.2 Negotiate price with designers and furniture suppliers, and sign a contract.

1.6.2.1 Receive 3 offers from designers.

1.6.2.2 Approve the best offer from the project manager.

1.6.3 Negotiate prices with food raw materials and sign a contract.

1.6.3.1 Receive 3 offers from designers.

1.6.3.2 Approve the best offer from the project manager.

1.7 Prepare an indoor dining area.

1.7.1 Sign the contract with the contractor to build and prepare the indoor dining area according to the 3D design.

1.7.1.1 Receive 3 offers from designers.

1.7.1.2 Approve the best offer from the project manager.

1.8 Prepare Kitchen, Storage Room, Reception section, Garbage points.

1.8.1 Sign the contract with the contractor to build and prepare the indoor dining area according to the 3D design.

1.8.1.1 Receive 3 offers from designers.

1.8.1.2 Approve the best offer from the project manager.

1.9 Buy Kitchen appliances.

1.9.1 Find the best price for kitchen appliances with a good quality and purchase them.

1.10 Install Fire extinguisher.

1.10.1 Find a contractor to install fire extinguishers and sign the required papers to submit to the government for approval, and agree on a yearly maintenance contract.

1.11 Staff recruitment.

1.11.1 Advertise job vacancies.

1.11.2 Interview candidates and hire staff.

1.11.3 Prepare contracts and sign them.

1.12 Staff training.

1.12.1 Make a training plan.

1.12.1 Pursue training.

1.13 Building Training materials.

1.13.1 Design training materials based on facilities and equipment.

1.14 Offering meal perks and offers.

1.14.1 Prepare menu and offers

1.14.1 Design menu by a graphic designer with photographing meals.

1.15 Inspection and Finalizing the project Launching.

1.15.1 Cooking some meals to check that the team and equipment are all ready.

1.16 Launching.

1.16.1 preparing for an opening ceremony, and inviting social media influencers.

30.To illustrate the relationships between the activities:

The different activities in a project are related to one another. In project management, these relationships are called dependency relationships. Dependency relationships mean that one activity cannot take place until unless its predecessor activity is not complete. Identifying these relationships is critical for project management as the project duration is completely dependent on these dependency relationships (Martina Huemann 2010)

It defines the order in which different project activities will take place. It also helps manage resources in a better way since completing a predecessor activity means that the resources from that activity can be released and moved on to the successor activity.

In the project under study, the activities of the project were first identified. This was done by analyzing the scope of the project and the deliverables required. In the next step, the relationships between the activities were identified. This was done by critical analysis. The outputs and inputs for each activity were identified which then served as a basis of identifying the dependency relationships.

The end result was as follows:

WBS Code	Activity	Predecessor	Duration (weeks)
----------	----------	-------------	------------------

1.1	Project charter and scope.	-	2
1.1.1	Preparing Project Charter and submit to stakeholders to approve	-	1
1.1.2	Interviewing Project Manager	1.1.1	0.8 (4 days)
1.1.3	Hiring a project manager and signing project charter	1.1.2	0.2 (1 day)
1.2	Choosing Location	1.3	3
1.2.1	Nominating 5 locations and sending to the Project Manager and Investors to choose	1.1.3	2
1.2.2	Negotiating price with landlord	1.2.1	1
1.3	Allocating budget.	1.1	2
1.3.1	Finalizing stakeholders shares and fundings	1.1.3	1
1.3.2	Open a bank account and deposit budget in	1.3.1	1
1.4	Measurement of resources.	1.2	1
1.4.1	Measurement of resources.	1.2	1
1.5	Application of Licenses.	1.2	5
1.5.1	Apply for license online after paying fees	1.3.2	5
1.6	Contracts with designers, furniture dealers, and food suppliers.	1.5	1
1.6.1	Discuss and agree on the design with stakeholders	1.5.1	0.4 (2 days)
1.6.1.1	Build 3d Module	1.5.1	0.4 (2 days)
1.6.2	Negotiating price with designers and furniture suppliers, and sign a contract	1.6.1	0.6 (3 days)
1.6.2.1	Receive 3 offers from designers	1.6.1.1	0.4 (2 days)
1.6.2.2	Approve the best offer from project manager	1.6.2.1	0.2 (1 days)
1.6.3	Negotiate prices with food raw materials and sign a contract	1.6.1	0.6 (3 days)
1.6.3.1	Receive 3 offers from designers	1.6.1.1	0.4 (2 days)
1.6.3.2	Approve the best offer from project manager	1.6.3.1	0.2 (1 days)
1.7	Prepare an indoor dining area.	1.6	1
1.7.1	Sign the contract with the contractor to build and prepare the indoor dining area according to the 3D Design	1.6.3	0.4 (2 days)
1.7.1.1	Receive 3 offers from designers	1.6.3.2	0.4 (2 days)
1.7.1.2	Approve the best offer from project manager	1.7.1.1	0.2 (1 days)
1.8	Prepare Kitchen, Storage Room, Reception section, Garbage points.	1.6	3
1.8.1	Sign the contract with the contractor to build and prepare kitchen, storage room, reception section and garbage points	1.6.1	3
1.8.1.1	Receive 3 offers from designers	1.6.3.2	2
1.8.1.2	Approve the best offer from project manager	1.8.1.1	1

1.9	Buy Kitchen appliances.	1.6	1
1.9.1	Find the best price for kitchen appliances with a good quality and purchase them	1.6.1	1
1.10	Install a Fire extinguisher.	1.7,	1
1.10.1	Find a contractor to install fire extinguishers and sign the required papers to submit to government for approval, and agree on a yearly maintenance and contract	1.7.1, 1.8.1, 1.9.1	1
1.11	Staff recruitment.	1.10	2
1.11.1	Advertise job vacancies	1.10.1	1
1.11.2	Interview candidates and hire staff	1.11.1	0.8 (4 days)
1.11.3	Prepare contracts and sign them	1.11.2	0.2 (1 day)
1.12	Staff training.	1.11	1
1.12.1	Make a training plan	1.11.3	0.4 (2 days)
1.12.2	Pursue Training	1.12.1	0.6 (6 days)
1.13	Building Training materials.	1.12	2
1.13.1	Design training materials based on facilities and equipment	1.12.2	2
1.14	Offering meal perks and offers.	1.13	2
1.14.1	Prepare menu and offers	1.13.1	1
1.14.2	Design menu by a graphic designer with photographing meals	1.14.1	1
1.15	Inspection and Finalizing the project Launching.	1.14	1
1.15.1	Cooking some meals to check that the team and equipment are all ready	1.14.2	1
1.16	Launching.	1.15	1
1.16.1	Preparing for an opening ceremony, and inviting social media influencers	1.15.1	1

Table 3: List of Activities

31. To develop the logical diagram

The logical diagram of activities in project management displays the order of the activities in a logical sequence keeping in view the precedence relationships between activities and their durations. It helps project managers to have an overview of the project activities and which activities are critical to the project schedule (A plea for clarity 1993). For this task, the activities and their precedence relationships were considered, and these were turned into a logical diagram. The results are as follows:

The logical diagram has been drawn according to milestones and not individual WBS activities.

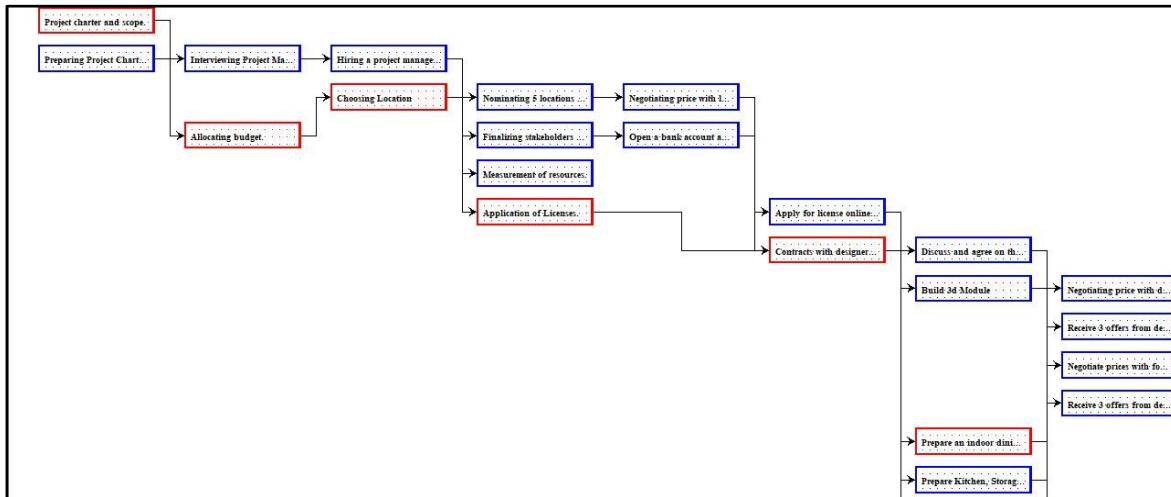


Figure 4: Logical Diagram (i)

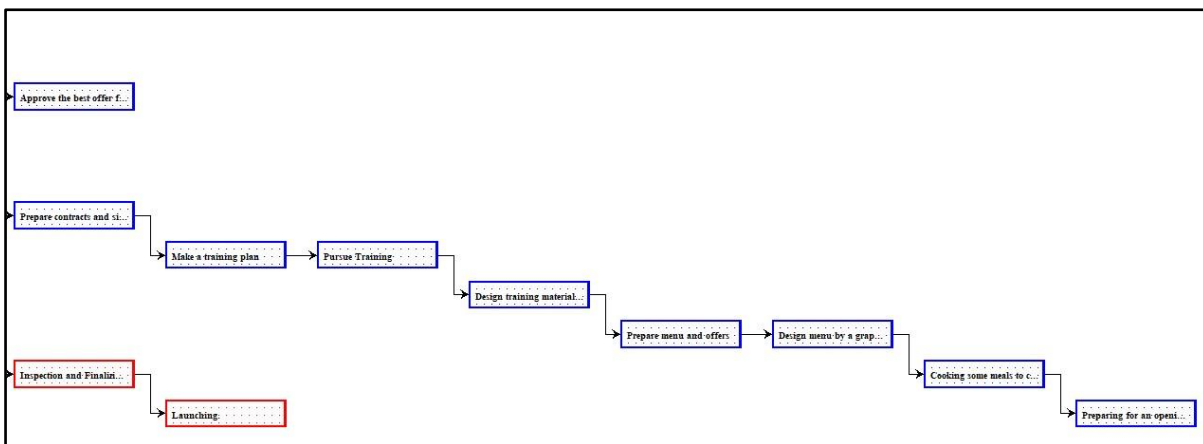


Figure 5: Logical Diagram (ii)

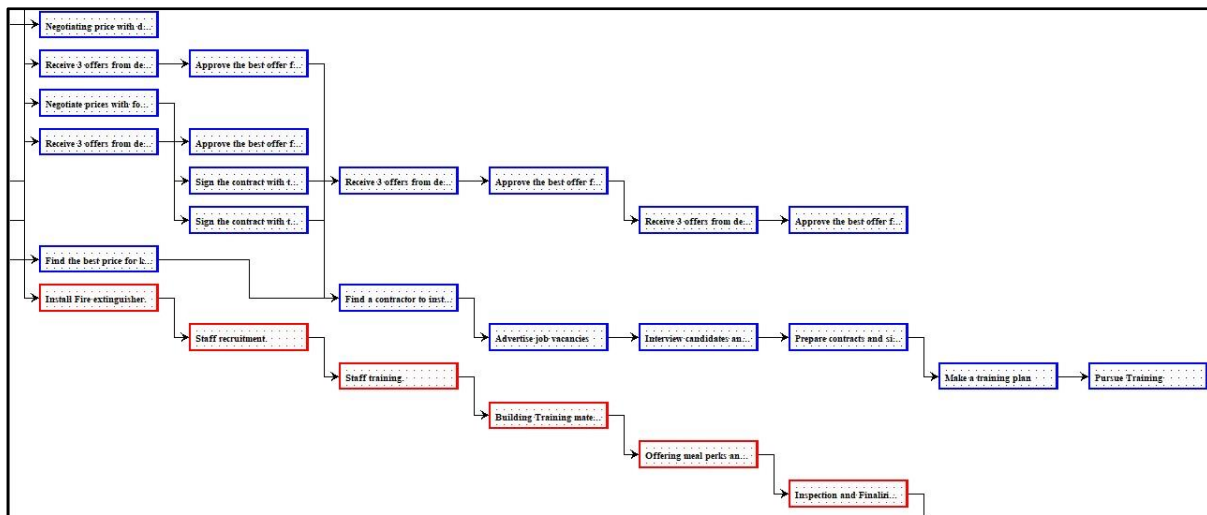


Figure 6: Logical Diagram (iii)

Critical Path:

The critical path is:

1.1.1 - 1.1.2 - 1.1.3 - 1.3.1 - 1.3.2 - 1.2.1 - 1.2.2 - 1.4 - 1.4.1 - 1.5.1 - 1.6.1.1 - 1.6.2.1 - 1.6.2.2 - 1.6.3.1 - 1.6.3.2 - 1.7.1.1 - 1.7.1.2 - 1.10.1 - 1.11.1 - 1.11.2 - 1.11.3 - 1.12.1 - 1.12.2 - 1.13.1 - 1.14.1 - 1.14.2 - 1.15.1 - 1.16.1

Duration = 25 Weeks

32. To prepare Gantt charts and Milestones models.

The Gantt chart and milestones model helps project managers to give a visual appearance to the project schedule. These charts and models help measure the performance of the project as it progresses. The Gantt chart and Milestones model for Ounce Burger project is as follows:

● Gantt Chart

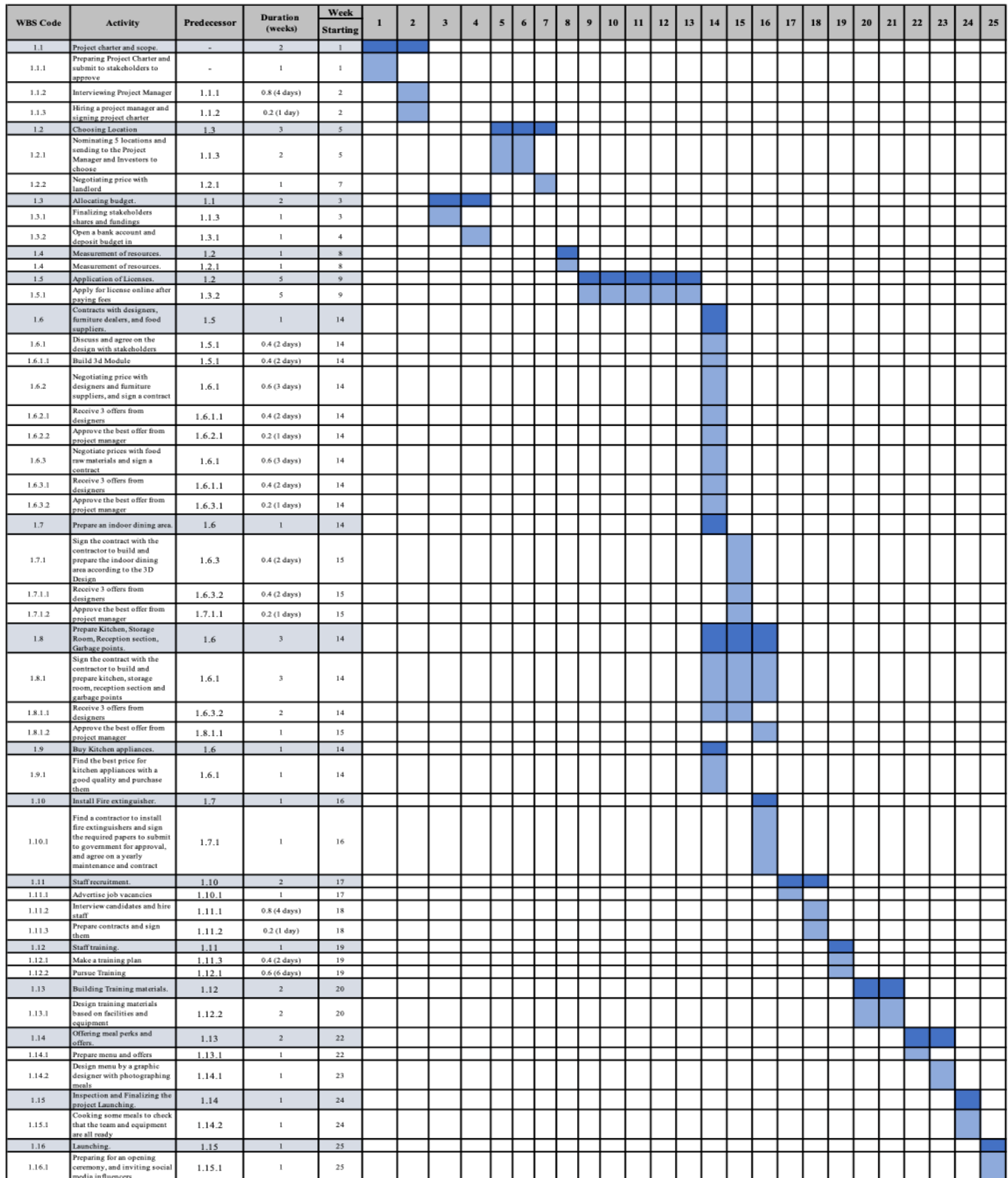


Figure 7: Gantt Chart

- **Milestones models**

WBS Code	WBS	Deadline
1.1	Project charter and scope.	08/12/2021
1.2	Choosing location.	12/01/2022
1.3	Allocating budget.	13/12/2021
1.4	Measurement of resources.	19/01/2022
1.5	Application of Licenses.	16/02/2022
1.6	Contracts with designers, furniture dealers, and food suppliers.	18/02/2022
1.7	Prepare an indoor dining area.	11/03/2022
1.8	Prepare Kitchen, Storage Room, Reception section, Garbage points.	25/02/2022
1.9	Buy Kitchen appliances.	04/03/2022
1.10	Install a Fire extinguisher.	17/03/2022
1.11	Staff recruitment.	24/03/2022
1.12	Staff training.	07/04/2022
1.13	Building Training materials.	14/04/2022
1.14	Offering meal perks and offers.	21/04/2022
1.15	Inspection and Finalizing the project Launching.	28/04/2022
1.16	Launching.	05/05/2022

Table 4: Milestones and Deadlines

CHAPTER 19: QUALITY

33. To clarify Deming model for quality.

- **Deming model for quality**

The Deming cycle is a continuous quality improvement model that contains a four-stage sequence: Plan, Do, Check, and Act. According to Deming the quality is defined as a predictable degree of uniformity and dependability at low cost. The Deming Model of Quality Management is the core concept of implementing total quality management. which is the set of management practices to help companies increase their quality and productivity.

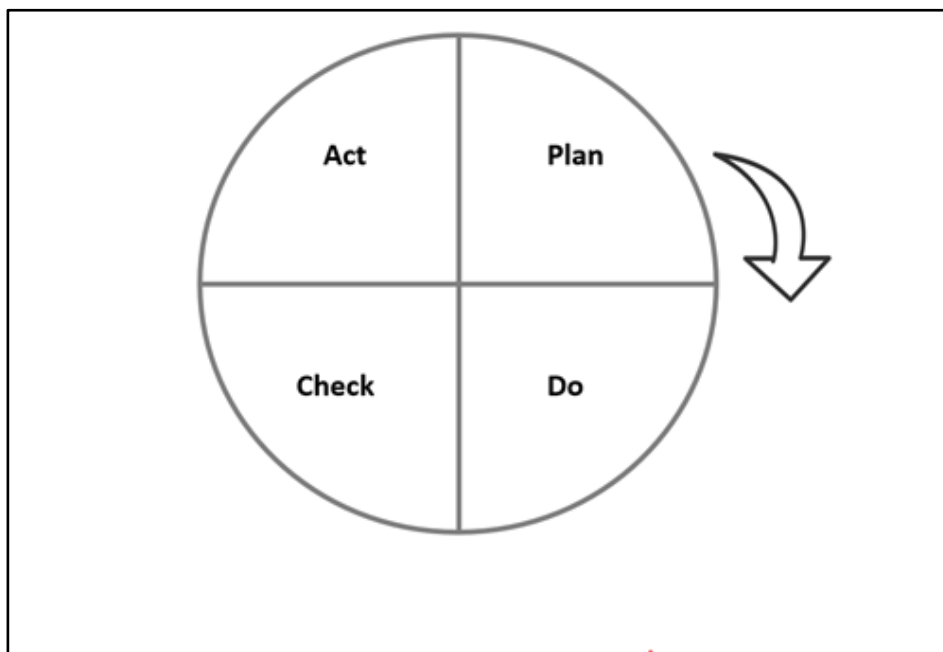


Figure 8: Deming model for quality

34. To develop SIPOC model, and Ishikawa for one

• SIPOC Diagram

SIPOC diagram is a visual tool for documenting a business process from beginning to end prior to implementation.

SIPOC for a restaurant visit:

Suppliers	Inputs	Process	Outputs	Customers
Food agency Plastic and paper	Customer order Food Chief Water	The Chief cooks the order Pack the order Serve the customer	Receive payment for service and food Well cooked, packed food	Take-out Customers Dine-in Customers

Table 5: SIPOC Diagram

• Ishikawa Fishbone Diagram for Employee Turnover

Ishikawa diagram used to show the potential causes of a specific event, we will use it here to know the causes of employee turnover.

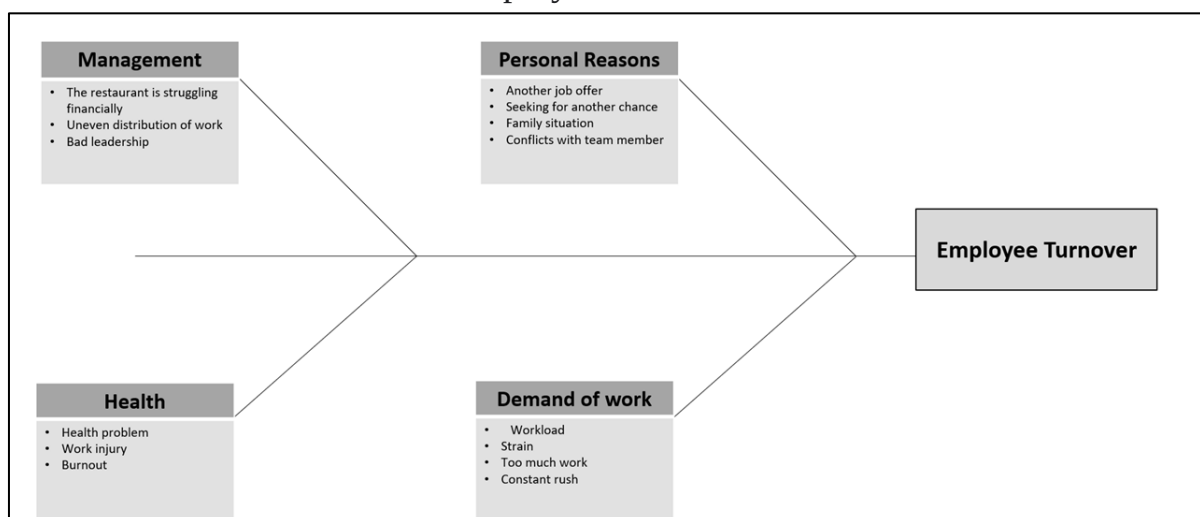


Figure 9: Ishikawa Fishbone Diagram for Employee Turnover

CHAPTER 20: FINANCE

35. Establish a Cost Breakdown Structure

Cost breakdown structure helps identify where the project budget will be spent at (Martina Huemann 2010). This expenditure can be seen in terms of activities or items. We counted a budget on the total of each work packages for risks and reserves for the project.

The cost breakdown structure for Ounce Burger project is as follows:

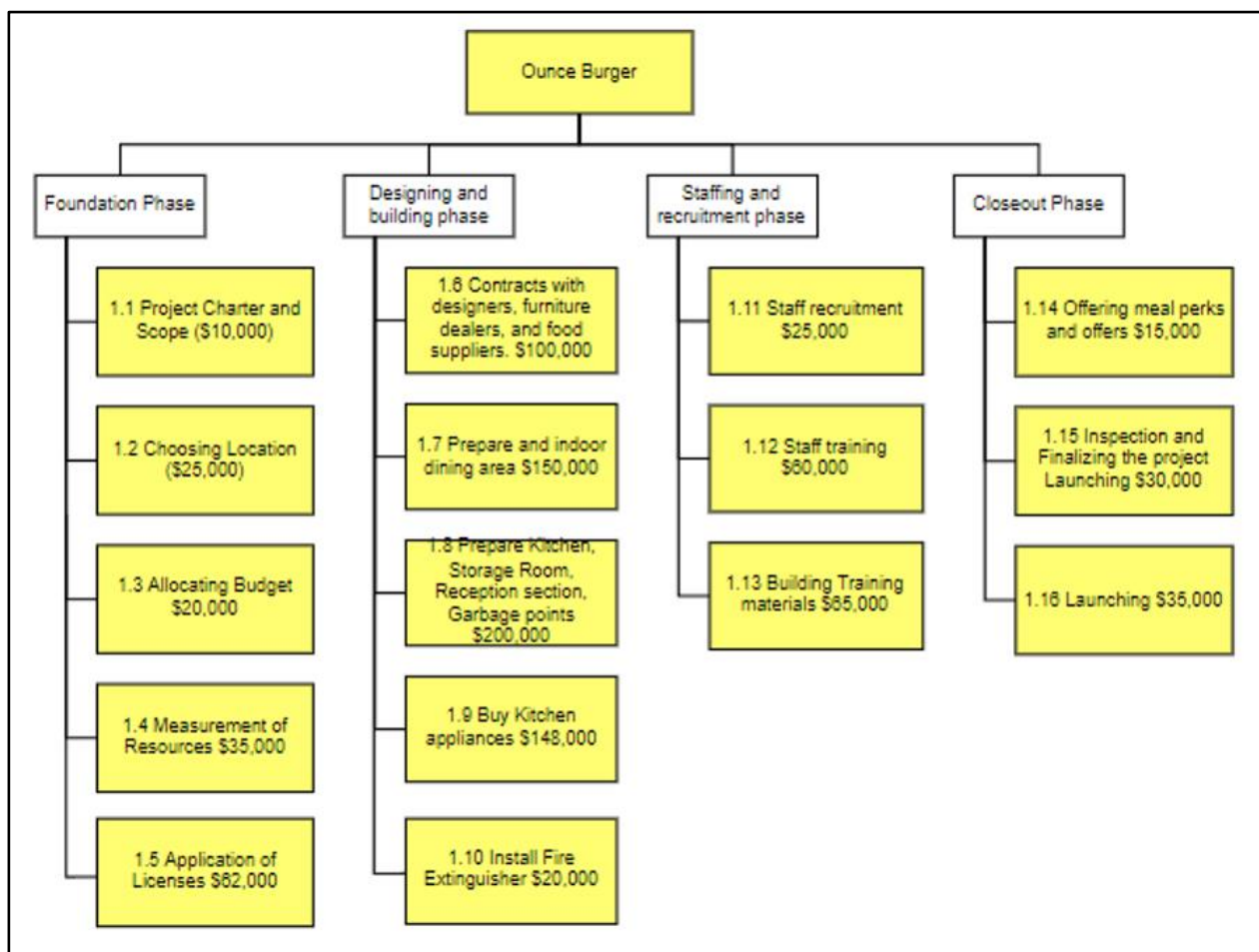


Figure 10: Cost Breakdown Structure for Project

36. Calculate Earned Value Management

Earned Value Management helps track project performance with respect to budget and schedule and it also helps estimate what time and schedule will be needed for project completion after a specific time into the project.

Based on the given scenario, the EV analysis of the project is as follows:

Earned Value Analysis:

Earned Value and its use in Cost Control.				
Work Package	BCWS	ACWP	%Progress	BCWP
	Planned Value	Actual Cost		Earned Value
1	\$100,000.00	\$120,000.00	100%	\$100,000.00
2	\$100,000.00	\$110,000.00	100%	\$100,000.00
3	\$100,000.00	\$80,000.00	90%	\$90,000.00
4	\$100,000.00	\$125,000.00	80%	\$80,000.00
5	\$100,000.00	\$75,000.00	50%	\$50,000.00
6	\$100,000.00	\$0.00	0%	\$0.00
7	\$100,000.00	\$0.00	0%	\$0.00
8	\$100,000.00	\$0.00	0%	\$0.00
9	\$100,000.00	\$0.00	0%	\$0.00
10	\$100,000.00	\$0.00	0%	\$0.00
BAC	\$1,000,000.00	\$510,000.00		\$420,000.00

ACWP : Actual Cost of Work Performed	
BCWP : Budgeted cost of Work Performed	
BAC : Budget At Completion	

BAC	\$1,000,000.00
PV	\$500,000.00
AC	\$510,000.00
EV	\$420,000.00

Cost Variance (CV = EV - AC)	-\$90,000.00
Cost Performance Index (CPI = EV/AC)	0.82
Schedule Variance (SV = EV - PV)	-\$80,000.00
Schedule Performance Index (SPI = EV/PV)	0.84

Figure 11: Earned Value Analysis

CHAPTER 21: RESOURCES

37. To explain the concept of Resource Leveling

Project managers often experience challenges with their respective schedules for their projects. As a result, the project managers cannot finish their projects within the established time frames. These challenges require solutions; thus, the project manager will adopt project management techniques like resource leveling and resource smoothing to fix their project scheduling challenges (Prayogo, et al. 2018) (Dovgan, Mokhonko and L.P.Artemenko 2017). The project managers are trained and have the knowledge to spread project resources such as equipment and tools through resource-leveling and resource smoothing to solve their challenges associated with project scheduling. Resource smoothing and resource-leveling are project management techniques used by project managers to assist them in compressing their projects schedule to complete the projects without over-burdening their respective projects resources.

21.1 Resource leveling

It is a resource optimization technique used to balance the demand and supply of resources. Resource leveling is used to adjust the start and finish dates for a project based on the limitation associated with the project resources resource (Prayogo, et al. 2018). The objective is to balance the demand of the resources with the available supply. The project for Ounce Burger can adopt two resource-leveling strategies, one, when important or shared resources are only available at certain times, or available in limited quantities, or over-allocated. Alternatively, to keep resource use at a constant level in the Ounce Burger project. Resource leveling goal is to balance resources demand or supply for a project and may change the vital path of the project.

21.2 Resource smoothing

It is a tool in project management for resource optimization of a project. It enhances activities in a project schedule by adjusting resources to fit within limits already predefined during the planning phase (Dovgan, Mokhonko and L.P.Artemenko 2017). It is adopted when tie constraint is a crucial factor in a projects' success. It is often performed after resource-leveling and is used to limit resource usage or uneven use of resources. A project like Ounce Burgers, particularly section 3.1, will need to adopt resource smoothing to financial constraints influenced by extraneous factors. Resource smoothing aims to attain uniform resource use during project implementation to realize the project end date. The process of allocating resources in a project to its completion efficiently is known as resource management.

It is usually undertaken by individuals trained in project management with the knowledge and expertise to make these decisions (Dovgan, Mokhonko and L.P.Artemenko 2017). The owner or business manager of a business like Ounce Burgers needs a project manager. A project manager with expertise and knowledge in resource management is crucial. Employing one to manage your project will allow the project to use available resources, identify needed additional resources, and determine if resources in a project are being wasted. Businesses that cannot effectively use labor, equipment and materials practice poor project management. Businesses should manage their resources effectively to be successful by ensuring effective planning and scheduling.

Ounce Burgers has a good project manager, or the business owners have knowledge and expertise in resource management. Ounce Burgers as a project has enabled the tracking of expenses, inventory tracking, visible measures, and collaboration and sharing resources. Also, the project allows for end product and service, use of human capital, the discovery of processes and allocation of resources, and conflict reduction. Resource management is a crucial criterion in project resource management. Project management techniques like resource smoothing and resource-leveling are crucial in compressing projects scheduled to be complete without over-burdening their respective projects resources. The Ounce Burgers project aims at adopting resource smoothing and leveling to ensure available resources meet the demand and supply of the project. Also, there is a need for project managers with knowledge and expertise in resource management. It will ensure the resources of a project are managed effectively, ensuring effective planning and scheduling.

38. To be trained on distributing the project resources

- The Organizational Structure

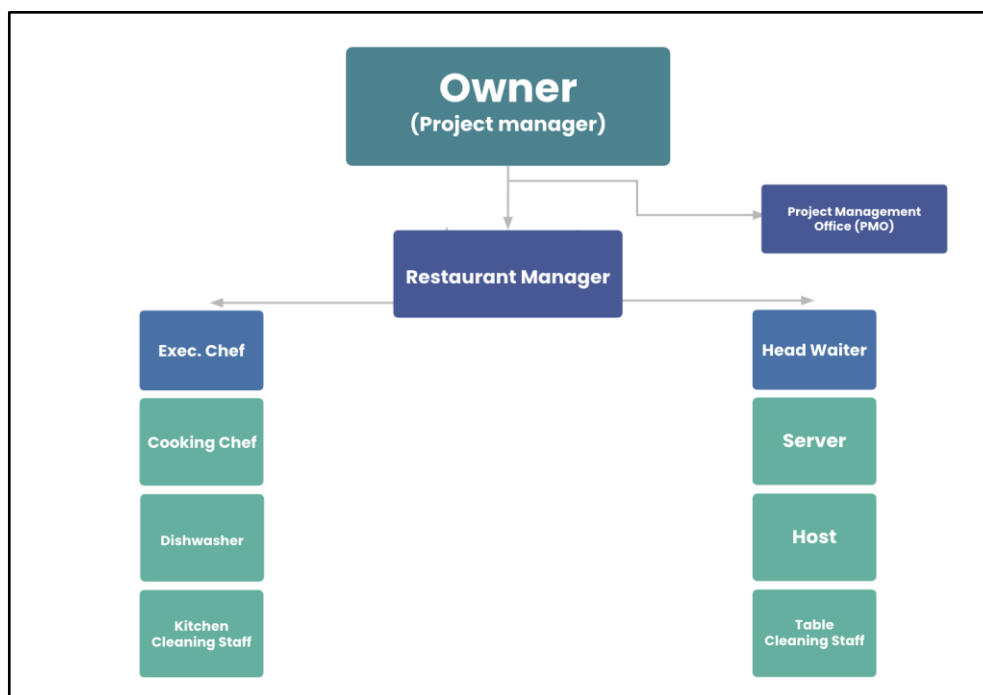


Figure 12: Organizational Structure

● The Job Descriptions

Job Title	Job Description
Owner (Project Manager)	Responsible for the restaurant's performance. Determine how to improve the system and put the changes in place.
Restaurant Manager	Is in charge of hiring, training, and managing restaurant employees. In addition, to spearhead marketing efforts and work with the chef to produce menus. The restaurant manager will be responsible for resolving client complaints, guaranteeing sanitation and food quality, and generally monitoring the daily activities.
Executive Chef	Is in charge of all culinary operations. From the executive chef to the dishwasher. Menus will be updated on a regular basis to reflect seasonality and changing tastes. Also need to instruct their employees on how to make new foods.
Cooking Chef	Organizing the kitchen with culinary tools and equipment such as knives, pans, and food scales, reviewing each dish and acquiring all necessary components, and cooking food.
Dishwasher	All dishes and cooking pots and pans should be washed and sanitized. Maintain the cleanliness and organization of the dishwashing station, and ensure that food scraps and waste are disposed of properly.
Kitchen Cleaning Staff	Maintaining the cleanliness of the dishes and kitchen

Head Waiter	Oversee food and beverage service, which includes assisting the host in assigning wait staff tables and conversing with customers to guarantee a positive experience. Head waiters are in charge of all client interactions, including greeting guests, placing orders, delivering food and beverages, and overseeing money transactions.
Server	Greeting and welcoming guests, providing menu information, and answering queries about food, beverages, and other restaurant functions and services.
Host	Take and organize reservations, greet guests, inform them of wait times and accompany them to their seats, and notify servers of guest arrivals.
Table Cleaning Staff	Clean the tables and cover them with new tablecloths and mats. Remove any filthy dishes, glasses, or utensils from the table.

Table 6: Job Descriptions

CHAPTER 22: PROCUREMENT

39. To develop the procurement execution

Procurement execution process and Contractor selection:

Identifying our needed goods:

From the project scope statement, we will divide the scope into two categories, one type that can be done in house and other that we cannot do in our company. The identification of Procurement scope will be done by

- Analyzing the capacity of our organization
- Running the SWOT Analysis
- Analyzing the sensitive nature of work

Explore and Select the vendor:

Exploring:

Based on our market research for the vendors that will be best suited to our needs “their capabilities and the source selection analysis “ we decided to pre-select 3 vendors and not to advertise it for the public, and the reason why we do not want to advertise is because it will increase our project budget.

Selection of vendor:

As we will not advertise and will contact the pre-selected vendors for the work, we will provide them with the required procurement documents and give them a time of 15 days to submit their proposals. After we receive these proposals, we are going to evaluate them based on the source selection criteria and we will choose one vendor who gets the higher score during the evaluation process.

Create contract/agreement:

After we choose our vendor, we are going to make the agreement and submit it to the vendor to sign it. This agreement will include: the Procurement statement of work, schedule, milestones, payment terms, acceptance criteria, warranty and support, insurance, general terms and conditions and the termination clause.

Receive of supplies:

In this stage we will receive the supplies based on the agreement we already conducted, we will be sure to receive based on the acceptance criteria which was written in the agreement document.

Paying for the supplies:

After accepting the supplies based on the criteria, we will pay for the goods, and our payment strategy is going to be 50% after signing the agreement and the 50% will be paid after receiving the goods.

40. To develop supplier comparison model

- **Supplier comparison model and scoring model:**

Criteria	Weight	Supplier1	Supplier2	Supplier3
Quality of work	30%	N/A yet	N/A yet	N/A yet
Past performance	15%	N/A yet	N/A yet	N/A yet
Warranty	20%	N/A yet	N/A yet	N/A yet
Time flexibility	5%	N/A yet	N/A yet	N/A yet
Cost	30%	N/A yet	N/A yet	N/A yet

Table 7: Supplier Comparison using weights

We have not chosen our supplier yet, that's why we left it under "N/A yet" However we will evaluate and choose our supplier based on these criteria.

CHAPTER 23: PLAN AND CONTROL

41. To prepare agenda- Invitation and virtual

- **Project Meeting agenda**

An agenda sets the tone of the meeting by identifying the goal and outlining its objectives. Taking the time to write an agenda for a meeting provides common-sense to guide the meeting in a better mannar.

Meeting Agenda			
Objective	Assuring Food & hygiene standard		
Date:	20/10/2022	Location:	Meeting room
Time:	3:00 PM	Meeting Type:	Info-sharing meetings

Meeting duration:	60 Minutes	Attender:	Project manager Project team
Agenda items:		Representer	Time allotted
1. Commit employees to international food safety standards 2. Certified company that can provide our team a training course		Project manager	1. 20 Min 2. 20 Min
New action items:		Representer	Date
1. Earning the award after applying all required internationally Food & hygiene standard		Project manager	1 month after the meeting date 20/11/2022

Table 8: Meeting Agenda

42. To identify performance measurement course

• Performance Measurement Report

The process of performance measurement is crucial to the process of making decisions. It enables errors and outdated methods in an organization to be rectified and updated when evaluated and analyzed against its objectives and expected standards. Organizations use performance measurements to assess the processes, minimize variations and control methods, continuously enhance present systems, and manage evaluation to ensure objectives are effectively and efficiently attained (Belyh 2019).

Organizational leadership is vital in the designing and implementation of effective performance measurement systems. Performance measurement requires involving senior managers of an organization due to their understanding of an organization's long-term objectives and the front-line staff who know the measures needed to influence decision-making significantly. The process of collecting primary

data, analyzing the relationship between objectives and procedures, creating and sharing performance information to stakeholders is called performance reporting (Belyh 2019).

Work performance, performance measurement units, complete forecasts, quality control measures, produced actions, requested change approval, and project management plans are included together with the plan's scope, cost, and quality in performance reporting. Performance measures assist organizations with understanding, controlling, and improving or maintaining their internal operations. From performance measures, organizations will know their progress, the degree of satisfaction of their clients, whether they attain their objectives, and if improvements are necessary (Belyh 2019). On the other hand, performance reporting assists stakeholders with managing risks of investing in an organization and defining objectives, planning, and attaining improved performance goals. Performance measurement and reporting are crucial aspects of an organization that enable it to operate effectively and efficiently to achieve its objectives.

- **Performance Measurement and Reporting-Ounce Burger:**

Strategic objectives	Lead measure	Lag measure
The financial perspective of Ounce Burgers: involves revenue, profits, cost of sale, expenses, and net profit. Also, it may include risk assessment and cost-benefit information		
Improve or enhance return on	Include three more products to the projects portfolio in one year	Return on investment
Widen revenue portfolio		Revenue growth
Minimize the overall costs of the		Expense costs

Customer perspective: the organization observed from a customer's point of view. Unsatisfied customers will seek other ways to satisfy their needs. Customer satisfaction is a primary		
Increased customer satisfaction	Increase in account management	Customer satisfaction score
Increased awareness by the Ounce Burger organization	Number of media mention	Customers call-ins or orders
Decrease in customer attrition	Improved customer service	Number of customers
The perspective of the internal process: the ability to determine the Success level of a business, if the products and services offered to meet the needs of its customers and ensure		
Creating innovative products	Project development cycle	New product/ service revenue
Improve organizational knowledge	Number of articles about Ounce Burgers	Knowledge base present
Reduce operational issues	Time spent with customers	The error rate of any service or product
The perspective of learning and growth: human capital is crucial and is the organization's primary resource. With technology and an environment that is rapidly changing, they should		

Development of strategic skills	Service or product cover ratio	Employees satisfaction
Improved strategic communication	Availability of information	
Alignment with personal objectives of employees	Objectives alignment	Income per employee

Table 9: Performance Measurement and Reporting-Ounce Burger

43. To develop Change Request model

- **Change Request Model**

During the implementation of a project, a customer may want to change or alter the initially agreed-upon outcomes. As such, the client will need to make a change request. A change request is a proposal made to a project to change or alter a procedure or product usually initiated by a customer or another project team member (Lacroix and Lavency 1989). The change requests must be in a document; thus, the process is vital in ensuring and increasing a project's success rate. The change request model is the process or steps critical in effecting a change request in a project. A change request can influence a project's scope, budget, needed resources, and schedule. Communication is vital in ensuring that the change requests process is familiar to everybody affected by it. Understanding the scope for change, determining the impact of implementing the change request, and approving or disapproving the change requests are crucial steps in the process (Lacroix and Lavency 1989).

Understanding the scope of the change requests will enable you to capture the necessary information and the stakeholders concerned to make informed decisions about the change. The change request model considers the impact of the change within

the project. Project cost, schedule, and team members are all impacted by the project change. The change impact will help the project's leadership approve or deny the change request of a project. Similarly, the levels in an organization influence the approval level. Change requests that have a broad impact need the approval of the primary sponsor.

An organization needs to have a criterion for various levels of the change requests. Lastly, all stakeholders of a project get the information about the approved proposal. The client will also need a follow-up, primarily if the change request originated from them. The change request model is a necessary and crucial step in effecting change requests.

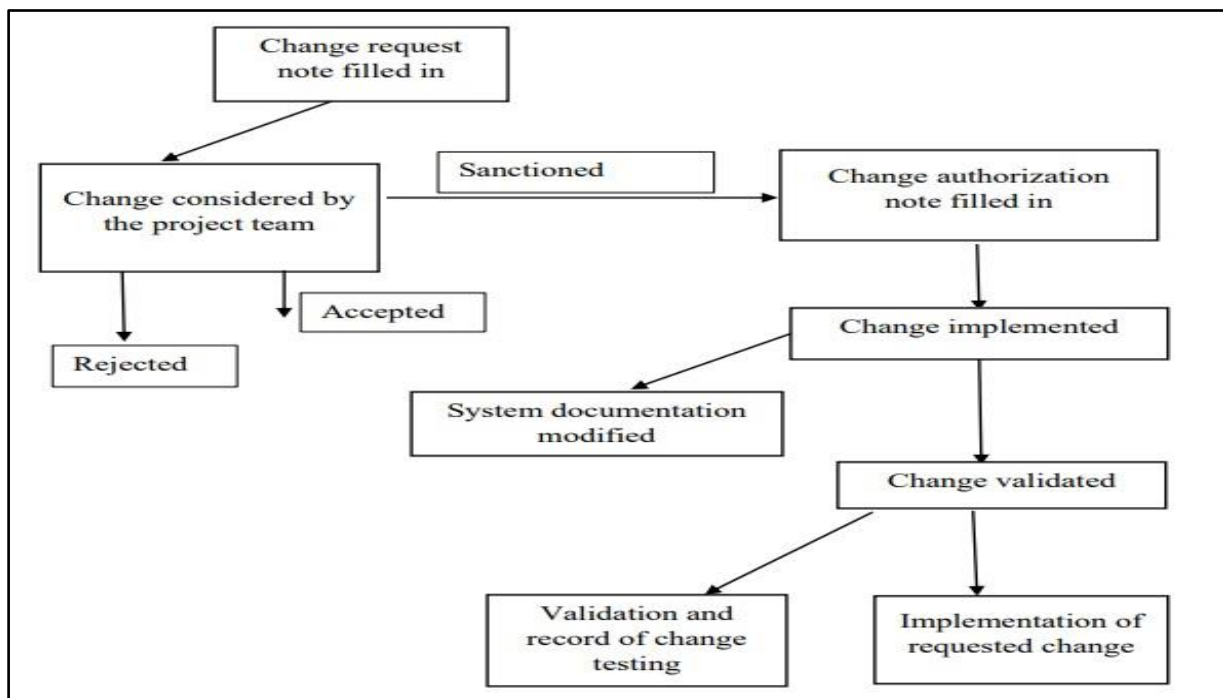


Figure 13: Request Model-Ounce Burger

CHAPTER 24: RISKS AND OPPORTUNITIES

An unpredictable event that may or may not happen during project implementation is known as project risk. They can result in either a negative or a positive impact on the progress to attaining project goals. On the other hand, opportunities arising from projects are any uncertainty that can positively impact the attainment of project goals. Opportunities in projects are uncertainties that happen and result in saved time, reduced costs, performance enhancements, improved workers' morale or teamwork, better relationship with the customers. Risks and opportunities in a project are uncertainties that will impact the achievement of project objectives. Ounce Burgers has uncertainties that may or may not occur, impacting the project implementation. The risks include the external environment, deliberate design, and project features that influence the uncertainty of a project.

Projects occur in an environment that presents a range of challenges and constraints. Market volatility, competitors' actions, emergent requirements, internal changes to an organization, and client organizational changes are examples of environmental factors that introduce risks to a project (Uzulāns 2015). Businesses often seek competitive advantage in deliberate design and must acknowledge the association between business risk and reward. High risk implies the potentiality of a higher reward, which is usually accompanied by an increased possibility of significant loss.

Projects like Ounce Burgers are designed to deliver value-creating capabilities, thus risk-taking ventures. Business owners design their projects to take risks to provide value and gain benefits by taking the related risks in a controlled way. All projects share common features making them inherently uncertain. Novelty and lack of experience introduce an element of uncertainty attached to being distinct. Most projects are complex in various ways, like Ounce Burgers requiring more tasks to be undertaken. The complexity in a project like technical, commercial, interfaces, or relational results in unpredictability and uncertainty of a business, making them risky. Similarly, during project scoping, assumptions and constraints were made about the Ounce Burger business that may influence its future (Uzulāns 2015).

These assumptions and constraints may be wrong, hidden, or undisclosed, causing uncertainty in projects like Ounce Burgers. In addition, implementing a project by a project team, Owner (he's the same project manager and investor), suppliers, Government, Building contractor, and interior designing makes a project uncertain. The many people involved introduced uncertainty into the Ounce Burgers project resulting in risks and opportunities.

44. Risks threats and opportunities

Risks include both threats and opportunities. All projects like Ounce Burgers are usually risky. However, risks involve both threats and opportunities resulting in all projects having opportunities. The uncertainty in projects suggests that future project activities may not occur, including variability in planned activities, resulting in better outcomes than anticipated (Uzulāns 2015). Stakeholders can impact a project more or to a lesser degree. As such, their interest varies, overlaps, changes, and may conflict, making it uncertain. Alternatively, every project, especially Ounce Burgers, is a change agent as a fast food business in Saudi Arabia and is moving from the known present to an unknown future, causing uncertainty with its being established. The uncertainty in this project is both a risk and an opportunity; hence, projects share similar characteristics, making them inherently risky and resulting in the expectation that all projects have opportunities.

45. To prepare a Risk register

A risk register is necessary during a project cycle to monitor risks and control risks arising from a project. As such, it's a document containing identified information about risk, findings from risk analysis, and response plans to the risks. Project managers use the tool in identifying and tracking risks and evaluating their likelihood of occurring before making their remediation plan. A risk register must have potential risks, risks value, risk owners, and response plans within its respective columns. The risk register is an effective project management tool for addressing potential issues or risks associated with a project. It provides a business or project opportunity to provide solutions to risks, improve procedures, and provide learning opportunities as recorded risks are addressed and used for future learning references.

The steps for developing a risk register include identifying potential risks. This is followed by identifying consequences to the activity if the risks occurred. The risk register will then determine the likelihood and probability of a risk resulting in adverse outcomes. The identified risks are then ranked as medium, high or extreme with actions to mitigate them. The risk controls for the identified risk are observed if they are in place; if not, risk mitigation actions are developed and documented (Uzulāns 2015). Risk mitigation actions include planned measures, contingency actions, recovery actions, risk transfer, and any action necessary to ensure the attainment of opportunities. A completed risk register is characterized as brief, complete, and to the point and is regularly updated.

46. Qualitative Risk Analysis

Project managers must develop and adopt risk management tools, plans, and strategies for a project. The ability to decide which risks are solved first is usually a problem, thus the importance of quality risk analysis. It is simple, easy to adopt, and explained to stakeholders. The process of evaluating the probability of a risk happening and its impacts on a project if it occurred is qualitative risk analysis (Shishoda, Dixit and Verma 2018). It enables managers to better understand the main areas of risk exposure in a project by categorizing risks by their source. Also, it is necessary when project managers prioritize risk areas and treatment schedules, thus formulating more effective risk treatment and making a contingency budget in anticipation of future projects (Shishodia). It involved risk identification, the impact analysis of the perceived risks, risk treatment, and review and monitoring.

Qualitative risk analysis is crucial for a project as it enables project managers to prioritize risks depending on their probability of occurring and their impacts on a project. A risk response strategy is a plan aimed at reducing the influence of an unexpected event. Also, it can be used to refer to an action plan that will be undertaken to minimize its impact on a project. Risk response strategies include risk avoidance, risk acceptance and sharing, risk mitigation, and risk transfer (Zhang 2016). As such, the risk profile of a project can be minimized with these strategies, including individual risks. The project manager or leader must ensure team members are motivated, happy, and engaged in the project. A risk response strategy is part of a project plan and may need to be changed in all or any part of it to be aligned with the project plan.

47. To specify Risk response strategies

Risks and opportunities in a project are uncertainties that will impact the achievement of project objectives. Initially, you need to identify risks associated with a project and log them into the risk register. This is then followed by conducting qualitative risk analysis to identify severe threats. For the identified severe threats, you will be required to identify risk response strategies in solving them.

lp	The Main Risk	Risk Responsible	Reason	Effect	Probability	Impact	Risk Response Strategy
Design risks	Staff do not have sufficient knowledge about Ounce Burgers	owner (project manager)	Error in design	Verification errors attributed to repeated checks of design work	5-40%	Medium	Transfer Employee consultation with an expert
	Incorrect information from investor/project owner	Owner (project manager)	Duplicate error or detected error generating timing constraints	Error verification will increase costs and increase the time	40-70%	High	Transfer Investor/project owner extending time to complete the design
	Employee workload	Owner (project manager)	Approval of unrealistic deadlines for individual work	Delay in design	4-40%	Low	Treat Proposing employees work overtime or submit part of the work to another team
	Lack of acceptance by an investor/project owner of design proposals	Owner (project manager)	Delay in approval	The increased cost attributed to work suspension	5-40%	Medium	Tolerate Market observations, alternative design solutions
	Delay and difficulties in obtaining permits and opinions	Owner (project manager)	Delay in design work	Interrupted design process	5-40%	Medium	Treat Risk acceptance and sharing
	customers not satisfied with new dishes	owner (project manager)	Unpopular dishes	Poor reception and low turnover for the new dishes	40-70%	High	Terminate, by continuous improvement in food. Attempt to attain maximum customer satisfaction.
	New employees not satisfied with their wages	owner (project manager)	Low wages	Unsatisfactory income or poor wages	40-70%	High	Terminate Present the new staff with the wages during interview to make a decision of accepting or rejecting the wages

	New employees not good at their job	owner (project manager)	Unqualified staff	Staff lack knowledge or skills to undertake the tasks	4-40%	Low	Transfer contact or transfer to a professional recruiter to select the right employees.
	Materials not arriving on time	owner (project manager)	Delay in purchasing or supply of materials	Increased cost in construction and delay in project completion	5-40%	Medium	Treat Monitor the lead time to ensure materials arrive on time.
Time risk	Accepting unrealistic timelines in the contract	owner (project manager)	Faulty contractual provisions	Failure to meet the deadline. Poor design quality	40-70%	High	Terminate Employment of new employees, subcontracting part of the work to another party
Budget Risk	Underestimating the project's budget	owner (project manager)	Insufficient budget/ budget constraints	Poor work quality	40-70%	High	Terminate Limiting the scope of the project

Table 10: Risks and Escalation Responses

CHAPTER 25: STAKEHOLDER

48. Stakeholder engagement assessment matrix.

The Stakeholder Engagement Assessment Matrix is a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. It helps identify potential gaps in the involvement of stakeholders. Managing a project's relationship with stakeholders is crucial to ensure project success. This is especially true for influential and interested stakeholders. A stakeholder engagement assessment matrix consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders, if applicable). The columns indicate the level of engagement.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Owner (Project Manager)					CD
PMO					CD
Suppliers				CD	
Restaurant Manager				C	D
Interior Designers			D		
Government		CD			
McDonald's (Competitor)		D			

Table 11: Stakeholder engagement assessment matrix

RECOMMENDATIONS:

Based on the findings and result of this project proposal, we have the following recommendations:

1. The management of “Ounce Burger Restaurant” must focus on the Alternative Marketing Model (using 7Ps strategies) mainly on: Product, Promotion, Price, Place, People, Process, Physical evidence. Proper implementations of the strategies will attract and acquire a big share of the target market. As a result, it is strongly recommended that the proposed Restaurant shall be established in Dammam City, Saudi Arabia.
2. Benchmarking as a process of measuring products and services should be considered in order to evaluate the proposed criteria for the restaurant in the nearby location and similar segment. This will enable management to compare and contrast the proposal instruments, procedures, and results, etc.
3. It is recommended that quality to include monitoring capacity to track improvement in marketing, processes, policies, and procedures in order to be in context with a rapidly changing environment.
4. SWOT and PESTEL analysis (to test internal and external factors) to be conducted in order to support decision-makers to evaluate and challenge internal and external factors of the project or initiative.
5. Always consider tailoring methodology in terms of resources, communication, procurement, and stakeholder management plan, that is in order to have fit size of operation processes, no more no less.
6. Keep focusing the inventory to be in a balanced condition, since too much inventory can result in high operations costs and reduce business profit. Low inventory, on the other hand, can lead to unsatisfying market demand and reduce overall business profit.
7. Keep evaluating Competitive advantage criteria based on actual and market analysis
8. Make sure that proposal introduces the minimum level of additional or unexpected Risks.
9. The project needs to consider Pandemic conditions in the risk response during Project Risk Management as we still suffer COVID globally.

ABSTRACT:

The project proposal seeks to evaluate the various variables influencing the profitability of this kind of industry, particularly to evaluate management, operations, resources, and financial aspects of the "Ounce Burger" restaurant. By data analysis, we discovered that there is a growing market in this area to be fulfilled. So, and according to the data, the findings on the growing market showed that a restaurant in this specified location which can offer a good range of products which everyone can afford and enjoy is highly feasible. It may be determined that the proposed burger restaurant has a great chance of being profitable because it is one of the well-known burger restaurants in KSA's Eastern Province in the very near future. Based on the financial analysis, we conclude that, in general, the proposed Restaurant has the potential to be profitable and can maximize its growth by looking into the performance in terms of profitability, cashflow, long-term debt ratio, and a fairly short payback-period.

REFERENCES

- Martina Huemann. *International Journal of Project Management*, 2010.
- "A plea for clarity." *PM Network*, 1993: 41-42.
- Dovgan, L.E., A.A. Mokhonko, and L.P.Artemenko. *Project management Methodical guidelines*. Academic Council Of Igor Sikorsky Kyiv Polytechnic Institute management and marketing department, 2017.
- Prayogo, Doddy, Min-Yuan Cheng, Foek Tjong Wong, Daniel Tjandra, and Duc-Hoc Tran. "Optimization model for construction project resource leveling using a novel modified symbiotic organisms search." *Asian Journal of Civil Engineering*, 2018: 625-638.
- Shishoda, Anjali, Vijaya Dixit, and Priyanka Verma. "Project risk analysis based on project characteristics." *Benchmarking: An International Journal*, 2018.
- Uzulāns, Juris. "Project Risk Register Analysis Based on the Theoretical Analysis of Project Management Notion of Risk." *Economics and Business* 29, no. 1 (2015): 43-48.
- Zhang, Yao. "Selecting risk response strategies considering project." *International journal of project management* 34 (2016): 819-830.
- Belyh, Anastasia. *Performance Measuremet & Reporting: An Initial Guide*. 2019.
<https://www.cleverism.com/performance-measurement-reporting-initial-guide/> (accessed 10 5, 2021).
- Kirchmer, Mathias, and August-Wilhelm Scheer. *Business Process Change Management*. 1. Springer, 2003.
- Lacroix, M., and P. Lavency. "The change request process." 1989.