

PMG697 - Final Project Mid-Project Delivery (first half)

KHAYAL RESTAURANT Opening a New Restaurant Branch in Riyadh



Group Number: 5162

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Executive Summary

In recent times, project management has gained significant attention. It is majorly due to its influence on the effectiveness and success of in delivering the desired deliverable. When project management framework is implemented, it positively influences a business to a significant extent. However, it is important to note that project management differs from industry to industry and tailoring is required. Moreover, keeping up with the best practices in the industry and the latest technologies is not as easy as one may think. Project management process has many other sub-processes involved that need to be considered and performed in such a manner that the desired results can be achieved. In case of a misstep, significant losses may be incurred by the owners or the implementing body. Therefore, there is a critical need for any organization to make sure that a project is managed in an effective manner. In this case, Khayal Restaurant has been considered and its project of opening a new restaurant branch in Riyadh is evaluated and explored. Its various aspects have been considered and they have been evaluated to imply that the project has quite a significant potential and when it is implemented within the project management framework, it can enable the organization to achieve its desired results without experiencing issues.

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Introduction

In general, project management is considered quite important for an organization. In fact, it enables businesses to remain competitive in the market and ensure that the desired objectives are accomplished quickly and effectively. In addition, when project management is not successful, it can lead to a significant loss in terms of finances, time, and even customers. Therefore, when a business plans a new project and considers its implementation, there is a need for the business to make sure that all the processes, procedures, and techniques involved in it are considered accurately without any problem. In this case, the project of opening a new restaurant branch in Riyadh for Khayal Restaurant will be considered and evaluated.

Strategy

Message

The message of Khayal is , “Ensuring that the project is implemented s, and a stronger customer base is acquired.” Furthermore, the message of Khayal Restaurant is, “To spread classical cuisines to the Kingdom of Saudi Arabia and to the Middle East.”

Vision

The vision of Khayal Restaurant is, “To be the first choice of consumers and clients when they decide to visit a restaurant.”

SMART Goals

The SMART goals for the project are as follow:

- Establishment of the branch in Riyadh in the next two months by November 15.

- Making sure that management at the branch is effective and functional by December 15.
- Attracting and serving 600 customers by January 15.

Performance Indicators for Lag or Lead

Actually, performance management is quite an important aspect of a firm. Without precise evaluation of performance, it is not possible for a business to determine whether it is being successful in the market or not. In addition to it, it is also not possible to determine what steps should be further taken (Lock, 2017). The same applies to this case as well. Performance indicators for lead include the establishment of the branch before the date of November 15, development of strong management before the date of December 15, and attraction of 600 or more than 600 customers before the date of January 15. Meanwhile, when it comes to performance indicators for lag, they include the development of the branch after November 15, the establishment of management after December 15, and the attraction of 600 customers after January 15 (Burke, 2013).

Project Charter Template

General Information

Project Name:

Sponsor of the Project:

Project Manager:

Email Address:

Number:

All Impacted Processes:

Initiation Date:

Date of Completion:

Savings for the Project:

Costs of the Project:

Allocated Resources:

Utilized Resources:

Objectives, Issues, and Goals

Issue or Problem:

Purpose of Project:

Case of Project:

Metrics and Goals:

Expected Outcomes:

Schedule and Scope

In the Scope:

Outside of Scope:

Resources and Costs

Team for the Project

Supportive Resources

Specific special Needs and Costs:

Benefits of the Project

Owner of the Process:

Main Stakeholders:

Target Audience:

Expected Outcomes and Advantages

Assumptions, Constraints, and Risks

All Risks:

Different Constraints:

Key Assumptions:

Governance and Structure

Organizational Structure

For a project to be effective, there is a critical need to develop a structure that can actually suit the project and its goals. In this case, a senior manager is responsible for making sure that the project is implemented in an effective manner. Actually, under the senior project manager, there are HR Manager, Finance Manager, Operational Manager, and IT manager. Under these managers, there are three employees each (Harrison & Lock, 2017). This is the complete team that will work on making sure that the desired objectives are accomplished in an efficient manner and the branch is developed without experiencing difficulties (Healey, 2010).

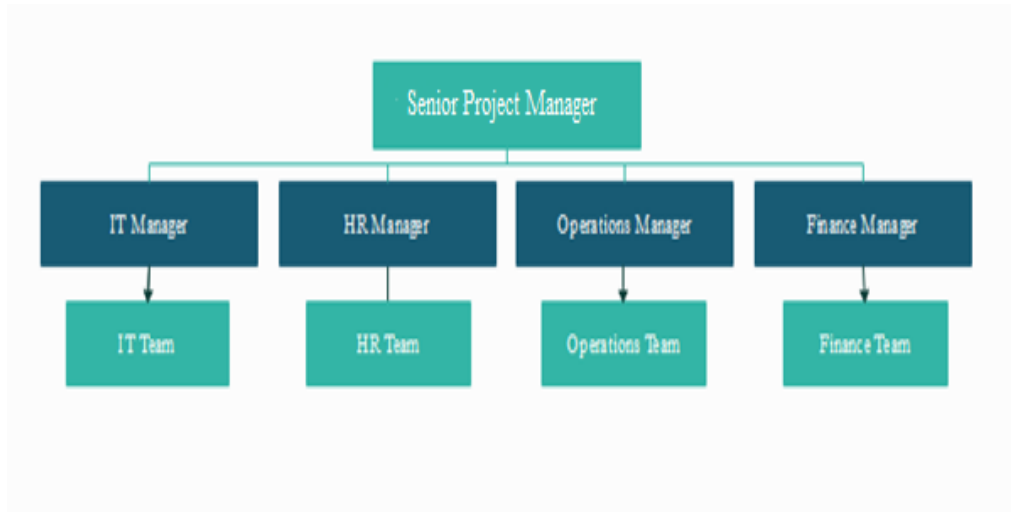


Figure 1: Structure for Project

Scientific and Practical Foundations for the Structure

Actually, there exist different structures for performing and implementing a project. However, in this case, it should be noted that a simple yet efficient structure has been considered. It is suitable to the objectives and goals of the project and it also ensures that all the processes involved in the project can be completed in quite an efficient manner (Kerzner, Project management case studies, 2017). First of all, this structure has been selected because it is governed by a senior project manager. The senior project manager will make sure that all the procedures and processes are monitored and evaluated against the identified and selected standards (Heldman, 2018).

In addition to it, the senior project manager will ensure that guidance is offered to other members of the team to avoid confusion and mistakes. He will be holding meetings with other managers including the IT manager, Finance manager, HR manager, and Operations manager to ensure that process of every nature is considered and performed properly without experiencing issues (Kerzner, Project management best practices: Achieving global excellence, 2018).

In the structure, four other managers are included because there are operations and processes involved in the project that cannot really be completed by others. The finance manager will be accountable for the management of finances and other related operations (Kerzner, Using the project

management maturity model: strategic planning for project management, 2019). The HR manager will be accountable for the allocation of human resources and making sure that eligible candidates are selected once the branch is developed. The operations manager will be responsible for monitoring processes and ensuring that desired outcomes are delivered. Meanwhile, the IT manager will be responsible for overseeing all the IT processes (Heldman, 2018).

It is important to note that organizational structure has quite an important influence over workplace communication. In fact, it would not be wrong to say that organizational communication can either be facilitated or hindered through the organizational structure (Kuster, 2015). There are a number of organizational structures including flat hierarchy, matrix, divisional, and functional structures (Kerzner & Saladis, Value-driven project management, 2011). When it comes to the functional business structure, it is probably one of the most common among organizations and businesses of all sizes.

Actually, in this structure, employees are specifically grouped by department or function. They report to a supervisor and this supervisor then reports to the business (Andersen & Svejvig, 2015). The influence of this organizational structure on the development of communication is that employees might feel cut off from their CEO or the boss. In fact, the hierarchy clearly indicates that they are expected and supposed to report to their supervisor (McDysan., 2014).

Meanwhile, when it comes to the divisional structure, the influence of this organizational structure is that workers and employees who are tasked with the same task but in different sectors and divisions regard and consider the divisional wall as a hurdle and they might communicate rarely because of it. With the organizational structure, communication is affected because flexibility and the people to reach out and communicate with are influenced (Cristóbal, 2017).

Thus, communication is influenced. In this case, a custom structure is considered that does not adversely influence communication at all. Instead of it, the selected structure facilitates communication among the members of the team (Kerzner, Project management: a systems approach to planning, scheduling, and controlling, 2017).

Project Office Model

Actually, a project management office is considered a strategic aspect or part of an organization that serves to improve its capability to implement projects and deliver value. It can be said that it focuses on the right implementation of different procedures, practices, and operations within a firm. There are typically different types of project office models that can be considered and utilized. In this case, the directive project office model has been considered and it will be utilized (Alvarez-Dionisi, Turner, & Mittra, 2016).

Directive project office tends to go beyond offering simply control. Instead of it, it tends to take over different projects by providing the required experience and resources that are needed. The directive project office model has been utilized because in this case, there is a need for professionalism and not just simple control (Lientz & Rea, 2012).

The directive model will help Khayal Restaurant in making sure that the project is completed and implemented in an efficient manner. In addition, it supports the large structure of the project that has been utilized in this case. Other types of models are not really capable of supporting such large structures (Turner, 2016). Due to it, they often fail and a firm experiences difficulties and issues in managing its projects. In this case, however, the directive model is considered not only suitable but also effective for the project of opening a branch in Riyadh. This model will help the management as well in making sure that the desired or necessary benchmarks are met in an efficient manner and delays are not experienced in it (Meredith, Shafer, & Jr, 2017).

Compliance, Standards, and Regulations

Compliance Model

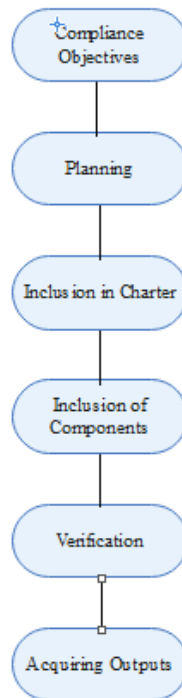


Figure 2: Compliance Model

Check-List Form (Initiation, Planning, Implementation, Closing)

Initiation:

- The project has begun on the expected date
- The purpose is defined in the charter
- The background of the project is clear
- Constrains, dependencies, and assumptions are defined
- A proper governance model has been considered
- Communication among the stakeholders has been ensured
- The scope of the project is defined properly
- Responsibilities and roles are defined

- Insights into the project are provided

Planning:

- The project goals are clear
- Major deliverables and milestones of the project are clear
- WBS or work breakdown structure is developed
- The budget of the project is defined
- HR plan is defined properly
- Plan for risk management is developed
- The required communications plan is developed

Implementation:

- The introduction of the project is offered
- Engagement of team members involved
- All the tasks are divided
- The schedule for implementation is communicated
- All the resources are allocated and managed
- Extra documentation is ensured
- All the metrics and standards are set
- The project is approved
- All the schedules are considered
- Deadlines are considered and met

Closing:

- All the deliverables have been delivered
- The project is completed and checked twice
- All documentation and contracts have been reviewed

- All resources are released
- A post-review has been performed
- Lastly, documentation has been archived

Power and Interest

Stakeholder Register

ID	Title	Powers	Interests	Wants and Needs	Concerns
1	CEO	High	High	Establishment of a larger customer base by January 15	Intense competition might be experienced in Riyadh
2	Senior Project Manager	High	High	Successful implementation and completion of the project	Delays might be experienced in the completion of the project
3	Team Managers	High	High	Making sure that all deliverables are offered according to the deadlines	Unidentified problems and issues might be experienced during the

					completion of the project.
4	Teams	Low	Low	Completion of assigned tasks in accordance with requirements and deadlines	Tasks might not be completed in the desired manner and managers might not be satisfied
5	Customers	Low	Low	Quality food is delivered and needs are met	Taste and quality might not be achieved for the money paid

Table 1: Stakeholder Register

Power Network and Influence Network

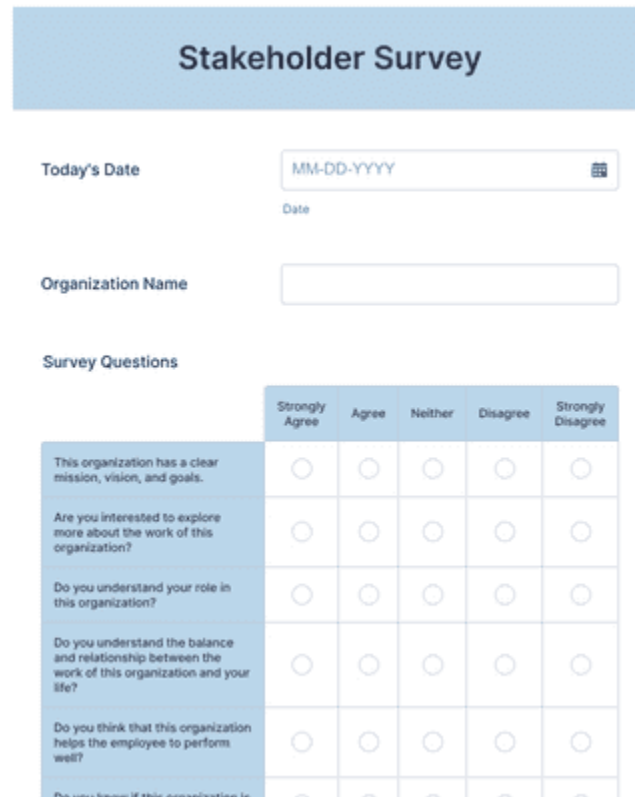
The power network and influence networks in the restaurant can be divided by using the following mechanism,

1. develop the strong brand awareness
2. Foster the social media presence
3. participating in the networking of the group and staff members
4. attend the insider events and reach out to the professional chefs

5. consider the community participation such as locals of Riyadh

Online Forms

The following online form should be filled by these stakeholders to keep in the register,



The form is titled "Stakeholder Survey". It includes a "Today's Date" field with a date picker (MM-DD-YYYY) and a "Date" label. Below this is an "Organization Name" text input field. The "Survey Questions" section contains a table with five columns: "Strongly Agree", "Agree", "Neither", "Disagree", and "Strongly Disagree". The questions are:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
This organization has a clear mission, vision, and goals.	☐	☐	☐	☐	☐
Are you interested to explore more about the work of this organization?	☐	☐	☐	☐	☐
Do you understand your role in this organization?	☐	☐	☐	☐	☐
Do you understand the balance and relationship between the work of this organization and your life?	☐	☐	☐	☐	☐
Do you think that this organization helps the employee to perform well?	☐	☐	☐	☐	☐
Do you know if this organization is...	☐	☐	☐	☐	☐

Figure 3: Online Form

Organisational Culture

Culture of the Organisation

As far as organizational culture is concerned, a strong culture is established in Khayal Restaurant. In fact, culture is established that supports the business in achieving its goals and enables it to achieve the desired performance standards in terms of workforce. For every organization, there is a significant need to make sure that an effective culture is established within the organization that is aligned with its strategy and supports the workforce. When an ineffective culture is established, it

causes employees to be demotivated and they often do not work efficiently. It contributes significantly to the underperformance of the firm itself and its competitive advantage is often lost in the market (Alvesson & Sveningsson, 2015).

In the case of Khayal Restaurant, however, it can be said that an efficient culture is established and is maintained in the organization. It enables the employees to actively work towards business goals and also ensures that employees are satisfied with their jobs and the roles they are performing. First of all, active communication is promoted that enables employees to interact in a free and flexible manner. In addition to it, it enables employees to be efficient by taking the opinions of their colleagues and even the management (Weaver & Nelson, 2016).

Second, employees are encouraged to participate in the process of decision-making. When the leader is required to make decisions, not only the management but employees also participate in the process and make sure that their insights are offered to the manager. It enables the leader to make a decision that suits not only the firm but also the employees (Driskill, 2018).

In addition to it, in order to establish a strong and effective organizational culture, employee satisfaction is valued significantly. For instance, at the organization, it is understood that without satisfying employees, it is not possible to perform efficiently in the market. Therefore, different strategies and techniques are considered and utilized that enable the organization to improve the satisfaction of employees. For instance, a strong and comprehensive benefits package is provided, work-life flexibility or balance is ensured, and the development of employees is emphasized (Iljins, Skvarciany, & Gaile-Sarkane, 2015).

Through these techniques, it is ensured by the management that a suitable culture is established and maintained that can actually benefit the organization (Oberlender, 2014).

Proposal of Values

Transparency: An important value that the organization can consider and adopt is transparency. For instance, management at the firm can focus on making sure that its practices are transparent to customers.

It will benefit the restaurant significantly in gaining the trust of customers and even becoming their first choice whenever they decide and think about eating from a restaurant. It is quite an important value that the organization can consider (Chernikova & Zvyagintseva, 2017).

Commitment to Customer Satisfaction: Another critical value that can be considered and adopted by the organization is concerned with a commitment to customer satisfaction.

With the adoption of this value, it will be ensured that different practices and procedures are considered and implemented that can help the business in making customers happy. When customers are happy and satisfied with its processes, it will eventually assist the business in achieving a larger market share and even gaining more customers (Pinto, 2013).

Self-Reflection and Self-Management

Three Habits

Insufficient Planning: An important personal behavior that can actually influence the project is concerned with insufficient planning. Even though I plan in an effective manner, there is still a likelihood that some unidentified risks might be experienced that might influence the project and might become the cause of failure.

Inefficient Management: Another personal behavior that can adversely influence the project is inefficient management of resources. Although I attempt my best to manage resources in such a manner that every project can be completed in an efficient manner, I need more practice (Richardson, 2010).

Lack of Active Listening Skills: Lack of active listening is yet another behavior that can affect the project. For instance, while I attempt to listen actively, there are times when I experience difficulties. I need practice and exposure to a practical environment in which I can develop my active listening skills (Morris, 2011).

Causes of Behaviour

Lack of practice is the most important and main cause of the above identified behaviors. Considering the fact that I have not been exposed to the practical field yet, I have not been provided with enough opportunities to practice associated skills and make sure that these behaviors are avoided. Since I did not really have enough practice, I was unable to evaluate these behaviors in an effective manner and make sure that I could avoid them in the future.

It is important to note that these behaviors can be avoided in an effective manner through participation in training programs, working in a practical environment, and engaging in more projects that require the exhibition of different skills and abilities. Through consistent practice of communication, listening, and planning processes, it can be ensured that the above identified behaviors are avoided in an efficient manner (Radujković & Sjekavica, 2017).

Personal SWOT

Strengths: Some of the major strengths include resilience, being able to adapt to every and any environment, strong communication, and being able to evaluate different situations and make sure that required strategies are implemented in an effective manner.

Weaknesses: Some important weaknesses include not being able to plan resources properly, inefficient listening skills, and ineffective planning. These are the weaknesses that are present and need to be addressed in an effective manner.

Opportunities: There are a number of opportunities that can be considered and they include improving communication skills, active listening skills, and planning skills. In addition to it, there is an

opportunity to work in practical environments that can help and even facilitate the development of required skills.

Threats: Some threats that are experienced include lack of exposure to the practical field, lack of opportunities, and lack of resources required to further develop skills and abilities.

Personal Integrity

Three Behaviours

The three behaviors that are inconsistent with the moral integrity include these systemization, defense, and recommendation of concept even on the wrong behavior.

Impacts

The impact of behavioral inconsistency is significant to on the growth and progress of the restaurant. It will reflect the negative impact on the customers and visitors.

Personal Communication

Register for Stakeholder Interest

ID	Title	Powers	Interests
1	CEO	High	High – Ensuring that a new branch is opened in Riyadh so that more customers can be targeted and more revenues can be generated to help the business grow to a significant extent

2	Senior Project Manager	High	High – Making sure that the project is completed according to the deadlines and no delays are experienced that can serve to prolong the time period that is required for the completion of the project so that the firm can be successful
3	Team Managers	High	High – Ensuring that all the required outcomes and deliverables are provided according to the deadlines and problems and issues are not experienced that can cause a loss to be experienced so that the senior project manager can be satisfied with the results and organizational efficiency can be improved
4	Teams	Low	Low – To complete all the assigned tasks and make sure that managers are satisfied with the progress

5	Customers	Low	Low – To acquire optimal quality food and products for the price paid by them
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Table 2: Stakeholder Interest

Effective Personal Communication

Typically, personal communication refers to the communication that exists between individuals, and for personal communication to be effective, there is a need for at least one individual out of the two to have strong communication skills. Without the required communication skills, it is not possible for personal communication to be effective and even meaningful.

For personal communication to be meaningful and effective, there is a significant need for individuals or persons involved in the process of communication to have active listening and comprehension skills. When these skills are possessed, it becomes quite easier for the message or information to be conveyed without experiencing difficulties and issues.

Channels, Models, and Forms of Communication

There exist different forms of communication including visual, written, non-verbal, and verbal communication. In these forms of communication, people or individuals involved tend to convey their messages using different techniques and methods. Meanwhile, when it comes to channels, there are a number of communication channels that can be considered and utilized for the conveyance of information and messages. Some of the most common and important channels include social media, online messaging platforms, text messages, emails, phone calls, video conferencing, and even face-to-face communication. There exist different communication models and some of the most commonly utilized models are transactional, interactional, and linear models (Seymour & Hussein, 2014).

Relationships and Engagement

Communication Matrix

Information	Receiver	Communication Timing	Communication Method	Sender
Draft	Senior Project Manager	Determined by need	Shared drive and email	Project Team
Approval	CEO	Determined by need	Shared drive and email	Senior Project Manager
Usage Time	Senior Project Manager	Weekly	Email	Project Team
Report on Project Status	Senior Project Manager	Weekly	Phone	Project Team
Changes in Time Status	Senior Project Manager	Monthly	Email	Project Team
Expense Approval	Senior Project Manager	Determined by need	Email	Project Team

Work Requests	Senior Project Manager	Determined by need	Shared drive and email	Project Team
Review Request	CEO	Determined by need	Email	Senior Project Manager

Table 3: Communication Matrix

3 Scenarios

There are three possible scenarios of wrong communication in the restaurant staff members as listed below,

1. Lack of eye contact with the customers will reduce the significance of the decision making in the customer
2. Have negative body language which will offend the customers.
3. Poor listening skills and interrupting the customer will also induce a negative impact on the communication with the customer.

Stakeholder Assessment Matrix

ID	Title	Impact	Influence	How stakeholders can contribute	How stakeholders can block	Strategy for the Engagement of the Stakeholders
1	CEO	High	High	The CEO can engage the project team and facilitate	It is quite important to	Holding meetings with

				their working conditions while communicating with them to ensure that the project is completed in an effective manner	note that the CEO can consider changing the location or even other requirements and it can serve to block the completion of the project and can even hinder its progress to a significant extent	the CEO regarding the project and reporting the progress of the project
2	Senior Project Manager	High	High	The senior project manager can collaborate with the CEO and the project team to make sure that objectives are clear and teams have a clear vision for the project and what they need to do about it	The senior manager might not communicate the instructions and tasks clearly with the team and	Holding weekly meetings with the senior manager

					it might cause some significant issues to be experienced by the team members. It might cause team members to face confusion in the completion of their tasks	
3	Team Managers	High	High	Team managers can engage and communicate with both the senior manager and the team members to make sure that strong collaboration is established together with a clear understanding of the project. It would help in achieving an efficient workforce with the	Team managers might not agree with what the senior manager has to say and they might even pursue their own	Communicating through reports and holding meetings

				motivation to complete the desired tasks.	ideas and utilize their approach. It might result in conflict and it might even cause the senior manager to be dissatisfied with the outcomes	
4	Teams	Low	Low	Teams can collaborate and communicate with each other to make sure that all the designated tasks and processes are completed in such a manner that they contribute to the completion of the project in a quick manner.	Employees might not be satisfied with how they are treated and they might not give it their all to complete their tasks. In such a situation, the project	Communicating with the team members through emails and by holding weekly meetings

					completion can be delayed to a significant extent	
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Table 4: Stakeholder Assessment Matrix

Leadership

Preferred Leadership Model

In general, leadership plays quite an important role when it comes to the practical field. It is, however, important to determine and identify the leadership style that suits the person and utilize it effectively to make sure that the desired or predetermined objectives are accomplished. A leader is an individual who plays a critical role in making sure that processes are completed, people are led, and success is achieved in a way that benefits the firm significantly. According to the mission and vision for every team, it is best for every leader of the team to adopt a style that focuses more on the members of the team rather than authority because that is just how success can be achieved.

Among different situations, the democratic leadership style is considered the most useful and reliable of all the styles next to the servant leadership style. It is also preferred in this case. Democratic leadership style is actually believed to be incredible because it creates an atmosphere that promotes the involvement of employees (Voon, Lo, Ngui, & Ayob, 2011). Motivation is among the best ways how a leader can derive outcomes by encouraging workers to deal with the situation regardless of the difficulties.

There are times when a team is not able to figure out just what to do and the members of the teams don't know how they can find the solution. In such a situation, it is important for the team leader to motivate the members by explaining the situation and ensuring that situations will change only when the members are standing firm. It is his duty as a leader to handle the task while setting a complete

plan for its completion with the help of his team members. One of the best ways of checking the progress of team members is to set checkpoints for members in a specific deadline which means that employees will have to meet the checkpoint in the given time.

There are also times when members of the team are emotionally down and they require the leader to assist them emotionally. Therefore, the leader should be there to help his team and understand their worries. His emotional support is actually very valuable to the team and the members of the team will appreciate and work better when they know that the leader is standing there with them.

As a leader practicing a democratic leadership style, it is significant for the leader to ensure that all of the teams inside the organization have the same mindset when it comes to working. Every team has a different goal which it pursues along with different values. In some teams, success is what matters and in others, the wellbeing of members is important.

Reasons

Leadership and management styles seem to influence communication within an organization effectively. In fact, it would not be wrong to say that they are capable of not only facilitating or hindering communication but they also capable of either facilitating or restricting the achievement of business goals. It is quite important to note that different leadership styles have different values and ideas. They share different sentiments as well. It implies that some leadership and management styles consider the establishment of communication important while the others do not consider it important to the achievement of success and accomplishment of business objectives.

When it comes to democratic leadership, for instance, communication is facilitated and the leader or the manager focuses on the establishment of communication. Leaders and managers following this management style consider communication and engagement important to the achievement of success. Therefore, they make sure that communication with employees is developed and they are involved in processes. Meanwhile, when it comes to leadership styles such as aristocratic leadership, communication is not considered important (Duva, Kelley, Spievak, & Trandal, 2014).

It implies that in an organization where aristocratic leadership is considered, there is a lack of focus on the establishment of communication and instead of it, there is a focus on ordering employees. Thus, it can be said that different leadership and management styles tend to have different and even varying effects on communication (Brandwine & Dickinson., 2014).

In an organization, when transformational leadership is considered and adopted by both leaders and the management, it can not only facilitate communication but it also appears to promote and encourage communication. Leaders and managers enable employees and workers to participate in different activities and consider communicating with them to ensure that employees are engaged. Actually, if any other leadership style is considered then it would serve to significantly influence communication. For instance, if the aristocratic leadership style is considered and utilized, communication would be hindered and employees might not be able to communicate with each other.

Another important reason why the democratic leadership style is preferred is that it promotes and encourages creativity. When this leadership style is considered and adopted in the project, it would enable the managers to make sure that creativity is encouraged. In addition to it, managers would reward all those employees and people who would practice creativity and exhibit it in an effective manner. When creativity is encouraged, it enables the managers and the leaders to achieve their goals efficiently.

The last reason why democratic leadership style is considered is that it enables the members of the team to be more engaged. In contrast with other leadership styles, it makes sure that employees and team members are included in the processes and they are able to feel more engaged. Employee engagement is more than just a little important for the achievement of success in terms of a project. In this case, when democratic leadership will be considered, it will enable employees to be more engaged and they will be able to perform their tasks and work on the required processes in a more efficient manner. It will also enable the managers to accomplish their desired objectives quickly.

5 Proposals

In restaurants, action plans are widely used to cover the areas of opportunities and strength. Khayal restaurant will focus on different areas of opportunities in the action plan and how they can be improved with the involvement of employees and managers. Some of the proposed action plans to improve the functionality then do the services are listed below,

1. The action plan and the project should be object-oriented and according to these specific goals which are not negotiated table at any level.
2. Be specific in the project goals and intentions it will help to move forward in the future.
3. The management should design a timeline of specific actions along with the time schedule and how these milestones will be achieved.
4. To make the project to manageable it is important to break the project into smaller chunks and then accomplish it by making it manageable.
5. The specific deadlines and timeframes will help to complete the project.

Teamwork

RACI Model for 3 Administrative Procedures

Administrative Procedures	Senior Project Manager	Managerial Team	Team	CEO
Development of Facility	Responsible	Consulted	Accountable	Informed
Setting up of Management	Accountable	Responsible	Informed	Consulted
Creation of Policies	Accountable	Consulted	Informed	Responsible

Table 5: RACI Model

Conflict and Crisis

A conflict takes place when there is a clash of opinions or interests. Meanwhile, when it comes to a crisis, it is a harmful situation that can adversely influence a business and its stakeholders.

3 Expected Scenarios

1. The first expected scenario is a conflict with leadership in which the employees might not agree with the managers and they might decide to disobey and not follow the directed orders.
2. The second scenario is concerned with not following the required work style in which the employees might not really agree to perform the tasks in the manner that is required by the management.
3. The third scenario is associated with conflict over cultural differences. In this scenario, members of the team might refuse to work with each other and ensure that tasks are completed in an efficient manner.

Optimal Strategies and Preference

1. **Engaging and Communicating with Employees:** In the case of the first scenario, the senior management can cooperate with other managers to engage employees and make sure to communicate the objectives of the project and clarify their roles in the project. In addition to it, managers can listen to what the employees have to say regarding the processes. When managers will listen to what employees have to say and engage them in the process of decision-making, it will enable managers to make sure that the conflict is addressed and managed without experiencing further difficulties and problems.

Even though there are different strategies that can be considered such as forcing employees to consider the orders regardless of their opinions, it can adversely influence the performance of employees and it can even cause issues to be experienced to a significant

extent. Therefore, this is generally the most effective strategy that can be considered to ensure that the conflict is addressed and desired results are achieved.

2. **Demonstrating the Effectiveness:** In order to resolve and address the second conflict in an effective manner, there is a need for the management to make sure that the effectiveness of the recommended style is demonstrated without experiencing difficulties. It is important to note that this strategy is recommended because it can enable the management to ensure that employees are able to understand why a specific way of performing tasks is recommended and why others are not recommended.

Actually, in this case, as well, there are different strategies that can be considered and implemented. However, they are not recommended. For instance, employees can be directed to consider the recommended work style without arguing about it. However, it would not be effective and it would also cause the management to experience some significant issues. In order to avoid it, there is a need for the management to communicate with employees and ensure that the effectiveness of the recommended style is demonstrated in an efficient manner. It would serve to persuade employees into utilizing the recommended techniques or work styles for performing their work.

3. **Making Employees understand Cultural Differences:** In order to resolve and address the conflict of cultural differences among employees, there is a need for the management to make sure that employees are able to understand the cultural differences and overcome them. In order to do it, the management should consider establishing effective and strong communication among the members of the team.

When open communication is established among them, it will enable employees or members of the team to make sure that they are able to overcome their differences and they are better able to understand their individual cultures in such a manner that they can work in collaboration with each other without experiencing difficulties. Although training programs can also be considered, it should be noted that they can prove to be quite costly and time-consuming. Therefore, instead of training programs, management can ensure that cultural differences are understood better and employees are able to overcome them.

Root Cause Analysis

Typically, RCA or root cause analysis is considered and performed for the determination of the causes of a specific issue or problem. As a technique, it can help significantly in ensuring that different problems and issues are evaluated, and they are resolved properly. In this case, when root cause analysis is to be performed, the technique of Five Whys will be utilized. It is specifically a problem-solving technique that tends to explore the underlying causes of a specific issue or problem. The primary objective of this technique is concerned with determining the root of a specific problem or issue by asking "Why?"

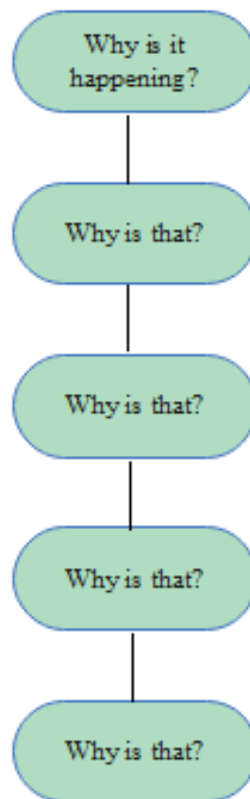


Figure 4: Five Whys

In this case, its implementation reveals that all the issues and problems might be experienced due to inefficient communication among employees and between management and employees (Wysocki, 2011).

Resourcefulness

Allocation of Human Resources

In the restaurant business, a well-defined human resource management plan and structure are important. There are different departments and in the restaurant industry, the human resources are unique for all departments. The human resources in the present restaurant will include the kitchen staff, managerial staff, floor staff, and delivery staff. the delivery staff will be extra conscious about the driving licenses and others. the professional kitchen staff will help to increase the number of customers and the demand for the services in Riyadh.

Crashing and Fast-Tracking

The restaurant will introduce the crashing technique which is helpful for the fast-tracking of the service and it will save time as well as resources. The fast-tracking system will not cost any extra money and the activities in this system can be overlapped to decrease the duration and to increase the extra resources.

Negotiation

General Rules

In the restaurant business, the general rule for younger workers is to demonstrate exceptional negotiation skills. negotiation with the vendor's customers and management is important too. the well-structured negotiation plan will include the following negotiation activities,

- a. negotiation for better prices with the vendors
- b. negotiation for the designed and structured delivery timetables with the vendors
- c. improve the communication with the contract developers.

- d. improved negotiation skills for the business negotiation and positive experiences with the staff members to have a better work schedule.

Two Negotiation Plans

Two important negotiation plans for the restaurant in Riyadh are listed below,

1. before investment, it is important to negotiate the interest rate and the loan agreements with the investors and the board members.
2. the second negotiation plan must include the capital for that equipment and the first six-month operation cost.

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