



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Establishing and construction of new coffee shops with bakery (MILLEFEUILLE)



Prepared by:

5175

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in the name of God Most Gracious Most Merciful

And say: "Work (righteousness): Soon will Allah observe your work, and His Messenger, and the Believers "

(105 At-Taubah)

Table of contents

S	Content	P
1	Quranic verse	li
2	Table of contents	lii
3	List of tables	lv
4	List of figures	lv
	Strategy	1
1	Introduction	2
2	Our Mission	2
3	Vision Statement	3
4	Objective	3
5	Specific	4
6	Measurable	5
7	Achievable	5
8	Realistic	6
9	Time-bound	6
10	Benefits of New Top-Down KPI Management in Bakeries	8
11	Customer service satisfactions	8
12	Growth Rate Plan	9
13	Check list of coffee corner in our bakery.	12
14	PROJECT CHARTER	14
15	Governance, structure and process	17
16	Introduction	18
17	PMO functions – Overview of PMO areas of responsibility	19
18	Types of organizational structure	20

19	Hierarchical organization structure:	20
20	Functional organization structure	20
21	Horizontal or flat org structure	20
22	Divisional org structure	21
23	Matrix org structure	21
24	Team-based org structure	21
25	Network org structure	21
26	Project Management Approach in Compliance Program	23
27	Project Stage Checklist	25
27	Power and Interest	26
28	Introduction	27
29	Self-leadership	28
30	Networking	28
31	Pathway to Leadership	29
32	Four Domains of leadership strength	30
33	Influence	31
31	The Importance/influence Matrix	31
35	Our value as a coffee shop organization	32
36	Self-reflection and self- management	35
37	Introduction	36
38	Personal Behavior that can influence the Project	39
39	Attendance	39
40	Attitude	39
41	Personality Can Influence Perception	39
42	Personal Communication	40

43	Define the purpose of the analysis	40
44	Stakeholder Register	41
45	Personal Communication Skills	42
46	Non-Verbal Communication	42
47	Non-Verbal Communication need to be aware	42
48	The Process of Communication	43
49	Effective Negotiation	44
50	Hard and Soft Negotiation	44
51	Principled Negotiation	45
52	Communication Matrix	46
53	Three wrong scenarios of communication	47
54	Saying yes to everything	47
55	Providing too much information	47
56	Speaking instead of listening to your team	47
57	Moral Integrity	48
58	Stakeholder assessment matrix	49
59	Self-Professional Assessment by SWOT Model	50
60	Project Stage Checklist	51
61	Leadership	52
62	Introduction	53
63	Scenario 1	53
64	Scenario 2	53
65	Scenario 3	54
66	Leadership definition	55
67	Set Smaller Weekly Goals	56

68	Give Your Employees Purpose	56
69	Reward Based on Feedback	57
70	Promote transparency	57
71	Listen to employees' ideas	57
72	RACI Chart Template	58
73	Avoiding	61
74	Competing	61
75	Accommodating	62
76	Collaborating	62
77	Compromise	62
78	Defining Conflict and Crisis	63
79	Intra-State Conflicts	63
80	Trans-State Conflicts	63
81	Natural Crises	64
82	Resourcefulness	65
83	Fast-tracking vs crashing	66
84	Task postponements or delay	66
85	Fast Tracking Vs Crashing	67
86	Fast-tracking	67
87	Crashing	67
88	Difference Between Fast-Tracking and Crashing	68
89	Human Resource Management Functions	69
90	NEGOTIATION PLAN -Establishment of a Coffee Shop	71
91	Project design	79
92	Triple Constraint Theory	80

93	Success factors of the project	81
94	Work Breakdown Structure	82
95	Requirements and objectives	84
96	Human requirements	85
97	Scope	88
98	Interviewing	89
99	Designing the questionnaires	90
100	Primary design	90
101	Time	91
102	Time Plan Schedule	92
103	Management Gantt Chart	94
104	Quality	96
105	Deming Cycle	97
106	SIPOC model	99
107	Finance	100
108	Financial assessment	101
109	Cost Breakdown Structure	101
110	Earned Value Management	102
111	Project after ending of 20%	103
112	Project after ending of 50%	104
113	Resources	105
114	leveling' technique	106
115	Tasks allocated to workers	107
116	Procurement	109

117	Purchasing needs	110
118	Timing	110
119	Changes and approval process	111
120	Vendor Operations	111
121	Purchasing procedures	112
122	The process of selecting the optimal supplier	112
123	The basis on which the purchase is made	113
124	Plan and Control	114
125	Staff Meeting	115
126	The Performance measurement indicators	116
127	Risk and opportunities	118
128	Risk assessment	119
129	Stakeholder	122
130	Internal stakeholders	123
131	External stakeholders	124
132	Current Position and Desired Position	126
133	References	129

List of tables

T	Content	P
1	Table (1): Smart Objective	7
2	Table (2): Opening Tasks .	12
3	Table (3): PROJECT CHARTER	14
4	Table (4)Project Management Approach in Compliance Program	23
5	Table (5): Four Domains of leadership strength	30
6	Table (6): Stakeholder register	33
7	Table (7): Common understandings of integrity in literature	36
8	Table (8): Stakeholder Register	41
9	Table (9): Communication Matrix	46
10	Table (10) : Moral Integrity	48
11	Table (11): Stakeholder assessment matrix	49
12	Table (12): Self-Professional Assessment by SWOT Model:	50
13	Table (13): RACI Chart Template	58
14	Table (14): Work breakdown Structure general guide	83
15	Table (15): Time Plan Schedule	91
16	Table (16): Management Gantt Chart	94
17	Table (17): Earned Value Management	102
18	Table (18): Project after ending of 20%	103
19	Table (19): Project after ending of 50%	104
20	Table (20): Qualitative Risk Analysis	120
21	Table (21): Risk Register	121
22	Table (22): Current Position and Desired Position	126

List of figures

T	Content	P
1	Figure 1 : Decision-making dashboard	8
2	Figure 2: Time Line of works	9
3	Figure 3: Overall Tasks	10
4	Figure 4: PMO functions	19
5	Figure 5: organization structure for construction	22
6	Figure 6: organization structure for operating	22
7	Figure 7: Level importance	31
8	Figure 8: value as a coffee shop organization	32
9	Figure 9: Coffee Shop Project	34
10	Figure (10): The communication model	43
11	Figure (11): Effective negotiation	44
12	Figure (12): Three approaches to negotiation	45
13	Figure (13):Leadership Models	53
14	Figure (14): Steps of root cause analysis	57
15	Figure (15): example of testing a bad coffee	58
16	Figure (16): The Five Strategies for dealing Conflict	59
17	Figure 17: The five steps of negotiation	71
18	Figure (18): organization structure according to human resources tasks	87
19	Figure (19): Deming circle	98
20	Figure (20): Project balance in accordance with WBS	101
21	Figure (21): Task allocated to workers Diagram	107
22	Figure (22) : Resource leveling	108



Strategy

Introduction:

A mission statement is a short, action-oriented statement that describes the goal of your project. It often comprises general definitions of your organization, its main purpose, and its aims, and describes what your project performs for consumers, employees, and owners. In a nutshell, a mission statement explains what you do and why you do it.

Your mission statement could be even more wide depending on your company's focus. Explaining how you serve not only your customers and staff, but also your neighborhood and the rest of the globe. Some companies go so far as to create a vision statement that encapsulates this bigger goal.

Our Mission:

Our project aims to offer high quality of coffee, fresh jusies, pastries and doughs products at a competitive price to meet the demand of the middle to higher income local market area residents and tourists.

Many people would enjoy our project's objective, which is to create a Bakery Café based on strong community values. “Our community will be friendly to you and your place,” according to some affective people in the area and we want to occupy 30% of the cafe market in our region by the end 2023

Our bakery café will attract employees to be "Café Coordinators" in our workplaces by emphasizing our mission as well as our product

offers. We anticipate that customers will be interested in joining because they support our purpose and enjoy the food, but we will also provide them with a free lunch once a

month for a year. We will offer them Bakery Café marketing materials, such as menus, coupons, and text messages with special offers for Whatsapp. We'll also work with them to arranged complimentary bakery café product tastings at their places of business.

Vision Statement:

The world is changing all around us. To continue to thrive as a business over the next ten years and beyond. We must look ahead, understand the trends and forces that will shape our business in the future and move swiftly to prepare for what's to come. We must get ready for tomorrow today. That's what our 2030 vision is all about. It creates a long-term destination for our business and provides us with a “roadmap” for winning together with our bottling partners.

- To be the top best place in KSA for great coffee beverages and delicious complementary donuts & bakery products to enjoy with family.

Objective:

The goals of a company are outlined in their objectives. They should be built on business strategy and connected with the company's vision, mission, and values. Goals can be set at the corporate level, as well as at the divisional, departmental, team, and individual levels. Lower-level goals and project goals should generally be related to one or more of the corporate goals.

The SMART acronym is a technique that may be used to help businesses and individuals develop objective that are both effective and productive. The success of a

project or effort is determined by specific and measurable objectives. Individuals are engaged and motivated by attainable and realistic goals. Time-bound objectives guarantee that all stakeholders agree on a timeline for accomplishing goals.

Specific, measurable, achievable, realistic, and time-bound objectives are referred to as SMART objectives.

Specific:

Goal setting is all too often missed in the busyness of business. In reality, a Gallup poll found that over half of all employees have no idea what is expected of them at work. Uncertain objectives are a recipe for disaster since they leave employees unsure of what to do, which means you won't see a meaningful improvement in productivity. Using the Gallup reference above, we can see that many managers are failing to assist employees in setting, understanding, and achieving goals. When you write a smart objective, your objective should answer following questions to be specific:

- What are the desired outcomes?
- Is it clear what the goal entails?
- What strategies will be used to achieve this, and how will they be implemented?
- What must take place?
- What are we going to do, and who are we going to do it for?
- Who will be in charge of what, and do we need to enlist the help of anyone else?
- When do you think this will be finished?

Measurable:

Assessment is crucial since it allows you to determine whether or not an objective has been met. An aim must define an achievement or consequence that is or may be tied to a percentage, frequency, rate, or quantity in order to be measurable. Evidence will need to come from a system, method, or procedure that has tracked and recorded the objective's outcomes. Consider the target objective and which parts may be measured to aid in the creation of quantifiable outcomes. You have to consider these questions when prepare your smart objective:

- How will I know if the change has taken place?
- Is it possible to collect these measurements?

Achievable:

If the required resources are available, or similar results have been accomplished by others under similar circumstances, a target might be said to be feasible.

Consider the following questions:

- Who will carry out the required actions?
- Do they possess the abilities required to do the assignment successfully?
- Are the necessary resources (people, funds, time, equipment, etc.) available to fulfill this goal?
- Is it possible to obtain them?
- Who will be held accountable for what?

The term 'achievable' suggests that people who are given the task are willing and capable of doing it. If goals are perceived as unattainable, persons in charge of

them are more prone to lose motivation and get demoralized. Individuals will be hesitant to devote their time and attention to something they do not believe is attainable. As a result, it is critical to discuss and agree on objectives, particularly those relating to persons.

Realistic:

The terms "realistic" and "achievable" are similar, which may explain why some people use the term "relevant" instead. 'Realistic' implies that there is a clear understanding of how the goal might be achieved, that there are no situations or causes that would make it impossible or unlikely to attain the goal, and that any potential hurdles and limits have been considered.

Time-bound:

Setting a date or time by which the aim should be performed or completed is crucial, and this helps to make objectives measurable. It's a good idea to create milestones or major tasks and set deadlines for them while working on objectives that will take weeks or even months to complete. This will help keep progress toward the ultimate goal on track.

A deadline assists in the creation of the essential urgency, motivates action, and concentrates the minds of individuals who are responsible for the commitments they have made in agreeing to the objectives. unsetting deadlines reduces the sense of urgency and motivation, which can lead to unnecessary delays or failure to meet the goals. Examine if the goal can be met within the timeframes set, taking into account any conflicting demands that may create delays.

Our Objective: A coffee shop where a high quality and fresh food and beverage

can find which are made by professional chefs to possess 30% of Jazan coffee market by the end of 2022.

Table (1)

Smart Objective	Description
Specific	Provide high fresh and delicious bakery along with high quality drinks.
Measurable	To occupy 30% of the coffee market in the Jazan region
Achievable	International chiefs will be hired to assure high quality and unique food are provided
Realistic	High opportunity of Café market in Jazan since it has high population density
Time-bound	Our Café occupy 30% of the café market in Jazan by the end 2022 and will have 5 other branches in other regions in KSA by 2025

To develop and identify the performance measurement indicators, our project should follow the international key competence indicators standards. For example, there is a Key Performance Indicators (KPIs) measure the business performance of various bakery business processes throughout a bakery's manufacturing scope and supply chain.

KPIs monitor the performance of business processes against pre-determined standards, as business processes define a business organization. When executives and managers are given real-time continuous reports instead of weekly or monthly updates, KPI performance data becomes truly valuable.

Benefits of New Top-Down KPI Management in Bakeries

As Baker podia mentioned (1) When goals and KPI measures are integrated across departments within an organization, top-down KPI management is most beneficial. As a result of using the KPIs.

To have a good vision of your project you have to measure something ahead of time so you can look for things link to the main phenomena or causing predicting the phenomena. It's important to know the number of project's predictions so you can determine what you want to do in the future to revert any possibility of damage.

- Use early signs to estimate the direction of certain phenomena ahead of time.
- Only allows for rough estimation
- Leading KPIs enable you to predict potential future and act immediately
- Gives you warning and time to react

Customer service satisfactions

Customer service metrics and KPIs are useful because they reveal how organizations interact with their consumers behind the scenes. Using a KPIs survey to obtain the Satisfactions of our customers to develop better solutions leading to increase the quality and the customers' services by using google rate and other alternative methods.

Growth Rate Plan

Our bakery café's target is to occupy 30% of Jazan Markets in pastries and coffee businesses. By using financial market studies and SMART objectives strategies.

Figure 1 **Decision-making dashboard**

Tasks	Assigned To	Priority	Status
Instructions	Ayman + Nawfal	★	Progress
planning	Ibrahim	★	Completed
Project Idea	Abdulrahman	★	Completed
Execution & opening	Hussam + Mo Jubara	★	Progress
Finish the project	Deaf Allah	★	Pending
Operation	Mo. Qusadi	★	Pending

Figure 2 Time Line of works

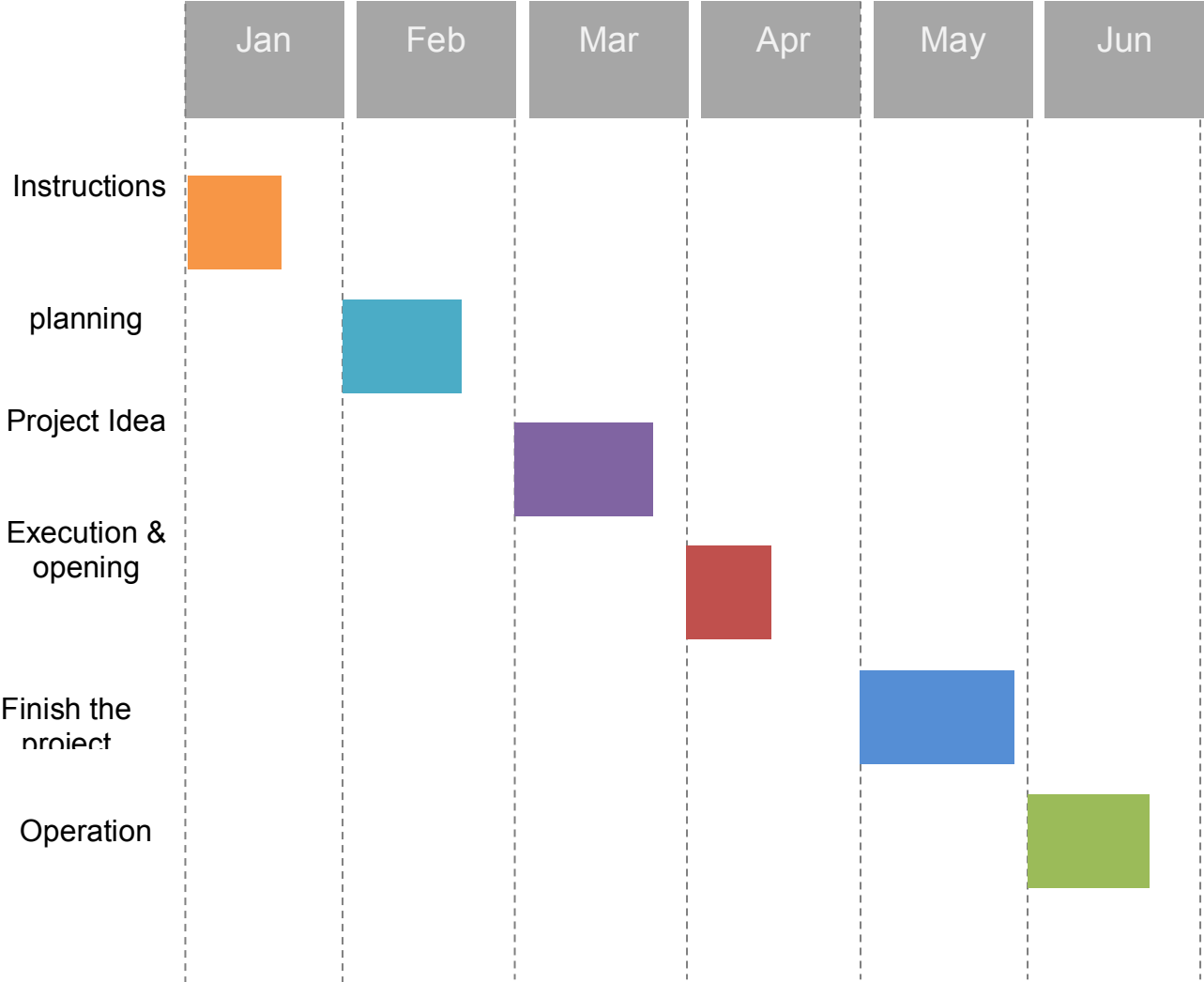


Figure 3

Overall Tasks

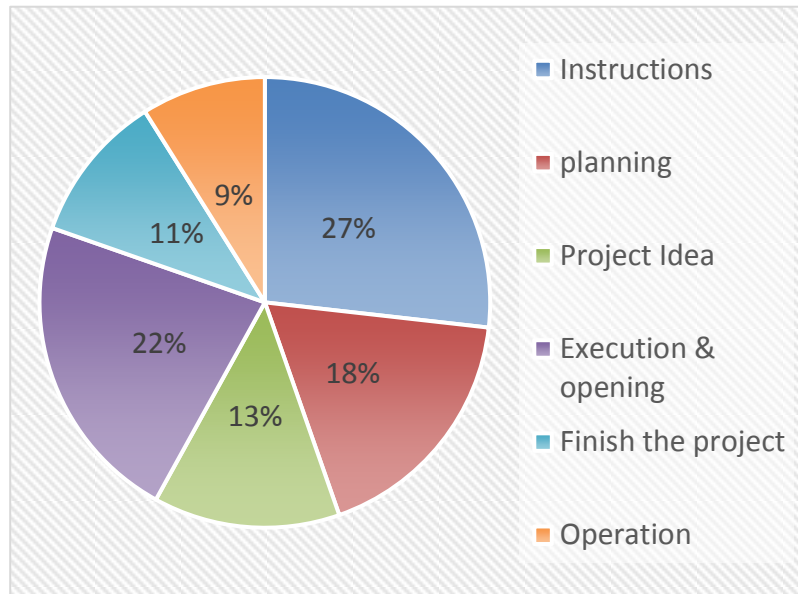
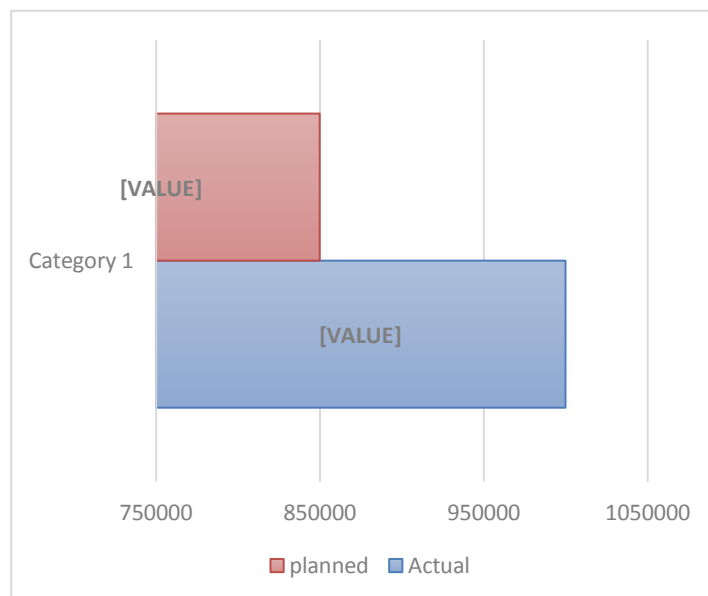


Figure 4

budget



Check list of coffee corner in our bakery.

Opening/Closing Checklist

Table (2)

Today's Date: 20/08/2022 Day of the Week: _____

Opening Tasks	Initials
Fill the 3-compartment sinks with washing & sanitizer solution.	√
Fill the sanitizer buckets & spray bottle with fresh sanitizer solution.	√
Set the 2-hour timer for when the sanitizer solution will need to be tested.	√
Turn on all the necessary equipment & warm up the espresso machine.	√
Brew your morning coffee & set your timer for when it will expire.	
Brew/prep your iced teas & iced coffees.	√
Prep your daily whipped cream.	
Fill the creamer carafes & set the 2-hour timer for when to replace them.	√
Take the chairs off the tables and arrange them appropriately.	√
Make sure your front ice-bin is full.	√
Check that all your syrups are full and not expired.	
Prep any pastries or food items that need to be filled or set-up.	
Tasks for Throughout the Day	Initials
Change out the Creamers & Sanitizer buckets as needed - based on the timers.	
Brew coffee as needed throughout the day - based on your store's protocols.	√
Clean the Syrup bottles and pumps so there isn't any sugar residue.	
Clean-as-you-go throughout the day, so it's an easier job at closing.	
Keep up on dishes & walking through the dining/seating area to make sure tables are clean, etc.	√
Record any wasted product throughout the day for final logging at Close.	

Closing Tasks	Initials
Check all product to make sure nothing is expiring tonight - if it is, add it to the waste log.	√
Clean the espresso machine & ancillary pieces: portafilter, grates, steam wand, etc.	√
Clean all the dishes: mugs, shot glasses, spoons, thermometers, trays, scoops, etc.	√
Clean all the counters - moving displays & fixtures when possible.	
Wipe out the fridges & make sure there are no spills.	
Clean the tables in the seating area & put the chairs up on the tables.	
Sweep & Mop both the front and back of the house - hang the mop to dry afterward.	√
Empty your 3-compartment sink & make sure it's clean.	
Record any wasted product from the day in the nightly Waste Log.	√
Count down the cash drawer and put together the deposit as needed.	
Leave any communication for the morning crew where they will quickly find it.	
Stock any products that are low: syrups, grab'n'go items, ready-to-drink beverages, milk, etc.	√
Turn off any equipment that needs it and turn off the lights before leaving.	

Supervisor's Initials and Date (at end of day): Mr. ALI

PROJECT CHARTER

Project Name: Millefeuille	Project Number: 1
Date: 19September 2021	Revision Number: 1

Table (3)

1. Vision Statement
The world is changing all around us. To continue to thrive as a business over the next ten years and beyond. We must look ahead, understand the trends and forces that will shape our business in the future and move swiftly to prepare for what's to come. We must get ready for tomorrow today. That's what our 2030 vision is all about. It creates a long-term destination for our business and provides us with a "roadmap" for winning together with our bottling partners. • To be always the desired place in our kingdom for great coffee beverages and delicious complementary donuts & bakery products to enjoy with family and friends.
2. Budget
• Total cost of project is 1,000 000 Saudi Riyals.
3. DELIVERABLES
• Provide high quality of dessert, • Provide high quality pastry, • high quality coffee Hot drinks • high quality coffee cold drinks • quite grand place of dine in orders with unique modern decoration

4. SCOPE DEFINITION

For establishing new coffee shop with bakery in Jizan city in area 60 m3 in king Fahad road. Scope including Feasibility study, select location, building preparation, Procurement, Installation, Testing and Operation for Provide high fresh and delicious bakery products along with high quality coffee drinks.

4. PROJECT MILESTONES

- Feasibility study
- Select location
- Building preparation
- Procurement
- Installation
- Hiring chefs and staff
- Testing
- Operation

5. ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES

CONSTRAINTS:

- Work permit
- Approval of design
- Covid -19 precaution

6. RELATED DOCUMENTS		
• Labor law & guidelines • Camper of commerce procedure • Civil defense guidelines of fire alarms & firefighting system • Business model • feasibility study.		
7. PROJECT Stakeholder		
Identify the key stakeholders and team members by function, name and role.		
Function	Name	Role
Ministry of commerce	Ahmad Mohammed	Work permit issuer
Civil defense	Khaled Ahmad	Approval for fire protection system
Contractor	Ali Nasser	Preparation works
8. PROJECT Risks		
• Covid -19 • Contractor's lack of skilled staff • Increase Cost to Contract • Lack of proper logistic plan		
9. PROJECT AUTHORIZATION		
Approved by:	Business Manager	Date 15/9/2021
Approved by:	Project Manager	Date 15/9/2021



Governance, structure and process

Introduction:

There is no such thing as a standard for project management organizational structure, just as there is no such thing as a standard for accounting organizational structure. The type of business, the business roles it performs, the firm's organizational structure, and the culture of the individual enterprise all influence how any organization within an enterprise is formed. (Hubbard and Bolles, 2015) However, organizations are struggling with competitive and globalized marketplaces, as well as ongoing environmental changes, which frequently force an organizational restructuring of business models to improve performance. Many authors have proposed many models and functions of PMO in recent years, ranging from a PMO with a single purpose of reporting project execution to a PMO with multiple functions. As (Monteiro, el 2016) mentioned that the project management office (PMO) is an organizational structure designed to promote and improve project management practice via the use of appropriate methodologies that result in high levels of efficiency and effectiveness. Moreover, PMOs can clearly address the implementation of strategic initiatives and integrate project management within the company. As a result, that can lead us to the PMO model, in general, is a type of business-oriented organizational structure that supports the enterprise's business strategy and business development.

In our business the most suitable model is delivery PMOs. The delivery PMO, commonly known as the project delivery PMO, is probably the most popular in businesses. According to Gartner “is a global research and advisory firm providing information, advice, and tools for leaders in IT, finance, HR and etc.”, at least 40% of PMOs are delivery PMOs, which are responsible for planning and controlling the tactical execution of projects to meet business objectives. Project managers are urged to take responsibility of their projects, make proactive decisions, and resolve issues. The goal is to create repeatable procedures and strategies that will help to create a results-oriented culture. Which helps our business needs to develop and be more stable by using this type of PMOs that it supports managers and owner to be more on same table of responsibility and more informed of every steps that are ongoing in this particular project.

PMO functions – Overview of PMO areas of responsibility



Figure 4

Organizational structure aligns and connects parts of an organization so that it can perform optimally. The structure chosen has an impact on an organization's ability to carry out its strategy and objectives.

There are seven types of organizational structures:

Hierarchical organization structure:

A hierarchical org chart is the pyramid-shaped. It is the most common type of organizational structure—the chain of command extends from the top (e.g., the CEO or manager) to the bottom (e.g., entry-level and low-level employees), with each employee reporting to a supervisor.

Functional organization structure:

A functional organizational structure, like a hierarchical organizational structure, begins at the top with positions with the highest levels of responsibility and works its way down. Employees are primarily organized according to their specific skills and their corresponding function in the company. Each department is run independently of the others.

Horizontal or flat org structure

A horizontal or flat organizational structure is appropriate for businesses with few levels between upper management and front-line employees. Many start-up businesses use a horizontal organizational structure until they are large enough to create separate departments, but some organizations keep this structure because it encourages less supervision and more involvement from all employees.

Divisional org structure

Divisions of a company have control over their own resources in divisional organizational structures, effectively operating as their own company within the larger organization.

Each division can have its own marketing, sales, and information technology teams, among other things. This structure works well for large companies because it allows different divisions to make decisions without everyone reporting to a few executives. There are a few options to consider depending on the focus of your organization.

Matrix org structure.

A matrix organizational chart resembles a grid and depicts cross-functional teams formed for special projects. For example, an engineer may belong to the engineering department (which is led by an engineering director) on a regular basis but work on a temporary project (led by a project manager). Both of these roles and reporting relationships are accounted for in the matrix org chart.

Team-based org structure

It should come as no surprise that employees in a team-based organizational structure are organized into (what else?) teams—think scrum teams or tiger teams. A team organizational structure is intended to disrupt traditional hierarchies by emphasizing problem solving, cooperation, and giving employees more control.

Network org structure

Few businesses nowadays have all of their services under one roof, and juggling a plethora of vendors, subcontractors, freelancers, offsite locations, and satellite offices can be perplexing. A network organizational structure makes sense of resource distribution. It can also refer to an internal structure that emphasizes open communication and relationships over hierarchy.

Figure 5: organization structure for construction

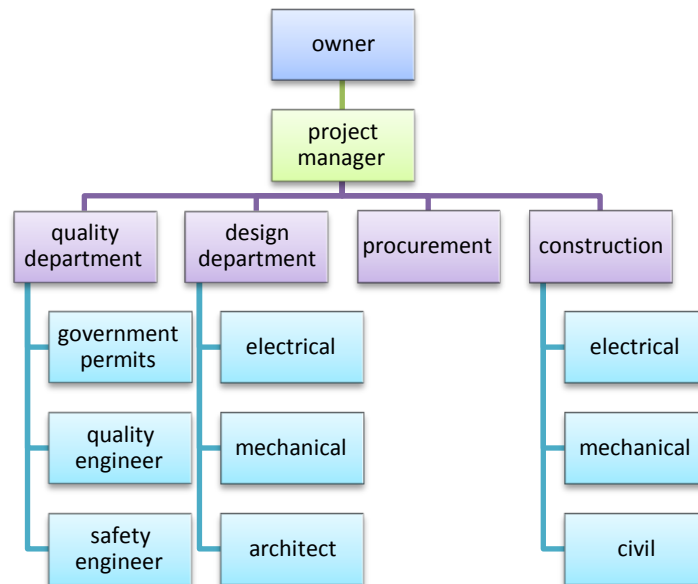
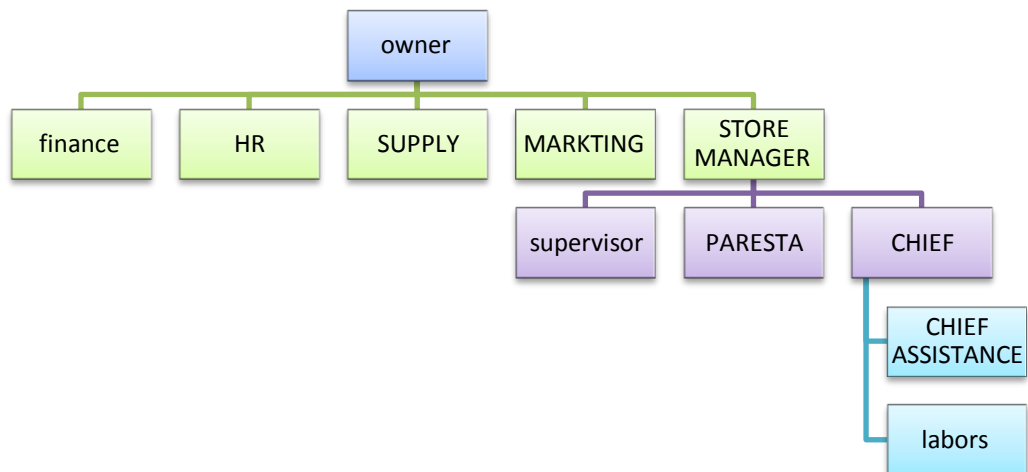


Figure 6: organization structure for



We used functional organizational chart for in both stages because it allows employees to concentrate on their job, focus of specialization, make team and department feel self-sufficient, and it

fit our business size as a coffee shop.

Project Management Approach in Compliance Program

Model for the preparation of a Compliance Program

PROJECT LIFE CYCLE

Acceptance Criteria

PROJECT PHASES:	Feasibility study	Select location	Building preparation	Organisation	Procurement	Installation	Hiring chefs and staff	Testing	Operation	Completed Status (Yes/No)
	A historical background of the business	Accessibility. Any location you consider should be easy to access	the specification the [DELIVERABLES] must be meet	size of the company	Identify high quality of Goods or Services Needed	verifying the installation as per design	Capabilities:	User Acceptance Testing	Business requirements.	yes
DETAILS OF SPECIFICATION	A description of the product or service	Competitors. Check for compatibility with nearby stores when researching a site.		diversity of the organization's operations	Consider a List of Suppliers	Configuration of all system equipment	What value the individual brings to the organization	Business Acceptance Testing	User expectations.	yes
	details of operations and management.	Parking.		the environment in which it operates	Negotiate Contract Terms with Selected Supplier	verifying basic functionality of all components.	Cultural Fit	Contract Acceptance Testing	Contractual obligations.	yes

	Marketing research and policies.	RESONABLE Costs			Finalise the Purchase Order		professional certificates	Regulation Acceptance Testing	Regulatory compliance criteria and industry standards.	yes
	Financial data, legal requirements and tax obligations				Receive Invoice and Process Payment			Operational Acceptance Testing	Resource utilization targets.	yes
	MARKET NEEDS		PASS GOVERNMENT RULES		Delivery and Audit of the Order			business commissioning		yes

Project Stage Checklist

Start Phase:

- ☐ Business model
- ☐ Establish Project Goals
- ☐ Feasibility study
- ☐ Funding
- ☐ Define roles and responsibilities
- ☐ Select location

Planning Phase:

- ☐ Project Schedule
- ☐ Resource plan
- ☐ Cost plan
- ☐ Implementation plan
- ☐ Procurement plan
- ☐ Quality plan
- ☐ Risk Management plan
- ☐ Construction Logistics Plan
- ☐ Develop and distribute status reports

Achieving Phase:

- ☐ Final Product and services
- ☐ Revenue and profit
- ☐ Good Repetition
- ☐ Expanding and growth in the market

Closing Phase:

- ☐ Receive feedback from stakeholders
- ☐ Lessons learned respiratory
- ☐ Close pushes order with vendor & suppliers
- ☐ Achieved benefits goals
- ☐ resource released
- ☐ Archive the project folder / documentation



Power and Interest

Introduction to networking

To defined the problem or issue, mangers have accessed the evidence that needs to support our case, you have completed the analysis of the stakeholders who can either help or hinder your progress. Then, second step is to be ready to proceed, but you should not proceed alone. To be more effective, you should join stakeholders and other business workers, and even opponents, to achieve your objective

This gathering will address:

- **Self-leadership attributes**
- **Effective relationships**
- **Networking**

The networks

Networking is an effective way to obtain information. Information is useful for individuals who want to develop in their careers as well as those who want to stay in their current positions. Information is useful for learning about changes in the workplace that will affect a nurse's practice, job openings, future professional events, and other topics. Obtaining information about professional activities can be quite helpful in pushing for change. Your professional, workplace, and social networks all have a role in shaping and controlling your position. By having or establishing a range of connections and relationships on different levels, you may navigate your way through any system or structure. To form or be an effective part of a network, however, you must first grasp what it takes to develop and maintain strong relationships. If it is your intention to influence a network, then you must have some understanding of your personal leadership skills. They were built on schooldays spent together, competition in the sporting

arena, common social and business experiences. You don't have a lifetime to build strong bonds with others. You might have a few weeks or months! You should evaluate your ability to lead yourself. Self-leadership requires striking a balance between focusing on your own identity and values and those of the person or group with whom you are collaborating or trying to influence. You need to assess and establish the appropriate relationships before you can effectively influence them to meet your objectives.

Self-leadership

There is a good question to be asked, what abilities are required for optimal relationship development? There are many different kinds of partnerships, but you're looking for ones that can help you achieve your goals. Return to the stakeholder analysis you conducted earlier and use this knowledge to determine which relationships you will need to use and which you will need to establish in order to reach your goal.

Networking

An effective network can:

- Open doors to new opportunities inside and outside your work place.
- Provide support when dealing with positive and negative changes in your personal and professional life.
- Create a resource pool or skill bank that may help you to round out weak areas or to enhance your effectiveness in new skills or work efforts.
- Provide referrals for new career opportunities

Pathway to Leadership

Preliminary research has discovered some intriguing connections between seven basic team positions and distinct character traits. Zest, Hope, Bravery, Perseverance, and Leadership, for example, are all linked to the function of Decision Maker. Most people will not be surprised at the last strength, but all these strengths individually and together represent pathways to be a decision maker, the person who is energized by analyzing information from various perspectives, weighing the data, applying logic, and deciding on a productive path of action. For most people, that would be a position of leadership! Discovering your personal profile and your unique method of employing those strengths is the key to character strengths. Do you utilize your compassion at work to assist coworkers, at home with family to support them as they navigate life, or in your community to assist those suffering personal challenges? When someone is in suffering, do you demonstrate your generosity by hugging them and understanding what they're going through, or by doing something practical to help? Do you demonstrate bravery when you accept a personal challenge and become comfortable with being uncomfortable, or when you speak up for others in front of a crowd, or when you stand by a loved one in the face of family criticism? And how do those two strengths show up together? As basic building blocks of personality, your character strengths are the same as mine, the same as a loved one's, the same as those of your boss. What makes you are how you use them and blend them and show them to the world. And that is as unique as your thumbprint.

Table (5): Four Domains of leadership strength

The Four Domains of Leadership Strength			
Executing	Influencing	Relationship Building	Strategic Thinking
ACHIEVER ARRANGER BELIEF CONSISTENCY DELIBERATIVE DISCIPLINE FOCUS RESPONSIBILITY RESTORATIVE	ACTIVATOR COMMAND COMMUNICATION COMPETITION MAXIMIZER SELF-ASSURANCE SIGNIFICANCE WOO	ADAPTABILITY DEVELOPER CONNECTEDNESS EMPATHY HARMONY INCLUDER INDIVIDUALIZATION POSITIVITY RELATOR	ANALYTICAL CONTEXT FUTURISTIC IDEATION INPUT INTELLECTION LEARNER STRATEGIC

Influence

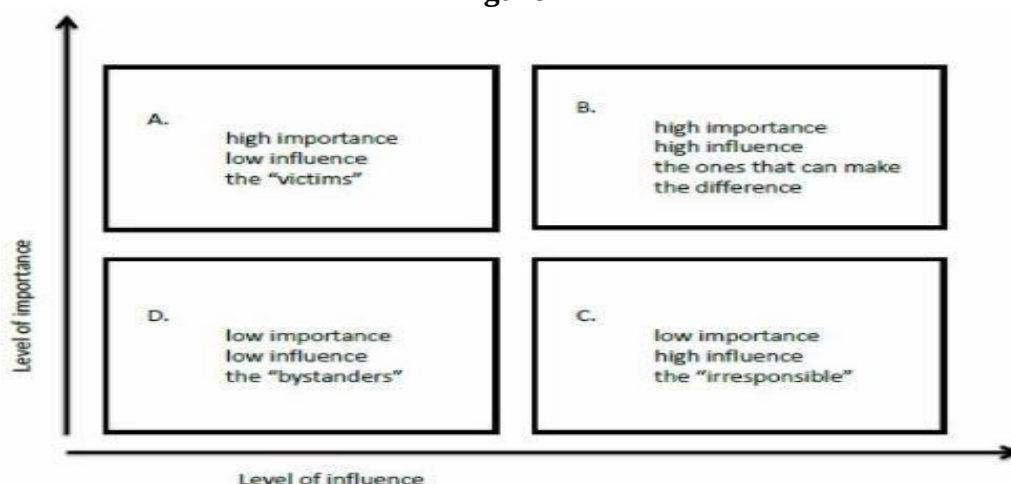
Influence is the power which stakeholders have over a project - to maintain what decisions are made, facilitate its implementation, or spend influence which affects the project negatively. Influence is could be best understood as the range to which people, groups or organizations (i.e. stakeholders) are able to encourage or force others into making decisions and follow certain courses of action.

The Importance/influence Matrix

Making an Importance versus Influence Matrix helps to map out stakeholders and their relation to the issue at stake. It generates insights on the importance and influence of each stakeholder. With this information, it becomes possible to develop a specific approach and strategy for the identified stakeholders.

- **Importance:** The priority given to satisfying the needs and interests of each stakeholder.
- **Influence:** The power a stakeholder has to facilitate or impede the achievement of an activity's objective. The extent to which the stakeholder is able to persuade or coerce others into making decisions, and following a certain course on action.

Figure 7



Our value as a coffee shop organization:

values are not just words, but how people operate and what's expected from us. we encourage the positive behaviors and discourage anything that harms the coffee shop environment. Our value is focusing and aims to offer high quality of coffee, and products at a competitive price to meet the demand of the middle to higher income local market area residents, to meet the customer satisfaction our company adopted some factors to have better experience value

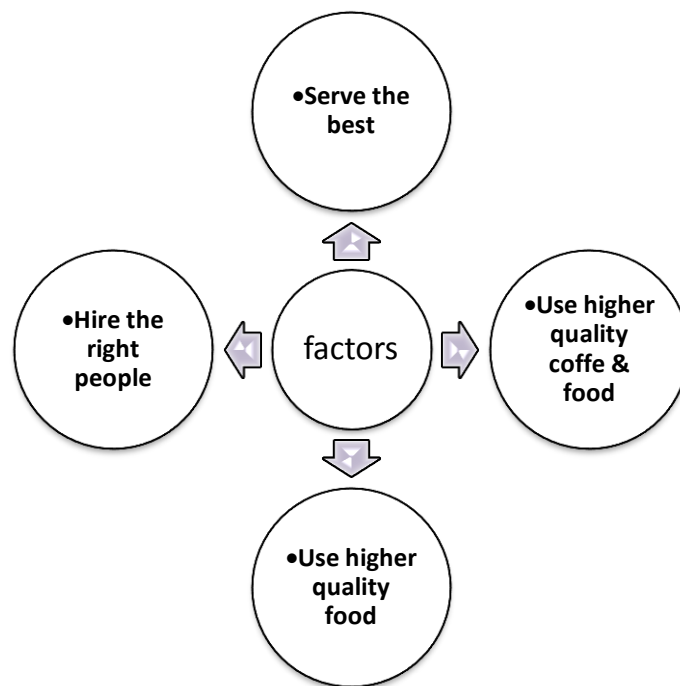
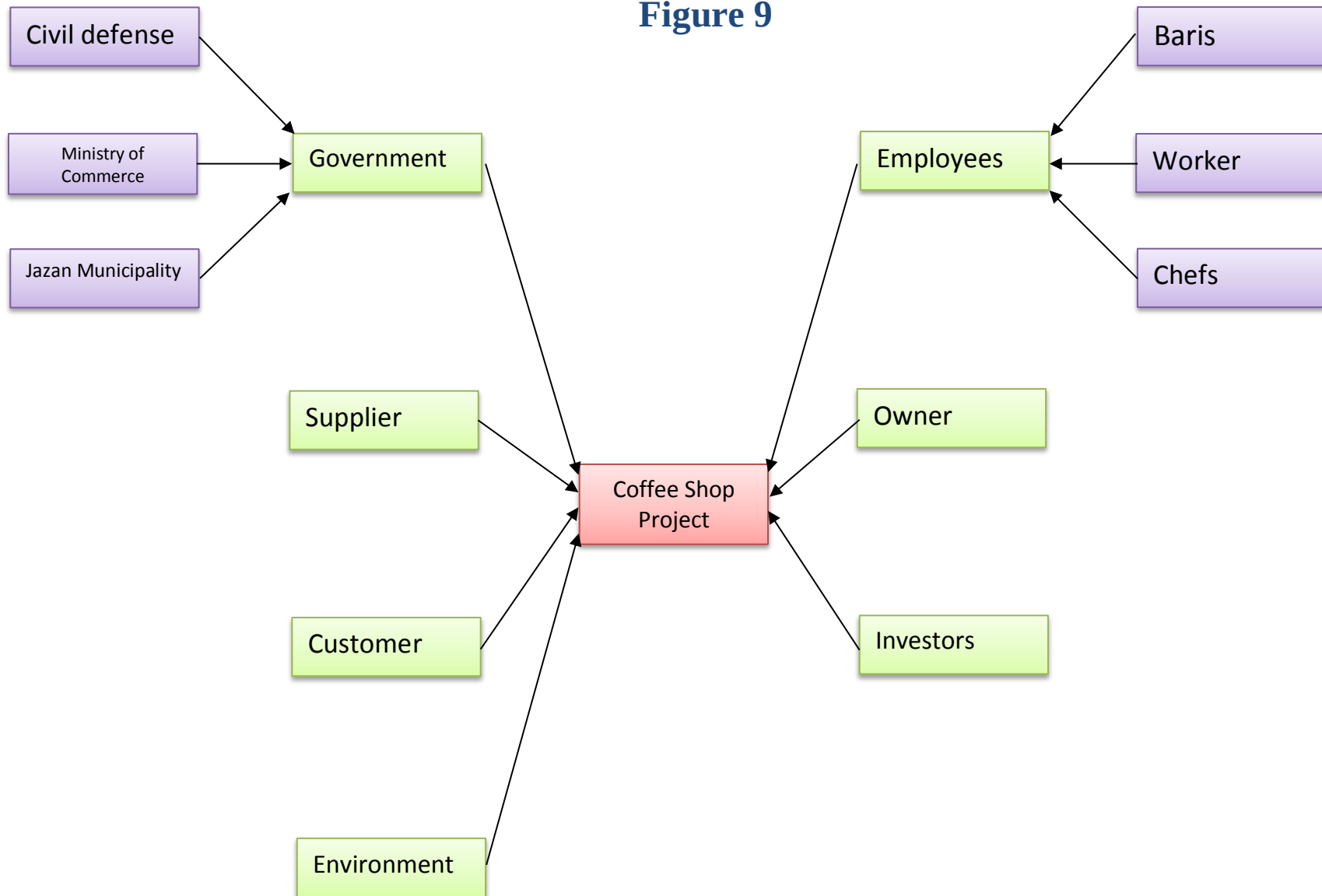


Figure 8

Table (6)

Stakeholder register					
Stakeholder group	Name	Role	Power (H/L)	Interest (H/L)	Influence / interest
1-Owner	Client	Client	H	H	Top priority
2-Employees	Workers Baristas, & partners	Provide better working condition , job security and wages	H	L	Handle with care
3-Customer	End user / consumer	To keep the customer happy and provide better service and quality	H	H	Top priority
4-Suppliers	Supply firms, manufacturers , ,coffee farmers etc.	Provide necessary materials for the project.	L	H	Need help to participate
5- Environment	Social Responsibility	Biodiversity Reuse , Recycle , Rework	L	L	Low priority
6- Investors	Partners	Invest for profit	H	H	Top priority
7- Government	Utility Providers Authorities Legal/Regulations	Provide services for the project. Ensure health and safety for the public Ensure legal rights for the public Ensure compliance to local and international regulations.	H	H	Top priority
8- Financer/ banks	Mortgage/Guarantor	Provide capital/financing for the project	L	H	Need help to participate

Figure 9





Self-reflection and self- management

Introduction:

Integrity is frequently described as one of the basic characteristics that guides company action when it comes to moral problems in the business world. “Acting with integrity is the key need for lasting success and a maxim that Daimler pursues in its international business practices,” according to Daimler. The word "integrity" is usually used to indicate that a firm is morally responsible.

Although some businesses define what acting with integrity means to them, the concept of integrity it generally remains unclear what the concept of integrity entails – both broadly speaking and referring to business. This conceptual void will be filled by constructing an integrity idea that can be applied in a commercial setting. The main characteristics that define moral integrity will be examined for this reason before considering how they might be incorporated into a practical and comprehensive definition of corporate integrity.

When it comes to individual integrity, a distinction is frequently made between personal and moral integrity. Personal integrity refers to a person's commitment to personal values and principles, whereas moral integrity refers to a person's commitment to moral values and principles. Both understandings can obviously overlap because personal values can also be moral ideals. Personal integrity, on the other hand, is regarded a requirement for moral integrity. Because the term "integrity" is used in the business world in a moral sense, the following study tries to provide an account of individual moral integrity, which will serve as the foundation for corporate integrity.

Table (7): Common understandings of integrity in literature

	Wholeness	Consistency	Identity	Honesty	Moral Commitment
Audi/Murphy (2006)	X		X		X
Bauman (2011)		X	X		X
Becker (1998)				X	X
Calhoun (1995)	X		X		X
Carter (1996)		X			X
Cox et al. (2013)	X		X		X
DeGeorge (2010)		X			X
Halfon (1989)		X			X
Kaptein/Wempe (2002)	X	X	X		X
McFall (1987)		X			X
Paine (1997)		X		X	X
Scherkoske (2013)		X	X	X	X
Vandekerckhove (2010)		X			X

Table 1: Common understandings of integrity in existing literature

A nominal definition is sought for this purpose, based on a thorough literature review that takes into account the term's prevalent usage. The most popular definitions of integrity, according to available literature, include wholeness, consistency, identity, honesty, and moral commitment see table 1.

Integrity's etymology is one of the oldest definitions. The word “integrity” is derived from the Latin word “integritas” which meaning “wholeness” or “unity”. This implies that anything must be full and undivided in order to achieve integrity. While this can mean that a person should not generally contradict "herself or himself" in "her or his" commitments, the "integrated-self view" cannot include being without conflict, because "there can be no integrity or question concerning integrity without conflict of commitments, values, and desires." As a result, integrity as totality is insufficient to define what it means to behave with integrity. Another aspect of integrity, which is also tied to its origins, is its consistency, according to McFall, can be divided into three categories. For starters, consistency might relate to an agent's various beliefs and ideals, which must be unambiguous. Second, it might be characterized as functioning consistently in accordance with specific principles that have been established in advance. Such consistency is especially important in times of struggle, when integrity reaches its pinnacle. Finally, consistency, according to McFall, requires that an agent's conduct is genuinely based on the specified values and not the consequence of any other incentive - a difficult criterion to regulate. The second concept, consistency between words and acts across time and in the face of hardship, is the most common and realizable in practice, and is thus a crucial need for integrity. As a result, the two qualities of wholeness and consistency can be analytically combined into a single criterion for a practical understanding of integrity. Another significant and frequently mentioned aspect of integrity is a person's identity, because moral integrity is also thought to necessitate personal integrity. As a result, many authors insist that integrity entails “fighting for something.” According to this “identity perspective of integrity,” in order to act with integrity, one has “identity-conferring commitments,” or commitments that are basic to the agent's self-concept.

On the other hand, as Schöttl (2015) mentioned that applying it to a corporate setting raises a number of issues that must be addressed. To begin, the question of what a firm

must do to be morally committed emerges, as well as what an adequate minimal standard might look like. This is a particularly difficult subject for a multinational corporation that operates in a variety of cultural environments. Secondly, how can a firm determine what comprises its identity and ensure that all of its employees support this identity in order to retain it? Thirdly, and perhaps most significantly, what does it mean for a firm to act ethically? Corporate integrity does not imply that all business members operate in accordance with their own beliefs and principles, but rather that they act in accordance with the firm's values and principles. However, corporate integrity encompasses not only organizational integrity, but also organizational integrity, which refers to the procedures and structures that make up a corporation. As a result, in the business environment, the notion will need to be supported by a set of criteria that reflect the practical obstacles that businesses encounter when pursuing integrity.

Personal Behavior that can influence the Project:

1. **Attendance**
2. **Attitude**
3. **Personality**

Attendance:

The first step toward contributing to the workplace is to show up for work. It stands to reason that if you don't want to go to work, you'll perform poorly. When a coworker is absent, meetings and projects for the entire team may be halted. In terms of attendance, strive to be a model student. The issue can be resolved by establishing organizational policy and communicating it to all employees/members. Also, the problem can be solved by allowing employees to take time off for personal reasons on occasion.

Attitude:

It is not uncommon to have a bad day at work, but when this becomes the norm, it can have an impact on performance. Some of the benefits of a positive attitude at work include:

- Interest in self-improvement
- Effective customer service
- Willingness to go above and beyond
- Positive work relationships with others

To eliminate attitude problem, adopt a positive attitude, make a list of potential consequences, and consider what you can do to make changes to eliminate attitude problems at work. In the workplace, it is critical to inventory what you can and cannot control. Similarly, if a coworker is having a bad day, remind them that it is more important to see the glass as half full than half empty. o Handle private matters.

Personality Can Influence Perception

There is certifiably unusual to have a bad day, however qualities impact conduct in the work environment. In case you're a sort an individual at work, you might be seen as forceful, objective situated, and exclusively centered around what you can achieve. In case you're a kind of individual at work, your tranquil nature could be deciphered as

detached and separated. You can battle these generalizations by speaking with your colleagues concerning who you are personally and a worker. Character Can Impact Discernment.

Personal Communication

Define the purpose of the analysis, and identify uses for the results:

The first step in performing a stakeholder analysis is to define the study' aim, identify possible information users, and design a strategy for utilizing the data. The “sponsor,” or originator, of the stakeholder analysis, should lead a debate on these topics.

As previously stated, stakeholder analysis information can be used for a variety of objectives, including providing input for additional analyses, informing the formulation of action plans to improve support for a reform program, and guiding a participative, consensus-building process.

Other activities, such as strategic planning, institutional assessments, or the use of computerized programs, frequently require the type of data generated by a stakeholder analysis, who the stakeholders are, what their positions are in relation to a policy, how important they are, and so on. As a result, conducting a stakeholder analysis in conjunction with these activities may be beneficial. The results of a stakeholder analysis can be used by policymakers and managers to build action plans. These plans should outline specific steps that policymakers and managers will take, as well as possible “behind the scenes” initiatives, to boost stakeholder support.

To conclude, policymakers and managers can use the findings to engage in open dialogue with stakeholders in order to reach a consensus. This allows stakeholders to evaluate how they stack up against one another and fosters dialogue on how to address the opposition's issues. When the number of stakeholders is modest and manageable, and consensus-building is a stated goal of the analysis, this may be effective.

Table (8) Stakeholder Register

Stakeholder register					
Stakeholder group	Name	Role	Power (H/L)	Interest (H/L)	Influence / interest
1- Owner	Client	Client	H	H	Top priority
2- Employees	Workers Baristas, & partners	Provide better working condition , job security and wages	H	L	Handle with care
3- Customer	End user / consumer	To keep the customer happy and provide better service and quality	H	H	Top priority
4- Suppliers	Supply firms, manufacturers , ,coffee farmers etc.	Provide necessary materials for the project.	L	H	Need help to participate
5- Environment	Social Responsibility	Biodiversity Reuse , Recycle , Rework	L	L	Low priority
6- Investors	Partners	Invest for profit	H	H	Top priority
7- Government	Utility Providers Authorities Legal/Regulations	Provide services for the project. Ensure health and safety for the public Ensure legal rights for the public Ensure compliance to local and international regulations.	H	H	Top priority
8- Financer/ banks	Mortgage/Guarantor	Provide capital/financing for the project	L	H	Need help to participate

Personal Communication Skills

All Products management needs interaction with people. Whether engaging with a staff member, a volunteer, a politician, a funder, a local community organization, school students, or an irate stakeholder, the Servers manager's appearance will determine the efficacy of all conversations.

Identifying strengths and shortcomings in personal communication skills, admitting the need to acquire new strategies, and gaining new insights and understanding will enable the Servers manager to build positive and constructive relationships, reducing conflict and gaining new supporters in the process.

Non-Verbal Communication

We communicate non-verbally just as much as we do verbally.

- Only 7% of the meaning is contained in the words expressed.
- Paralinguistic meaning accounts for 38% of all meaning (the way that the words are said).
- Facial expression accounts for 55% of the total.

Non-Verbal Communication need to be aware of:

- Facial expressions
- Eye contact
- Interpersonal distance
- Touch
- Body orientation and posture
- Hand and other gestures
- Your appearance

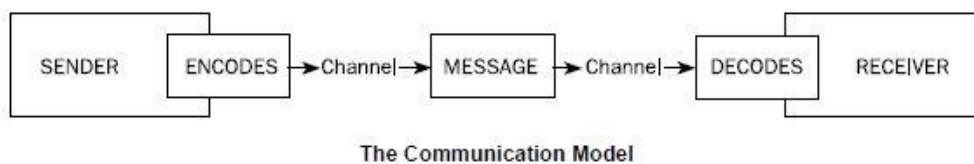
Looking at each of those in turn.

To sum up, as a manager, all of these will have an impact on your communication. Knowing them as both a transmitter and receiver of communication signals will help you better “read” the environments, whether one-on-one or in groups, and respond and adapt interactions accordingly.

The Process of Communication

Communication, according to Adler and Towne, is a two-person process that begins when one person wishes to speak with another. Communication begins with a person's desire to communicate mental images to another person. Ideas, thoughts, visuals, and emotions are all examples of mental imagery. The sender is the individual who want to communicate (see figure). To send an image to someone else, the sender must first transpose or translate the images into symbols that the receivers can comprehend. Symbols are frequently words, but they can also be pictures, sounds, or sensory data (e.g., touch or smell). The mental images of a sender can only have meaning for others if they are represented by symbols. Encoding is the process of converting images into symbols.

Figure (10)

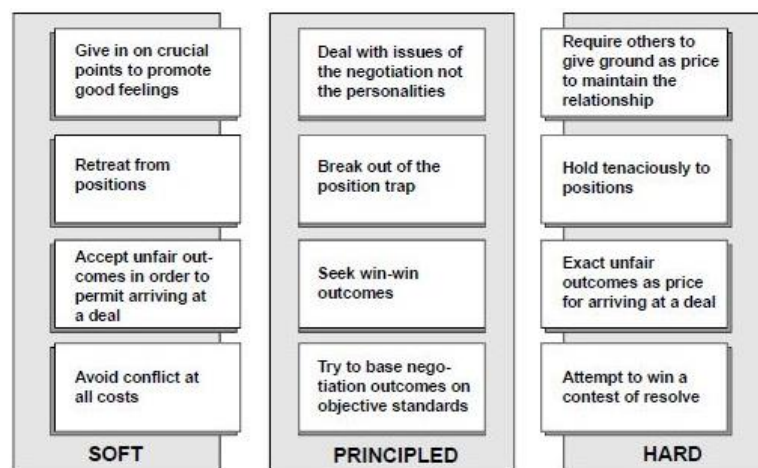


The next step in the communication process is to transmit or send the message to a recipient after it has been encoded. This can be accomplished in a variety of ways, including face-to-face verbal interactions, telephone conversations, printed materials (letters, newspapers, etc.), and visual media (television, photographs). Verbal, written, and visual media are three examples of possible communication *channels* used to transmit messages between senders and receivers. Other transmission channels include touch, gestures, clothing, and physical distances between sender and receiver (proxemics).

Effective Negotiation

In life, there are countless times and reasons to bargain. Whether the subject is salary, who walks the dog, or the quantity of nuclear arsenals, negotiation is the process by which we make decisions and allocate resources. Despite its relevance in all aspects of life, the majority of us have little knowledge of bargaining. The majority of individuals believe that successful negotiation entails splitting the difference.

Figure (11)



Effective Negotiation

Hard and Soft Negotiation

Positional bargaining, according to Fisher and Ury, only allows the negotiator to take one of two positions. The negotiator has the option of playing the game softly or aggressively. If the seller drops her price to 350 SR, for example, she may have given in to the buyer's demand. Similarly, the buyer may despise haggling over money since it makes him uneasy, and he may match the seller's demand by taking a soft negotiating attitude. On the other hand, the soft negotiator places a higher importance on the bargainers' feelings and relationships than on the transaction's content. As a result, soft negotiators will give in on key points to prevent confrontation, recede from their positions, accept results that are unfavorable to them in order to make a settlement, and avoid disagreement at all costs. If the soft negotiator's bargaining partner takes a tough

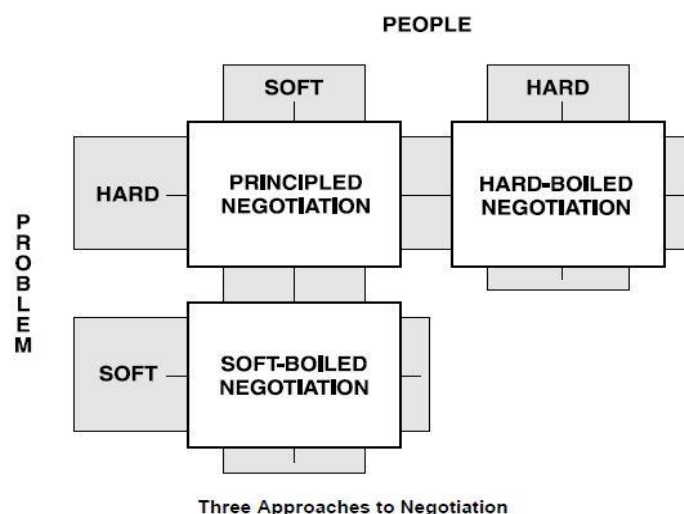
stance, the soft negotiator is likely to be taken advantage of. If a soft negotiator's opponent is likewise a soft negotiator, the two may compete to accommodate each other in a dispute whose sloppy end could be detrimental to both parties.

Hard bargaining places a higher priority on the issues or items in the deal than on the bargainers' relationships. Hard negotiators will demand that their negotiation partners cede ground as a condition of sustaining the relationship, will stick to their positions adamantly, will demand unjust outcomes in exchange for reaching agreements, and will strive to win willpower fights.

Principled Negotiation

The conflict over positions that characterizes both hard and soft approaches to negotiation is transcended in principled negotiation. Principled negotiators negotiate on the merits rather than on whether to play a "hard" or "soft" game. According to Fisher & Ury, soft negotiators are soft on the people and the problem. Hard negotiators are hard on the problem and the people. Principled negotiators are soft on the people and hard on the problem.

Figure (12)



Communication Matrix

The Communication outlines how to create a framework for defining logical communication objectives. It was first released in 1990 and updated in 1996.

Rowland, Charity of Oregon Health & Science University. The Communication Matrix is excellent for people of all ages who are just beginning to communicate. The Matrix accepts all types of communication, including "additional and alternative communication" (AAC) and pre-symbolic communication (such as gestures, facial expressions, eye gaze, and body movements). Individuals with any type or degree of disability, including severe and multiple disabilities, intellectual limits, and sensory or physical impairments, can benefit from it. As [Charity Rowland mentioned](#) "The Communication Matrix is NOT suitable for individuals who already use some form of language meaningfully and fluently" (2013). There are four key reasons to use communication matrix, which are listed at the bottom of the Profile: to **REFUSE** things we don't want; to **OBTAIN** things we do want; to engage in **SOCIAL** interaction; and to supply or seek **INFORMATION**. People express more specific messages under each of the four key motivations to communicate, which correlate to the 24 questions you must answer as you complete the Matrix. In the table below, the specific messages are organized by Level and Reason.

Table (9)

Level	Refuse	Obtain	Social	Information
I	-Expresses discomfort	-Expresses comfort	-Expresses interest in other people	
II	-Protests	-Continues an action -Obtains more of something	-Attracts attention	
III		-Requests more of an action -Requests a new action	-Requests attention -Shows affection	
IV		-Requests more of an object -Makes choices -Requests a new object		-Answers "Yes" and "No" questions -Asks questions
V	-Refuses or rejects something		-Greets people -Offers things or shares -Directs someone's attention to something -Uses polite social forms	
VI		-Requests objects that are absent		-Names things or people -Makes comments
VII				

Three wrong scenarios of communication:

- 1-Saying yes to everything
- 2-Providing too much information
- 3-Speaking instead of listening to your team

Saying yes to everything:

When you're asked to complete a task on the spot, you may feel pushed to answer "yes." These demands may be beyond your ability to satisfy, putting undue strain on your team. State of writing and Elite assignment help project manager Ronald Steers has a solution: "It's always best to avoid responding immediately, but instead ask for time to assess the demand. If you're unable to do the task, you can always offer an alternative to the client."

Providing too much information:

It's not true to argue that giving clients and supervisors more information is better. Too much information will overwhelm them, resulting in a slew of questions to which you may or may not have the answers. Instead, focus on the essentials: your success, the issues you're having and how you plan to address them, and a budget update. Keep your wording basic and non-technical and make it apparent if you're requesting advice or simply presenting an update. According to Deloitte, 75% of businesses suffer with overworked personnel. As a result, bear this in mind when disseminating information.

Speaking instead of listening to your team:

Assigning tasks, delegating, managing progress, addressing concerns, and coordinating the project are all important aspects of project management. It's equally vital to check in with your team during and after this phase to ensure that the message is understood and that everyone understands their job. Most essential, you must value their opinions and address their concerns. Having. If you pay attention to what your team has to say, they will feel more empowered and driven, and you may even learn something useful. According to Gallup data, 50 percent of employees quit their boss rather than their job, therefore it's critical to offer your team members a voice.

Table (10)

Aspect	<u>Moral Integrity</u>		
	wholeness	consistency	honesty
Financial	Support in growth in the market and overcame against competitors.	Enhancing the stability of expenses.	It is required for accurate amount of investment cost and financial running cost.
Social	Can be a method of attract the customers.	It is contributing for costumer satisfaction.	It is enhancing for good relation with suppliers and customers.
Technical	Consider as form of continuous improvement.	It is increase performance and productivity	Mandatory for high quality products and services.

Table (11)
Stakeholder assessment matrix:

stakeholder name	contact person phone,Email,website , Address	impact How much does the coffee shop impact to them (low,medium,high)	influence How much influence do they have over the coffee shop (low,medium,high)	what does the stakeholder do ?	how could the stakeholder contribute in the coffee shop ?	How could the stakeholder block or stop the coffee shop ?	strategy for engaging the stakeholder
employees	Ali mohamed al668@hotmail.com 09986565660 mohamed naiem fhfg@gnjkrgh.cpm 9665.44656	high	High	to provide working	try to keep customer satisfied.	bad services for the customers	monthly round table discussion
supplier	Yasser Jaber yasser@gmsfl.com 558665683	medium	Low	provide necessary goods for the coffee shop	provide a new product for the coffee shop	stop supplying the requests from the coffee	inform the coffee what does can I do
investor	enr.ayman ahmad ayman@badood.co.com 966535078180	high	High	Invest his money in the coffee shop	invest more money to make enhancement in the coffee shop	by stop paying for coffee shop	try for a new marketing methods

Self-Professional Assessment by SWOT Model:

A SWOT (strength, weakness, opportunity and threat) analysis is a common tool in the professional world to evaluate the past, present and future position of a company. It provides organizational leaders a new perspective on what the organization does well, where its challenges lie and which avenues to pursue.

Table (12)

Strengths What are you good at naturally? -Communication – Coordination – Punctuality - What skills have you worked to develop? Computer Skills Like MS Office , Autocad – Problem solving – Adaptability - Leadership) What are your talents, or natural-born gifts? Honest , Truthful , Active , Energetic , Vigilant	Weaknesses What are your negative work habits and traits? (Being negative - Having poor nonverbal communication- Working in disorganization) Does any part of your education or training need improvement? (Collaborative - Learning mindset) What would other people see as your weaknesses? (Inexperience with specific software - Nervousness about public speaking)
Opportunities What is the state of the economy? Economy was in a bad shape for last year due to on and off Covid restrictions. But now market is opening up. Is your industry growing? Yes , There is huge scope of the Café as more and more people like to spend time out. Is there new technology in your industry? Yes , There are many innovations in the industry. Like robotic cooking and delivery , Signature dishes , On table digital Menu. Online order and customization of delivery.	Threats Is your industry contracting or changing direction? It depends on the no of expats and residents who are willing to eat out. Is there strong competition for the types of jobs for which you are best suited? Yes , There is a strong competition and need to be updated to market skills. What is the biggest external danger to your goals? There are some factors like global recession , climate change , purchasing power of the customers etc.

Target:

Convert Weaknesses to strengths and Threats to Opportunities

Project Stage Checklist

Start Phase:

- ☐ Business model
- ☐ Establish Project Goals
- ☐ Feasibility study
- ☐ Funding
- ☐ Define roles and responsibilities
- ☐ Select location

Planning Phase:

- ☐ Project Schedule
- ☐ Resource plan
- ☐ Cost plan
- ☐ Implementation plan
- ☐ Procurement plan
- ☐ Quality plan
- ☐ Risk Management plan
- ☐ Construction Logistics Plan
- ☐ Develop and distribute status reports

Achieving Phase:

- ☐ Final Product and services
- ☐ Revenue and profit
- ☐ Good Repetition
- ☐ Expanding and growth in the market

Closing Phase:

- ☐ Receive feedback from stakeholders
- ☐ Lessons learned respiratory
- ☐ Close pushes order with vendor & suppliers
- ☐ Achieved benefits goals
- ☐ resource released
- ☐ Archive the project folder / documentation



Leadership

Introduction:

There are always challenges that can prevent you from achieving your lofty bakery-business ambitions, just as there are in any other sector of the food and beverage industry. We have identified some difficulties and scenarios that are frequently encountered and provided some useful tips and recommendations to assist you overcome them.

Scenario 1:

One of your employees gets off to a bad start with a new coworker. They ask for his assistance in responding to a customer inquiry, but he declined because he is working on a tight deadline and does not want to waste his time. These two have had a falling out ever since, and now he needs their help on a project, but they are not responding well to him.

Proposed Solution:

To tell him that go ahead and own it! Find an appropriate moment to approach them and say, "I understand that we got off to a bad start. Please accept my apologies. X is the problem I'm attempting to solve. Can we have a discussion about it?" Regardless of who you are in conflict with - an employee, your boss, etc. They will regard you more favorably if you demonstrate self-awareness. The conversation may be awkward, but it is preferable to a tense relationship that could last for years because you started off on the wrong foot. "The key point is how you approach the situation" (Maryella Marie, 2019). Try to maintain respect throughout the conversation and understand that it does not imply that you can always start a relationship with each other at the end. At the end of the day, you're trying to resolve an issue so that you can move forward with whatever project or plan you need to deliver.

Scenario 2:

You received a promotion that your coworker was also competing for. Things are awkward between you two right now. You want to maintain your friendship, but they aren't even speaking to you outside of team meetings.

Proposed Solution:

Some people advise approaching the person and taking ownership of the situation. Tell them you understand it's an awkward situation, but you'd like to continue the relationship. These are difficult situations, but radical candor is essential; learn more about how to practice it in the workplace.

The key point is to be proactive, break the ice. And try to figure out how to work together.

Scenario 3:

Many local bakeries accept orders by a variety of means, including phone calls, SMS, emails and social apps. And, granted, there may not be that many orders to keep tracking of when you are just starting off. However, if you want to rule the bakery world with hundreds of orders every day, you will need a better system.

Proposed Solution:

Investing in technology, once again, is the answer. Putting in place a robust order management system early on, so you can manage several wholesale orders quickly, will ensure a seamless and stress-free move from good to excellent. Moreover, all of your orders are kept in one place with an order management system, so you can quickly see and track them at any time. It improves your customer's experience because they will not have to phone or email you with their orders; instead, they will order online in a few clicks. Orders show in real time in your production system, eliminating the need for manual data entry. More than just managing your orders is what the top order management solutions on the market can achieve. You'll be able to create your own digital catalogues, sync them with your current inventory system so you can see what's in stock, and use them to help you maintain your cash flow positive by allowing customers to pay you right away.

To sum up, obstacles will arise in any food and beverage business, but how you handle them will determine whether you succeed or fail. The better recommendations are to examine your procedures on a regular basis to ensure that they are running well and to invest in good technology to put your bakery in the best possible position for success (Ordermentum Insights, 2019).

Leadership definition:

- project culture and working environment that adds to the project's success and performance. It's all about making decisions, making judgment calls, and keeping the team motivated through clear communication.
- Leadership models are guides that recommend certain leadership behaviors to utilize in a given situation. in other words. They also generally utilize a graphic representation to illustrate the necessary leadership conduct.



Figure (13): Leadership Models

We prefer to use a Affiliative Leadership This is a very popular project management style that has a good impact on the project team. This leader seeks to maintain emotional relationships that create a sense of belonging and bonding inside the organization. When colleagues need to heal from a trauma or the team has to reestablish trust, the affiliative method is most effective. Because a sole focus on praise and nurturing might create substandard performance and a lack of direction, this technique should not be employed entirely. “People come first,” is how this style may be summed up in a single statement.

Here's a few of the key reasons of why we chose affiliative leadership style:

1. Creates effective teams
2. Increase employee morale
3. Builds employee trust
4. Provides guidance during crises
5. Resolves conflicts more efficiently
6. Reduces workplace stress

Employees who are motivated put out their best effort to help the company achieve its objectives. By bridging the gap between competence and willingness to work, motivation promotes work performance. Higher productivity and, as a result, lower operation costs arise from improved performance.

Here are some of the motivation methods we will use in our project:

1. Set Smaller Weekly Goals:

You want lofty goals, but you also want to set smaller goals along the way to keep people engaged. Rather than making a million Riyals this year, focus on acquiring 100 new customers this week something that will get you there. The team should then be rewarded for meeting the goal with an afternoon off, a party, or something similar. They will see that your goals are attainable and that hard work benefits everyone.

2. Give Your Employees Purpose:

By providing staff a purpose, we are able to motivate them. When we achieve this, they will have a greater understanding of the vision and will be able to execute it more effectively. Furthermore, an employee can better comprehend how they fit into the greater picture if they understand their mission and the business's purpose.

3. Reward Based on Feedback:

We'll create an app that allows customers to rate employees and food. This app then will calculate how many times each employee has been praised, allowing us to send daily and monthly summaries. Whoever receives the greatest praise receives a variety of rewards and accolades. This software will assist us in visualizing our culture and reinforcing how much we rely on one another. The good atmosphere we foster in the coffee shop aids in attracting and retaining more customers.

4. Promote transparency:

The easiest method to generate employee loyalty is to be honest with them. Inform them of organizational plans and keep them up to date on the company's direction at all times. Allow them to participate in major decisions.

They'll reward your honesty with loyalty and increased motivation if they see the larger picture.

5. Listen to employees' ideas:

It's a good thought to hunt for inspiration within the organization if you're looking for new ideas and business chances. Who knows your company better than the people who work for it?

Receiving ideas and suggestions from within will not only strengthen your connections with employees, but it will also encourage them to become more involved in how the company functions.

Table (13): RACI Chart Template

Task/Person	Owner	investors	Employees	suppliers	environment	End user
Location selection	A	R	I	C	C	I
Creating Main Menu	A	I	R	R	I	C
High Quality Drinks & food	R	I	A	R	I	I

Code	Stands for	This is the person who is....
R	Responsible	Those who do work to achieve the activity, there can be multiple resources responsible.
A	Accountable	The role/resource who will sign off on the work and judge its completion and how it meets quality standards. There must be only one "A" specified for each activity.
C	Consult	Those whose opinions, skills, knowledge are sought to complete the activity.
I	Inform	Those that need to know about the activity.

Root cause analysis is a method of solving a problem at its source, rather than just treating the symptoms.

Root Cause analysis, when properly implemented, is a comprehensive method of investigation that identifies the sequence of events that resulted in an adverse incident or a human error. Different human error categories are:

- Procedure-related errors
- Human factor engineering related error
- Training-related error
- Error reduction
- Supervision-related error
- Communications-related error
- Individual error

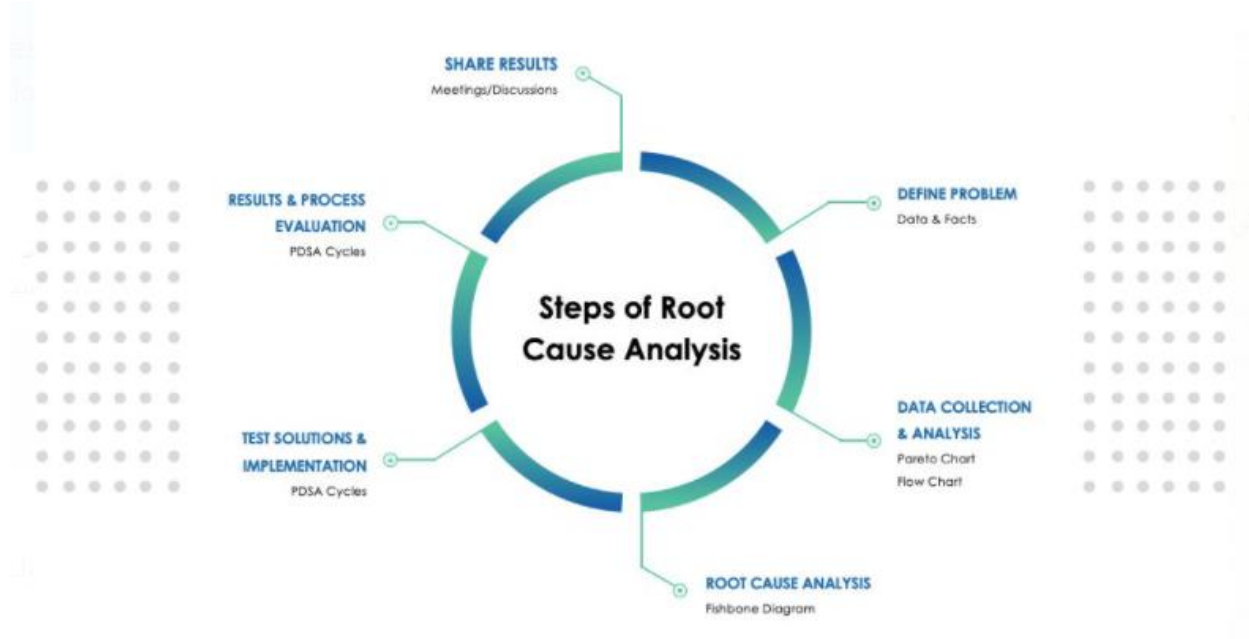


Figure (14)

Below we will show an example of how to perform a Root Cause Analysis with a 5 WHY on an issue where glass was found in the finished product at a client:

1. Why did the client find glass in our product? Because one of the light bulbs broke at line 5. Now you know where it happened.
2. Why did the light bulb break? The forklift truck broke the light bulb when the driver was removing a pallet. Now you know who was responsible for breaking the light bulb.
3. Why is it possible for the driver to break the light bulb? The space is too narrow for the driver to turn the forklift.
4. Why is the space too narrow for the forklift? The light is hanging from a long cord.
5. Why is the cord so long? It was designed this way, but it can be adapted.

We also can give another example of testing a bad coffee in Fish Bone diagram.

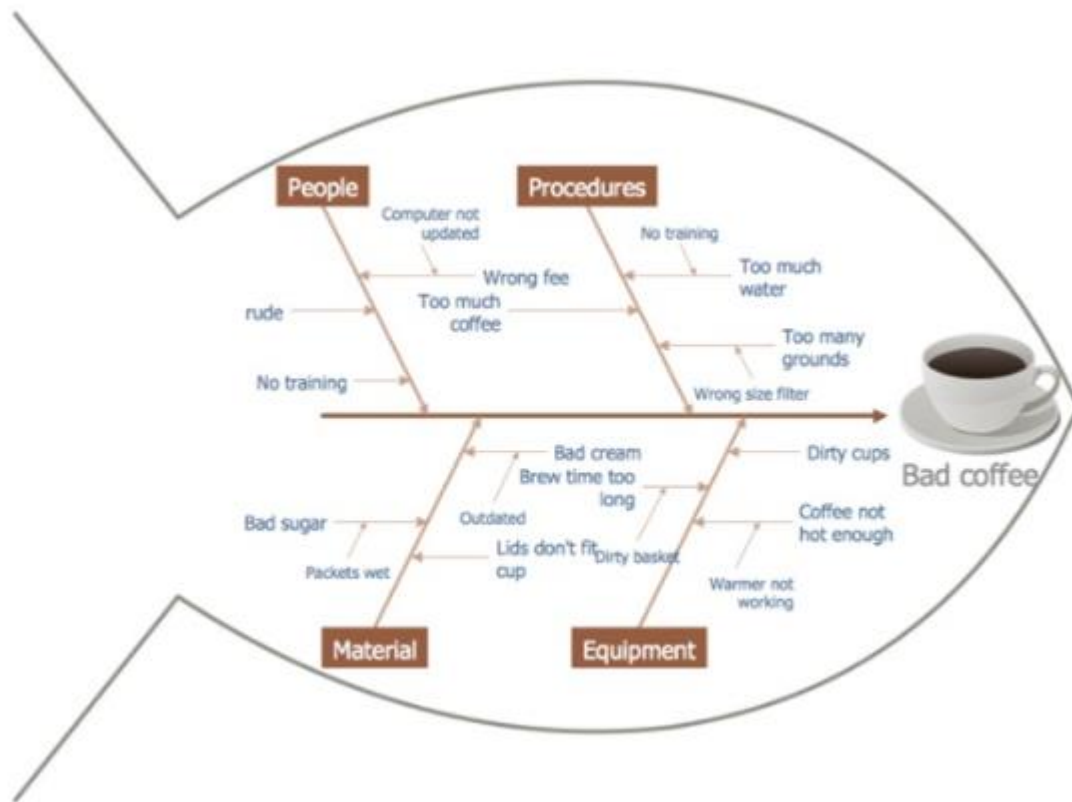


Figure (15)

Figure (16): The Five Strategies for dealing Conflict:



1. Avoiding.

Avoiding is while human beings simply forget about or withdraw from the struggle. They pick out this technique while the soreness of disagreement exceeds the capability praise of decision of the struggle. While this could appear smooth to house for the facilitator, human beings aren't virtually contributing something of cost to the communicate and can be withholding profitable ideas. When struggle is avoided, not anything is resolved.

2. Competing.

Competing a technique embraced by the individuals who enter a conflict fully intent on winning. They're abrasive and don't want to work together. This technique is defined by the notion that one side wins while everyone else loses. It does not allow for the incorporation of multiple points of view into a well-informed overall picture. Competing in sports or war may be effective, but it is rarely a wise strategy for resolving group issues.

3. **Accommodating.**

Accommodating is a method in which one party accepts the preferences or expectations of another. They are cooperative, but not pushy. When one realizes one has been incorrect about an issue, it may appear to be a gracious approach to concede. It becomes less useful when one side makes an exception in order to maintain unity or avoid disruption. It, like avoidance, can result in unresolved issues. Too much accommodation can result in groups where the more assertive members dominate the process and the majority of the conversations.

4. **Collaborating.**

People collaborate when they are assertive while also cooperative. A group may learn to allow each member to contribute their ideas in order to co-create a shared solution on which everyone can agree. Reaching out and touching someone is an excellent method for collaborating and resolving problems.

5. **Compromise.**

Another method is compromise, in which participants are both assertive and cooperative. Everyone gives up some of what they want, and no one ever gets everything they want. When attempting to reach a compromise, the ideal outcome is thought to be one that "splits the difference." Even if no one is particularly pleased with the end result, compromise is regarded as reasonable.

Defining Conflict and Crisis

It is critical to define and categorize conflict and crisis, as this is essential for developing a credible and effective multinational response. Conflict is typically classified into three types: intra-state, inter-state, and trans-state, and its various formats and permutations will continue to pose challenges to governments and multi-national institutions over the next decade. Let me go over some of its main components.

Intra-State Conflicts:

These include civil conflicts sparked by deepening political cleavages, economic distress, and growing inequalities, which, in the worst-case scenario, can lead to government legitimacy eroding, law and order breaking down, and escalating un-governability. State weakness can lead to the formation of armed criminal gangs and vigilante groups, as well as inter-ethnic conflicts, anti-immigrant pogroms, separatist movements, and large refugee outflows. Such developments will also fuel the growth of transnational organized crime and smuggling operations.

Inter-State Conflicts:

Conflicts over the status of disputed territories and the treatment of ethnic cousins are examples of intra-state conflicts

that can bring neighboring powers into the fray. They may also involve energy conflicts and other resource disputes resulting from the short and long-term effects of climate change. For example, melting northern polar ice allows greater access to the region's abundant oil and gas reserves, the location of which could be a source of territorial disputes between Arctic littoral states, leading to the region's militarization.

Trans-State Conflicts:

International terrorism, economic sabotage, and cyber-attacks that cause state paralysis, undermine national security, or provoke international conflicts with sponsoring states are examples of such threats. Terrorism remains a threat to civilian life, but its impact is most visible in mass phobia, the use of terrorist stereotyping that can exacerbate Islamophobia, and assertive government responses, such as attacks on suspected sponsoring governments or insurgent movements. Global energy supplies may also be increasingly vulnerable to disruption due to sabotage. Cyber-attacks are becoming more frequent, organized, and costly in terms of the damage they cause to government

operations, businesses, and national infrastructure, while all countries rely on vital communications and transit routes for trade, investment, and energy security. Individuals, global networks, or government agencies can carry out cyber-attacks, which can lead to retaliation and international conflict.

Natural Crises:

All three types of conflict can cause crises, but natural disasters such as drastic climate change, floods, droughts, food and water shortages, epidemics, earthquakes, volcano eruptions, or rising sea levels can also cause them. The consequences could range from immediate humanitarian crises to a more conflictive race for scarce and shrinking resources. According to analysts, by 2015, nearly half of the world's population will have less than the minimum amount of water required to maintain acceptable living standards. Water has the potential to be a major source of conflict. Droughts have an impact on economic development as well. Drought and desertification issues are expected to worsen in parts of Eurasia, while poor harvests will have an impact on food prices, consumption, and social unrest, which can lead to political, ethnic, religious, and other forms of conflict.



Resourcefulness

Fast-tracking vs crashing, the two methods of schedule compression

Projects are frequently delayed, and you must compress the schedule; two methods for doing so are fast-tracking and crashing. These schedule compression techniques will help you reduce the length of your project. Fast-tracking is free, but it raises the risk. Crashing does not significantly increase risk, but it is an expensive process. Use these techniques with caution because you are dealing with critical activities. Any blunder can jeopardize your project's success. Assume your project has been pushed back and you need to get it back on track. Management may request that you shorten your schedule, which is common when your resources are needed

Task postponements or delay can occur for some reasons:

1. An unrealistic timetable
2. Unavailability of guaranteed assets
3. The event of unidentified dangers or risks
4. Force majeure

Different purposes behind utilizing plan pressure strategies include:

1. The customer needs you to finish the venture early.
2. You have a chance to get another undertaking if the current one finishes early.
3. You need to dispatch an item early on the grounds that a contender has done as such.

Fast Tracking Vs Crashing

Fast-tracking.

In enhancing, you review the essential way and overview each major development. Then, you separate and sort out which ones can be performed fairly or totally comparing with various activities.

You don't need to overview the activities on the non-fundamental ways, as they have coast, to a great extent knows as slack, the sensible deferral before the overall undertaking is impacted.

You will then, revise the advanced activities and reanalyze the schedule.

To pack the schedule, project chairmen start with upgrading in light of the fact that it doesn't cost more. In any case, it assembles risk as activities are covering.

As a rule, you would quick be able to follow continuous activities by 33%. This infers you can start the accompanying activity when the past is 66% wrapped up. The two activities somewhat get over, extending the risk, but inside good cutoff focuses.

Advancing helps you with getting the plan together beyond what many would consider possible. Continuing past that cutoff will fabricate the risk, which may incite reexamine and further deferments.

fast tracking

Example of Fast-Tracking

Suppose that you are building a school and the underlying development work is going to wrap up. Then, you have intended to begin carpentry and electrical work. At the point when you audit your advancement, you see that you are delayed; therefore, you need to move quicker to finish the venture on schedule. You will survey the carpentry and electrical work exercises and choose if you can perform them in equal. Assuming this is the case, you can apply optimizing. For this situation, you can begin the electrical and carpentry work simultaneously, permitting you to accelerate the timetable.

Crashing

Crushing is a system used to condense the plan length for the most insignificant steady cost by adding resources.

In crushing, you review the fundamental way practices and find ones that can be done exactly on schedule with extra resources, giving the most raised strain the littlest cost.

All things considered, you add work, resources, anything you can to speed up the cycle, crushing the activities.

A couple of instances of slamming methods are:

1. Overtime
2. More assets
3. Monetary prizes

Slamming can't be applied to movements of every kind.

For instance, you need to delay until the substantial dries before you can begin your next movement; it's absolutely impossible to accelerate that cycle.

Example of Crashing

You are fostering a room. As shown by the range check, two craftsmen's will require four days to complete it.

You can reduce the range of this development by crushing, adding two extra bricklayers to finish the work in two days.

Difference Between Fast-Tracking and Crashing

Coming up next are a couple of contrasts between optimizing and slamming:

☐ In optimizing, exercises are rescheduled to be performed somewhat or completely in equal, while in slamming, you add additional assets to the exercises to complete them early.

☐ Fast-following doesn't cost you additional cash; smashing does.

Fast-following expands chances. Smashing doesn't, fundamentally.

☐ You utilize optimizing when exercises can be covered to diminish their length, while you use smashing on those where adding additional assets can diminish their term.

Human Resource Management Functions

Human resource (HR) management's role is to assess the work needed to achieve a company's goals, place the right people in the right positions to do the work, and empower them to perform to the best of their abilities.

Human resource management's primary functions

Human resource management is comprised of eight major functions.

Function #1: Enrolling and Hiring

One of the most important HR functions is recruiting and hiring talent. This critical HR function includes workforce planning, writing job descriptions, advertising openings, screening and interviewing applicants, and assisting managers in making the best hiring decisions. HR managers typically provide assistance during the hiring and onboarding processes, such as making job offers, negotiating salaries, and enrolling new hires in benefit programs.

Function #2: Remuneration Management

Establishing salary ranges for positions, placing employees within the ranges based on their qualifications, and adjusting pay to recognize milestones and accomplishments are all part of compensation management. It also includes the administration of performance incentives such as year-end bonuses and sales commissions.

Function #3: Execution Management

Performance management is a continuous process of evaluating individual employees' performance, identifying areas for improvement, and recognizing accomplishments. Many organizations conduct annual performance reviews on a regular basis, with additional reviews as desired by the employee or manager.

Function #4: Advantages Management

Advantages make up roughly 30% of all out representative pay. Advantages that are given as a component of a representative's pay are known as incidental advantages. A few models incorporate training benefits, kid care help, and utilization of an organization vehicle. Overseeing worker benefits is a generous piece of the HR the board work.

Function #5: Proficient Development and Training

It's human instinct to need to develop and learn new things, and bosses who gain by that want can receive generous rewards. Hands on preparing may incorporate direction preparing to acquaint representatives with organization arrangements, techniques, and assets; preparing in work explicit abilities and apparatuses; security preparing; organization procedure gatherings; and consistence preparing.

Function #6: Worker Relations

Representative relations are largely the exercises that impact an organization's associations with its workers. Positive representative relations make a cheerful labor force, which can give a significant upper hand.

Function #7: Laborer Safety and Health

Giving a protected, solid workplace is a basic capacity of human asset the executives. It incorporates undertakings like making security rules, giving representative health projects, and directing crisis arranging.

Function #8: Work Law Compliance

Guaranteeing that organization rehearses conform to Local guidelines. The consistence program ought to incorporate strategies to forestall provocation or segregation dependent on race, religion, sex, pregnancy, public beginning, age, handicap, and hereditary data.

NEGOTIATION PLAN

Establishment of a Coffee Shop.

NEED:

- Our project aims to offer high quality of coffee, fresh jusies, pastries and doughs products at a competitive price to meet the demand of the middle to higher income local market area residents and tourists.

INTERESTS:

- To provide a friendly, comfortable atmosphere where the customer can receive quality food, service and entertainment at a reasonable price.

STRATEGIC STRONG POINTS:

- Store location
- Quality
- Price
- Taste
- comfortable

STRATEGIC WEAK POINTS:

- prevalence of products
- Operational cost
- Multinational teamwork

GOALS AND OBJECTIVES:

- To provide a unique indoor place & services of drinks and pastries.
- Having high productivity with profits
- Expanding and growth in kingdom of Saudi Arabia.

VIABLE/CONCILIATORY OPTIONS:

- **Consultation services**
- **Outsourcing manpower**
- **Reduce the product or services**

Process of Negotiation

Negotiation is a five-step process, to put it simply. Figure 17 shows these steps.

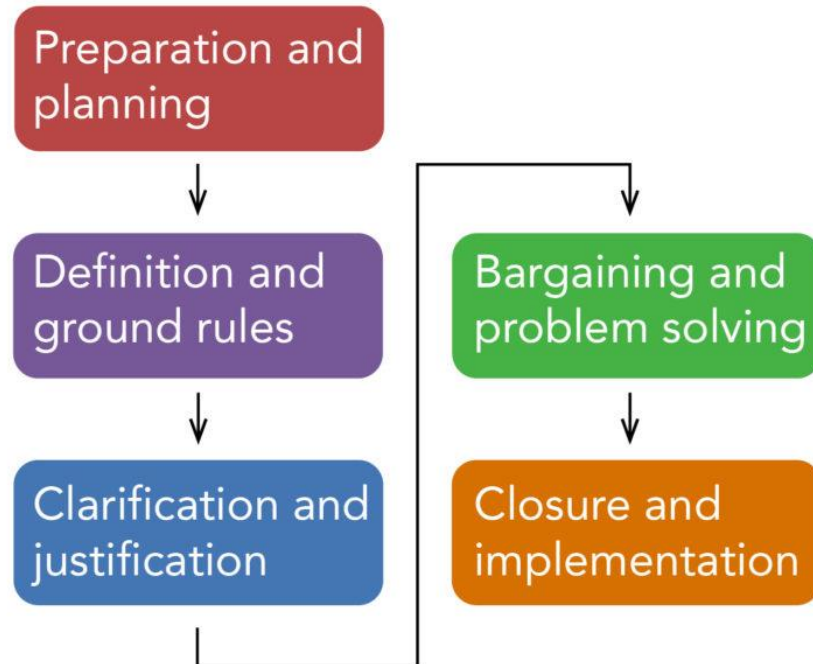


Figure 17: The five steps of negotiation

Preparation and Planning

You must determine and clarify your own negotiation goals during the preparation and planning stage. This is the time to define and truly comprehend the terms and conditions of the exchange as well as the nature of the conflict. What do you want to take away from this?

You should also anticipate the same for the other party at this time. What are their negotiating objectives? What will they demand? Do they have any hidden agendas that you should be aware of? What might they settle for, and how does that differ from the desired outcome?

This is a time to develop a strategy for the negotiation. We'll talk more about strategies in the next section.

Definition of Ground Rules

Following the completion of the planning and strategy development stages, it is time to collaborate with the other party to define the ground rules and procedures for the negotiation. This is the point at which you and the other party will agree on issues such as who will do the negotiating—will we do it ourselves or invite a third party?

Where will the talks take place?

Will there be a time limit imposed on this negotiation process?

Will the negotiation be limited in any way?

Will there be a specific procedure in place if an agreement cannot be reached?

Typically, the parties exchange their initial positions during this phase.

Clarification and Justification

After the initial positions have been exchanged, the stage of clarification and justification can begin. You and the other party will both explain, clarify, strengthen, and justify your initial position or demands. This is an opportunity for you to educate the opposing party on your position and gain a better understanding of the opposing party and how they feel about their side. You could each use this opportunity to explain how you came to be in your current position, along with any supporting documentation. Each party may use this opportunity to revisit the negotiation strategy they devised to see if it is still appropriate.

This does not have to be — and should not be — confrontational, though it is difficult to avoid in some negotiations. However, if tempers are high heading into this stage of the negotiation, those emotions will begin to boil over here. It's critical that you control your emotions so that serious bargaining can begin.

Bargaining and Problem Solving

This is the heart of the negotiation, where the give and take begins.

To achieve the goals established during the preparation and planning process, you and the other party will employ a variety of negotiation strategies. All of the information gathered during the preparation and planning process will be used to present your argument and strengthen your position, or even change your position if the other party's argument is sound and makes sense.

The communication skills of active listening and feedback are beneficial to the parties in a negotiation. It's also critical to stay on topic and allow for an objective discussion. Emotions should be kept in check. Both parties should eventually reach an agreement.

Closure and Implementation

Once an agreement has been reached, procedures must be developed to implement and monitor the terms of the agreement. They formalize the process by putting all of the information into a format that is acceptable to both parties. A handshake to a written contract can be used to formalize an agreement.



Project design

Triple Constraint Theory

Triple Constraint Theory is a common framework for evaluating competing demands for a project from the perspective of the Triple Constraint Model, the three constraints of time, cost, and scope include a triangle that defines project boundaries, and thus the project management triangle or iron triangle, here is the explanation of the purpose of this triangle study answering the three questions:

- When will the project end? (The time)

As the project is planned to be completed and ready to receive customers after providing all the necessary requirements for the coffee shop and bakery after six months from the start of the preparations.

- How much will the project cost? (The cost)

As explained during the study, the expected total cost of the project is close to one million riyals for the project as a whole

- What will the final look like or what will be the outcome of this project? (Work area)

The coffee shop and bakery will work to provide the best baked goods, high quality drinks and appropriate prices, taking into account the standards of quality, food safety, speed of delivery and preparation.

Any change in one of the main factors results in a change in the other factors, if you want speed (save time), you will either affect the cost of the project or its quality or both, if you want quality (better quality), you will either affect that the cost of the project increases, or it may need a longer time, or both, and if you want to save (reduce the cost), you will either affect the increase in the time of completion or the quality and quality of the project, or both.

Success factors of the project

There are many reasons why most emerging coffee shops fail. But in this article, we will review the secrets of the success of cafes and learn more about what is the secret of the success of the cafe

1. Make sure to choose the location of the Café in a lively area in KSA (where there are many young men and youth).
2. The decorations must be elegant and distinct, if otherwise, customers will feel bored and may go without returning.
3. Polite and respectful staff will make customers fully satisfied with the products and service level. Therefore, make sure to hire young people who have work experience in the same field and a great deal of respect and commitment.
4. Cleanliness is one of the most important factors for the success of a coffee shop project. A clean place with a good smell will make people like it and vice versa.
5. Dealing with customer objections and complaints in a professional manner may enable you to maintain and win them as regular customers, and vice versa.
6. You can add some entertainment that customers like, such as Wi-Fi, encrypted broadcast of matches, and more.

While with regard to the service inside the cafe and bakery, there are two main points:

1. Consistently provide the finest espresso service

It's rare in business to consistently deliver 100% quality product. But espresso coffee is one of the rare products that meet 100% quality standards.

It is preferable to buy the best coffee machine and recommend that you get an Italian-made set with a pump and temperature control, installed with water purification and conical grinder, in addition to the need to make sure that the coffee preparer is fully trained.

2. Multiple sales promotion

The coffee shop doesn't make enough money from coffee sales alone. Note that coffee may be the main motive for the customer to enter the café.

This was also confirmed by many entrepreneurs, which formed the motivation to include a bakery production line with the coffee shop together, because of the importance of providing a variety of sales in order to be successful.

We can set a goal that coffee sales will be 40% of weekly sales, so make sure that the traditional coffee accessories (cakes, cookies, cakes) are close to the point of sale, as well as for cold drinks and cold foods, as well as hot foods to ensure the best opportunity for multiple sales.

Work Breakdown Structure

A Work Breakdown Structure (WBS) is a deliverable-arranged progressive decay of the work to be executed by the undertaking group to achieve the venture goals and make the necessary expectations. A WBS is the foundation of compelling venture arranging, execution, controlling, checking, and announcing. Practically everything held inside the WBS is to be distinguished, assessed, planned, and planned. Organization proprietors and venture administrators utilize the Work Breakdown Design (WBS) to make complex undertakings more reasonable. The WBS is intended to assist break with bringing down a venture into sensible lumps that can be successfully assessed and regulated. This article will give a couple of work breakdown structure models and will provide you with an outline of how WBS can help in project arranging.

Work breakdown Structure general guide for the bakery and café: Table (14)

November 2021

1. Initiating stage

- 1.1. Identify stakeholders
- 1.2. Prepare Business Case
- 1.3. Prepare Project Charter
- 1.4. Prepare scope statement

2. Planning Stage

- 2.1. Project integration management
- 2.2. Project scope management
- 2.3. Project time management
- 2.4. Project cost management
- 2.5. Project quality management
- 2.6. Project human resource management
- 2.7. Communication management plans
- 2.8. Project risk management
- 2.9. Project procurement management

3. Executing Stage

- 3.1. Project design acceptance
- 3.2. Budget acceptance
- 3.3. Compare contractors and suppliers
- 3.4. Contracts drawn up with contractors
- 3.5. Order materials
- 3.6. Receive materials
- 3.7. Re modelling works begin
- 3.8. External risk assessment

4. Monitoring and Controlling

5. Closing the project

6. Post Project review



Requirements and objectives

Human requirements

The coffee shop organizational chart shows all of the employees who make up the coffee shop team, along with the owners or managers. An organization chart helps improve communication and provides a useful way to monitor who is doing each task.

How it can be shown in the organizational charts, it can be seen that both the general manager and the accountant inform the owner. The general manager must be competent in all seasons.

General Managers are responsible for many elements of the organization, such as quality performance, financial planning, and customer service. Cafés usually have two assistant managers or deputy managers and a chef to follow the orders of the general manager and help the establishment to function properly.

One of these people is responsible for managing servers, hosts, and helpers; the other is responsible for the bartenders and assistant bartenders. Café owners will always occupy the first position in the organizational structure.

Owner

The owner of the café and bakery is the person who owns and supervises the operation of the facility. The initial tasks of the owner are to obtain a license and insurance; As well as ordering all Café and bakery supplies. However, daily tasks are variable. The owner is usually responsible for hiring and firing employees. Also, the rules for employees and customers are usually imposed by the owner as well.

Top Manager

Their work will depend on the size of the restaurant. Some responsibilities may be delegated to the assistant managers or some other team member. The position of a manager involves a large number of tasks and obligations; in the café, managers can work more than 60 hours a week. For customers and suppliers, the manager is basically the face of the business. All complaints about food quality, customer service or maintenance are usually directed to this person.

Food and service providers work directly with the manager to receive orders, products, and services. The manager usually takes inventory of supplies and counts orders.

In addition, the manager must be able to perform any work for an absent or non-existent employee. Managers are usually promoted employees because they are familiar with the entire operation of the kitchen and lobby

Vice Manager

In many opportunities they can hire or fire employees; they may also be involved in their training and may supervise their work. The deputy manager may also be responsible for employee reviews, setting work schedules, and acting as a liaison between employees and the highest level of management or owners.

There are several departments in the field of management. The most common are:

Service Manager: In general, they are responsible for overseeing everything that happens in front of the restaurant. They usually take over the work with team members such as lifeguards, bartenders, and hosts.

Head Chef: This individual typically works with the team members involved in preparing the food; sometimes they also work with maintenance staff. It almost fulfills the same functions as a service manager

Waiter

They are responsible for greeting customers, bringing them to their table, providing cutlery, and serving the menu. They monitor the turnover of tables and make sure that each member of the team attends a number of tables in particular; they give the tables to the waiters

Barista:

The job of the person responsible for hospitality, reception and serving hot and cold the pub table in our café.

Chef assistant:

Chef assistants usually cook most dishes. They prepare from the main dishes to the salad. Depending on the size of the kitchen, the assistant can work at one station or can be in charge of all the dishes required.

Back line kitchen:

They are responsible for preparing ingredients and arranging dishes according to restaurant recipes and specifications

Café and bakery organization structure according to human resources tasks

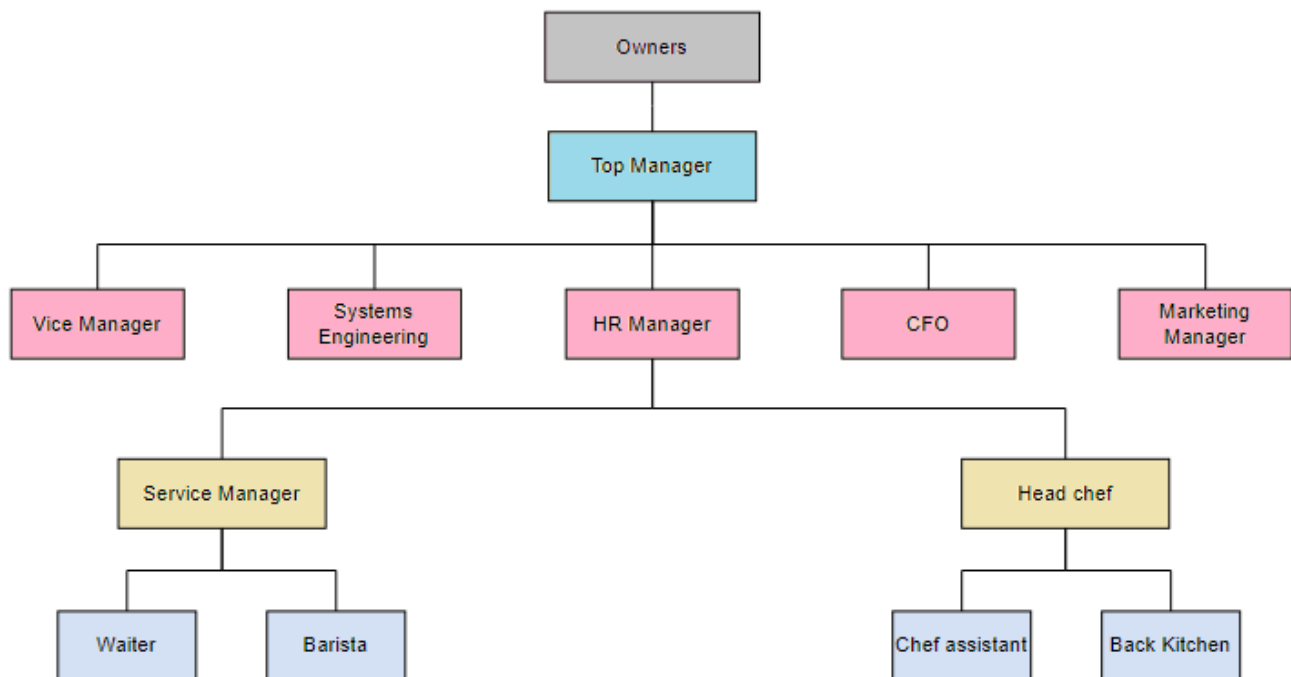


Figure (18)



Scope

The goal of requirements identification is to transform the high-level explanation of system requirements that mentioned in detail in the order of the system an accurate list of requirements that can be used

As inputs to the rest of the analysis stages (the functional modeling stage, the synthetic modeling stage).

Action modeling which expanding requirements and understanding them accurately delivers the work team with a high level of professionalism to the design stage.

Requirements can be described as sum total of what the system can do, and the specifications that the system must have, as requirements describe the set of services the end user needs.

During the analysis phase, we write requirements from our café and bakery management point of view, which focuses on what the system want.

There are several techniques that we follow as make our analysis and use, or some of them, in order to collect our requirements. That make the gathering process used to build support base for the project and to establish trust between management team and the user who will choose between either works or have our service and goods we offer.

Where it is necessary also to include stakeholders and users alike in the final., The other is choosing the best mechanism or technology for gathering requirements. Where there are many of these techniques:-

Interviewing

Where many interviews were held with heads of departments in similar projects, workers and people with experience in the field of tourism and management of cafes were met, in addition to taking the opinions of investors and also the largest potential suppliers to deal with.

Designing the questionnaires

Where the questions is been clear and direct answers are easy and direct, its writing in clear to read and there is a distance for full writing, And a base of customers who periodically visited the cafes to appear for the sample was identified.

In its design we have a lot of closed-ended questions are used. Allocate space to ask questions about facts or Opinions. It is necessary to put in mind to collect the answers from these questionnaires after completing them, and how to analyze them after collected, all these are necessary requirements before submitting the questionnaires, the questions is listed as follow:

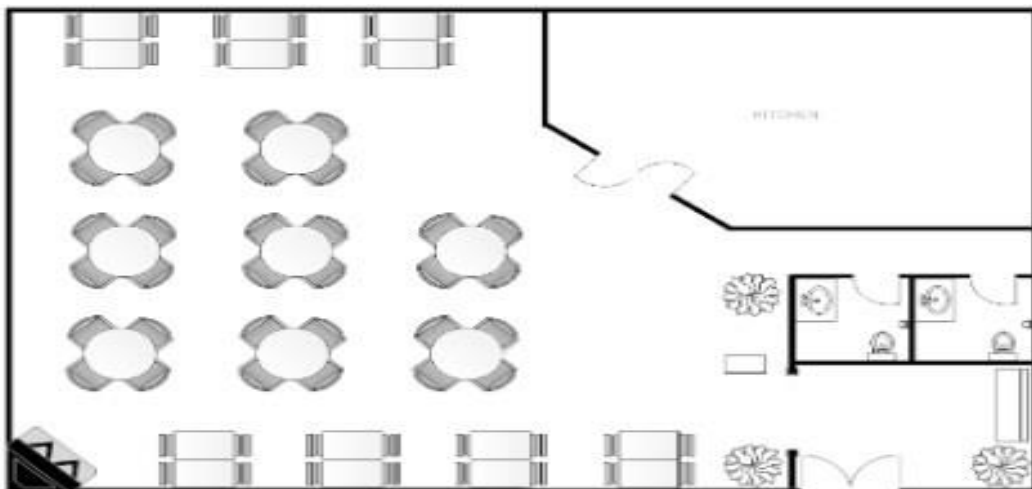
How many times do you go to coffee shops per week?

Do you always find your requests available?

What are the things you wish to have in the cafes you go to?

Primary design:

The general area of the restaurant is from 300 to 400 m² and this includes all of the roads, seating areas with decore themes, cashiers, kitchen, laundries, toilets, service tables , family partition.





Time

Time Plan Schedule: Table (15)

PROJECT NAME	Café and bakery			PROJECT MANAGER	Top Manager
PROJECT DELIVERABLE	To be ready to serve customers				
SCOPE STATEMENT	Kingdom of Saudi Arabia (KSA)				
START DATE	20/11/2021	END DATE	20/10/2022	OVERALL PROGRESS	0%

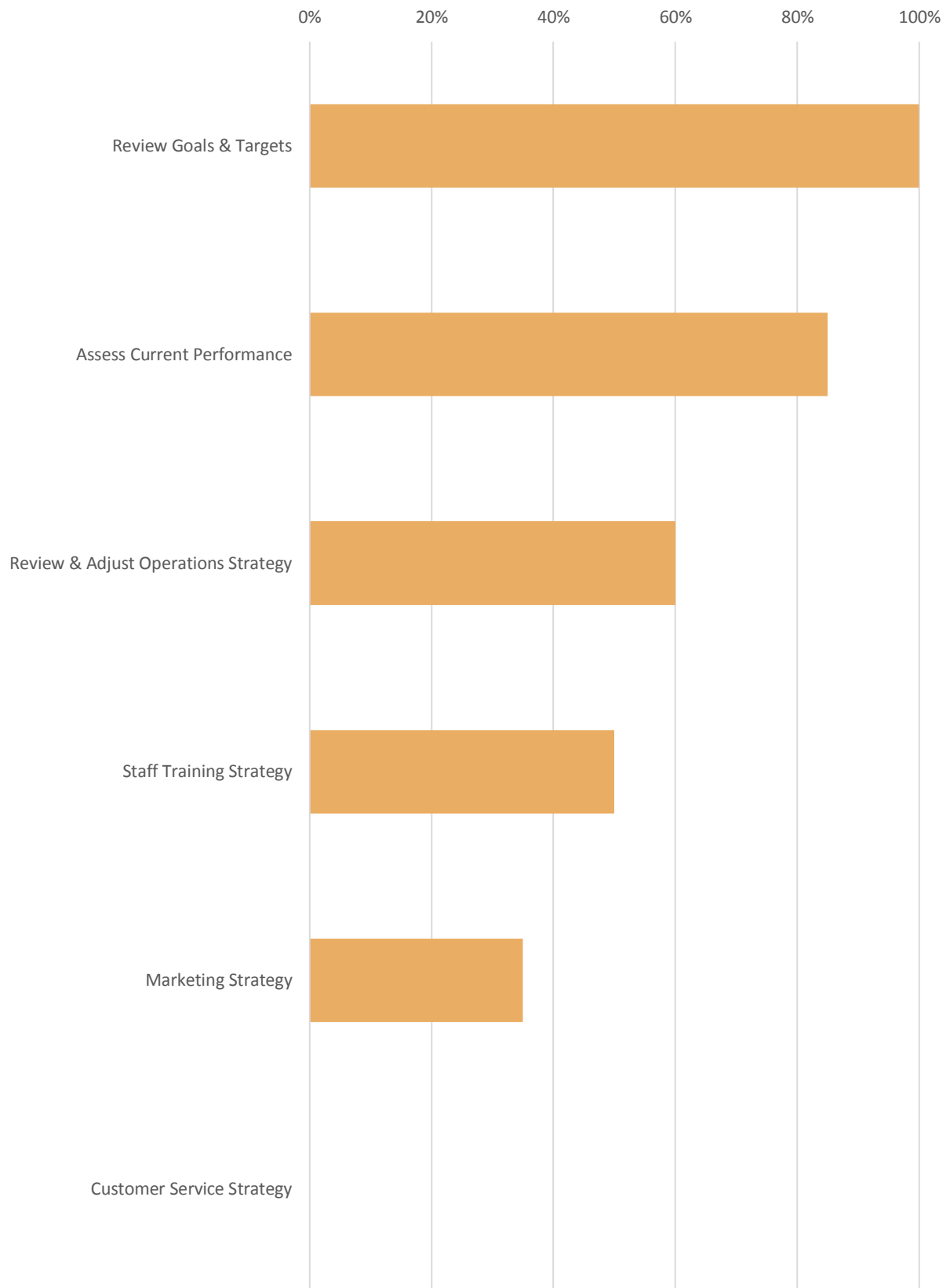
RISK No.	TASK NAME	START DATE	END DATE	NOTICE
1	Settling on choosing a suitable place to operate a restaurant, meaning that the place is inhabited and in the middle of a popular area.	20/11/2021	20/12/2021	None
2	Make a conception of the initial budget for the project.	20/12/2021	20/1/2022	None
3	Designing the feasibility study on which the project will be based, which include all project expenses and all revenues	20/1/2022	20/2/2022	None
4	Designing a computer program through which all sales and purchases of the project are counted.	20/2/2022	20/3/2022	None
5	Develop a vision for the work plan, which entails determining the number of workers required and the expected salaries.	20/3/2022	20/4/2022	May vary

6	Rehearsing what the restaurant will offer of food and items to customers and trying to make an initial evaluation of the chefs.	20/4/2022	20/5/2022	None
7	Develop a training program for administrators, test cleaners and ensure their efficiency.	20/5/2022	20/6/2022	None
9	Preparing to announce the project in an appropriate manner that helps its success and its reach to the largest number of individuals.	20/6/2022	20/7/2022	None
10	Determine the target group of consumers that the restaurant directs the service to, in order to determine the rate of your expenses and the most appropriate location for opening the restaurant.	20/7/2022	20/8/2022	None
11	Starting the preparations and decorations for the restaurant.	20/8/2022	20/9/2022	Youth style
12	Providing the raw materials you need to start the project, including, fruits and juices.	20/9/2022	20/10/2022	None

Café and Bakery Management Gantt Chart

No.	Task Name	Lead	Progress	Status
1	Review Goals & Targets	Owner	100%	Completed
2	Assess Current Performance	Manager	85%	Ongoing
3	Review & Adjust Operations Strategy	Manager	60%	Ongoing
4	Staff Training Strategy	Manager	50%	Ongoing
5	Marketing Strategy	Vice manager	35%	Ongoing
6	Customer Service Strategy	Vice manager	0%	Upcoming

Table (16)





جامعة الجميع الذكية
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Quality

Deming Cycle:

One of Deming's ideas about continuous improvement is the quality wheel, which includes four stages of improvement, including:

A- Plan

Develop a plan for the improvement process.

B- Do

Put this plan into action.

C- Check

Make sure that the implementation of the plan is going well and has a positive impact on the improvement process by measuring the achieved results, and if there are things that need to be corrected, modified or modified, be sure to do so.

D- Act

Implement the plan after making the necessary adjustments, then start over by making a plan for a subsequent improvement process

While our café and bakery can put the model into effect by defining clear goals, the extent of their implementation and their need for modification, as follows:

1. Write the name of the coffee shop clearly so that customers can read it in at least two languages, and put the logo of the Ministry of Tourism specified for classification.
2. Keep the exteriors clean and decent.
3. Clean the tables after the customer go out and change the tablecloths if necessary.
4. Providing sterile materials after the customer has finished eating.
5. Not staying at customers' tables on a continuous basis and not insisting on placing orders.

6. Preparing a menu for the available drinks and baked goods with their prices in at least two languages

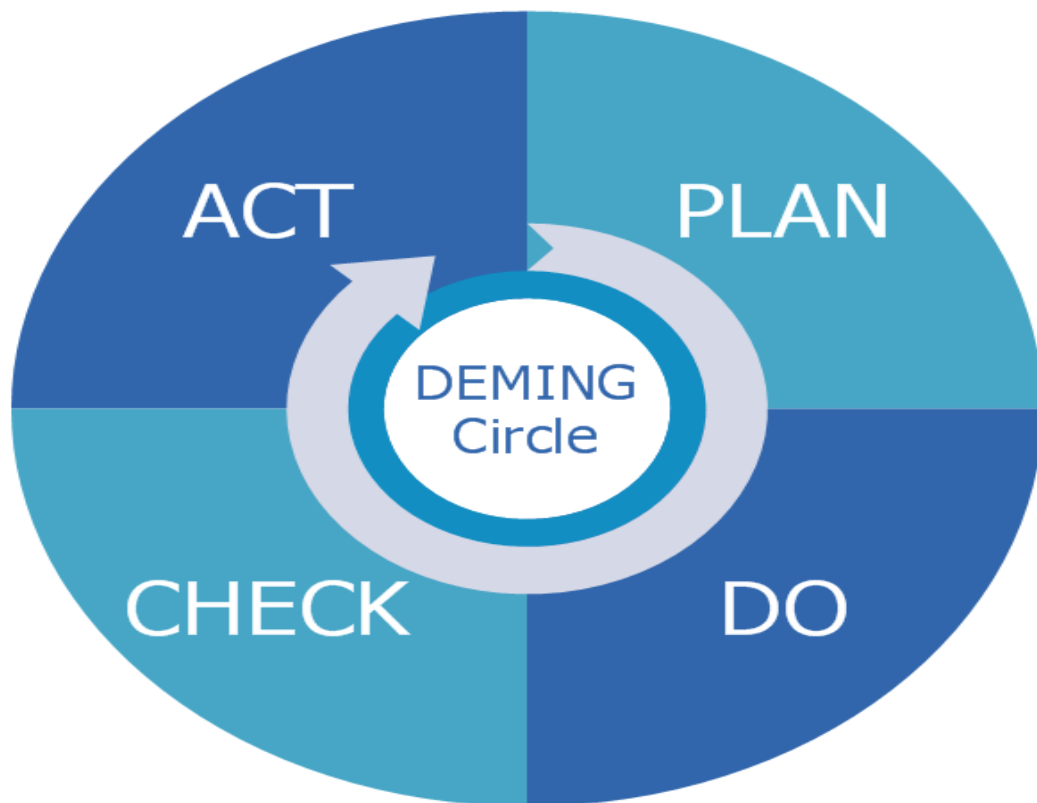


Figure (19)

SIPOC model:

Is a tool that summarizes the inputs and outputs of one or more processes in a table format, and what it stands for, it is an acronym for Suppliers, Inputs, Process, Outputs, Customer.

First, there's the supplier, tasked with creating café for a customer. To do this, there must be a café preparer, the owner of a shop in which this person works, a kitchen manager, and an order taker.

This leads to the input, which is first the order of Café. Then there is the recipe for doing so, the receipt for acknowledgment of the sale, the workbench for interacting with the customer and other equipment. It includes a mixer and possibly a timer of some kind, whatever ingredients are needed to make the café.

Now we get to the process. It begins with receiving and preparing the order and the ingredients that must be clean, cut and sorted. Then mix those ingredients as called for in the recipe. You will likely want to test the order before notifying the customer that the order has been completed.

The result of this process is the completed purchase, ordering, hopefully delicious café and happy customer. Café shop provides the receipt, and they may give order taker a tip for good service.

Which ultimately lead us to the customer who entered our establishment with a need to drink. But there is also a café preparer and even a shopkeeper, and customer is buying good and service.



Finance

- Financial assessment

Source of fund:

The project will be self-financed by the general partners without any credits by amount of 1 Million Saudi Riyal at the beginning, in which is the value of the total investment costs (fixed capital, working capital, pre-establishment costs)

Cost Breakdown Structure, and the project balance in accordance with WBS:

- Site preparation
- Equipment's
- Supplies
- HR
- Marketing

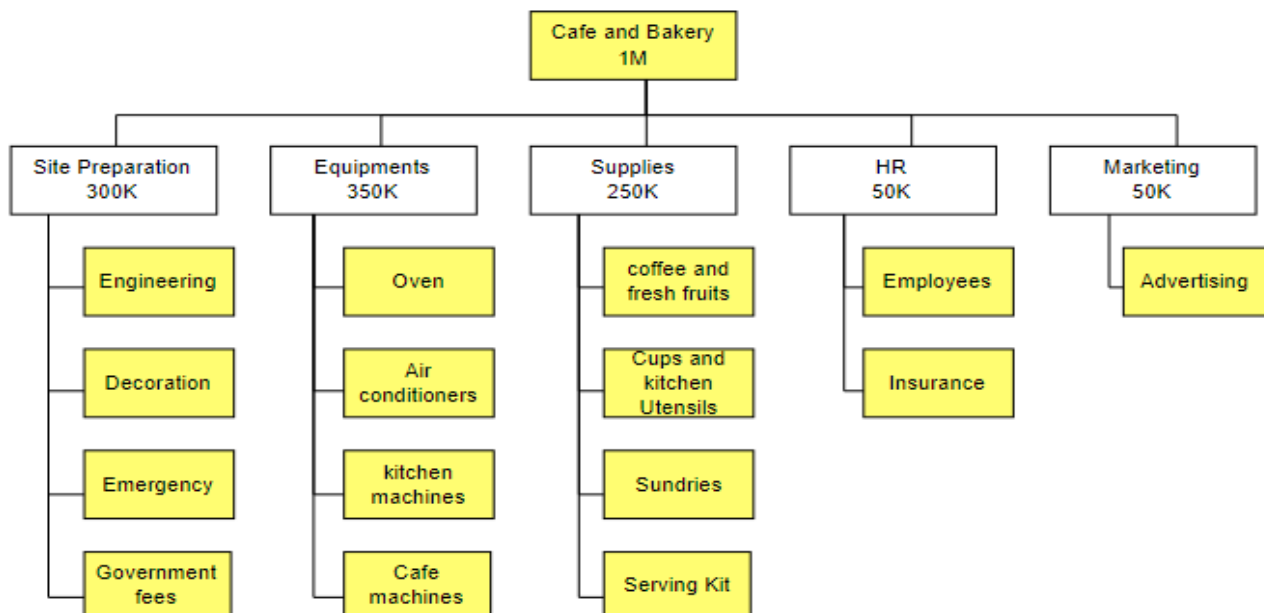


Figure (20)

EARNED VALUE MANAGEMENT	
PROJECT START DATE	20-11-2021
PROJECT END DATE	20-10-2022
AGGREGATE	MONTHLY
PLANNING UNIT	Cost
COST ENTRY	Actual Cost
CURRENCY	Riyal

Table (17)

Earned Value Management of the project after ending of 20% of its period

Earned Value and its use in Cost Control.					
Work Package	BCWS	ACWP	%Progress	BCWP	ACWP : Actual Cost of Work Performed
	Planned Value	Actual Cost		Earned Value	BCWP : Budgeted cost of Work Performed
1	300,000.00	120,000.00	20%	60,000.00	BAC : Budget At Completion
2	350,000.00	110,000.00	20%	70,000.00	
3	250,000.00	80,000.00	20%	50,000.00	
4	50,000.00	60,000.00	20%	10,000.00	
5	50,000.00	50,000.00	20%	10,000.00	
BAC	1,000,000.00	420,000.00		200,000.00	

BAC	1,000,000.00
PV	500,000.00
AC	420,000.00
EV	200,000.00

Cost Variance (CV = EV - AC)	(220,000.00)
Cost Performance Index (CPI = EV/AC)	0.48
Schedule Variance (SV = EV - PV)	(300,000.00)
Schedule Performance Index (SPI = EV/PV)	0.40

Table (18)

Earned Value Management of the project after ending of 50% of its period

Earned Value and its use in Cost Control.						
Work Package	BCWS	ACWP	%Progress	BCWP	ACWP : Actual Cost of Work Performed	
	Planned Value	Actual Cost		Earned Value	BCWP : Budgeted cost of Work Performed	
1	300,000.00	280,000.00	50%	150,000.00	BAC : Budget At Completion	
2	350,000.00	300,000.00	50%	175,000.00		
3	250,000.00	220,000.00	50%	125,000.00	BAC	1,000,000.00
4	50,000.00	60,000.00	50%	25,000.00	PV	500,000.00
5	50,000.00	50,000.00	50%	25,000.00	AC	910,000.00
BAC	1,000,000.00	910,000.00		500,000.00	EV	500,000.00

Cost Variance (CV = EV - AC)	(410,000.00)
Cost Performance Index (CPI = EV/AC)	0.55
Schedule Variance (SV = EV - PV)	0.00
Schedule Performance Index (SPI = EV/PV)	1.00

Table (19)



Resources

'leveling' technique

The 'leveling' technique is used to solve resource/limited time problem in our café and bakery where the steps are as follows:

1. Assessment of the limits of the available resources and the required resources according to the first activity schedule and the network model of the projects.
2. Knowing the peaks and troughs of the finite resources involved, as well as floats in the network.
3. Reschedule activities considered in general, so that the final project duration is not extended, or even when the delay is the least.

In the case of loading resources, there is a maximum limit for each resource according to the café availability or the ability to work in a place, and it is defined in the program max/time to adhere to and change the duration of the activity accordingly.

Then after that the activities are rescheduled according to certain rules that lead to redistribution for resources so that the curve for each resource is more evenly smoothing over the life of the café.

In order not to increase and decrease employment in an unrealistic manner that leads to a sudden need to bring in employees or to lay them off, which may have to keep a number of employees without work until we are needed again and cause an increase in cost.

Tasks allocated to workers diagram:

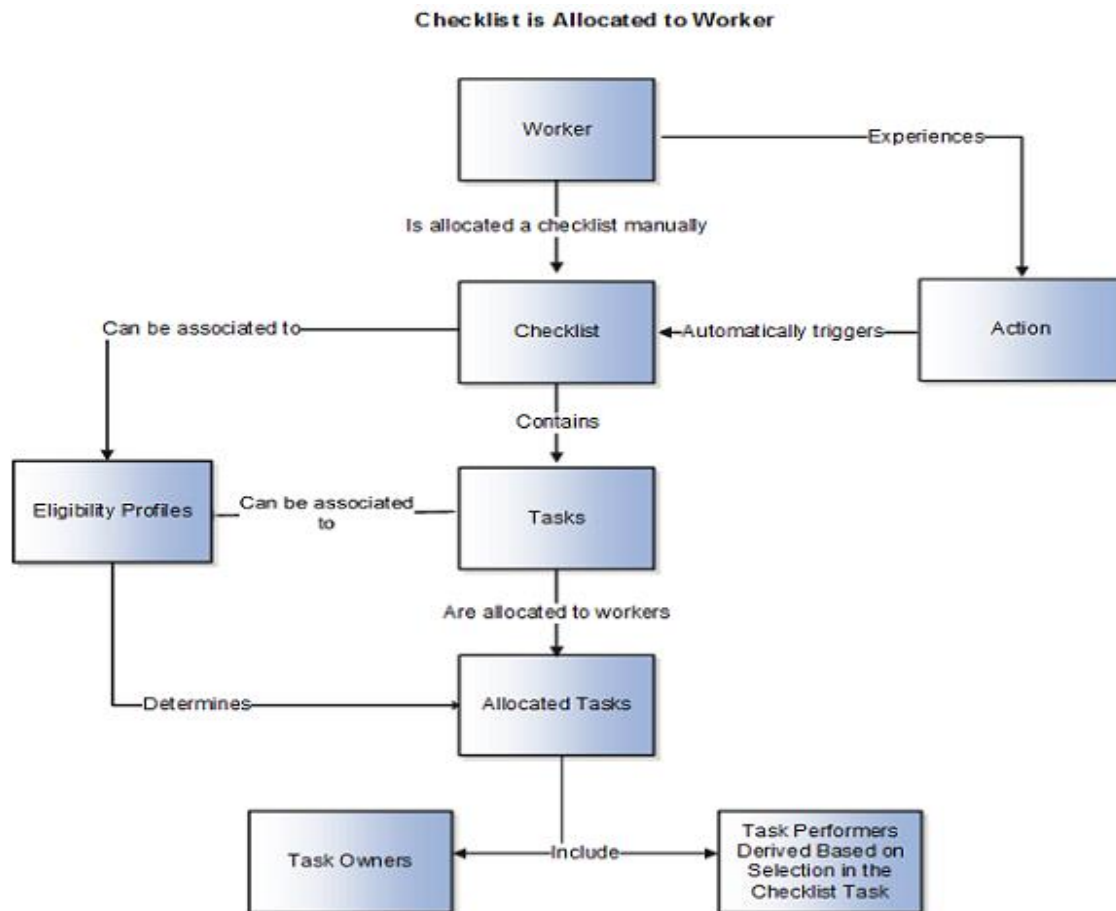
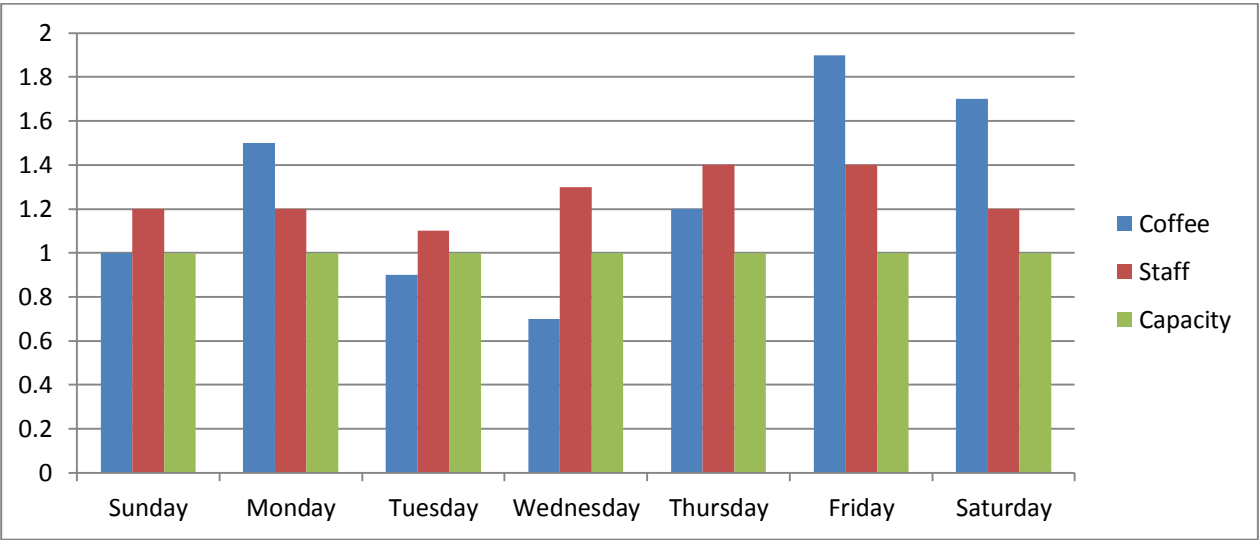


Figure (21)

Café and Bakery Real Position Before leveling



Café and Bakery Position after Leveling Resources corresponding to week days in order not to loss of any resources:

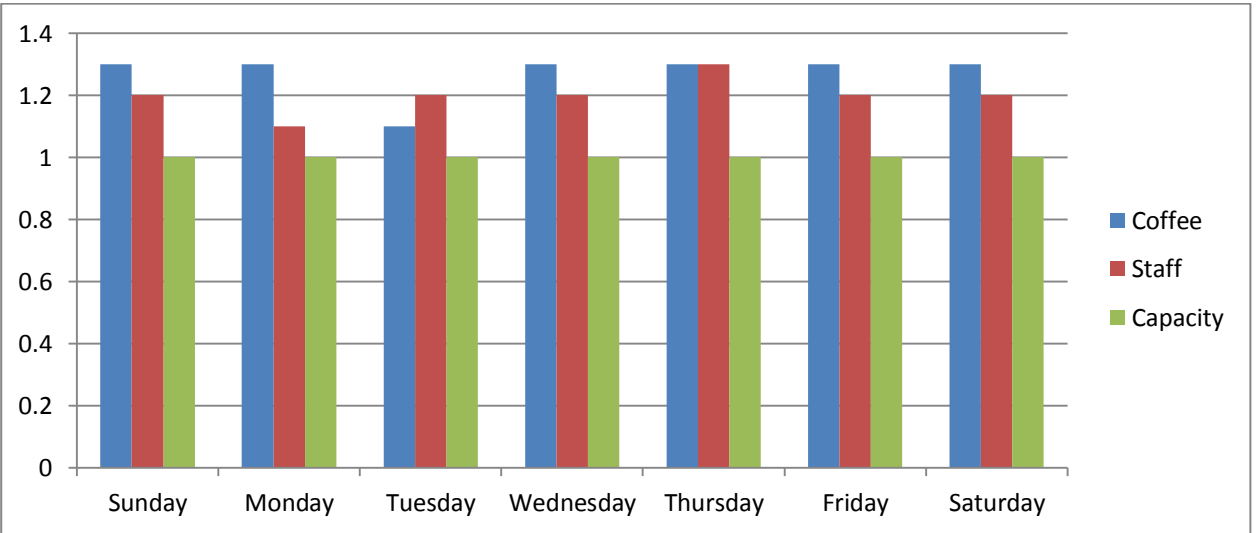


Figure (22)



Procurement

The concept of procurement management in small projects: the procurement management is defined as the activities and processes practiced by the project management in its departments; with the aim of making a profit, whether the purchase of tangible or intangible goods. It is also defined as the integrated management that undertakes the planning function; with the aim of obtaining the requirements and needs of the project of all kinds, so that they can be stored and monitored and used to achieve the project's objectives. Things that the procurement department must consider when purchasing:

Purchasing needs

This aspect of the plan is in charge of the equipment, tools, etc. that need to be purchased from third parties. However, the matter does not stop with determining these elements to be obtained, but this request is also accompanied by a reason that justifies it. Despite the rationale of justifying the purchase order, it has another advantage, which is that it reveals the extent of clarity that characterizes the institution, and also ensures that it does not fall prey to confusion when it obtains the products or services it wants

Timing

This aspect of the procurement management plan defines the time frame for each of the items to be acquired, when the procurement process should start and when it ends

In short, it sets a specific timing for each stage of the procurement plan.

Changes and approval process

It is possible that there may be a difference or change in the needs of our café and bakery and therefore we will have to change what you want to obtain from products, this matter is stipulated in the plan as well, and the approval process for these changes and their various stages are mentioned here as well. The more specific and specific things are, the easier it will be to get what the café and bakery really needs at the right time as well.

Vendor Operations

We may have noticed that the previous elements were related to the buyer more than to the seller, but this element “Vendor processes” is for the seller exclusively; It describes the processes that vendors must follow to catch up with the schedule, process invoices, renegotiate contracts, prepare status reports, change scope requests, etc.

It is important to stress that the procurement plan must be completely flexible, as it is subject to the needs of the institution, which is subject to constant evolution and change, except that these elements that we have mentioned should not be devoid of any procurement plan in general.

Purchasing procedures (purchasing stages):

1. Check the need
2. Characterization and identification of the need
3. Choosing the right supply sources
4. Issuance of purchase/supply order to supplier
5. Follow up of the purchase order: receipt at the appropriate time and place.
6. Receiving and examining the “order” and writing a record of receipt
7. Review the financial invoices for the order.
8. Maintaining records and books, including the record of supply orders - items, the record of suppliers, and the record of contracts

The process of selecting the optimal supplier has four stages:

1. The stage of general survey of all possible sources from which to obtain the item.
2. The stage of collecting and analyzing data on each of these sources.
3. The stage of negotiations with prospective suppliers and the selection of the optimal supplier.
4. The stage of experience and expertise in dealing with the chosen supplier, and as a result of this either continuing to deal with it or reconsidering the matter again according to the first three stages.

The basis on which the purchase is made:

1. The quality required by the buyer and the specifications that express this quality, as the buyer is forced to pay a higher price because of the increase in quality or because of certain requirements.
2. The price paid by the competitor, as the buying agent must compare the prices paid by the competitors, which are also close to the prices offered by the rest of the suppliers.
3. The seller's cost, where the cost to the producer (the seller) represents the minimum price that the buyer can get, and it represents the price that the seller offers to get the profit, and as long as the profit is what the seller gets after paying all the expenses and expenses, it is necessary when calculating the appropriate price Accurately calculate these expenses.
4. Quantities, where large volume purchases bring a lot of savings, but there are many considerations to be studied before obtaining price reductions for large volumes, such as the cost of maintaining these quantities for large periods, and the risks of keeping them such as the risk of obsolescence and extinction, as well as the interest on the capital invested in These stored quantities, spoilage, handling and distribution expenses



Plan and Control

Café and Bakery

Staff Meeting

Date: Feb 22, 2022 Time: 1:00-2:20 pm Location: Head office

Requested Attendees

Owner 1	Top Manager	Marketing Head	CFO
Owner 2	Vice Manager	HR Head	Purchasing Manger

- 1:00 pm Welcome/News/Announcements**
- 1:05 pm Recognition**
- 1:10 pm Administrative/Finance Updates**
- 1:15 pm Review of Previous Action Items**
- 1:20 pm Updates for Previous Problems**
- 1:30 pm Discussion or Topic 1 (Inclusion of a new drink in the list)**
- 1:45 pm Discussion or Topic 2 (Buying a new plot of land)**
- 2:00 pm Table brain storming**
- 2:15 pm Review of New Assignments**
- 2:20 pm Summary**

New Action Items

- **Search for new vendors with lower prices**
- **Taking administrative action with three employees**

Notes: The next meeting will be within 3 month form this meeting

The performance measurement indicators

The performance measurement indicators are not fixed and vary according to the purpose, the objective and the quality of the plan:

We have seen that the most appropriate indicators to measure the performance of our coffee shop are:

1. Customer satisfaction.
2. Increase profitability and activity rate of sales movement.
3. The market share and competitive position of the enterprise.

While indicators associated with the product improvement plan such as:

1. Product quality and performance.
2. The effectiveness of the product or service and the satisfaction of value.

There are indicators related to the personnel department, such as:

1. The commitment rate in the Café and Bakery.
2. Productivity and efficiency.
3. The rate of development, improvement and acquisition of new skills for the staff
4. The use of technology and speed in the performance of service in café and Bakery.

There are indicators associated with the plan such as:

1. Progress towards realizing the main vision.
2. Effectiveness of operational plans in achieving what is required.
3. Organization development, performance development, productivity improvement and profitability



Risk and opportunities

Risk assessment:

Food safety is critical in restaurant risk management, as the fallout from food poisoning can be detrimental to our business, not just for restaurant reputation but also financially, through refunds, loss of custom and potential fines and prosecution. Consider all the points at which food safety is a hazard, including adequate storage, a hygienic preparation environment and safe cooking measures.

Machinery, gas and electrical appliances are all areas must be thorough when considering risk management. This includes daily instructions such as portable appliance testing, turning off at the mains or daily cleaning — and what to do if equipment needs repairing, as well as insure by insurance policy the most costly weighted staff on the restaurant.

The risks of human resources as management risk in high turnover rates as well as the risk of lack to keep control and theft, can also be controlled by effective interviews before contracting and camera, as well as good intensives for employees from period to another.

The period of stagnation or price hike will also witness a financial risk, as the number of customers of the restaurant may decrease, which will result in losses in paying costs in excess of the earned revenues But the situation can be overcome by keeping some of the available liquidity as reserved for financial risks.

Legal and governance risks, Laws are constantly changing so in the future we may face the risk of additional laws emerging, and as our café grows we may have to comply with new regulations that did not apply to you before, for example: the introduction of new health and safety legislation, or new tax law.

Opportunity risk, the risk of the available opportunities is that it is either a distinct way to increase profits or a risk in impeding the operational process or a wrong decision taken by the management. An example of this risk is the addition of some new products in the menu.

Qualitative Risk Analysis:

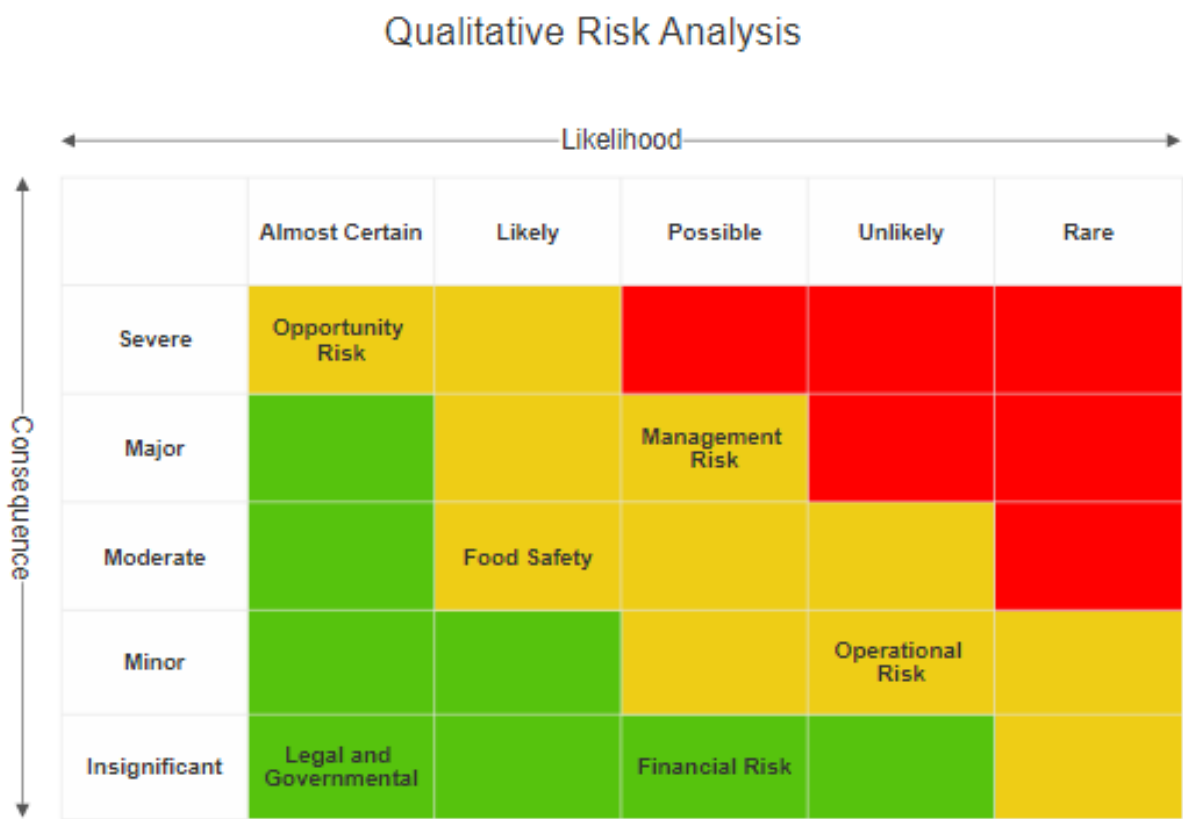


Table (20)

Risk Register for Café and Bakery:

Risk Serial	Description of Risk	Impact	Risk Response	Risk Level	Risk strategy
1	Food Safety	Food Poisoning	Maintaining hygiene and quality standards	Moderate	Risk Avoid
2	Operational Risk	It may cause a fire or gas leak	Take safety and security measures with fire system	High	Risk Sharing
3	Management Risk	Problems caused by the staff	The presence of an internal audit of the treasury and a periodic inventory	High	Risk Accept
4	Financial Risk	An economic collapse or an increase in prices	Keeping some of the available liquidity as reserved	Low	Risk Accept
5	Legal and Governance Risk	New Tax Law	No Action	Moderate	Risk Accept
6	Opportunity Risk	Introduce new products to the menu	Get or Loss a potential market	High	Risk Retaining



Stakeholder

Internal stakeholders

Internal stakeholders are those parties, individual or group that are involved in the management of the company. They can influence and can be affected by the success or failure of the entity because they have an interest in the organization. Primary stakeholders are the second name of internal stakeholders.

The internal stakeholders are obligated to provide services to the company. They are highly influenced by the decisions, performance, profitability and other activities of the company. In the absence of internal stakeholders, the enterprise will not be viable in the long run. That is why they have a huge impact on the company. Moreover, they are the people who know all the secrets and internal matters of the entity. Below is a list of internal stakeholders:

Staff:

Employees are the group of people who work for the café and bakery for a fee or salary.

Owners:

The individual or group that owns the organization, they can be partners, shareholders, etc.

Top Managers:

Persons who manages the entire department

External stakeholders

External stakeholders are the interested parties, who are not part of the management, but are indirectly affected by our café and bakery as business. They are the external parties that are part of the business environment. It is also known as secondary stakeholders. They are the users of the financial information, in order to know its performance, profitability and liquidity.

External stakeholders do not participate in the day-to-day activities, but the actions affect them. They deal with us externally. They have no idea about the internal affairs of the café shop. Below is a list of external stakeholders:

Suppliers:

They provide inputs to the organization such as raw materials, equipment, etc.

Competitors:

They are the competitors who compete with the organization for resources and also the market.

Government:

The company is directed and managed in accordance with government rules and regulations, as it has to pay taxes and fees imposed on the business.

Customers:

They are the parties that the company deals with and provides its services with.

Every stakeholder falls into one of the following five categories based on level of support for the Café and bakery:

Unaware:

They are not aware of the Café and bakery and its potential impacts on them.

Resistant:

They are aware of the Café and bakery but not in support of it.

Neutral:

They are aware of the Café and bakery but have no opinion regarding their support for it

Supportive:

They are supportive of the Café and bakery and wish it to succeed.

Leading:

They are actively engaged in Café and bakery success and willing to lend assistance to help it succeed.

We use symbols C for current position and D for desired position: (Table (20))

Stakeholder (Team or Individual)	Unaware	Resistant	Neutral	Supportive	Leading
Owners					C&D
Top management					C&D
Staff			C	D	
Suppliers		C		D	
Government			C&D		
Competitors			C&D		
Customers	C	D			

Recommendation

A good marketing plan is the most important thing in the process and the secret of success you are looking for. Determine what distinguishes us from all the competitors in the city or near us. What we are trying to focus on is building our brand, by looking for the appropriate means through which we tell the public about This distinction, we do not try to tell everyone, but we focus on the category that is really interested in the thing that distinguishes us, which is coffee

Paying attention to the opinions of customers about the cafe and what they say, especially in the early stages of establishment, as this stage often contains a lot of problems and errors and we may not be able to notice them ourselves or by the work team, so the opinions of customers at this stage are considered important and have drawn attention to many things. It would be desirable if customers were encouraged to express their point of view in the café so that we would know what aspects need to be developed and improved.

Customer loyalty programs can be in more than one way, shape and style, in line with the project, the nature of the business and the service or product it provides. The most important thing is that you try to establish an effective customer loyalty program that fulfills its purpose by retaining existing customers, attracting more new customers, and increasing sales accordingly.

In addition, you will not find many similar projects that host different events, with this thing if we can use this method to make the café distinct from others with the events and activities it hosts, a concert, a cultural symposium, a meeting with a famous person, a work symposium in a specialty, a party Charity, or other activities and events of interest to people in the city and achieve the reputation and spread of the café, which will certainly lead to the success that we seek

Conclusion

To sum up, the coffee shop and bakery project is not a new project, which is what made us choose it after it has proven success on various levels, making it a profitable and practical project when it is well planned, and after an extensive explanation of all the different strategic, structural and operational aspects that we have decided In the research and taking into account the various factors that may affect the project, and with the addition of our influence and thought to make it a café distinguished from the competitors, we conclude in theory the success of the project and there is no clear or crude justification for rejecting the idea of its implementation.

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- Affiliative leadership is an emotional leader style who encourages positivism, harmony in the workplace, and teamwork. To foster a sense of community and trust, this leadership style emphasizes dispute resolution and personal ties

between employees and their supervisors.

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