



Platz Café Project

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DECLARATION

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

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28 October 2021

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ABSTRACT

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

CONTENTS

	Page
DECLARATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
 CHAPTER I STRATEGY	
1.1 Introduction	1
1.2 Project Vision	2
1.3 Project Mission	2
1.4 Project Strategic Objectives	2
1.5 Key Performance Indicators (KPIs)	3
1.6 Project Charter	4
 CHAPTER II GOVERNANCE, STRUCTURE AND PROCESS	
2.1 Introduction	5
2.2 Organizational Structure	5
2.3 Practical and Scientific Bases	7
2.4 Project Office Model	8
 CHAPTER III COMPLIANCE, STANDARDS AND REGULATIONS	
3.1 Introduction	9
3.2 Compliance Model	9
3.2 Checklist Model	9
 CHAPTER IV POWER AND INTEREST	
4.1 Introduction	10
4.2. Stakeholder Register, Network, and Logical Diagram.	10

CHAPTER V CULTURE AND VALUES

3.1 Introduction	11
5.2. Organization Culture	11
5.3. Organization Values	12

CHAPTER VI SELF-REFLECTION AND SELF-MANAGEMENT

6.1 Introduction	13
6.2. Personal Behaviors Influence the Project	14
6.2.1. <i>Negative Stakeholder's Behavior</i>	14
6.2.2. <i>Non-Starter Stakeholder's Behavior</i>	14
6.2.3. <i>Detail Is Not Important Stakeholder's Behavior</i>	14
6.3. Study Of the Personal Behaviors	15
6.4. SWOT Analysis Of the Personal Behaviors	16

CHAPTER VII PERSONAL INTEGRITY AND RELIABILITY

7.1 Introduction	18
7.2. Behaviors Contradicts the Moral Integrity	18
7.3. Behaviors Analysis	18

CHAPTER VIII PERSONAL COMMUNICATION

8.1 Introduction	20
8.2. Stakeholder Register	20
8.3. Personal Communication And Effective Communication	21
8.4. Personal Communication Model	21
8.5. Communication Matrix	23
8.6. Scenarios of Communication	24
8.7. Stakeholder Engagement Assessment Matrix	24

CHAPTER IX LEADERSHIP

9.1 Introduction	25
9.2. Project Leadership	25
9.3. Motivation Methods	26
<i>9.1.1. Giving Confidence</i>	26
<i>9.1.2. No Punishment</i>	27
<i>9.1.3. Rewarding</i>	27
<i>9.1.4. Invest In the Team</i>	28
<i>9.1.5. Knowing The Member</i>	28

CHAPTER X TEAMWORK

10.1 Introduction	29
10.2. RACI Matrix	29

CHAPTER XI CONFLICT AND CRISIS

11.1 Introduction	31
11.2. Scenarios Of Conflicts Events	31
11.3. Strategies To Deal With Conflict	33
11.4. Root Cause Analysis (RCA)	34
<i>11.4.1. Causal and Event Analysis</i>	34
<i>11.4.2. Change analysis</i>	35
<i>11.4.3. Analysis and management oversight</i>	35
<i>11.4.4. Fishbone Diagram</i>	35
<i>11.4.5. The 5 Whys</i>	35

CHAPTER XII RESOURCEFULNESS

12.1 Introduction	36
12.2. Human Resource Assignment	36
12.3. Crashing and Fast-tracking	37

CHAPTER XIII NEGOTIATIONS

13.1 Introduction	39
13.2. General Rules For The Negotiation	39
13.3. Negotiation Plans	40
REFERENCES	41
APPENDICES	
A PROJECT CHARTER	43
B COMPLIANCE MODEL	46
C CHECK LIST	47
D STAKEHOLDER REGISTER	50
E STAKEHOLDER NETWORK (INTEREST/ STRENGTH)	51
F STAKEHOLDER NETWORK (INFLUENCE/STRENGTH)	52
G STAKEHOLDER LOGICAL DIAGRAM	53
H STAKEHOLDER REGISTER (COMM VERSION)	54
I COMMUNICATION MATRIX	55
J STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX	56

LIST OF TABLES

Table No.		Page
1.1	Lists Platz Café Project Financial KPIs	3
1.2	Lists Platz Café Project Customer KPIs	3
1.3	Lists Platz Café Project Internal Process KPIs	3
1.4	Lists Platz Café Project Learning & Growth KPIs	4
6.1	The Analysis of Negative Stakeholder's Personal Behavior	15
6.2	The Analysis of Non-Starter Stakeholder's Personal Behavior	15
6.3	The Analysis of Detail is Not Important Stakeholder's Personal Behavior	16
7.1	Behaviors Analysis Against Financial, Social, And Technical Aspects	19
13.1	The Developed Two Negotiation Plans	40

LIST OF FIGURES

Figure No.		Page
1.1	An Explanation of the Platz Café Identity	1
2.1	An Organization Chart of LFI Organization	6
5.1	Competing Values Framework (CVF)	12
6.1	SWOT Analysis Result	16
8.1	Shannon and Weaver Model	22
8.2	Schramm Model	22
8.3	Dance Model	23
9.1	Pacesetting Leadership Style Emphasis and Focus	26
10.1	RACI Matrix for Platz Café Project	30
11.1	Two-dimensional Model of Conflict-Handling Behavior	33
12.1	Normal Human Resource Assignment	36
12.2	Human Resource Assignment After Using Crashing	37
12.3	Human Resource Assignment After Using Fast-Tracking	38
12.4	Risk Vs Cost of Changes Over Project Life Cycle (PLC)	38
A.1	First Page of the Project Charter	43
A.2	Second Page of the Project Charter	44
A.3	Third Page of the Project Charter	45
B.1	Project Compliance Model	46
C.1	First Page of Project Checklist	47
C.2	Second Page of Project Checklist	48
C.3	Third Page of Project Checklist	49
D.1	Stakeholder Register After Stakeholder Analysis	50
E.1	Stakeholder Network (Strength Vs Interest)	51
F.1	Stakeholder Network (Influence Vs Strength)	52
G.1	Stakeholder Logical Diagram (Internal and External)	53
H.1	Stakeholder Register (Communication Version)	54
I.1	Communication Matrix of the Project	55
J.1	Stakeholder Engagement Assessment Matrix of the Project	56

CHAPTER I

STRATEGY

1.1 Introduction

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

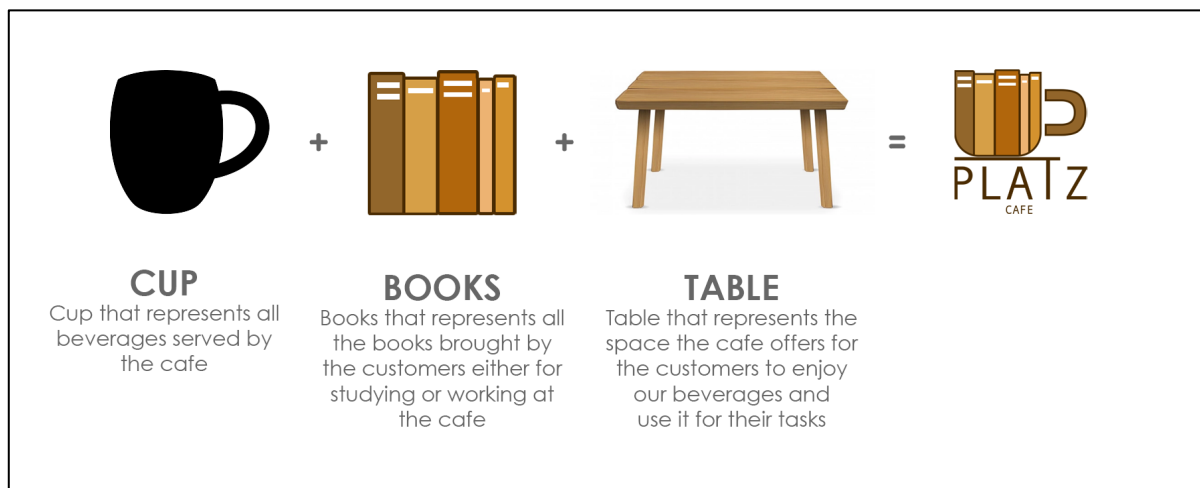


FIGURE 1.1 An Explanation of the Platz Café Identity

1.2 Project Vision

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

1.3 Project Mission

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

1.4 Project Strategic Objectives

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

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

1.5 Key Performance Indicators (KPIs)

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

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

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

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

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

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

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

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

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

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

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

1.6 Project Charter

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

CHAPTER II

GOVERNANCE, STRUCTURE AND PROCESS

2.1. Introduction

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

2.2. Organizational Structure

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

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

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

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

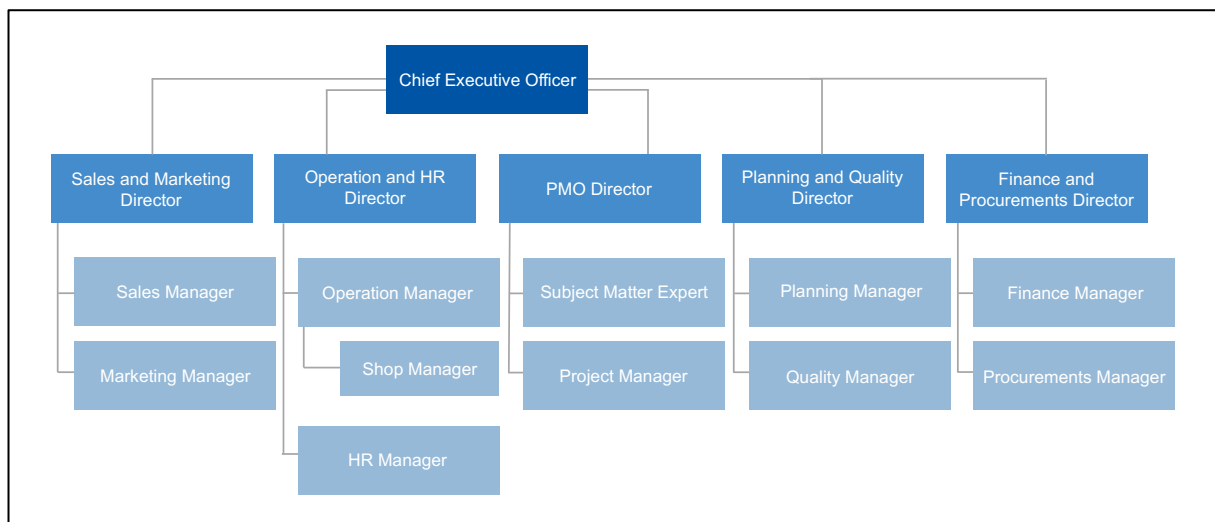


FIGURE 2.1 An Organization Chart of LFI Organization

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

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

2.3. Practical And Scientific Bases

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

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

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

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

2.4. Project Office Model

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

2.4.1. *Supportive PMOs*

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

2.4.2. *Controlling PMOs*

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

2.4.3. *Directive PMOs*

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

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

CHAPTER III

COMPLIANCE, STANDARDS AND REGULATIONS

3.1. Introduction

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

3.2. Compliance Model

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

3.3. Checklist Model

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

CHAPTER IV

POWER AND INTEREST

4.1. Introduction

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

4.2. Stakeholder Register, Network, And Logical Diagram.

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

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

CHAPTER V

CULTURE AND VALUES

5.1. Introduction

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

5.2. Organization Culture

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

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



FIGURE 5.1 Competing Values Framework (CVF)

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

5.3. Organization Values

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

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

CHAPTER VI

SELF-REFLECTION AND SELF-MANAGEMENT

6.1. Introduction

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

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

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

6.2. Personal Behaviors Influence the Project

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

6.2.1. *Negative Stakeholder's Behavior*

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

6.2.2. *Non-Starter Stakeholder's Behavior*

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

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

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

6.3. Study Of the Personal Behaviors

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

TABLE 6.1 The Analysis of Negative Stakeholder’s Personal Behavior

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

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

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

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

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

6.4. SWOT Analysis Of the Personal Behaviors

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

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

FIGURE 6.1 SWOT Analysis Result

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

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

CHAPTER VII

PERSONAL INTEGRITY AND RELIABILITY

7.1. Introduction

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

7.2. Behaviors Contradicts the Moral Integrity

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

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

7.3. Behaviors Analysis

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

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

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

CHAPTER VIII

PERSONAL COMMUNICATION

8.1. Introduction

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

8.2. Stakeholder Register

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

8.3. Personal Communication And Effective Communication

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

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

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

8.4. Personal Communication Model

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

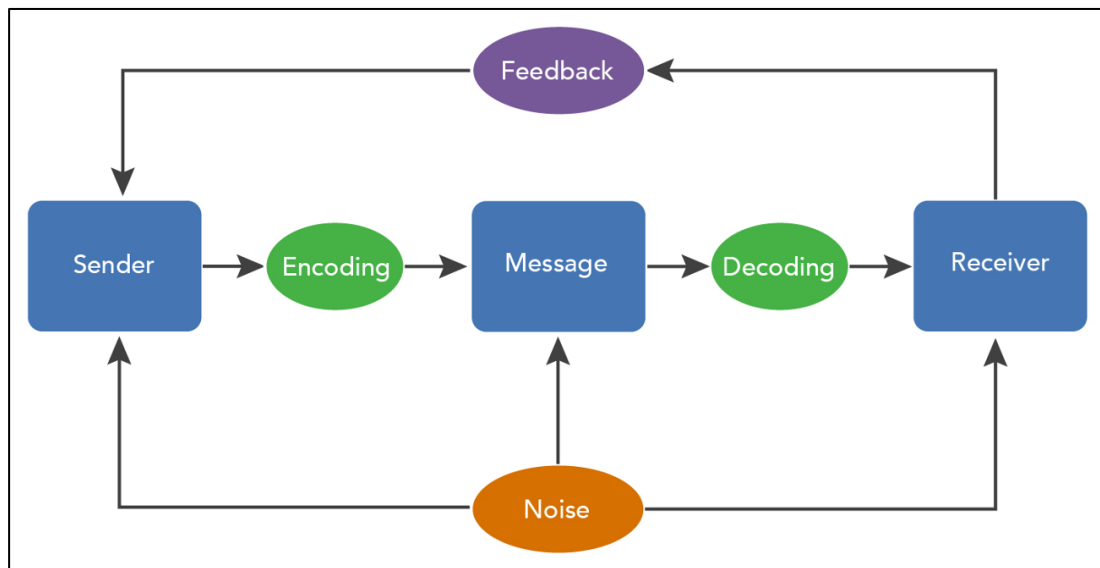


FIGURE 8.1 Shannon and Weaver Model

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

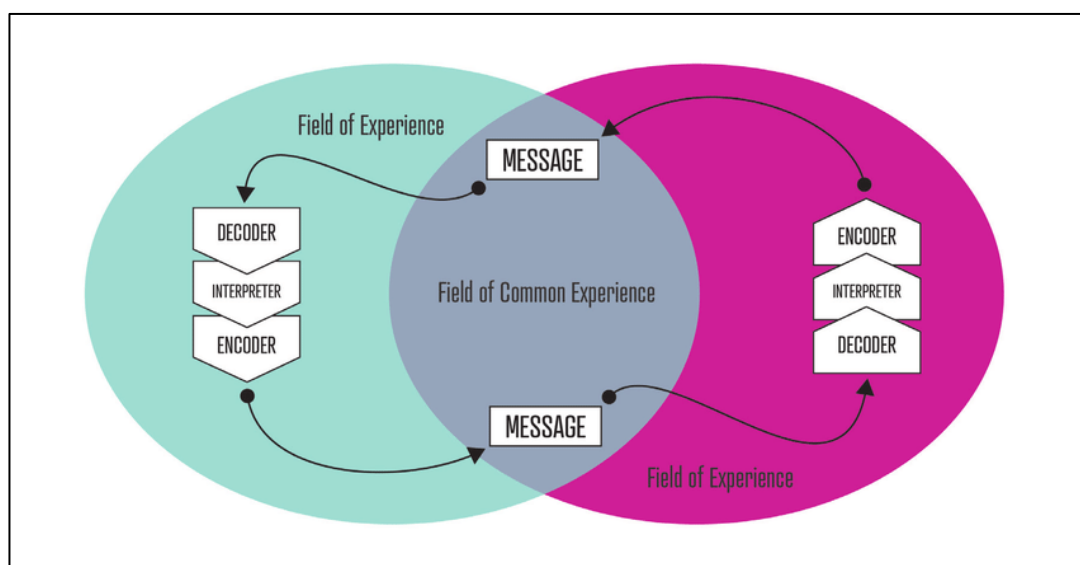


FIGURE 8.2 Schramm Model (Lee, 2020)

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

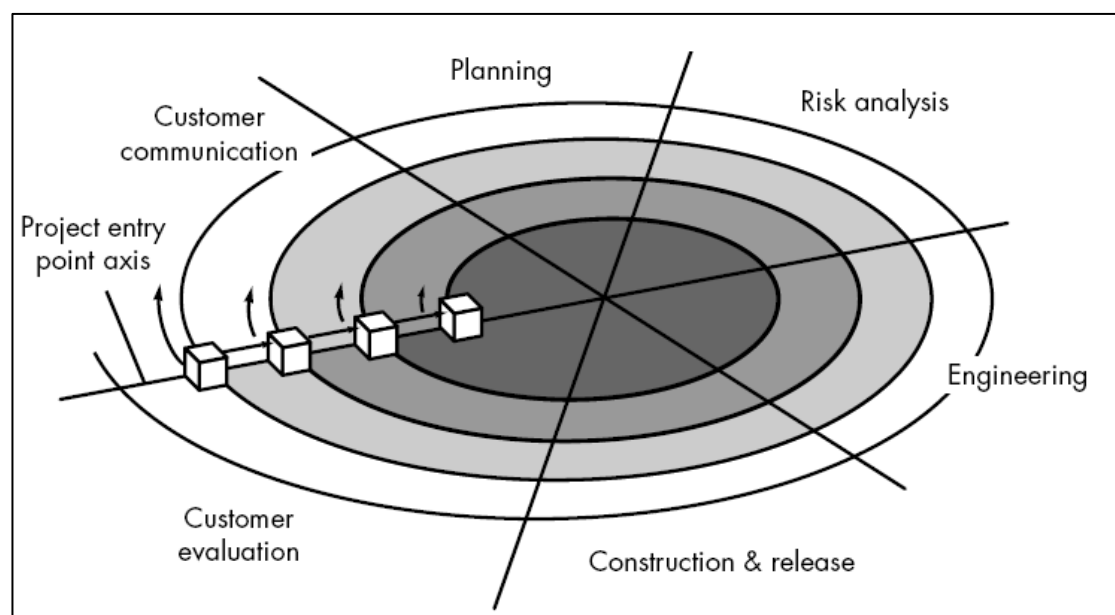


FIGURE 8.3 Dance Model (Software, n.d.)

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

8.5. Communication Matrix

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

8.6. Scenarios of Communication

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

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

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

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

8.7. Stakeholder Engagement Assessment Matrix

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

CHAPTER IX

LEADERSHIP

9.1. Introduction

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

9.2. Project Leadership

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

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

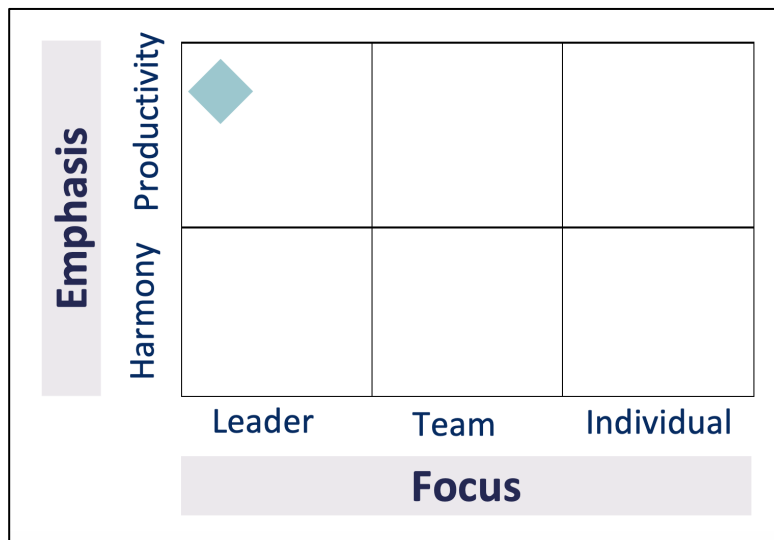


FIGURE 9.1 Pacesetting Leadership Style Emphasis and Focus

9.3. Motivation Methods

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

9.1.1. *Giving Confidence*

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

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

9.1.2. No Punishment

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

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

9.1.3. Rewarding

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

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

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

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

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

9.1.4. *Invest In the Team*

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

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

9.1.5. *Knowing The Member*

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

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

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

CHAPTER X

TEAMWORK

10.1. Introduction

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

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

10.2. RACI Matrix

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

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

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

FIGURE 10.1 RACI Matrix for Platz Café Project

CHAPTER XI

CONFLICT AND CRISIS

11.1. Introduction

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

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

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

11.2. Scenarios Of Conflicts Events

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

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

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

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

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

11.3. Strategies To Deal With Conflict

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

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

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

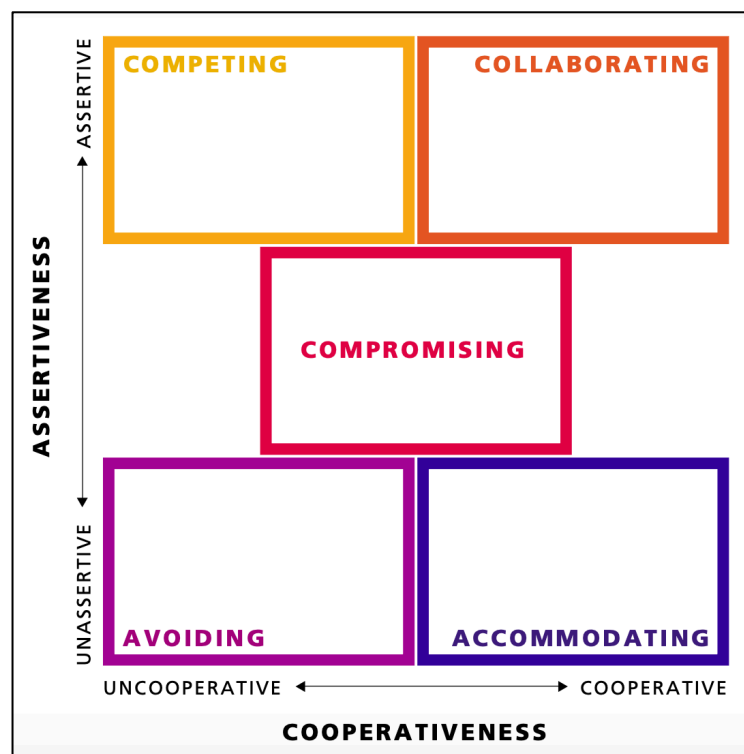


FIGURE 11.1 Two-dimensional Model of Conflict-Handling Behavior

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

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

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

11.4. Root Cause Analysis (RCA)

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

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

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

11.4.1. Causal and Event Analysis

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

11.4.2. Change analysis

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

11.4.3. Analysis and management oversight

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

11.4.4. Fishbone Diagram

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

11.4.5. The 5 Whys

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

CHAPTER XII

RESOURCEFULNESS

12.1. Introduction

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

12.2. Human Resource Assignment

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

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

FIGURE 12.1 Normal Human Resource Assignment

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

12.3. Crashing and Fast-tracking

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

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

FIGURE 12.2 Human Resource Assignment After Using Crashing

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

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

FIGURE 12.3 Human Resource Assignment After Using Fast-Tracking.

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

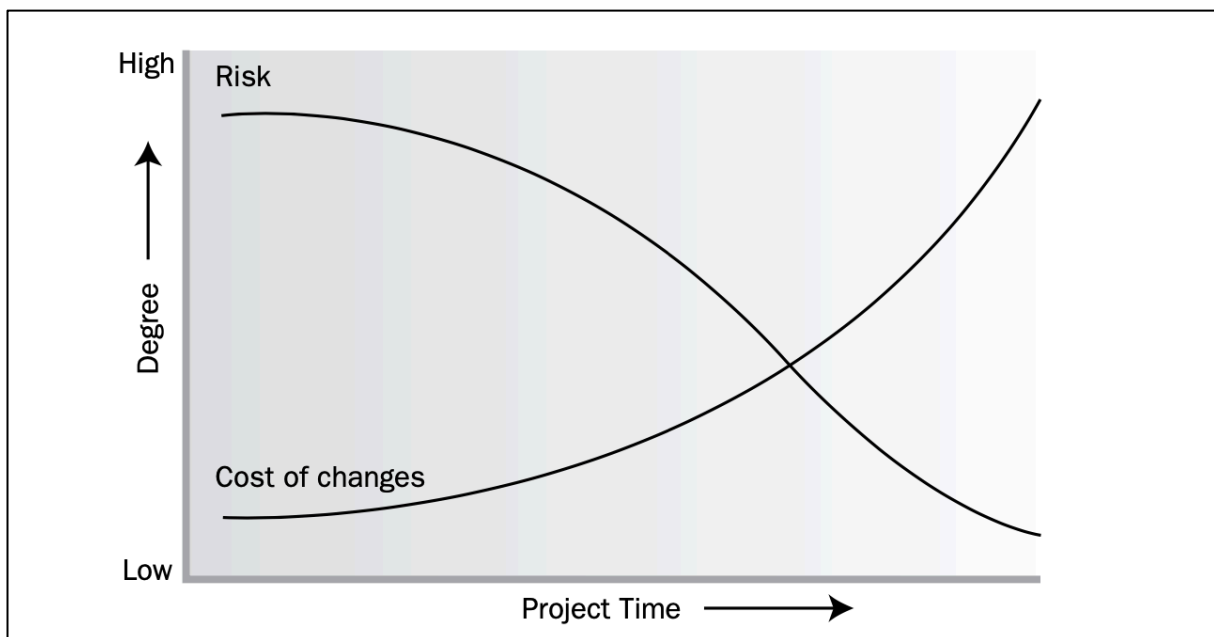


FIGURE 12.4 Risk Vs Cost of Changes Over Project Life Cycle (PLC).

CHAPTER XIII

NEGOTIATIONS

13.1. Introduction

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

13.2. General Rules For the Negotiation

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

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

13.3. Negotiation Plans

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

TABLE 13.1 The Developed Two Negotiation Plans

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

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APPENDICES

APPENDIX A

PROJECT CHARTER

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

Page 1 of Page 3

FIGURE A.1 First Page of The Project Charter

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

FIGURE A.2 Second Page of The Project Charter

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

Page 3 of Page 3

FIGURE A.3 Third Page of The Project Charter

APPENDIX B

COMPLIANCE MODEL

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

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

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

FIGURE B.1 Project Compliance Model

APPENDIX C

CHECK LIST

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

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

FIGURE C.1 First Page of Project Checklist

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

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

FIGURE C.2 Second Page of Project Checklist

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

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

FIGURE C.3 Third Page of Project Checklist

APPENDIX D

STAKEHOLDER REGISTER

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

High	
Low	

FIGURE D.1 Stakeholder Register After Stakeholder Analysis

APPENDIX E

STAKEHOLDER NETWORK (INTEREST/ STRENGTH)

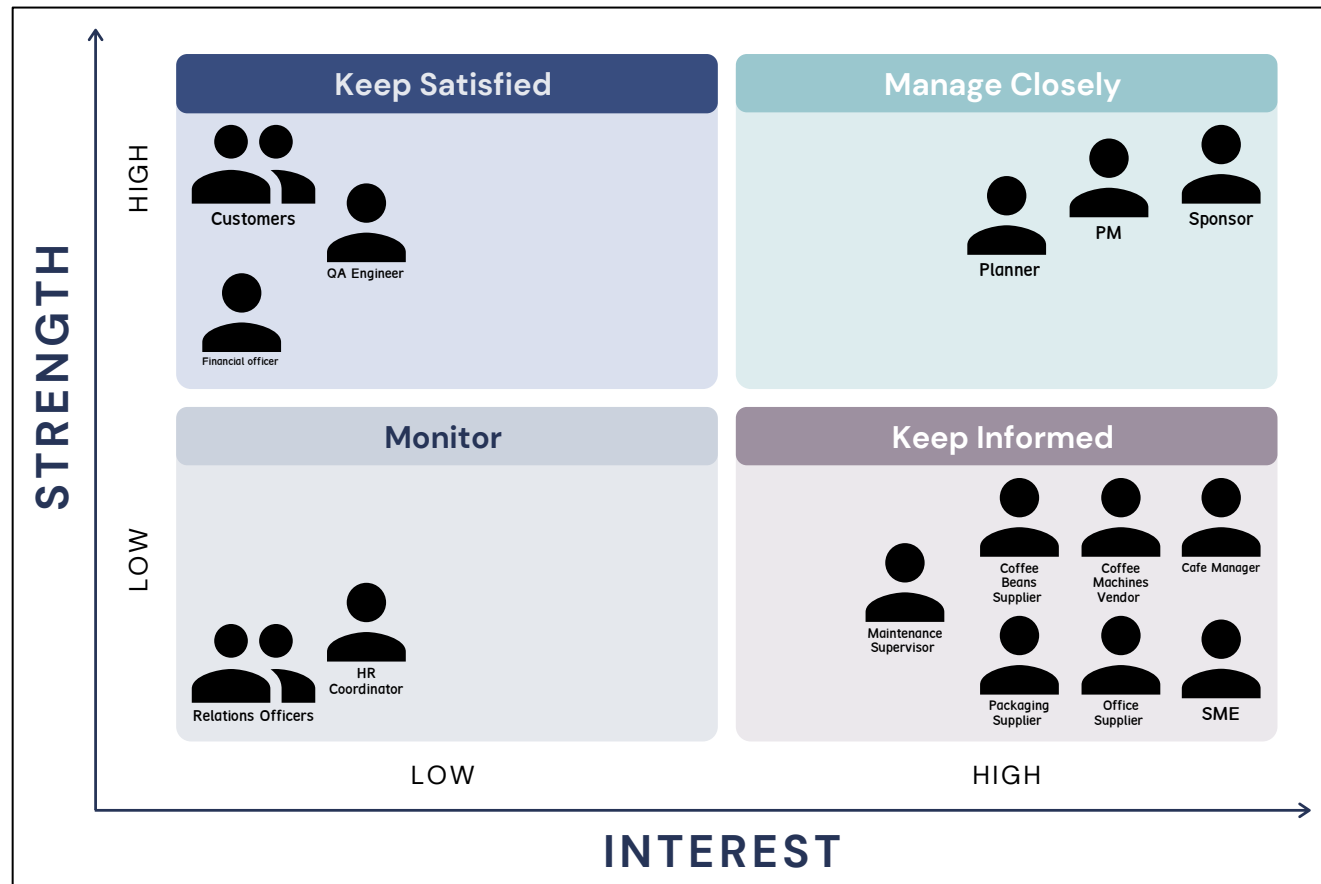


FIGURE E.1 Stakeholder Network (Interest Vs Strength)

APPENDIX F

STAKEHOLDER NETWORK (INFLUENCE/STRENGTH)

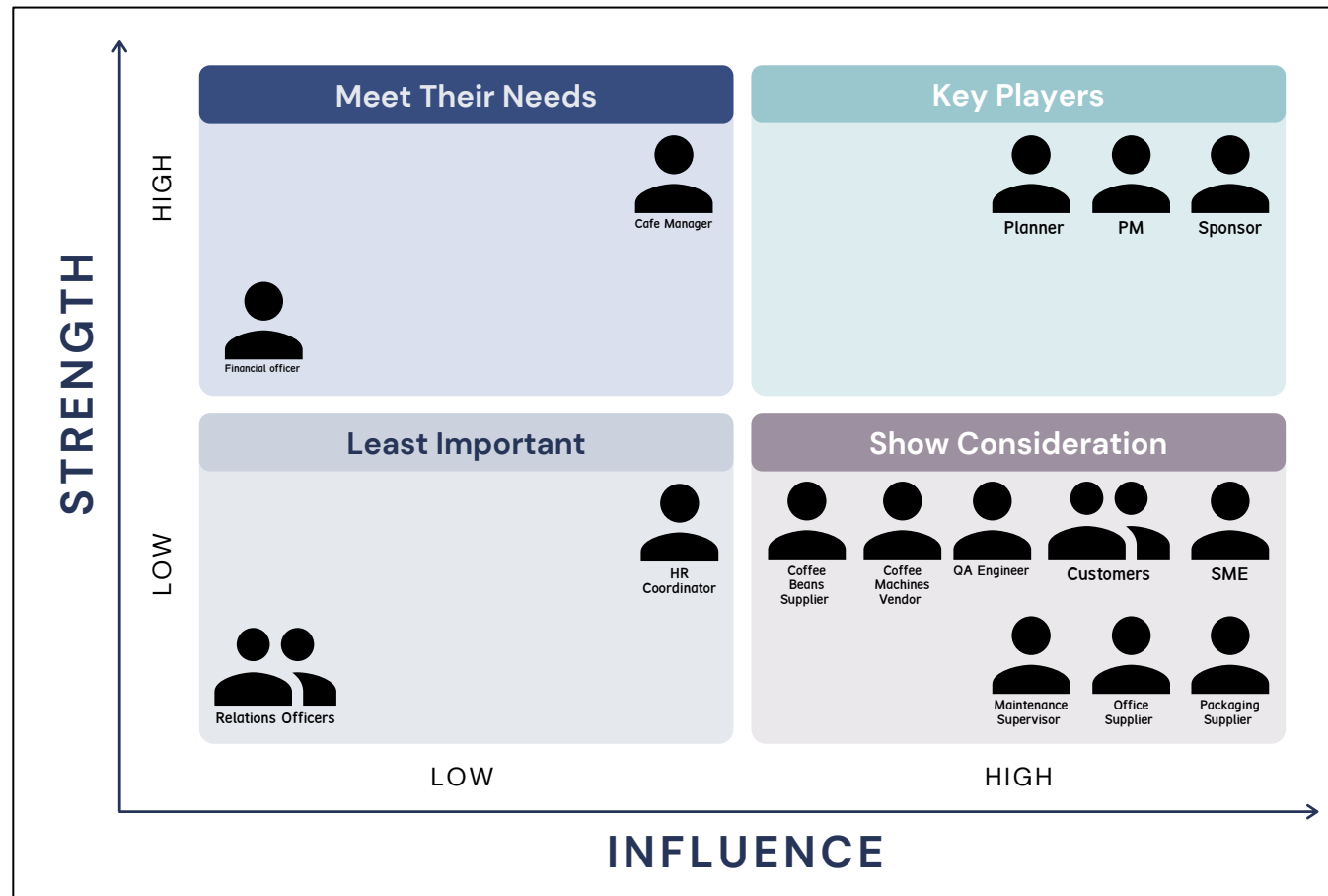


FIGURE F.1 Stakeholder Network (Influence Vs Strength)

APPENDIX G
STAKEHOLDER LOGICAL DIAGRAM

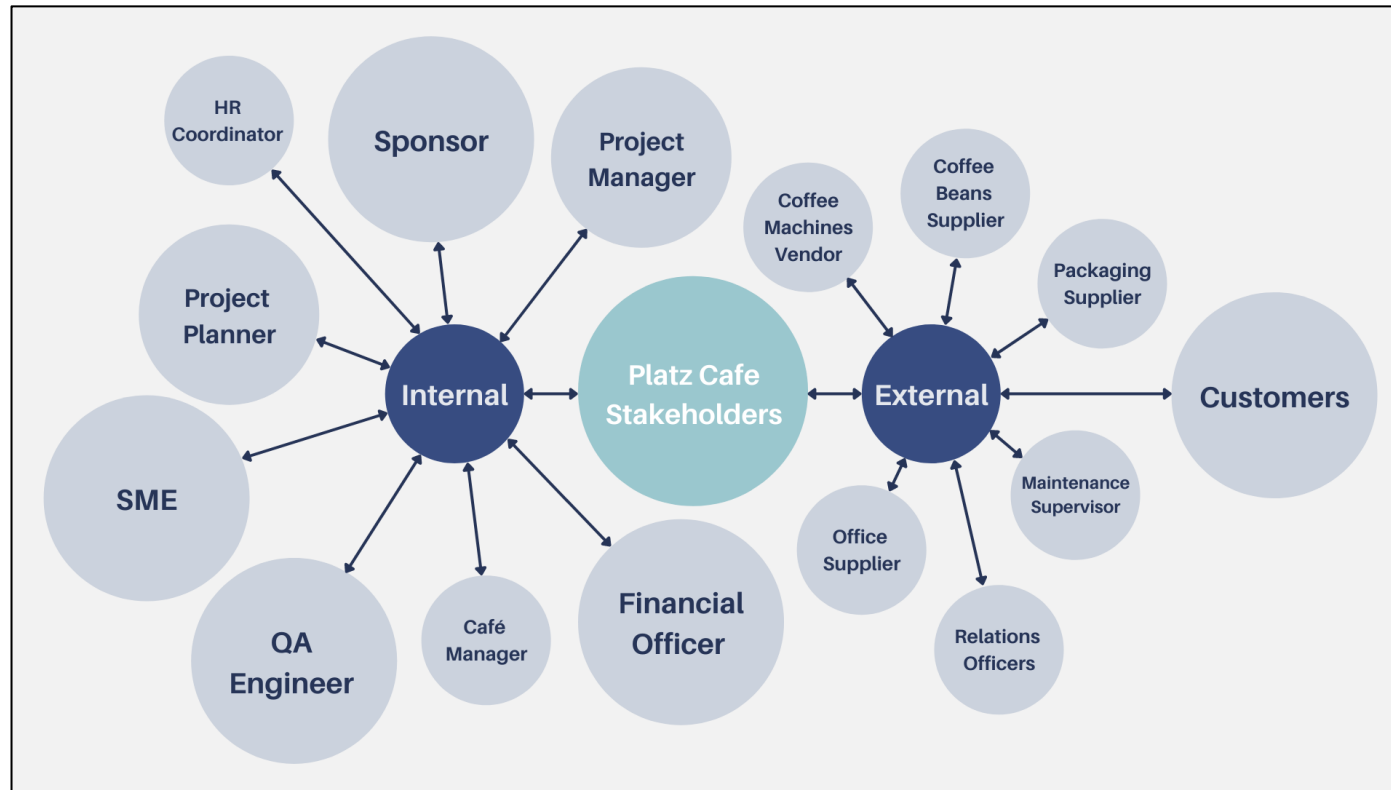


FIGURE G.1 Stakeholder Logical Diagram (Internal and External)

APPENDIX H

STAKEHOLDER REGISTER (COMM VERSION)

Stakeholders Register										
Project Name:		Platz Café		Project Manager:		Mohammed Basloom		Date:		/ / 2021
No.	Stakeholder Name	Designation	Department or Firm	Interest*	Influence*	Expectations	Contact	Comms Requirements	Comms frequency	Comments
Internal Stakeholders										
1	Mashaal Alkhazj	Sponsor	Top Management			Delivered on time and within budget	T:+966500344919 E:Meshael@hotmail.co m	Video Conference and Email	Monthly	
2	Mohammed Basloom	Project Manager	Project Management			Clearly defined requirements and timely completion of documents	T:+966558804066 E:Engbasloom@gmail. com	Email and Telephone	Daily	
3	Basmah Aljabr	Project Planner	Planning			The project charter's implemtation accurately and achieve the	T:+966556699052 E:Aljabrbh@gmail.com	Email and Telephone	Daily	
4	Ibrahim Alobaid	Subject Matter Expert (SME)	Project Management			Applying high strategic standards	T:+9665687989346 E:ngt340@hotmail.com	Video Conference and Email	Monthly	High
5	Mohammed Fahad	Cafe Manager	Operation			Provide payments as milestones are reached	T:+966553387680 E:M.Fahad@gmail.com	Email and Telephone	Daily	Low
6	Reem Saad	Human Resources Coordinator	Human Resources			Well trained employees	T:+966549802388 E:R.saad@gmail.com	Email and Telephone	Weekly	
7	Sakena Almeshdar	Financial officer	Finance			No financial issues and Within budget	T:+966532192222 E:Almeshdarsakena@g mail.com	Email and Telephone	Weekly	
8	Saud Haddadi	Quality Assurance Engineer	Quality Assurance			High quality standards considerations	T:+966590501412 E:Eng_saudhaddadi@g mail.com	Email and Telephone	Daily	
External Stakeholders										
9	Majed Rashid	Coffee Machines Vendor	Caffeine Lab			Coffee machines are provided on time	T:+966550980098 E:M.rashid@gmail.com	Email and Telephone	Weekly	
10	Nora Maher	Coffee Beans Supplier	Sulalat Coffee			Coffee beans are provided on time	T:+966567566980 E:N.Maher@gmail.com	Email and Telephone	Weekly	
11	Thamer Saleh	Packaging Supplier	Sfaqt			Packaging supplies are provided on time	T:+966543367398 E:T.saleh@gmail.com	Email and Telephone	Weekly	
12	Suha Nasser	Office Supplier	Jarir Bookstore			Office supplies are provided on time	T:+966551213458 E:S.nasser@gmail.com	Email and Telephone	Weekly	
13	Customers	Customers	Café Platz's potential customers			Walk-in continuously	T: Customers' Data E: Customers' Data	Email and Telephone	Daily	
14	Mohammed Ali	Maintenance Supervisor	BT Advanced Operation and Maintenance			Maintenance services are provided periodically	T:+966558908970 E:M.Ali@gmail.com	Email and Telephone	Weekly	
15	Sara Mazen	Relations Officer	University of Business and Technology			Beneficial agreement	T:+966557489356 E:S.Mazcm@ubt.edu.c om	Email and Telephone	Monthly	
16	Maha Ahmed	Relations Officer	University of Jeddah			Beneficial agreement	T:+966567348795 E:M.Ahmed@uj.edu.co m	Email and Telephone	Monthly	
17	Mansour Khalid	Relations Officer	King Abdulaziz University			Beneficial agreement	T:+966563398012 E:M.Khalid@kua.edu.c om	Email and Telephone	Monthly	

FIGURE H.1 Stakeholder Register (Communication Version)

APPENDIX I

COMMUNICATION MATRIX

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

FIGURE I.1 Communication Matrix of the Project

APPENDIX J

STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

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

Legends:

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

FIGURE J.1 Stakeholder Engagement Assessment Matrix of the Project