

PMG697 - Final Project Final Delivery



KHAYAL RESTAURANT Opening a New Restaurant Branch in Riyadh

Group Number: 5162

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Executive Summary

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

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Introduction

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

Strategy

Message

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

Vision

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

SMART Goals

The SMART goals for the project are as follow:

- Establishment of the branch in Riyadh in the next two months by November 15.
- Making sure that management at the branch is effective and functional by December 15.
- Attracting and serving 600 customers by January 15.

Performance Indicators for Lag or Lead

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

Project Charter Template

General Information

Project Name:

Sponsor of the Project:

Project Manager:

Email Address:

Number:

All Impacted Processes:

Initiation Date:

Date of Completion:

Savings for the Project:

Costs of the Project:

Allocated Resources:

Utilized Resources:

Objectives, Issues, and Goals

Issue or Problem:

Purpose of Project:

Case of Project:

Metrics and Goals:

Expected Outcomes:

Schedule and Scope

In the Scope:

Outside of Scope:

Resources and Costs

Team for the Project

Supportive Resources

Specific special Needs and Costs:

Benefits of the Project

Owner of the Process:

Main Stakeholders:

Target Audience:

Expected Outcomes and Advantages

Assumptions, Constraints, and Risks

All Risks:

Different Constraints:

Key Assumptions:

Governance and Structure

Organizational Structure

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

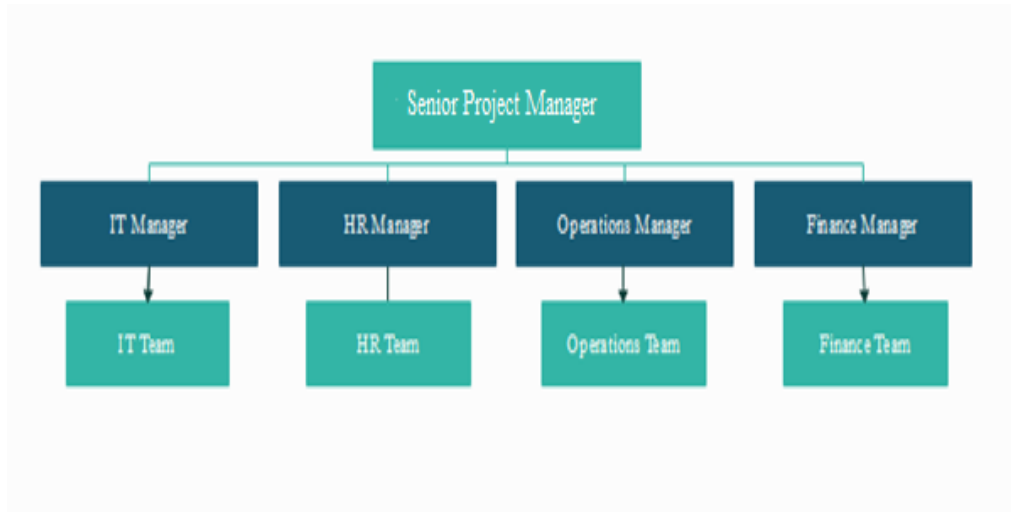


Figure 1: Structure for Project

Scientific and Practical Foundations for the Structure

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

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

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

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

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

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

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

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

Project Office Model

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

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

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

Compliance, Standards, and Regulations

Compliance Model

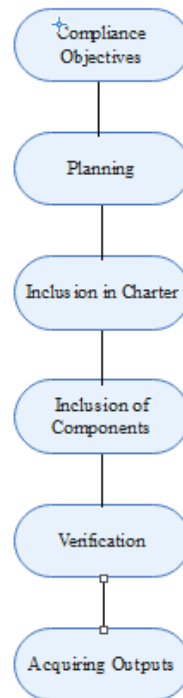


Figure 2: Compliance Model

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

Initiation:

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

- Insights into the project are provided

Planning:

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

Implementation:

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

Closing:

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

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

Power and Interest

Stakeholder Register

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

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

Table 1: Stakeholder Register

Power Network and Influence Network

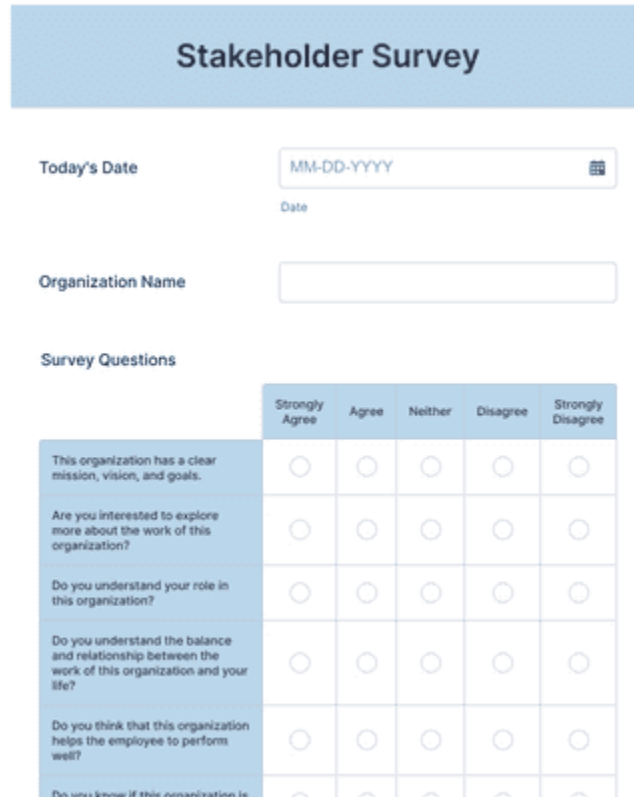
The power network and influence networks in the restaurant can be divided by using the following mechanism,

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

5. consider the community participation such as locals of Riyadh

Online Forms

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



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

Figure 3: Online Form

Organisational Culture

Culture of the Organisation

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

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

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

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

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

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

Proposal of Values

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

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

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

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

Self-Reflection and Self-Management

Three Habits

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

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

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

Causes of Behaviour

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

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

Personal SWOT

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

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

Opportunities: There are a number of opportunities that can be considered and they include improving communication skills, active listening skills, and planning skills. In addition to it, there is an opportunity to work in practical environments that can help and even facilitate the development of required skills.

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

Personal Integrity

Three Behaviours

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

Impacts

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

Personal Communication

Register for Stakeholder Interest

ID	Title	Powers	Interests
1	CEO	High	High – Ensuring that a new branch is opened in Riyadh so that more customers can be targeted and more revenues can be generated to help the business grow to a significant extent
2	Senior Project Manager	High	High – Making sure that the project is completed according to the deadlines and no delays are experienced that can serve to prolong the time period that is required for the completion of the

			project so that the firm can be successful
3	Team Managers	High	High – Ensuring that all the required outcomes and deliverables are provided according to the deadlines and problems and issues are not experienced that can cause a loss to be experienced so that the senior project manager can be satisfied with the results and organizational efficiency can be improved
4	Teams	Low	Low – To complete all the assigned tasks and make sure that managers are satisfied with the progress
5	Customers	Low	Low – To acquire optimal quality food and products for the price paid by them

Table 2: Stakeholder Interest

Effective Personal Communication

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

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

Channels, Models, and Forms of Communication

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

Relationships and Engagement Communication Matrix

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

Review Request	CEO	Determined by need	Email	Senior Project Manager
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Table 3: Communication Matrix

3 Scenarios

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

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

Stakeholder Assessment Matrix

ID	Title	Impact	Influence	How stakeholders can contribute	How stakeholders can block	Strategy for the Engagement of the Stakeholders
1	CEO	High	High	The CEO can engage the project team and facilitate their working conditions while communicating with them to ensure that the	It is quite important to note that the CEO can consider	Holding meetings with the CEO regarding the project and

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

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

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

					significant extent	
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Table 4: Stakeholder Assessment Matrix

Leadership

Preferred Leadership Model

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

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

There are times when a team is not able to figure out just what to do and the members of the teams don't know how they can find the solution. In such a situation, it is important for the team leader to motivate the members by explaining the situation and ensuring that situations will change only when the members are standing firm. It is his duty as a leader to handle the task while setting a complete plan for its completion with the help of his team members. One of the best ways of checking the progress of team members is to set checkpoints for members in a specific deadline which means that employees will have to meet the checkpoint in the given time.

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

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

Reasons

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

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

It implies that in an organization where aristocratic leadership is considered, there is a lack of focus on the establishment of communication and instead of it, there is a focus on ordering employees.

Thus, it can be said that different leadership and management styles tend to have different and even varying effects on communication (Brandwine & Dickinson., 2014).

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

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

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

5 Proposals

In restaurants, action plans are widely used to cover the areas of opportunities and strength. Khayal restaurant will focus on different areas of opportunities in the action plan and how they can be

improved with the involvement of employees and managers. Some of the proposed action plans to improve the functionality then do the services are listed below,

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

Teamwork

RACI Model for 3 Administrative Procedures

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

Table 5: RACI Model

Conflict and Crisis

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

3 Expected Scenarios

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

Optimal Strategies and Preference

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

Even though there are different strategies that can be considered such as forcing employees to consider the orders regardless of their opinions, it can adversely influence the performance of employees and it can even cause issues to be experienced to a significant extent. Therefore, this is generally the most effective strategy that can be considered to ensure that the conflict is addressed and desired results are achieved.

2. **Demonstrating the Effectiveness:** In order to resolve and address the second conflict in an effective manner, there is a need for the management to make sure that the effectiveness of the recommended style is demonstrated without experiencing difficulties. It is important to note that this strategy is recommended because it can enable the management to ensure that employees are

able to understand why a specific way of performing tasks is recommended and why others are not recommended.

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

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

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

Root Cause Analysis

Typically, RCA or root cause analysis is considered and performed for the determination of the causes of a specific issue or problem. As a technique, it can help significantly in ensuring that different problems and issues are evaluated, and they are resolved properly. In this case, when root cause analysis is to be performed, the technique of Five Whys will be utilized. It is specifically a problem-solving

technique that tends to explore the underlying causes of a specific issue or problem. The primary objective of this technique is concerned with determining the root of a specific problem or issue by asking "Why?"

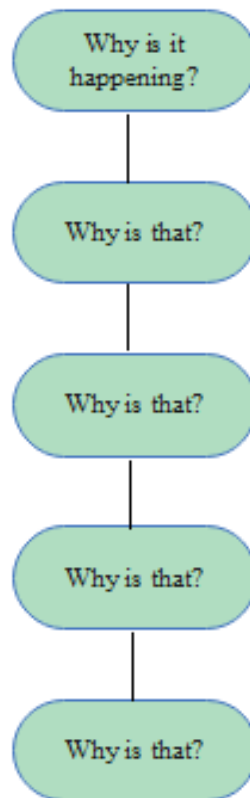


Figure 4: Five Whys

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

Resourcefulness

Allocation of Human Resources

In the restaurant business, a well-defined human resource management plan and structure are important. There are different departments and in the restaurant industry, the human resources are unique

for all departments. The human resources in the present restaurant will include the kitchen staff, managerial staff, floor staff, and delivery staff. the delivery staff will be extra conscious about the driving licenses and others. the professional kitchen staff will help to increase the number of customers and the demand for the services in Riyadh.

Crashing and Fast-Tracking

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

Negotiation

General Rules

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

- a. negotiation for better prices with the vendors
- b. negotiation for the designed and structured delivery timetables with the vendors
- c. improve the communication with the contract developers.
- d. improved negotiation skills for the business negotiation and positive experiences with the staff members to have a better work schedule.

Two Negotiation Plans

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

1. before investment, it is important to negotiate the interest rate and the loan agreements with the investors and the board members.

2. the second negotiation plan must include the capital for that equipment and the first six-month operation cost.

Project Design

Triple Constraint

The three primary constraints when opening a restaurant include time, scope, and cost. The project management triangle is built on the frequency of the triple constraints in the restaurant project. the following mechanism will be used in the restaurant businesses to implement the triple constraints,

1. communication of the scope with the team to define the details.
2. setting and tracking the deadlines by using the previously designed Gantt chart. it will help ensure the completion of the projects within the time schedule.
3. monitoring of the resources and the cost of each function.

Project Success Factors

There are three elements of success in a restaurant including customer services, delivery offer quality food, and marketing. The following list further provided the information about these SuccessFactors in the restaurant of Riyadh,

1. flawless execution of services
2. quality food services
3. on-time delivery
4. empowered staff members
5. positive customer feedback
6. Realistic financial analysis

WBS

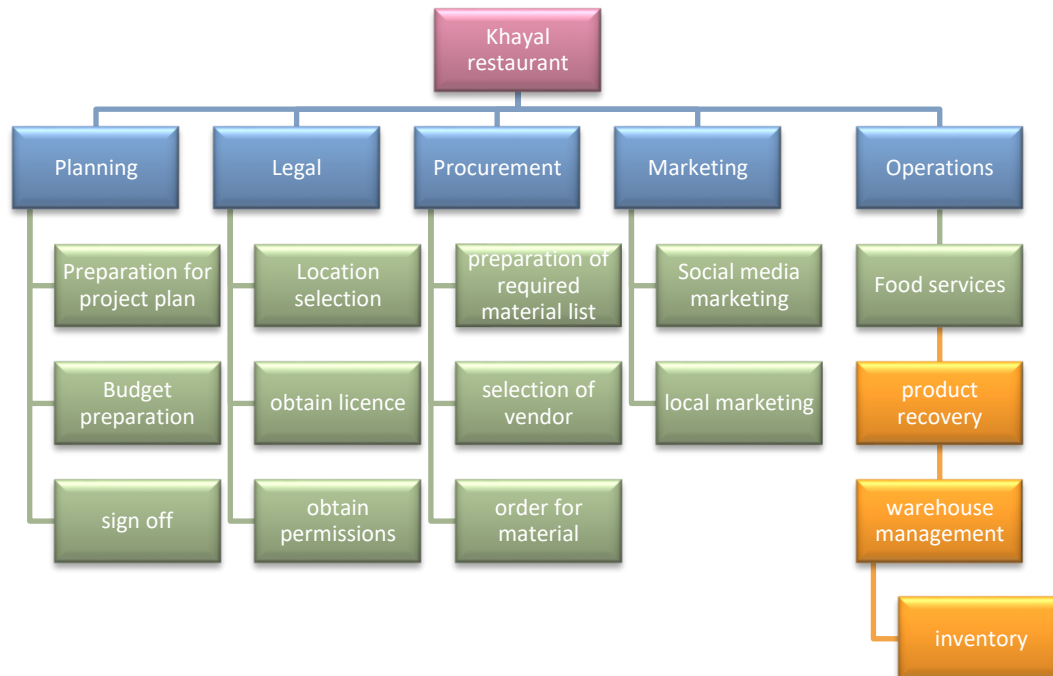


Figure 5: WBS

Requirements and Objectives

Traceability Matrix

Section	Subsection	Test scenario	Test case ID
Cuisine	Local Riyadh	Consider new features and local food to attract locals.	TC_cuisines_01
	Chinese	Arrangements of Chinese food to attract international customers.	TC_chinese_food_01

Loan process	New user	Features as new users and facilities.	TC_new_user_01
	Ease of use	Check simple methods for improved Information and accessibility in the services.	TC_EASY_USE_03

Table 6: Traceability Matrix

Requirements Collection Methods

There are different restaurants data collection methods for opening the restaurant including diners, open-table services, or grub hub. The implementation of data-driven strategies will help to find, collect, analyzing and evaluating the outcome (Erasmus, Strydom, & Rudansky-Kloppers, 2017).

Hierarchical Structure

Khayal restaurant will have several different hierarchies such as kitchen, management, and front of house strategies. The large office staff of restaurants will serve food and beverages. The team members will have managers, assistant managers, marketing directors, and other team members.

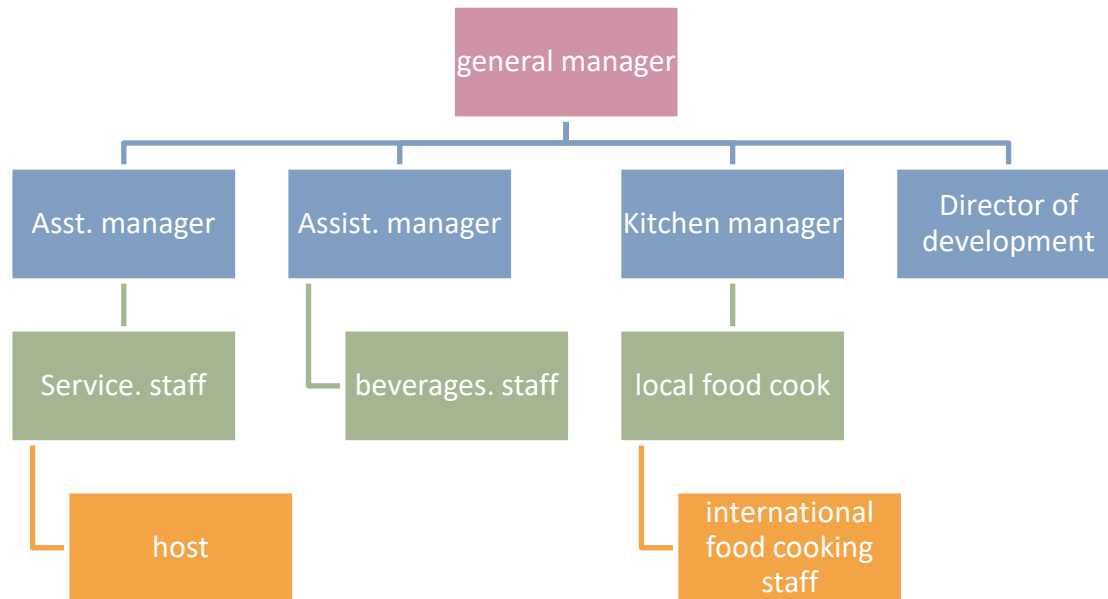


Figure 6: Hierarchical Structure

Scope

Scoping Statement

The scope of this project is to plan and launch the restaurant in Riyadh. The project if will be started in the upcoming months and on completion of financials and licensing. In this project to the restaurant will be able to conduct different points of sales and to deliver services in Riyadh. The project will have six primary milestones including the research, renovation, and styling, grand opening and staff are hiring.

Scope Creep

The concept of a scope clip can be referred to the increasing the requirements of the project over the project lifecycle. For the present project of opening the restaurant, the scope creeps will include technological advancement in services such as online services, improved negotiation skills of these staff members, updating the cuisine in the restaurant, and improved financial stability (Cokins, 2017).

Product Analysis Management

The restaurant product mix analysis is our tool to provide a comprehensive overview of the effectiveness of full services and the food. The restaurant product mix analysis will result in the following,

1. uncover the customers' favorite dishes
2. pinpoint the sources of product and management of a product waste
3. Understanding of profit margins for the specific items in the menu
4. determination of how specific products are produced in the restaurant and how it will impact the image of the restaurant.

Conversion of Work Packages

The work package conversion is helpful for the envision of different work packages and how they can be diploid in the project management process. the pain reason is the building block of work projected which is the activities and the activities can be changed according to the desired outcomes. In the present project, the work package can be used to make upper different subsections of the work breakdown structure. it is also clear from the work package that different work combinations can be used under different activities from the work breakdown structure.

Time

List of Task and Activities

At different stages, the activities and tasks are different to run the restaurant in Riyadh. With the supplies surplus, the demand will increase in Khayal restaurant. the other possible project strategies are listed below,

- a. comparison of full competitor requirements
- b. increase in the new target market and try to switch it to the potential market
- c. consider the real customers and encourage the frequent usage of products and services
- d. invent different methods and provide value-added services

Relationships between Activities

Activities in the restaurants are interrelated and help to keep maintaining the brand image of the restaurant. Following product adjustment strategies will be used to find the relationship between activities and how it can be improved,

1. recreate the services and products according to the advancement, and consider the brand advertisement if for the favorable social public awareness.
2. keep running the current if the restaurant and then developer new attractive points and dishes which will help to merge these services into a new aspect of people's life.
3. the gradual opening of a resort and other leisure areas in the restaurant will increase the services.
4. keep maintaining the brand images by reducing the cost of services and align the services with the market requirements.

Logical Diagram

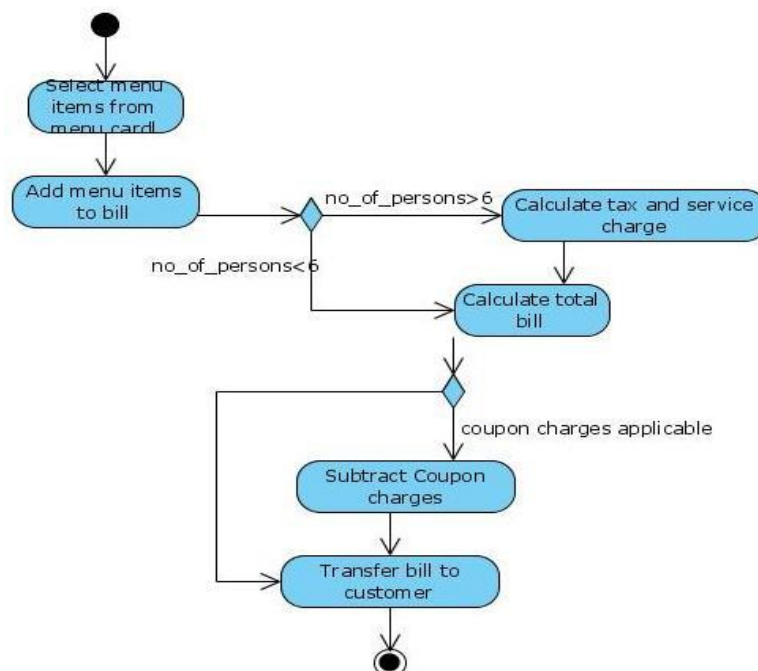


Figure 7: Logical Diagram

Gantt chart and Milestones Model

Restaurant Launch Marketing Plan											
Col or	WBS Number	Task name / Title	Assigned to	Planned start date	Planned end date	Duration (hours)	Estimated hours	Time log (minutes)	Stat us	Priori ty	
	1	General		9/17/2021	10/12/2021	136	0	0			
		Start to interview/build team of									
	1.1	professionals		9/17/2021	9/19/2021	0	0	0	Open	Medium	
	1.2	Collect info on permits/licenses		9/18/2021	9/20/2021	8	0	0	Open	Medium	
	1.3	Insurance		9/19/2021	9/21/2021	16	0	0	Open	Medium	
	1.4	Banking		9/20/2021	9/22/2021	16	0	0	Open	Medium	
	1.10	Employee timekeeping system		9/26/2021	9/28/2021	16	0	0	Open	Medium	
	2	Strategy & Concept		10/12/2021	10/23/2021	64	0	0			
	2.1	Examine successful concepts		10/12/2021	10/14/2021	16	0	0	Open	Medium	
	2.2	Local market		10/13/2021	10/15/2021	16	0	0	Open	Medium	
	2.3	Visit existing restaurants		10/14/2021	10/16/2021	8	0	0	Open	Medium	
	2.4	Menu price range		10/15/2021	10/17/2021	0	0	0	Open	Medium	
	2.10	Finalize concept		10/21/2021	10/23/2021	8	0	0	Open	Medium	
	3	Design & Construction		10/23/2021	10/31/2021	40	0	0			
	3.1	Graphic artist		10/23/2021	10/25/2021	8	0	0	Open	Medium	
	3.2	List of architects		10/24/2021	10/26/2021	16	0	0	Open	Medium	
	3.3	List of general contractors		10/25/2021	10/27/2021	16	0	0	Open	Medium	
	4	Architectural/design		10/31/2021	1/5/2022	384	0	0			
	4.1	Contractor		10/31/2021	11/2/2021	16	0	0	Open	Medium	
	4.2	Design		11/1/2021	11/3/2021	16	0	0	Open	Medium	
	4.3	Patio / outside seating		11/2/2021	11/4/2021	16	0	0	Open	Medium	
	5	Furniture, Fixtures & Equipment		1/5/2022	2/5/2022	176	0	0			
	5.1	Preliminary equipment requirements		1/5/2022	1/7/2022	16	0	0	Open	Medium	
	5.25	Test all equipment		1/29/2022	1/31/2022	8	0	0	Open	Medium	
	6	Finance & Legal		2/5/2022	2/25/2022	120	0	0			
	6.1	Financing		2/5/2022	2/7/2022	8	0	0	Open	Medium	

7	Food & Beverage	2/25/2022	3/12/2022	80	0	0		
7.1	List of available suppliers	2/25/2022	2/27/2022	0	0	0	Open	Medium
7.3	Food inventory	2/27/2022	3/1/2022	16	0	0	Open	Medium
8	Marketing	3/12/2022	3/22/2022	56	0	0		
8.1	Competitive analysis	3/12/2022	3/14/2022	8	0	0	Open	Medium
8.2	Menu boards & pictures	3/13/2022	3/15/2022	16	0	0	Open	Medium
8.3	Banners	3/14/2022	3/16/2022	16	0	0	Open	Medium
9	Ongoing Services	3/22/2022	4/13/2022	128	0	0		
9.2	Dining room cleaning	3/23/2022	3/25/2022	16	0	0	Open	Medium
9.3	Hood/kitchen cleaning	3/24/2022	3/26/2022	8	0	0	Open	Medium
10	Operations	4/13/2022	5/19/2022	208	0	0		
10.2	Menu & recipes	4/14/2022	4/16/2022	8	0	0	Open	Medium
11	Personnel	5/19/2022	6/12/2022	128	0	0		
11.3	Management team	5/21/2022	5/23/2022	8	0	0	Open	Medium

Table 7: Gantt Chart

Quality

Deming's Quality Model

The model included this cycle of restaurant and the detailing business with the target of services. In the restaurant for example the menu will affect the customer choices for the food and the process of decision making. During this process is the designer services and employed development is important to control the quality of services. The Khayal restaurant in Riyadh will consider the help service provision ended the services according to their customers' requirement.

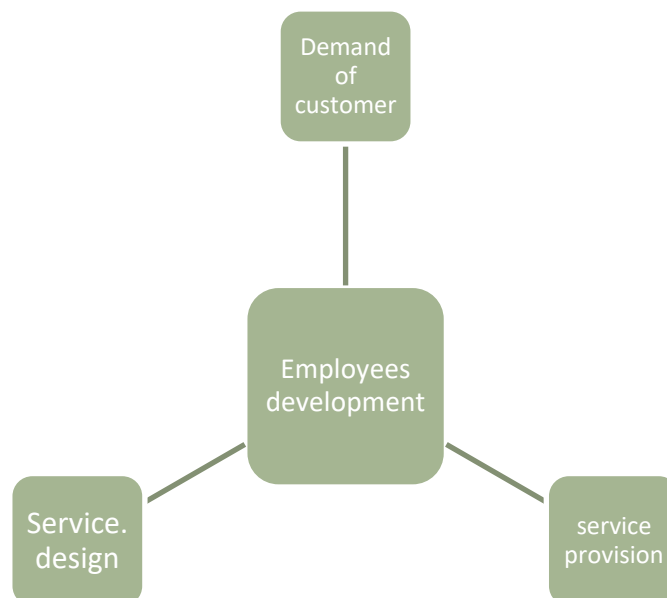


Figure 8: Deming's Quality Model

SIPOC Model and Ishikawa Model

The model provides information and principles adopted in the new business field offer restaurant. The identification of waste management and improvement of the restaurant business is considered in the model. The model will further increase the quality of services and reduce the negative impact on the staff members.

Supplies		Input	Process	Output	Customers
	Uncooked food	Breakfast/lunch cooking	Food from kitchen	Receive payment for food and services	Restaurant guest
	Kitchen supplies				
Process	Confirm orders	Preparation and services of plates	Services of breakfast	Confirmation of customer services	Guest treatments

Table 8: SIPOC Model

Finance

Project Budget and Cost Breakdown Structure

The project budget and cost breakdown structure provide information about the required initial investment and startup cost of the restaurant. The primary objective is to analyze how much cost is required to open a restaurant. On average the restaurant startup cost is 3046 dollars. The checklist breakdown all the cost including,

1. Business permit and license cost
2. Lease security deposit
3. Building improvement cost and kitchen equipment cost
4. Loan down payment

Earned Value Management

The key components offer earned value management identify the accomplished goals of the work to be accomplished. The valuation of planned work includes the budgeted cost and the workers' scheduled earning rules is to quantify the accomplishment and to evaluate the earned value.

Resources

Resource Levelling and Smoothing

The resource leveling and availability of full resources can be used in this project to identify the limits on the availability of resources. The objective of the full smoothing and resource-leveling process is to complete the project within the time constraints at the priority. In project management, resources smoothing is applied to identify the issues and processes that cause the critical path.

Resource Alignment

While opening a new restaurant in Riyadh, there are different resources required to be aligned in the project. The important resources alignment issue requires the identification of the major appliances required in the restaurant such as dishwasher, cookware, freezer, refrigerator, and other utensils. The restaurant will also require storage shelves, chairs, tables, and large sinks. All the resources and equipment should be considered in the project.

Distribution of Tools and Equipment

Some of the important tools and equipment required before opening the new restaurant in Riyadh include slices, mixers, Ovens, ventilation system, food processor, refrigerator, safety equipment, and food preparation counters.

Supply and Procurement

Selection and Procurement Processes

The procurement and selection process in Riyadh restaurant is different and it requires strategic management of the process. While examining the contractors it is important to identify the targeted group and the following benefits,

1. A commitment of on-time delivery of the equipment and the requirements
2. To provide a competitive advantage
3. To have financial security and strong cash flow while delivering the equipment

4. To provide evidence of strong services and clear communication
5. To provide the reliable and high-quality services

Supplier Comparison Model and Scoring Model

The suppliers' comparison model and the restaurant supply chain model depend on the system and the facility of delivering the services. The following comparison tool can be used to compare all these suppliers along with the scoring model.

1. The national wholesale food suppliers should have larger selection areas and decentralized sources for multiple services. They must offer discounts and bulk deals.
2. The farmers can provide the fresh ingredients and the distribution network who will serve the host restaurant with the fresh ingredient according to the seasonal menu.
3. The suppliers from the local food market will also provide the services at discount.
4. The organic suppliers will facilitate the restaurant with a variety of local products with limited exposure to fertilizers or other chemicals. The environment at organic suppliers is friendly and the market prices are relatively high but it provides quality services.
5. The beef suppliers from the local food market will provide beef which will be required in different options on the menu.

Planning and Control

Agenda

Following is the planning and control agenda of Khayal restaurant In Riyadh.

Activities	Customers	Age group	Prices	Evaluation
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Local food	Local Saudi customers	Of all ages	Different prices	Positive feedback
International food	International customers	Of all ages	Relatively higher prices	Positive feedback

Table 9:Agenda

Reporting Cycle and Performance Management

The reporting cycle and performance management will involve measurement reports and management of the progress of Khayal restaurant in Riyadh. In this process, individuals at the workplace will be analyzed aiming to improve the performance of the restaurant. In the performance management cycle, the following experts will be considered,

1. Planning of work according to the expectations
2. Monitoring of the work
3. Development of strategies to help in performing well
4. Training and management facilities for the workers
5. Reward offered on a good performance

Change Request

With their progress, if have changes will be required the management team will deal with it.

Risk and Opportunities

Generally, a risk is a situation that involves the exposure of a person or a project to loss or harm. Meanwhile, an opportunity refers to a chance or time which makes pursuing a specific goal or objective possible. Some examples of risks include not being able to complete or implement the project in an efficient manner due to unidentified factors or situations, not being able to manage the whole project in

the identified or determined budget due to unexpected costs and experiencing employee problems because of unmanaged differences. Meanwhile, some examples of opportunities include the use of new technology for the allocation of resources for the project, possible communication meetings with the stakeholders, and using a new work style for performing different tasks and processes involved in the implementation of a specific project (Aven, 2016).

Risk Register

Risk Item	Probability	Severity	Risk Score	Strategy
Inadequate Training	Low	Low	Low	<u>Avoid</u> : Even though the risk probability is quite low, it is still important to consider training programs in which employees can be engaged and team members can make sure that they are well-equipped to perform all the required tasks without experiencing difficulties and issues.
Increased Workload	Medium	Medium	Medium	Actually, it is possible that team members might experience an increased workload. There is a need to make sure that this risk is addressed in an effective manner or it can lead to some serious problems and issues.

Confusion in the comprehension of tasks	Medium	High	High	<u>Avoid</u> : It is probable that employees not be able to comprehend just what they require to do and how they need to perform the processes and tasks that are required. If this risk is not managed in an effective manner, it can lead to some significant problems and issues.
Unexpected expenses	Medium	Medium	Medium	<u>Mitigate</u> : Although it depends significantly on the contingency budget, it is quite important to note that unexpected expenses can arise and in order to address this risk, there is a critical need for the management to make sure that accurate budget forecasting techniques are considered and utilized
Sourcing Risks	Medium	Medium	Low	<u>Transfer</u> : There is a need to make sure that the operations manager accurately considers sourcing needs and manages them in an effective manner. Sourcing risks can be experienced and there is a need to identify them and address them effectively.

Table 10: Risk Register

Probability	Severity		
	Low	Medium	High
High	Medium	High	High
Medium	Low	Medium	High
Low	Low	Low	Medium

Table 11: Matrix for Risk Assessment

Qualitative Risk Analysis

The key component while running a successful business is to be prepared earlier before the worst condition. In the restaurant business, the successful function depends on the analysis of risk associated with kitchen fires and food spoilage. The risk management team will work and train the employees to work safely (Bryson & Daniels, 2015).

Risk Response Strategies

Following are the risk response strategies,

1. Proper training for restaurant employees to protect from any harm to the workplace and the operations.

2. Implementation of security cameras and cutting-edge technology to increase the monitoring process and notification in case of any risk.
3. maintenance of restaurant facilities
4. Maintenance of food restaurant equipment including refrigerator unit, heating equipment, and food trucks.
5. The management is responsible to ensure the availability of full required equipment and safety tools that comply with the Occupational Safety and Health administration regulation.

Concerned Stakeholders

Stakeholder Correlation Assessment Matrix

Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
CEO				CD	
Senior Manager					C
Team Managers				CD	
Team Members			C	D	

Table 12: Stakeholder Correlation Assessment Matrix

Conclusion

Overall, it can be said that project management is necessary for organizations and firms to be successful and efficient in the market. In this report, the project of opening a new restaurant branch in Riyadh was considered for Khayal Restaurant. Different aspects related to the project have been analyzed and it has been determined that the project has significant potential. In this case, it is recommended for the senior project manager and the managerial team to make sure that democratic leadership is practiced in an effective manner. It can enable the team to make sure that employees are engaged and they are able to complete their tasks and processes without really experiencing difficulties and issues with the project. In addition to it, through effective risk management, it would become possible to identify risks and address them as soon as possible without leaving them to adversely influence the efficiency of the firm.

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