

المطعم الافتراضي – Virtual Restaurant



المجموعة رقم 8

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1- الرسالة:

هدفنا هو الارتقاء بخدمات المطاعم وذلك بتقديم خدمات مميزة للمطاعم والعملاء بتكلفة معقولة. التكلفة العالية تشكل أكبر تحدي للمطاعم التقليدية وتؤثر بشكل كبير وملحوظ على خدمة العملاء. انشاء مطعم افتراضي ذكي سوف يساعد في تقديم خدمات مميزة للمطاعم والعملاء بتكلفة اقل وباحترافية عالية.

2- الرؤية:

التميز والريادة في مجال المطاعم الافتراضية الذكية وخدمة العملاء. تقديم خدمات مميزة للعملاء باحترافيه وكفاءة عالية وبتكاليف اقل تغطي كافة مناطق المملكة.

Virtual Restaurant SMART GOALS -3

.1 Business Goals

Establish a new Virtual Restaurant business by the end of the year. This is a key enabler for the organization to break through and lead the Saudi Food market within next 2 years and to increase the organization market share by 30%

.2 Customer Experience (CX) Goals

Enhance the customer satisfaction in the Saudi food market by 15% within 6 months thru conducting customer surveys campaign. At least 30,000 customers should participate on this campaign

.3 :Social Commitment (Non-profit) Goals

To provide 50 hours/monthly training for 4 fresh graduated students Yearly and to hire 2 persons from them based on the performance evaluation

.4 :Leadership Goals

To develop management and leadership skills for the C level through mentorship, with at least two mentees from the Institute of public Administration in Riyadh

.5 :Technical Goals

The company will partner with 3 Apps developer in KSA to provide ranked foods application for ordering and tracking within Q3 of 2022

4- تطوير وتحديد مؤشرات القياس الأداء Lead

1. مؤشرات قياس أهداف العمل:
 - مؤشر قياس التكاليف التشغيلية و تكاليف المبيعات وفعاليتها .
 - مؤشر قياس صافي الإيرادات: للحصول على صافي الإيرادات، تطرح تكاليف المبيعات من إجمالي الإيرادات
2. مؤشرات قياس أهداف تجربة العملاء: (CX)
 - مؤشر قياس نوعية العملاء المحتملين:
من خلال سلوك العملاء التي نفذها بالتصفح داخل التطبيق ومعرفة نوعية المنتجات، أو من خلال الاستبيان أو أي بيانات أخرى جُمعت أثناء عملية التسجيل.
 - مؤشر قياس القيمة الدائمة للعميل: يؤدي إلى تحسين مواردك المالية و أيضًا إلى مدى فعالية العروض المختلفة ، القيمة الدائمة للعميل = متوسط قيمة الطلب × متوسط معدل الشراء السنوي × متوسط عمر العميل
 - مؤشر قياس رضا العملاء.

مؤشر تكلفة اكتساب العميل: النظر في إجمالي المبيعات التي تحققت
والنفقات التسويقية والرواتب والعمولات والبرامج وأي نفقات أخرى، تكلفة
اكتساب العميل = (إجمالي نفقات التسويق + إجمالي نفقات المبيعات) ÷
عدد العملاء الجدد.

3. مؤشرات قياس أهداف الالتزام الاجتماعي (غير الهادفة للربح):
- مؤشر قياس أداء المتدربين بشكل دوري.
 - مؤشر قياس معدل الإنتاجية و الكفاءة للمتدربين.
 - مؤشر قياس معدل الالتزام بالعمل.

4. مؤشرات قياس أهداف القيادة:
- مؤشر قياس مدى كفاءة توزيع المهام بالشكل الصحيح.
 - مؤشر قياس مدى كفاءة التنظيم و إدارة العمل.

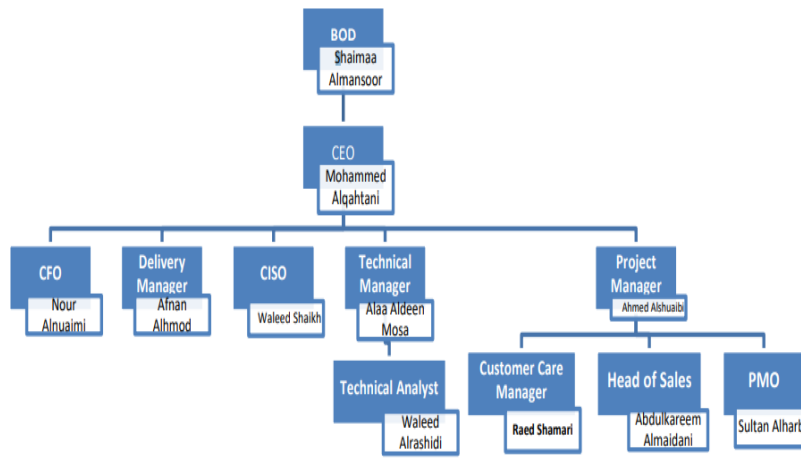
5. مؤشرات قياس الأهداف الفنية:
- قياس مؤشر كفاءة جودة التطبيق.
 - مؤشر قياس فعالية التطبيق و واجهة التطبيق للعملاء.

- مراقبة أداء التطبيق والصيانة الدورية له.

5- ميثاق المشروع جدول رقم (1)

ID	Initiative Title		Initiative Type	Owner	
1	Virtual Restaurant		Project	Ahmed A	
Start Date		End Date	Initiative Sta	Approved Budget	Business
1/10/2021		1/12/2021	Active	400,000	Implement
Project Description (Scope: What d			Project Justification (Why		
In Scope: Implementation of Virtual			"Our Team is looking forward implementing a high quality D Retail Customer Satisfaction		

6- الهيكل التنظيمي لفرق ووحدات المشروع شكل رقم (1)



7- التقسيم على أساس الوظائف Departmentalization by Business Functions

يقوم هذا التقسيم على أساس التخصص في تقسيم العمل، ويعتبر فردريك تايلور أول من اقترح التنظيم الوظيفي في عام 1903. حيث طلب فردريك تايلور بأن يعين لكل منشأة عدد من المديرين الفنيين يتخصص كل منهم في عمل فني متميز. وعند تصميم الهيكل التنظيمي وفقا لهذا المعيار يتم تجمع جميع العاملين الذين يؤدون وظيفة واحدة أو وظائف متشابهة في وحدة واحدة. ووفقا لهذا المعيار يمكن أن تجد المنظمة تملك إدارة إنتاج، إدارة تسويق، إدارة تمويل، إدارة أفراد. وبناءً عليه فإن مدير مندوبي المبيعات، ومدير بحوث التسويق، ومديري الإعلان تضمهم جميعا إدارة التسويق. وبالمثل فإن إدارة الإنتاج تضم مديري العمليات، ومديري الرقابة على الجودة، ومديري المصانع. والشكل رقم (4-1) يوضح الهيكل التنظيمي للمنظمة القائم على أساس وظيفي.

8- Directive PMO:

The best project management office type for this project is the Directive PMO. The project is “Implemented Virtual Restaurant” which needs a high level of consistency across the project. This project requires PMO to directly managing the project with high professionalism. The project manager has to write periodic reports for the office while the PMO providing the project manager with the required experience, consultations, and resources.

9- نموذج امتثال للتحقق قبل استلام مخرجات المشروع (يرجى
مراجعة الجدول رقم 1 حيث يشمل نموذج الامتثال وميثاق
المشروع وسجل المعنيين...الخ)

جدول رقم (1)

PROJECT CHARTER				EPMO-7
ID	Initiative Title	Initiative Type	Owner	
1	Virtual Restaurant	Project	Ahmed A	
Start Date	End Date	Initiative Sta	Approved Budget	Busines
1/10/2021	1/12/2021	Active	400,000	Implement
Project Description (Scope: What d			Project Justification (Why	
In Scope: Implementation of Virtual Restaurant Infrastructure Implementation			"Our Team is looking forward implementing a high quality E Retail System to facilitate it customers as the current Po	

10- Deliverables Check List
جدول رقم (2)

Project Deliverables				
Description (Deliverables)	Start Date	End Date	Estimated Cost	SME / Analyst
Phase1				
Project Initiation - Handover of Int	01-Oct-21	16-Oct-21	270,000	
Hardware & Software readiness	16-Oct-21	16-Nov-21		
Development - Virtual Restaurant	17-Nov-21	20-Nov		
Yakeen Connectivity	01-Nov-21	11-Nov		
Core System Integration	20-Oct-21	15-Nov		
CITC Approval	01-Oct-21	10-Oct		
Payment Getway Connectivity	1-Nov-21	11-Nov		
UAT	1-Oct-21	20-Nov		
Cyber Security Penetration Test	20-Nov-21	23-Nov		
X-Company Acceptance Phase1	25-Nov-21	26-Nov		
Ministry of Commerce Approval	26-Nov-21	1-Dec		
Trainig	26-Nov-21	2-Dec		
Soft Launching	2-Dec-21	9-Dec		
Publish Production	8-Dec-21	10-Dec		
Phase2				
Customer Portal	1-Dec-21	25-Dec	130,000	
Apply the New Brand UI	5-Dec-21	11-Dec		
UAT	3-Dec-21	19-Dec		
Cyber Security Penetration Test	20-Dec-21	23-Dec		
Tamweel Acceptance Phase2	24-Dec-21	24-Dec		
GoLive	25-Dec-21	25-Dec		

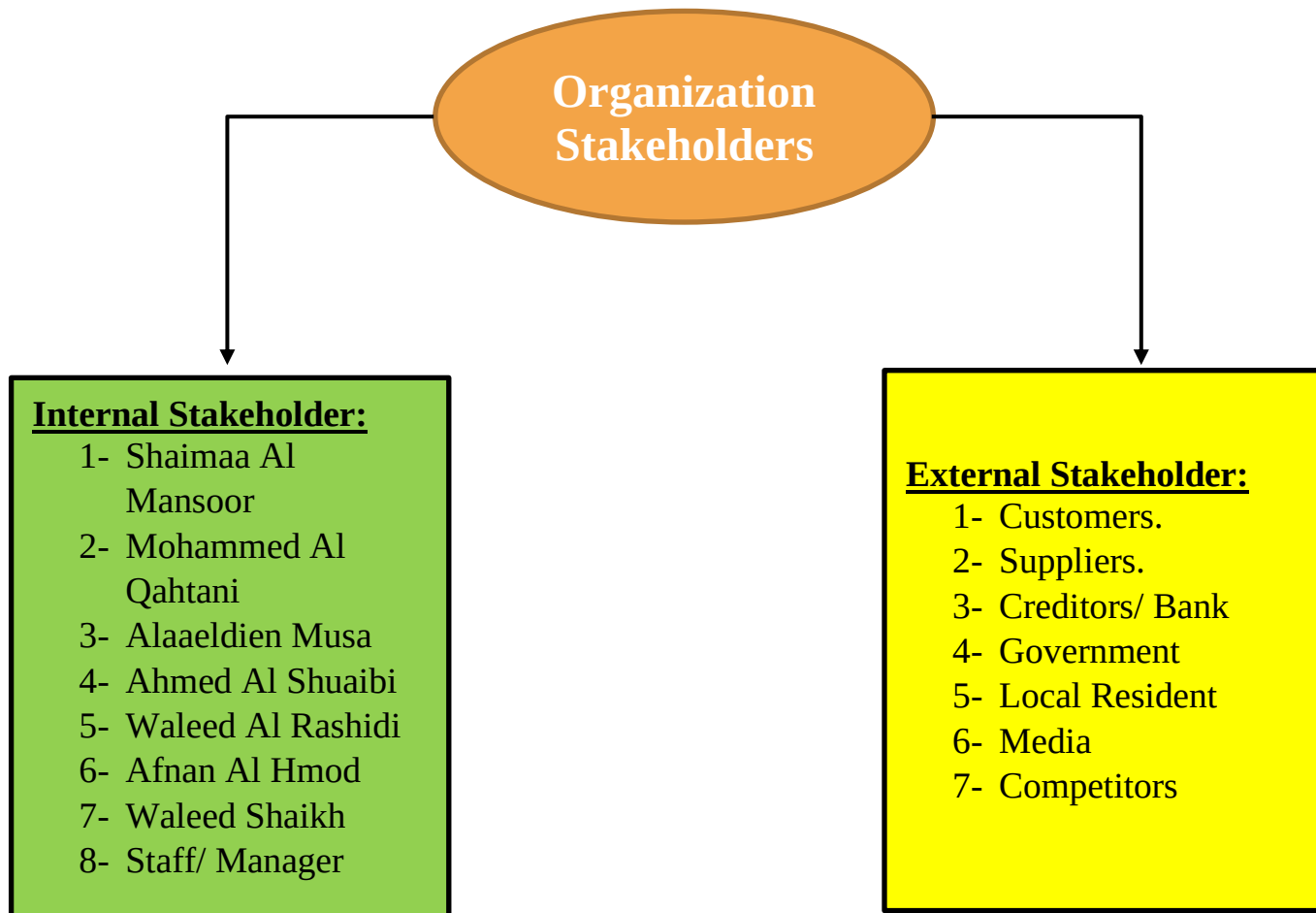
11- سجل المعنيين
جدول رقم (3)

Stakeholders & Expectations:	
Stakeholder	Expectations
Shaimaa Almansoor	Project Sponsor:
Ahmed Alshuaibi	Project Manager & Digital Channels
Raed Shamhani	Customer Care Manager:
Abdulkareem Almaidani	Head of Sales:
Sultan Alharbi (PMO)	PMO:
Noor Alnuaimi	CFO:
Mohammed Alqahtani	COO:

شبكة التأثير والاهتمام
-12
شكل رقم (2)



-13 نموذج سجل أصحاب المصلحة الشبكي
شكل رقم (3)



14- Organization Culture

Our organization values and culture are about business viability, customer-driven orientation & effective employee engagement.

Business Viability:

Business Viability is about financial performance and stability in order to:

- Have on-time billing and invoicing.
- Enough capital for Competition.
- Expand our client base.

Customer-driven orientation

All the business investment & strategic plan is customer centric.

Effective employee engagement

Our employee satisfaction is a priority and supporting them for business continuity.

15- Culture & Values

The successful restaurant defines a clear values statement by understanding the goals (Brill R., 2019). The restaurant values reflect its personality, standards, and principles that to be abide by the staff (Darlington N., 2021). First, we need to choose the core values then, we shape the business

around them. Values work when every member of a restaurant staff live and practice them. Values examples:

- Community
- Family
- Charity/volunteerism
- Honesty
- Integrity
- Hospitality
- Creativity
- Quality
- Consistency
- Teamwork
- Respect

Having strong values can help in decision-making, clarify vision, tell the story of where you would like to go and why. They can drive new business,

motivate the staff, and be part of something with purpose (Longbottom H., 2021).

- 16- **Specify “3” personal behaviors of the**
stakeholders that can influence on the project
Stakeholder behavior can be classified into three
categories :
(1)Observed behavior,

- (2) Cooperative potential, and
- (3) Competitive threat

17- Study such behaviors, identify their reasons, and how they can be eliminated

The main steps involved in stakeholder management in projects include stakeholder identification, stakeholder analysis, stakeholder classification and formulating/adopting stakeholder management strategy. The power/interest grid is one of the most important tools in this process and helps you define your strategies.

- The high-power and high-interest group should be managed with the utmost care.

- High-power and low-interest stakeholders should be kept satisfied.
- The low-power and high-interest stakeholders should be kept informed.
- The low-power and low-interest groups require the least effort; they should only be monitored.

High-power, highly interested people — manage closely: These people have great interest in your work and the power to help you succeed. It's critical to fully engage these people and make sure they're satisfied. Consult them before starting a new project, pay attention to their input and implement their ideas when possible. Keep them in the loop when someone else's ideas are chosen and let them know why.

18- اجراء تقييم منهي ذاتي باستخدام نموذج SWOT

SWOT analysis is an actionable insight to our business. It analyzes the internal factors strengths and weaknesses and the external factors opportunities and threats (Andrews, R., 2019), (SCHULFER, S., 2021).

- **Strengths:** What is the restaurant great things? Why do people select the restaurant?
- **Weaknesses:** Where does this restaurant struggle? Why no more people select the restaurant?
- **Opportunities:** What measures this restaurant can take on to improve? How attracts more people?

- **Threats:** What measures can drop the restaurant business? What causes attracts less people?

جدول رقم (4)

Strengths	Weaknesses
Unique menu	Small portions
Highly rated online	Only delivery
Brand loyalty	Delivery cost
Pricing power	Existing competitors
Better local knowledge	Similar cuisine types
	High supplier cost
	No marketing teams
	Small market share

	Limited menu items Access to funding
Opportunities Vegetarian menu More side dish options Increase reviews Social media campaigns Grow local brand Reach wider audience Introduce new menus	Threats No meat-heavy menu items Rising fixed costs Bad ratings on review sites Loosing VIPs and high value customers Loss of good suppliers

Increase customer experience Run special offers Reduce prices	Lack of differentiation Lack of trust from customers Competition taking customers Economic downturn
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19- النزاهة الشخصية:

الاخلاق هي عددا من المبادئ والقيم التي يتحلى الشخص بها من اجل تنظيم سلوكه الإنساني.

يوجد أهمية كبيرة جدا للالتزام بأخلاقيات العمل والنزاهة في العمل مثل الارتقاء بأخلاق الموظفين، مما يؤدي الى زيادة التفاعل فيما بينهم من اجل انتاج أفضل، ويعكس أيضا صورة إيجابية متميزة عن المؤسسة عن طريق تعامل الموظفين مع بعضهم البعض ومروسيه.

كما ان الالتزام بالنزاهة والأخلاق بالعمل يؤدي الى زيادة الأمانة في إدارة السلوك والجهد والوقت .
كما ان النزاهة في العمل له دوره في انهاء الظلم من جهة الترقية والعلاوات للموظفين، مما يؤدي الى تحفيز العاملين داخل المؤسسة مما يجعلهم أكثر قدره على العمل بطريقة أفضل.

السلوكيات التي تتعارض مع النزاهة الشخصية:
تظهر تلك السلوكيات في العمل لعدة أسباب ومن ضمنها: ضغوط العمل والإدارة للوصول للإنتاج او تحقيق الهدف ولا يكن الاهتمام للموظف.
صعوبة الحياة الحالية وضعف الرواتب فيلجأ الموظف الى طرق أخرى لكسب المال.

تفضيل مصالح الشخص الشخصية على المصلحة العامة.
ومن الأمثلة لتلك السلوكيات: التزوير، التحرش، التسلط.

20- تحليل الأثر المالي والاجتماعي والتقني

ومن ذلك سيتم تحليل أثر تلك السلوكيات على المستوى الاجتماعي والمالي والتقني
على المستوى الاجتماعي، ان الخروج عن الأنظمة وعدم الاحترام لها والأشخاص في العمل يؤدي تحريف اهداف الشخص في الحياة السليمة ويبدد الإمكانيات ويسئ التوجيه ويضعف شخصية الفرد ويسود القلق والتوتر والخوف من انجاز أي مهام او اعمال تساهم الى تحسين المجتمع.
علي المستوى المالي، يؤدي فقدان النزاهة في العمل على الإنتاجية، فعدم وجود شغف او اتقان العمل بجودة عالية يؤدي الي

سوء جودة المنتج وبالتالي الى زيادة المصروفات وتقليل الأرباح وهي احدى اهداف المؤسسة .

على المستوى التقني، يتأثر الموظفين في اتخاذ قراراتهم بالتغيرات على إجراءات العمل والسياسات والاستراتيجيات فيؤدي الى المقاومة وضعف القيادة وبالتالي عدم الابداع والخوف من الابتكار وإعطاء الأولوية للأساسيات فقط.

21- Stakeholder Register

جدول رقم (5)

Project Manager	Ahmed Al shuaibi		Project Name	Virtual Restaurant		
StakeHolder Name	Category	email add	Phone numb	Intrest (1-5)	Power/influence (1-5)	
Shaimaa Almansoor	Internal	sa@gmail	5558948372	5		
Mohammed Alqahtar	Internal	ma@gmail	5558493728	5		
Ahmed Alshuaibi	Internal	aa@gmail	5674891928	5		
Waleed Alrashidi	Internal	wa@gmail	5342518672	5		
Alaa Aldeen Mosa	Internal	a.a@gmail	5991897263	5		
Afnan Alhmod	Internal	af.a@gmail	5451697653	5		

22- Personal Communication & Effective Communication

What is personal communication?

Personal Communication is between person to person. Personal communication are sources that doesn't have record the reader can access.

Personal communications may be private letters, memos, emails, personal interviews or telephone conversations. Personal communications are only cited in text and are not included in the reference list, as the information is unable to be retrieved by others.

What are effective communications?

Communication is a vital element of a well-managed project. There are two main groups of

people with whom the project manager needs to ensure clear and effective communication, the stakeholders and the project team.

Hence, to ensure that effective communication is applied throughout the whole project and to overcome the challenges, a Project Manager should incorporate a communication plan at the planning stage of the project. When making a communication plan, a project manager will have to ask the following questions:

- What kind of communication is required?
(Management Meetings, Team Meetings, Management Reporting, Project Records)
- Who needs to be communicated with?
(stakeholders)
- How frequent is the communication required? (how often)

- What needs to be communicated? (reports, meeting minutes, details or summary)

A form of standardized communication plan could be adopted. However to be effective and efficient, a communication plan has to be adaptable and suitable to all stakeholders. As described in (PMBOK®Guide) – Fifth Edition, ‘Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact. Efficient communication means providing only the information that is needed’ Hence, the project manager has to tailor the communication plan accordingly for each project. The plan should be maintained and updated throughout the project life cycle if there are any changes.

23- Communication Channels

جدول رقم (6)

communication channel	Definition	Shape
Verbal	the use of words to deliver an information to another party	Natural
Social media	Is a collective of internet online sharing of information	Information via internet

Mails	letters and parcels sent by post	Sending mails via post
Emails	messages distributed by electronic means from one computer user to one or more recipients via a network.	Message via internet
Meeting	a situation when two or more people meet, by chance or arrangement.	Face to face
Virtual meeting	real-time interactions that take place over the Internet using integrated audio and video, chat tools, and application sharing	Virtual calls via internet
Phone calls	an instance of speaking to someone on the phone or attempting to contact someone by phone	Auricular via phone

Texting	the act or activity of sending text messages from one cell phone to another. How to use texting in a sentence	message via phone & apps
Letters	a written, typed, or printed communication, sent in an envelope by post or messenger.	Message via paper

24- Communications Matrix

جدول رقم (7)

Communication	Purpose	Medium	Frequency	Audience
Kick off meeting	Project introduction, objectives & goals review	In house	Once	Project manager, sponsor, team & stakeholders
Project meeting	Status review of the project	In house/Virtual	Weekly	Project manager & team
Technical issues and development	Discuss, review project issues and setting development plan	In house/Virtual	As needed	Project manager & team

Project status report	Reports to document & measure the progress of the project	Email	Weekly	Project manager & team
Quarter project status report	Present the progress of the project	In house/Virtual	Quarterly	Project manager & stakeholders
Approvals	Getting approvals for any new transactions	Email/Signature	As needed	Project manager, sponsor, team & stakeholders

25- Introducing 3 wrong communication models scenarios

1. The menu is written in Russian, the restaurant is in Saudi Arabia, and the technical support staff does not speak Arabic or English
2. Attempting to communicate with the company without accessing the list of contacts such as a phone number or an application
3. Sometimes the customer's request is delayed, and the employee's response is annoying to him, such as "the request will be delayed, do you want it or we are working to cancel it" without explaining that the request will be delayed from the beginning.

26- تطوير وإعداد مصفوفة تحليل الارتباط بالمعنيين

Stakeholders Assessment Matrix

جدول رقم (8)

Supportive	Neutral	Resistant	Unaware	Position	Name
●				customer	customer name
●				Project Consultant	office name
●				Senior management of the	CEO name

				company	
●				project team	Team members
			●	Users	Job seekers
			●	Users	Business owners and government agencies

	●			Ministry of Human Resources and Social Development	Name of the concerned department manager
--	---	--	--	--	--

Transformational/Visionary Leadership -27

Style:

هو نهج القيادة الذي يسبب التغيير في أفراد المؤسسة، فهو يحدث تغييراً قيمياً وإيجابياً في الموظفين.

وأيضاً يتمثل في تطوير الموظفين إلى قادة، فهو الحافز والروح المعنوية للموظفين .

-28 Why it is selected

يكون في أسلوب القيادة الابداع والتفكير عن خارج الدائرة بشكل مستمر، وإعطاء فرص لتجربة عدة احتمالات لتحقيق الأهداف الممكنة، فهو يمكن العمل مع موظفي المؤسسة بكل سهولة ويسر والتواصل مع الموفين بشكل واضح، فهو يخلق روح التعاون والمنافسة والإنجاز المستمر.

29- 5-ways of project team motivations:

1- Pleasant Environment of Workplace: -

To provide pleasant working environment that is secure, healthy, stimulating and fostering collaboration within the team that makes them feel good and encourage happiness to be productive and innovative thinkers.

2- Provide Individual Development plan (IDP):

Each team member should be provided with an individual development plan to determine the necessary type of training which they need to move forward in their career. The IDP represent an opportunity to learn new set of skills and becoming knowledgeable about the latest technologies for the virtual restaurant project.

3- Support & Encourage Creativity:

Let each team member feel empowered by the opportunity of suggesting new ideas, then think bigger and make it happen. Give them a chance to initiate their new innovative ideas and finding creative ways of solving issues. A monthly recognition for the “Outbox Thinker “should be considered.

4- Be Rewarded:

To Establish reward & recognition system of team’s positive praise based on the achievement & performance to inspire the team as they can see their progress towards the goals of the company.

5- Define Clear Expectation:

Each team member should understand what he’s supposed to do on the project. The expectation

should be based on each member individual capabilities and their area of expertise and skills. Also explain how the Virtual project fits into the company's strategic goals.

R.A.C.I: -30

جدول رقم (9)

Task/Roles	Delivery Manager	Technical Analyst	Technical Manager	CISO	Project Manager	Project Sponsor	PMO	CFO
Launching new branch	R	R	A	R	AC	A	I	CI

Finding supplier	IC	R	AC	R	RAC	AC	I	CI
Designing the layout, space and the logo	I	R	AC	R	RAC	AC	I	CI

31- الأزمات والصراعات

الصراع - Conflict

تعريف الصراع: هو التصادم أو التضارب الذي يحصل عندما يتعارض سلوك الموجه نحو تحقيق الهدف لمجموعة ما مع سلوك مجموعة أخرى. أو هو تفاعل غير ودي (خصام) يحصل عندما يحاول أحد الأطراف منع أو إعاقة وصول طرف آخر إلى أهدافه.

المفهوم العام للأزمة

إن المفهوم العام للأزمة من الناحية الاجتماعية هو: " توقف لأحداث المنظمة المتوقعة واضطراب العادات مما يستلزم اتخاذ إجراءات سريعة لإعادة التوازن للمنظمة وتكوين عادات جديدة أكثر ملائمة للحدث ". (2)

وعرفها (Coombs 1999 ،) بأنها أحداث كبيرة غير متوقعة ولا يمكن التنبؤ بها ،

(Unpredictable) تهدد بإلحاق الأذى بالمنظمة ومالكيها (3) .

ليس من السهولة تفسير الأزمات وبحث جوانبها؛ لأن الإحاطة بالأزمة أمر شاق وصعب

ويتطلب إجراءات وتصرفات تختلف بطبيعة اختلاف الأزمات،

فالأزمة الحديثة في عالمنا

المعاصر غامضة وإن وضحت في بعض أسبابها ومناخها المحيط بها.

المفهوم العلمي للأزمة

تعبر الأزمة عن موقف (Situation) وحالة (affair of State) (إجراء (Process) وقضية (Case) يواجهها متخذ القرار في إحدى الكيانات الإدارية سواء كانت دولة، مؤسسة، مشروع، أو أسرة، حيث تتداخل وتتشابك الأسباب والمسببات بالنتائج وتتداعى الأحداث، حتى تصل الأمور إلى حالة من التعقيد، ويعيش متخذ القرار حالة ضبابية تفقده الرؤية وكأنه في حالة عمى مؤقت في لحظة اصطدامه بالمشكلة وتصيبه حالة من الارتباك وعدم السيطرة في محاولاته الإمساك بخيوطها أو توجيهها مستقبلاً، وهذا يعني أن الأزمة هي لحظة حاسمة ودرجة تواجه الكيان الإداري فتجعل من متخذ القرار في حالة عدم توازن، حيث إن قلة البيانات المتوفرة

وحالة عدم التأكد واختلاط الأسباب بالنتائج، وعدم القدرة على وضع تصور سريع لما قد يحدث من احتمالات في المستقبل بسبب الأزمة أو في الأزمة ذاتها.

32- provide 3 expected scenarios of the conflict's events

1- Opposing Stakeholders interests

Project conflict can arise at the highest levels of the company before the project ever gets off the ground when stakeholders have opposing views and interests. For instance, the production manager may advocate for a simple, easy-to-manufacture product, while the marketing director pushes for a more complex product that offers extensive

customization by customers. This type of conflict must be resolved in order to get a unified vision of the project before work can even commence.

2- Conflict over costs and budget

In the world of project management, project costs and budgets are the backbone of any project. Without proper funding and appropriate budget allocation for each specific task, a project is likely to fail. Nevertheless, budget constraints and cost cutting are common in projects during tough economic conditions. Also, in any given organization some projects may get more than enough funding and others might get peanuts depending on the priorities - but further fueling conflicts between project teams and project leaders.

The key to minimizing conflicts related to project costs and budgets is to ensure proper project cost management before launching the project. It is also necessary to control costs during the execution phase.

3- Personal differences

Oftentimes, conflict is simply born from clashing personalities. We've all worked with someone who rubbed us the wrong way, which makes it all too easy to disagree with their point of view or dismiss their opinions outright. This is not necessarily a bad thing. In fact, differences can be positive and should be celebrated for the strength and variety they bring to a team. They only become a source of contention if someone imposes their way of working and doing things on others. It

is also ok to have biases, but we should all be open to a change of heart, providing there is a convincing argument, and the situation demands it.

The key to tackling conflicts that arise due to differences in perception is to create a culture where project team members and stakeholders are able to speak their mind. They should make an effort to listen and understand each other with an open mind.

33- The optimal strategies to deal with each conflict and specify the reason of preference.

Collaborating - cooperating with the other party to understand their concerns and expressing your own concerns in an effort to find a mutually and

completely satisfactory solution (win-win). My preference of conflict resolution technique in the following cases:

1. When incorporating multiple views
2. If influential stakeholders are involved
3. When a consensus is required
4. If you want to distribute responsibility

This is a real problem-solving technique that provides a solution to the conflict. It brings consensus, commitment, and shared responsibility for the outcome. This technique creates a win-win situation, builds your team's confidence, earns respect, and establishes your authority.

Compromising - attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties, but completely

satisfactory to neither. My preference of conflict resolution technique in the following cases:

1. All parties involved need to win
2. When you have an equal relationship with both parties
3. Collaborative and forcing techniques have failed
4. When you need a temporary solution

This technique brings quick results, lowers stress, and keeps all parties placated until you can find a permanent solution. You can cool off and revisit the situation later.

Forcing (Use of Power) - using formal authority or other power that you possess to satisfy your concerns without regard to the concerns of the party that you conflict with. My preference of

conflict resolution technique in the following cases:

1. When we need a quick solution
2. When we know that one party is right
3. We do not have time to investigate
4. When the conflict is not very important
5. When the relationship with stakeholders is not essential

This technique provides a quick solution. It requires almost no effort and it may help establish their authority.

34- ROOT CAUSE ANALYSIS(RCA)

1. Defining and defining the problem and identifying its symptoms.
2. Collect data about the problem.

3. Determine the possible causal factors, the sequence of events of the problem, and the conditions that led to the occurrence of the problem, using the 5 Whys method.
4. Determine the root causes of the problem.
5. Develop and implement solutions.

35- Distribute the human resources on the functions.

The human resources need to be distributed within the project according to needs and according to strategic resource plan. Every activity in your activity list needs to have human resources assigned to it. Before you can assign human resources to your project, you need to know their availability. Human resource availability includes information about what resources you can use on

your project, when they're available to you, and the conditions of their availability.

Resourcefulness is a boundary-breaking behaviour of creatively bringing resources to bear and deploying them to create value. Human resources are people you need in order to do all of the activities that you planned for. The individual acquires capable resources and fosters an attitude of resourcefulness within the team to stimulate, evaluate and act upon ideas that can benefit the process, results or goals. Ideas must be presented to the team before they are accepted. A team atmosphere that is open to creativity and innovation is a prerequisite for acceptance. I follow below 5 steps for human Resource Allocation

Step# 1. Map out your project timeline:

First, depending on the project methodology, identify project phases. Second, estimate how long each phase will last and set clear milestones at the end of each phase. Third, identify the major tasks for each phase.

Step #2. Identify project resources:

With a detailed task timeline ready, it's time to identify the resources required to complete each task. Past team knowledge and experience come in handy for this.

Step #3. Find available resources:

Now that you've identified the tasks and resources, it's now time to check the resource pool.

Step #4. Allocate resources:

Next, depending on your organization, you may have to request a resource for the project.

Step #5. Monitor project schedule:

Any changes to your project schedule can and will impact your resource allocation plan. That's why you need to keep a close eye on any changes to the project schedule.

Fast tackling & crashing: -36

Fast tracking:

في حال وجود أوقات يتخلف فيها المشروع عن الموعد المحدد .
قد تشمل أسباب التأخير ضعف الأداء، أو تعطل الأدوات، أو نقص
الموارد، أو حتى سوء التواصل بين مديري المشاريع والإدارة مع

الموظفين. عندما يتخلف المشروع عن الجدول الزمني، يجب أن يتم الضغط للعودة إلى مساره الصحيح وتسريع تقدم المشروع بحيث لا يزال من الممكن إنجازه ضمن خطوط الأساس والمواعيد النهائية المحددة. وتتم كالتالي:

- اضافة الأنشطة داخل المشروع

يشمل المشروع سلسلة من الأحداث أو الإجراءات لتحقيق أهداف المشروع. سيتم تدوين كل عملية مرة أخرى والتأكد من عدم ترك أي منها.

- تنظيم قائمة الأنشطة وفقا للتسلسل المناسب بعد الخطوة السابقة، سيتم ترتيب المهام داخل المشروع بالتتابع .

- تحديد العمليات المستقلة

يمكن أن تقصر الجدول الزمني على مستوى كبير. ومع ذلك، لا يمكن دمج جميع العمليات داخل المشروع معا أو تداخلها. في هذه الخطوة، سيتم تحديد المهام المستقلة.

- أعداد تنظيم الجدول الزمني

بعد تحديد المهمة والمهام المستقلة، سيتم إعادة تنظيم الجدول الزمني من خلال أداء مهمتين في وقت واحد. سيتم تحديث الجدول الزمني بشكل واضح حتى يكون جميع الفريق والموظفين في المشروع على دراية بالتغييرات وأداء المهام وفقا لذلك وتحقيق ضغط الجدول الزمني المقصود.

Crashing:

تشير إلى الوقت الذي يقرر فيه فريق المشروع زيادة التكاليف أو الموارد من أجل تقليل الوقت المستغرق لإكمال مهام المشروع. وللمضي قدما ففي تقنية ضغط الجدول الزمني هذه، لا غنى عن استكشاف التكلفة المناسبة مع الجدول الزمني للمشروع الذي سيتم تعيينه أولا بحيث يكون الاستثمار في التكلفة الجديدة. قد يؤدي ذلك إلى تحقيق النتيجة المرجوة من ضغط الجدول الزمني. على عكس تقنية التتبع السريع التي لا تزيد التكلفة، بل المخاطر. ويتم تحديد الخطوات كالآتي:

- تحليل مسار الجدول الزمني

أولاً، من المهم تحديد المهام التي يمكن أن تسهم في تقصير الجدول الزمني عند استخدام هذه التقنية. عند القيام بذلك، قد يتم استخدام طريقة المسار الحرج (CPM) لتقييم مدى أهمية المهمة وقياس المسار الحرج لها.

- تحديد المهام التي يمكن ضغطها

في الخطوة التالية هي تحديد المهام التي يمكن التعجيل بها في حال تم تخصيص موارد إضافية لها. وبالتالي فإن تحديد المهام التي تنطبق على هذه التقنية أمر أساسي. قد تشمل الموارد الإضافية في المشروع القوى العاملة والعامل والمواد والوقت ورأس المال.

- حساب مكونات المهمة

وهي قياس مقدار الوقت الذي يمكن تقصيره بالإضافة إلى موارد جديدة. ومن ضمنها مقدار الوقت المختصر. قد نحتاج إلى بعض الوقت لقضائه في المناوبة مثل نقل المعرفة، والوقت اللازم لوصول الموارد الإضافية، والعديد من الظروف الأخرى.

- اتخاذ قرار بشأن الطريقة بأقل تكلفة

الهدف الرئيسي من تعطيل جدولة المشروع هو تقصير الجدول الزمني للمشروع بأقل التكاليف الإضافية .
ففي الخطوات السابقة، فقد تم تحديد عدة أرقام من المهام التي يمكن أن تتعطل مع قدر معين من الوقت. وبالنظر إلى مقدار الوقت اللازم لتقصير المشروع، يمكنك القضاء على تعطيل المهمة التي ليست ذات أولوية قصوى.

- تطوير الميزانية وتحديث مهام الجدول الزمني

في الخطوة الأخيرة هي تحديث مهام الجدول الزمني فضلا عن توفير ميزانية تعطيل المشروع.

37- Develop general rules for the negotiation process

General rules for negotiations are:

- Never reward intimidation tactics.
- Be patient
- Be positive
- Be prepared
- Know your bottom line
- Limit your authority
- Know your opening offer
- Gather information
- Know your status
- Float trial balloons
- Negotiate in writing.

38- Negotiation Plans

Plan (1),

negotiating with the client the term of the contract extension and the financial value of changes in the scope of the project the client requested an increase in the number of meals, and the project manager analyzed their impact on schedule and cost. The changes need 20 days to be implemented at a cost of 30 thousand riyals, and he has to increase the income by 30%, and the customer requested a reduction in the extension period and the cost of the changes. Negotiation strategies planned to be used with the client:

- 1- Patience: Patience and not being reckless until the goal is achieved.
2. Silence: an effective strategy. Silence expresses confidence, discipline and calm. Talk less and listen more.

3. Setting boundaries: setting an insurmountable minimum as a condition for starting negotiations.
4. Cover disclosure: At the end of the negotiation process, identify the points to focus on and then identify the best available alternatives to win.

Plan (2),

Negotiation strategies planned to be used with the HR manager:

1. De facto: Persuasion of the importance of the project for the company, because its financial value is high as well as the desire to earn additional income for the company.
2. Quiet retreat: to take information from the other party about the current projects and their needs.

3. Reincarnation: Asking many questions to the other party to clarify matters more deeply, because that narrows the gap with the other party.
4. Setting boundaries: Determining the minimum number of resources to start the project.
5. Crossroads: View many aspects of the project, such as scope, time, budget, quality, risk, and communication, and relate the number and sufficiency of resources to these aspects, to force the other side to see a wide range of issues.

39- **Triple Constraint**

A model representing the relationship between project scope, time, and cost. They are usually represented as follows:

1. Scope: defines the objectives, results and tasks of the project, defines the work to achieve the desired results. Priorities must be set and resources allocated efficiently.
2. Time: It is called the schedule and includes the start and end dates for tasks, the deadlines for all results.
3. Cost: The budget that is drawn up for the project, which is the basis for cost control and includes the cost data of similar projects, collecting

the prices of all necessary commodities used in the project and labor wages, estimates the expected risks.

The quality:

Quality is at the center of the project triangle. The quality affects each side of the triangle, and any changes you make to any side of the triangle are likely to affect the quality. Quality is not one of the factors of the triangle; It is the result of what you have done in time, money and scope.



40- List of project success factors:

Psychological factors for project success:

1. Seriousness and ambition: In order to reach high aspirations, it is necessary to plan and then identify ways to achieve them.
2. Excellence: We seek to excel in this field by adding special methods for its success.
3. Expecting success and excluding failure: We have high confidence in our ability to succeed in this project.

The administrative success factors of the project:

1. Planning: The project has a plan that determines the status of the project at the present time, and where it is going in the future, which helps put the team members on the right path. As long as they

know the project's goals, they are expected to work to achieve these goals.

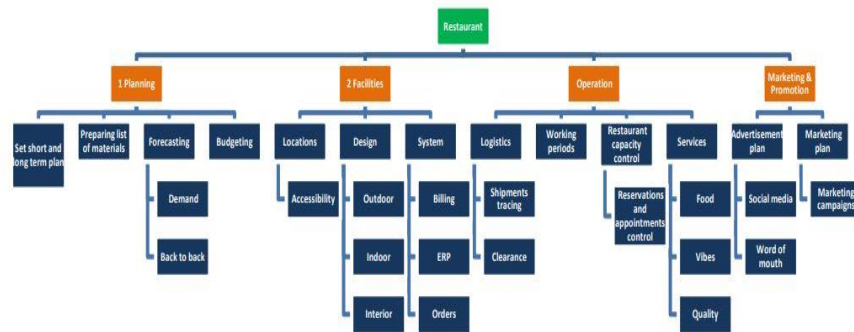
2. Motivating the team: the only tool to achieve success, provided that the work team is efficient, working hard and enthusiastically at the same time, and then the project manager must work to motivate his team members always, and tell them about their progress and achievement, and not about the negatives of their performance. This will put them on the right path, and double their determination.

3. Avoid Deviating from Expectations One of the most common causes of project failure is a mismatch between what you think your business outcomes and your client's appreciation for, so in order to avoid this situation, we have to agree

decisively on what they actually want, and what you will deliver. for them .

4. Risk management: Develop a plan for potential risks that will be easy for us to deal with when they occur, and therefore we will be able to reduce their damage to the greatest extent possible.

41- Develop WBS and its guide to illustrate it:



42- Requirement Traceability Matrix

Requirements Traceability Matrix (RTM) links product requirements to the deliverables. It ensures that future changes and modifications are well addressed and clearly defined (Chandramouli, S., 2011).

Requirements traceability matrix improves the scope management process, assists control and quality management process, also, it is a process of documenting the relationship between the initial requirements and the produced product or service (Project-Management.com., 2021).

To create RTM, must define unique and clear requirements which is part of each important project component. Matrix traces each requirement to ensure the consistent and unique references

during the entire process and creates a relationship between each of the processes (Project-Management.com., 2021).

RTM table fields:

Req #: Requirement Number; list the RTM in a numerical order and group by function.

Name: Requirement name and description.

RFP #: Request For Proposal (RFP); Requirement identification number in the RFP.

DDD #: Deliverable Definition Document; use the RFP requirement number as a reference for the DDD that is created for the requirement.

PPT #: MS Project Subtask and Task numbers that are associated with the requirement.

TS #: Test scripts number for the actual testing process.

Verification: Record the completion of the signoff process.

43- Methods used in requirement collection

The Requirements collection will be detailed, unambiguous, accurate and well specified. So, after gathering the requirements list each requirement will have a unique and clearly defined purpose. The unique methods that we used in the requirements collection are:

1- Brainstorming

To hold brainstorming sessions with project team, project managers, key stakeholders to identify as many requirements as possible.

2- Document Analysis

By reviewing the requirements on the historical documents of the similar projects system.

3- Focus Group

By gathering of people who are representative of the users and customers to get feedback. The feedback can be gathered about needs/opportunities/ problems to identify requirements. Also to validate and refine already elicited requirements.

4- Interview

Thru Interviews of stakeholders to recognize the perspective of each interviewee, so we can properly weigh and address their inputs to shape our requirement.

5- Observation

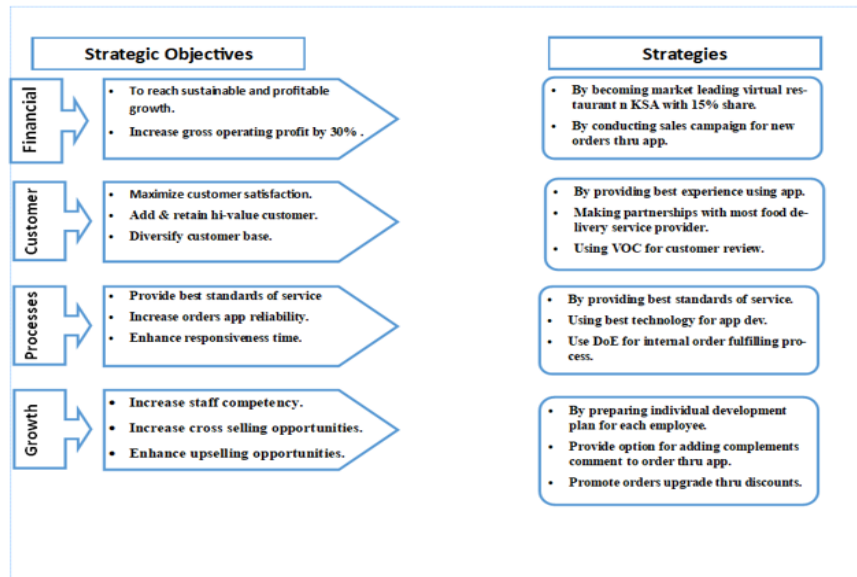
By observing users to identify a process flow, steps, pain points and opportunities for improvement and to refine requirements.

6- Requirement (Collaborative) Workshops

By involving parties collaborate to document requirements.

44- Hierarchical structure of the objectives of the project connected to the strategy

Hierarchical structure of the objectives of the project connected to the strategy



**45- To develop, identify, and prepare the
scope statement**

Scope statement contains the following elements

Scope statement

Project Objective

Deliverables

Milestone

Technical Requirements

Limit and exclusions

Scope statement

The suggested system is an online mobile application that allows end-users to register for the system, pick food items from the menu, and place orders online.

Additionally, customers have the option of paying for their order either online or when their order is delivered to their house, as desired. Moreover, One-stop food shop for all ordering requirements, the application app sells food products. It makes it easy for restaurant to sell food from smart application. This app as a one-stop shop for restaurant's products. Users may purchase products from

a shop using this app in a few simple steps, and the business will get an easy order.

The application will connect all restaurants or partners in one platform to serve the users and it will connect customers directly to the restaurant. Therefore, restaurants will focus on preparation of high-quality food only. Any choices made by customers are accessible to the restaurants immediately in real-time and the chef will accomplish the order within a certain time frame. After the chef has finished preparing the meal, the delivery person assigned to the customer's location and the customer's name and the bill status is notified of the packages. customers may use the app to post evaluations of the service, which other users can see and consider when deciding whether or not to use it themselves.

Project Objective

To develop smart software to deliver food for clients and to connect the clients with the restaurants

Deliverables

Smart application user-friendly

The app should be user-friendly and help clients to compare different restaurants and offers.

Customer sign in and register the profile with a delivery address

App users browse the food menu on the app

Upon selecting the preferred food, the user places an order

The user makes the final payment once the order is confirmed

User track the delivery, time, and location

Upon receiving the final order, the user may choose to review the food and service

High performance and speed

The app must load data fast to connect with the backend system to provide info which the user wants.

High accuracy tracking system

The app should provide a real-time information about the order in every step.

Ingredients for customer app

Search: The customers should be able to search and compare different restaurants, offers, cuisines with the food ordering app solutions. They should be able to search by location, cuisine, price, ratings, review, and restaurant names as per their convenience.

Order: This feature should enable customers to add and remove items from the cart. They should also be able to cancel or reorder as and when they wish.

Favourites: The customers should be allowed to mark and save their favourite dishes and eateries so that they don't have to search all over again. This makes reordering or ordering something previously out of stock very easy.

Real-time Tracking: Using GPS navigation or a tracking system integrated into a food delivery app, customers should be able to do order tracking, from order preparation to shipment and delivery at the doorstep.

Coupons: All top food delivery apps have this feature to encourage customers to order food online and building a loyal customer base. Customers prefer to save money with discounts and that is why this feature is a must in your food delivery food app.

In-app Chat: Customers might have some tips or queries/disputes that they need to discuss with the delivery personnel. This is why it is necessary to have the contact details of the driver as well as the in-app chat option when you looking for food delivery app development.

Payment Details: While developing an online food ordering system or delivery system, making payments easy, fast and secure is really important. You could have integrated payment gateways like cards, e-wallets, net banking, or COD as an option to pay bills.

Technical Requirements:

Food ordering app should prioritize those features in order to provide an excellent user experience and achieve success.

Simple registration.

High security.

Various payment options.

Delivery time estimation.

Order tracker.

Reviews and rates.
Attractive design.
The great search engine.

Staff:

Daily orders manage.
Manage Sales Order.
Manage Societies and area or region
Manage the time schedule of delivery.
Multi Language Supportive staff.

Customer Review:

Customer should be able to share their feedback about
the services for development purposes

Mandatory Industry Code requirements:

Food standards code.
Customer service Code or their Rights.
Company policy of delivering the food on time.
Payment methods.

Limit and Exclusion

- Food delivery capacity will be limited in each shipment based on shipment size.
- the application will serve customers in city boundaries map only
- Delivery facility will not be 24h it will end at 11:00 PM

46- To develop, identify, and explain the concepts: Scope creep and giving examples

A project is typically a one-time event. Every project has a project plan, which is broken down into work packages or activities, an assigned cost budget, and an expected closure time. Every project is decomposed into smaller components. It is one of the useful project management tools that contain detailed description of work packages including scope of work. It facilitates planning as well as scheduling of a project plan. Assigned work activities are required to be completed before the closure of the project.

This helps to identify all work to be done. It helps in breaking down the deliverables in a hierarchical order starting from high to low level details. Each activity is

scheduled from start to end. Variation in the scope of the project can affect the schedule, budget and in turn may affect the success of project.

Scope creep occurs as an obstacle in the project management. As scope creep is a continuous uncontrolled growth in the project scope. It happens when project scope baseline is improperly defined to the project team and further not documented well.

Scope creep can happen for a number of reasons, including:

Communication gap between the parties involved in the project. Poor change implementation in the project. When there are complexities in the project. A poor understanding of the original project, scope causes

continuous uncontrolled growth. Unsuitable project manager is not able to manage the project properly.

Scope creep is not necessarily a hindrance, however, continued changes if not managed properly can cause a big problem in the completion and further in the success of the project.

Scope Creep Example

You expect this job to take you 150 hours spread over one month. You also decide to hire a project-based UX designer as you want to focus on the back-end of the system. Halfway through the development stage of the project, a new project manager joins the team and asks for feedback on the project that you have already begun. It turns out that the product owners want to add new

features to the app, such as the ability to send push notifications through WhatsApp or to share food pictures and reviews through Instagram. After the meeting, you'll need to go back to the drawing board to come up with some different kinds of ideas for the new project manager's approval, and the emails back and forth about this end up absorbing a large portion of the remaining hours.

47- Product Analysis

Product Analysis for projects that have a product as a deliverable, it is a tool to define scope that generally means asking questions about a product and forming answers to describe the use, characteristics, and other relevant aspects of what is going to be built or manufactured.

Product analysis is an effective tool in project management. It is used in determining whether the product that will be delivered will be effective in drawing

in its target client. It is important to take note that each application area has generally more accepted methods to create a good product that can be released to the market, but product analysis includes different sets of tools to analyze the product. These techniques include systems analysis, product breakdown, system engineering, requirement analysis, value analysis and value engineering.

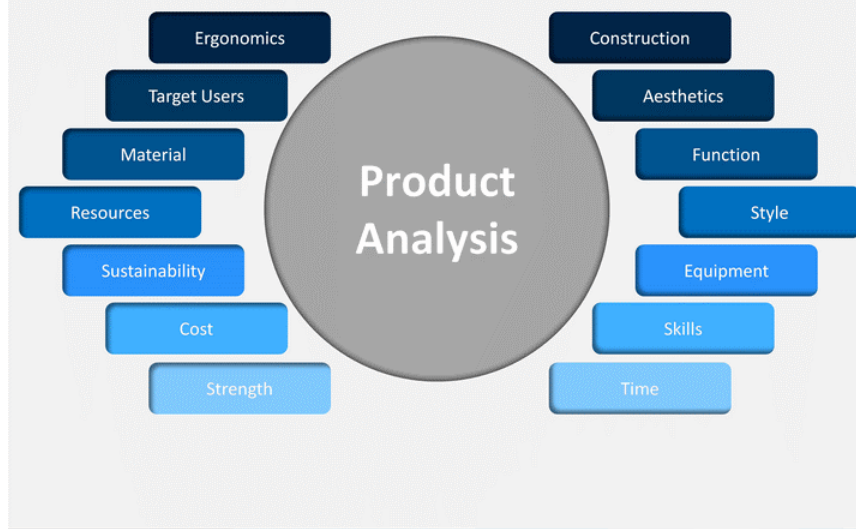
All of these are necessary to effectively analyze a particular tangible product and deem it effective in the current market.

This term is defined in the 5th edition of the PMBOK.

HOW TO WRITE A PRODUCT ANALYSIS

The first step to writing a product analysis is determining the end goal. Looking to simply analyze the quality or functionality of one product versus another? Trying to implement or improve on a design? Looking to decrease costs from the current design? Understanding the message relayed to see if it matches what the product does? Once the goal is determined for this product analysis one can start to form a set of questions to obtain the appropriate answers. If unsure of where to start, there are various product analysis templates and product analysis examples online to begin. After obtaining these answers, document the results in a product analysis report in order to update, change or slightly alter your current product and or message.

PRODUCT ANALYSIS



48- The transformation of the W.P to activities.

Work Package Definition

The work defined at the lowest level of the work breakdown structure for which cost and duration can be estimated and managed.

Activity Definition

A distinct, scheduled portion of work performed during the course of a project.

So, in summary, WBS is the decomposition of the entire scope of work. Its lowest level is a “Work package”. A

Work package is in turn decomposed to form “Activities”. In simple terms we can say that series of activities creates a Work Package”

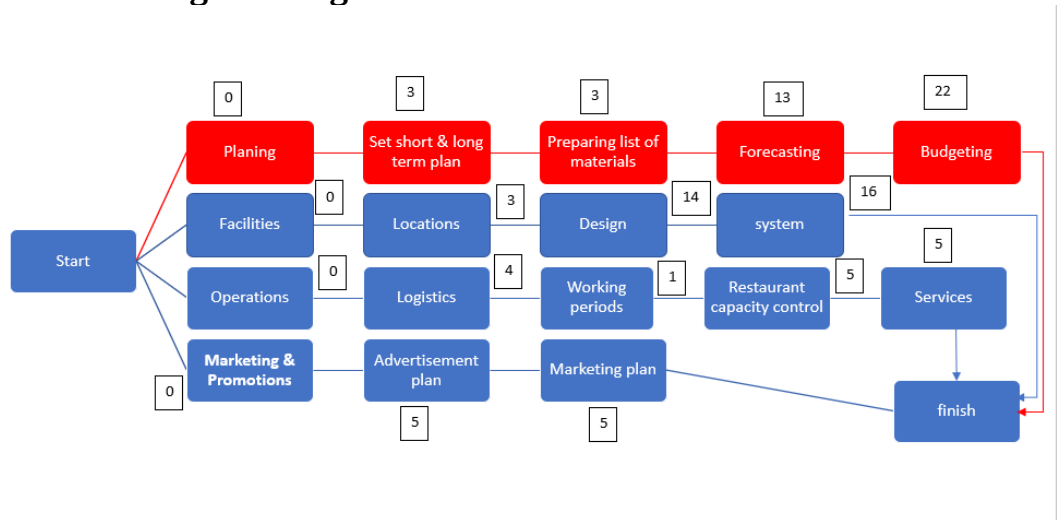
49- Functions & Activities List

SR#	Task Name	WBS	Planned Start Date	Actual Start Date	Planned Finish Date	Actual Finish Date	# Days
1	Planning	1	2/1/2022	2/2/2022	3/2/2022	28/03/2022	39 days
2	Set short & long term plan	1.1	2/1/2022	2/2/2022	6/1/2022	6/2/2022	3 days
3	Preparing list of materials	1.2	9/1/2022	9/2/2022	13/01/2022	13/02/2022	3 days
4	Forecasting	1.3	9/1/2022	9/2/2022	27/01/2022	27/02/2022	13 days
5	Demand	1.3.1	9/1/2022	9/2/2022	20/01/2022	20/02/2022	8 days
6	Back to back	1.3.2	23/01/2022	23/02/2022	27/01/2022	27/02/2022	3 days
7	Budgeting	1.4	30/01/2022	27/02/2022	31/01/2022	28/03/2022	22 days
8	Facilities	2	1/2/2022	29/03/2022	8/3/2022	12/5/2022	33 days
9	Locations	2.1	1/2/2022	29/03/2022	3/2/2022	31/03/2022	3 days
10	Accessibility	2.1.1	1/2/2022	29/03/2022	3/2/2022	31/03/2022	3 days
11	Design	2.2	6/2/2022	3/4/2022	10/2/2022	20/04/2022	14 days
12	Outdoor	2.2.1	6/2/2022	3/4/2022	8/2/2022	7/4/2022	5 days
13	Indoor	2.2.2	8/2/2022	10/4/2022	9/2/2022	17/04/2022	6 days
14	Interior	2.2.3	10/2/2022	18/04/2022	10/2/2022	20/04/2022	3 days
15	System	2.3	13/02/2022	21/04/2022	8/3/2022	12/5/2022	16 days
16	Billing	2.3.1	13/02/2022	21/04/2022	17/02/2022	24/04/2022	16 days
17	ERP	2.3.2	20/02/2022	25/04/2022	3/3/2022	5/4/2022	9 days
18	Orders	2.3.3	6/3/2022	8/5/2022	8/3/2022	12/5/2022	5 days
19	Operations	3	9/3/2022	15/05/2022	31/03/2022	2/6/2022	15 days
20	Logistics	3.1	9/3/2022	15/05/2022	13/03/2022	18/05/2022	4 days
21	Shipments tracing	3.1.1	9/3/2022	15/05/2022	10/3/2022	17/05/2022	3 days
22	Clearance	3.1.2	13/03/2022	18/05/2022	13/03/2022	18/05/2022	1 day
23	Working periods	3.2	14/03/2022	19/05/2022	16/03/2022	19/05/2022	1 day
24	Restaurant capacity control	3.3	17/03/2022	22/05/2022	21/03/2022	26/05/2022	5 days
25	Reservation and appointments control	3.3.1	17/03/2022	22/05/2022	21/03/2022	26/05/2022	5 days
26	Services	3.4	22/03/2022	29/05/2022	31/03/2022	2/6/2022	5 days
27	Food	3.4.1	22/03/2022	29/05/2022	24/03/2022	31/05/2022	3 days
28	Vibes	3.4.2	27/03/2022	1/6/2022	27/03/2022	1/6/2022	1 day
29	Quality	3.4.3	28/03/2022	2/6/2022	31/03/2022	2/6/2022	1 day
30	Marketing & Promotions	4	3/4/2022	5/6/2022	14/04/2022	16/06/2022	10 days
31	Advertisement plan	4.1	3/4/2022	5/6/2022	7/4/2022	9/6/2022	5 days
32	Social media	4.1.1	3/4/2022	5/6/2022	6/4/2022	8/6/2022	4 days
33	Word of mouth	4.1.2	7/4/2022	9/6/2022	7/4/2022	9/6/2022	1 day
34	Marketing plan	4.2	10/4/2022	12/6/2022	14/04/2022	16/06/2022	5 days
35	Marketing campaigns	4.2.1	10/4/2022	12/6/2022	14/04/2022	16/06/2022	5 days

50- Activities Relationships

Category	Task Name	WBS	Relationship with other
Function	Facilities	2	Core to start
	Marketing & Promotions	4	
	Operations	3	
	Planning	1	
Process	Advertisement plan	4.1	Can't work without defining the Function
	Budgeting	1.4	
	Design	2.2	
	Forecasting	1.3	
	Locations	2.1	
	Logistics	3.1	
	Preparing list of materials	1.2	
	Restaurant capacity control	3.3	
	Services	3.4	
	Set short & long term plan	1.1	
	System	2.3	
	Working periods	3.2	
Module	Accessibility	2.1.1	Can't work without defining the process
	Back to back	1.3.2	
	Billing	2.3.1	
	Clearance	3.1.2	
	Demand	1.3.1	
	ERP	2.3.2	
	Food	3.4.1	
	Indoor	2.2.2	
	Interior	2.2.3	
	Orders	2.3.3	
	Outdoor	2.2.1	
	Quality	3.4.3	
	Reservation and appointments control	3.3.1	
	Shipments tracing	3.1.1	
	Vibes	3.4.2	

51- Logical Diagram & Critical Path

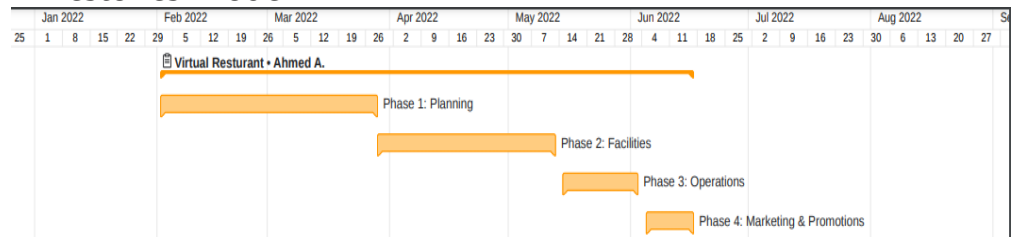


52- Gantt Chart & Milestones Model

A- Gantt Chart



B- Milestones Model



53- Deming Model

□ **Explanation of Deming's model of quality**
Deming developed the Walters wart wheel and called it the "Deming wheel", and divided the quality management and improvement process into four stages: (cycle) PDCA (act-check-do-plan The continuous process of quality improvement,

The stages are as follows:

PLAN plans:

During this stage, the client's requirements and aspirations in the future (goals) and the advocate for these goals are determined, then Planning how to achieve these requirements, and adopting the Plan Action (from those concerned). Carry out

DO:

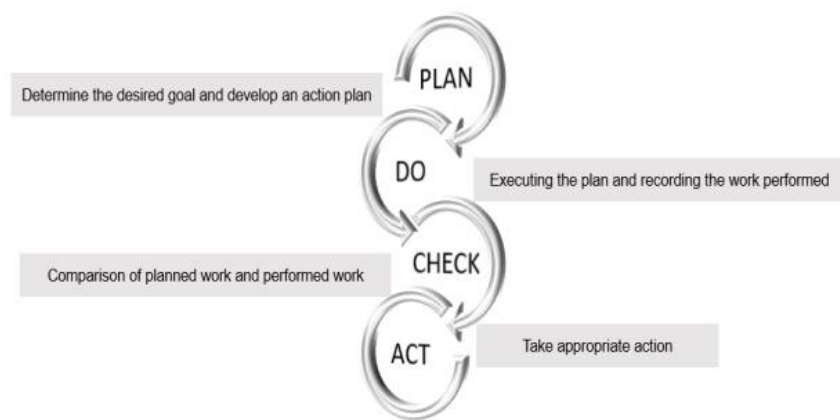
During this stage, the approved plan is implemented, and the results are recorded in one of the following ways (audit maps - reason chart). The result is an analysis.

CHECK:

During this stage the results are analyzed to reach a clear understanding of the relationships between the various components, and to determine the extent of Achieving the planned objectives.

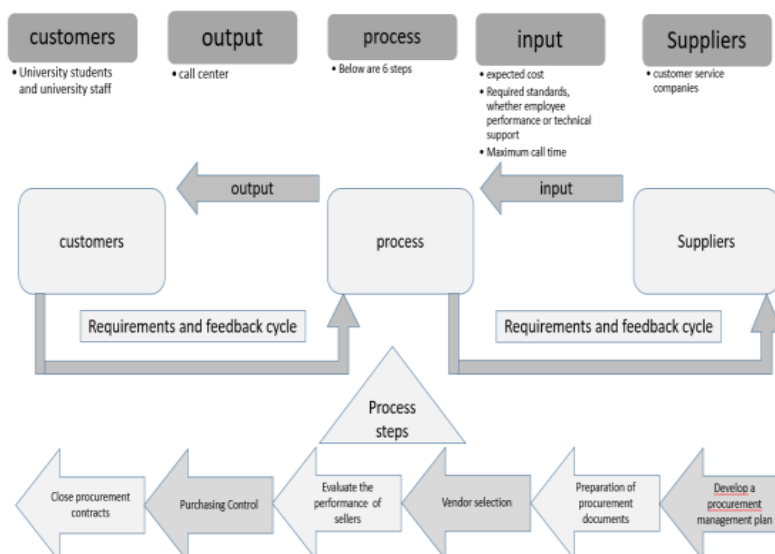
Do the ACT:

Based on the results of the examination, appropriate action is taken, either by accepting the results or deciding to improve or abandon.

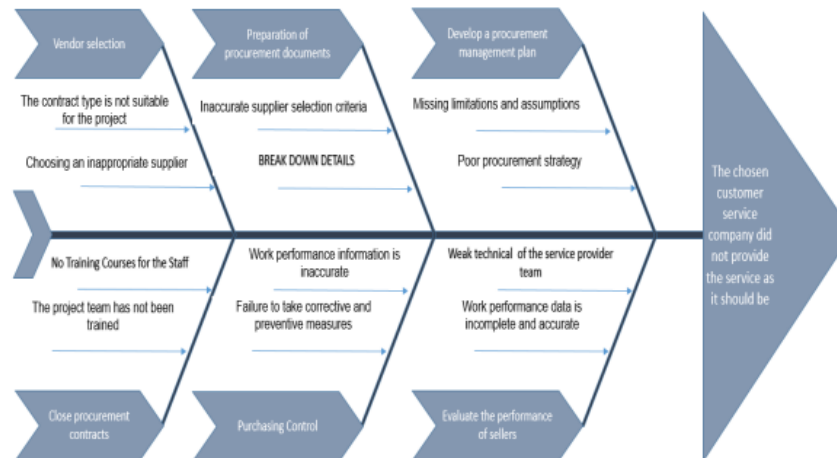


54- SIPOC & Ishikawa Models

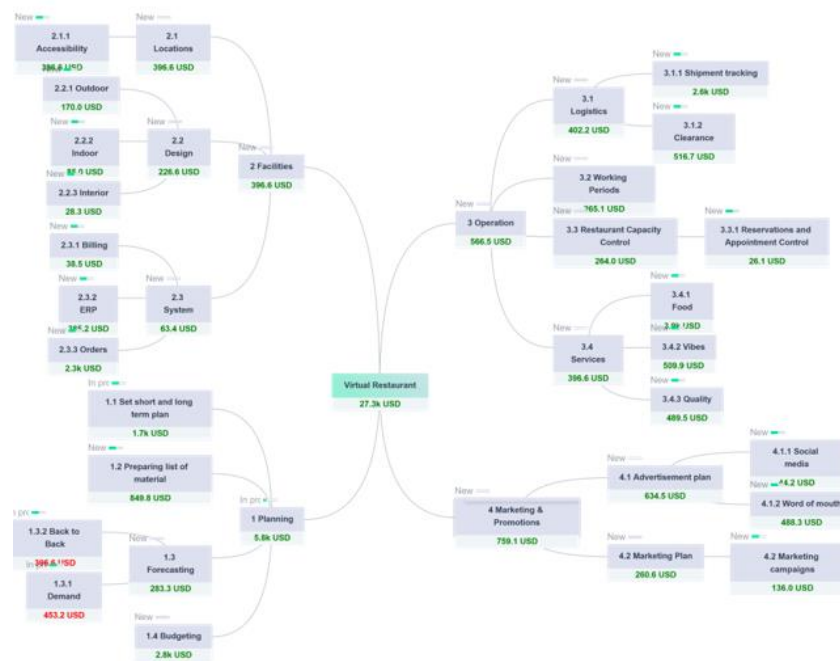
The development of the SIPOC model for one of the output problems of the project.



The development of the ISHIKAWA model for one of the output problems of the project:



55- Cost Breakdown Structure



Project budget: Virtual Restaurant		US Dollar
	PLAN	REALITY
Incomes:	0 \$	32,015 \$
Total costs:	35,241 \$	4,674 \$
Personnel costs:	33,991 \$	Spent time 141.0 hrs. / 3,994 \$
Expenses:	1,250 \$	680 \$
Profit:	-35,241 \$	27,341 \$
Profit margin		85.4 %
Net margin		87.25 %

56- Earned Value Management

Summary Report

Planned Value (PV) or Budgeted Cost of Work Scheduled (BCWS)														
VBS	Task Name	TBC	1	2	3	4	5	6	7	8	9	10	11	12
1	1 Planning	5200	1000	500	2000	1200	500							
1.1	1.1 Set short and long term plan	250	100	150										
1.2	1.2 Preparing list of material	250			100	150								
1.3	1.3 Forecasting	2000	600	400	500	250	250							
1.3.1	1.3.1 Back to Back	1000	500	300	200									
1.3.2	1.3.2 Demand	1000				500	300	200						
1.4	1.4 Budgeting	2700	700	500	500	500	300	200						
2	2 Facilities	3500						500	350	350	1300	500	200	300
2.1	2.1 Locations	1000					500	200	300					
2.1.1	2.1.1 Accessibility	1000			500	200	300							
2.2	2.2 Design	750			500	250								
2.2.1	2.2.1 Outdoor	250					250							
2.2.2	2.2.2 Indoor	250					250							
2.2.3	2.2.3 Interior	250					250							
2.3	2.3 System	2750					250	500	2000					
2.3.1	2.3.1 Billing	750						500	250					
2.3.2	2.3.2 ERP	1500							500	500	500			
2.3.3	2.3.3 Orders	500							500					
3	3 Operation	3000							1000	250	750	250	250	500
3.1	3.1 Logistics	1000						250	750					
3.1.1	3.1.1 Shipment tracking	500						250	250	250				
3.1.2	3.1.2 Clearance	500							250	250				
3.2	3.2 Working Periods	1000									250	750		
3.3	3.3 Restaurant Capacity Control	1000											250	750
3.3.1	3.3.1 Reservations and Appointment Contrc	1000											250	750
3.4	3.4 Services	4000									250	750	500	2500
3.4.1	3.4.1 Food	1500										250	750	500
3.4.2	3.4.2 Vibes	1500											250	750
3.4.3	3.4.3 Quality	1000											250	750
4	4 Marketing & Promotions	3000										1000	1000	1000
4.1	4.1 Advertisement plan	1500										1000	500	
4.1.1	4.1.1 Social media	750											750	
4.1.2	4.1.2 Word of mouth	750												750
4.2	4.2 Marketing Plan	1500									1000	500		
4.2.1	4.2.1 Marketing campaigns	1500										1000	500	
		0												
Insert new row this way														
Total Budgeted Cost		49900	2300	1850	4300	3050	3150	2100	5650	2350	5050	6000	5950	7650
Cumulative Planned Value (PV)			2300	4750	9050	12100	15250	17350	23000	25350	30400	36400	42350	49900

Insert your name above this line

Actual Cost and Earned Value

Cumulative Actual Cost (AC)	2900	4730	8030	10630	13955	15955	21345	23695	28945	34095	39495	47095
Cumulative Earned Value (EV)	7485	7485	9980	0	0	0	0	0	0	0	0	0

Project Performance Metrics

Cost Variance (CV = EV - AC)	4585	2755	1950	-10630	-13955	-15955	-21345	-23695	-28945	-34095	-39495	-47095
Schedule Variance (SV = EV - PV)	4585	2735	930	-12100	-15250	-17350	-23000	-25350	-30400	-36400	-42350	-49900
Cost Performance Index (CPI = EV/AC)	2.58	1.58	1.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Schedule Performance Index (SPI = EV/PV)	2.58	1.58	1.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Estimated Cost at Completion (EAC)	19333	31533	40150	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

EV

Cumulative Earned Value (EV)

WBS	Task Name	TBC	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12
1	1 Planning	5200	15%	15%	20%									
1.1	1.1 Set short and long ter	250	15%	15%	20%									
1.2	1.2 Preparing list of mat	250	15%	15%	20%									
1.3	1.3 Forecasting	2000	15%	15%	20%									
1.3.2	1.3.1 Back to Back	1000	15%	15%	20%									
####	1.3.2 Demand	1000	15%	15%	20%									
####	1.4 Budgeting	2700	15%	15%	20%									
####	2 Facilities	3500	15%	15%	20%									
####	2.1 Locations	1000	15%	15%	20%									
####	2.1.1 Accessibility	1000	15%	15%	20%									
####	2.2 Design	750	15%	15%	20%									
-	2.2.1 Outdoor	250	15%	15%	20%									
Insert to	2.2.2 Indoor	250	15%	15%	20%									
	2.2.3 Interior	250	15%	15%	20%									
2.3	2.3 System	2750	15%	15%	20%									
2.3.1	2.3.1 Billing	750	15%	15%	20%									
2.3.2	2.3.2 ERP	1500	15%	15%	20%									
2.3.3	2.3.3 Orders	500	15%	15%	20%									
3	3 Operation	3000	15%	15%	20%									
3.1	3.1 Logistics	1000	15%	15%	20%									
3.1.1	3.1.1 Shipment tracking	500	15%	15%	20%									
3.1.2	3.1.2 Clearance	500	15%	15%	20%									
3.2	3.2 Working Periods	1000	15%	15%	20%									
3.3	3.3 Restaurant Capacity	1000	15%	15%	20%									
3.3.1	3.3.1 Reservations and A	1000	15%	15%	20%									
3.4	3.4 Services	4000	15%	15%	20%									
3.4.1	3.4.1 Food	1500	15%	15%	20%									
3.4.2	3.4.2 Vibes	1500	15%	15%	20%									
3.4.3	3.4.3 Quality	1000	15%	15%	20%									
4	4 Marketing & Promotic	3000	15%	15%	20%									
4.1	4.1 Advertisement plan	1500	15%	15%	20%									
4.1.1	4.1.1 Social media	750	15%	15%	20%									
4.1.2	4.1.2 Word of mouth	750	15%	15%	20%									
4.2	4.2 Marketing Plan	1500	15%	15%	20%									
4.2	4.2 Marketing campaign	1500	15%	15%	20%									
-		0												
Cumulative EV			7485	7485	9980	0	0	0	0	0	0	0	0	0

AC

Actual Cost (AC) of Work Performed

WBS	Task Name	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12
1	1 Planning	1000	500	1500	1000	500							
1.1	1.1 Set short and long term plan	100	150										
1.2	1.2 Preparing list of material			50	150								
1.3	1.3 Forecasting	600	400	200	250	250							
1.3.1	1.3.1 Back to Back	500	300	50									
1.3.2	1.3.2 Demand				100	300	200						
1.4	1.4 Budgeting	700	500	500	700	300	200						
2	2 Facilities						500	350	350	1300	500	200	300
2.1	2.1 Locations					800	200	300					
2.1.1	2.1.1 Accessibility			500	200	200							
2.2	2.2 Design			500	200								
2.2.1	2.2.1 Outdoor					225							
2.2.2	2.2.2 Indoor					300							
2.2.3	2.2.3 Interior					225							
2.3	2.3 System					225	500	2000					
2.3.1	2.3.1 Billing					400	250						
2.3.2	2.3.2 ERP						350	500	500				
2.3.3	2.3.3 Orders						340						
3	3 Operation						800	250	750	250	250	500	
3.1	3.1 Logistics						500	750					
3.1.1	3.1.1 Shipment tracking						300	250					
3.1.2	3.1.2 Clearance						200	250					
3.2	3.2 Working Periods								200	750			
3.3	3.3 Restaurant Capacity Control										100	750	
3.3.1	3.3.1 Reservations and Appointment Control										200	750	
3.4	3.4 Services								250	750	200	2500	
3.4.1	3.4.1 Food									200	750	500	
3.4.2	3.4.2 Vibes										100	750	500
3.4.3	3.4.3 Quality										500	750	
4	4 Marketing & Promotions										300	1000	1000
4.1	4.1 Advertisement plan										800	500	
4.1.1	4.1.1 Social media											700	
4.1.2	4.1.2 Word of mouth												800
4.2	4.2 Marketing Plan									1200	500		
4.2.1	4.2 Marketing campaigns									1050	500		
Insert new row above this one													
Total Actual Cost		2900	4730	8030	10630	13355	15355	21345	23695	28945	34095	33495	47095
Cumulative Actual Cost (AC)		2900	4730	8030	10630	13355	15355	21345	23695	28945	34095	33495	47095

Simple EVA Table

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

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

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

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

In this example, the project is over budget and behind schedule

57- Concept Of Resource Leveling & Smoothing

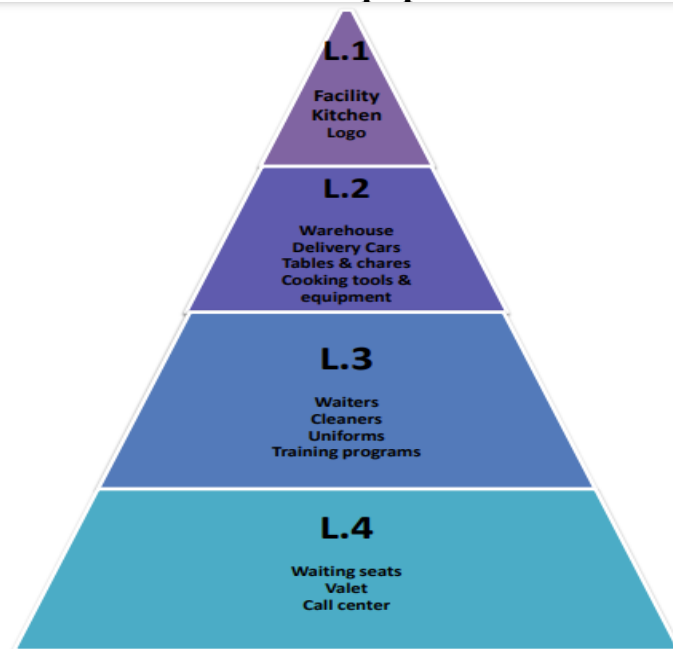
Resource Leveling

Exploitation of resources after the start and end date of the activities, whether material or human, has been modified to achieve a balance between the demand for the available resources at the present time.

Resource Smoothing

Optimum utilization of resources in order to control the activities of the project schedule in order to take advantage of the human and material resources that were placed in the planning process stage to avoid any waste of time, delay or even requesting new resources.

58- Trained on Distributing The Project Resources of Equipment & Tools



59- Develop the procurement process and selection of contractors' procedures.

Project supply management includes three basic operations:

1. Develop a procurement management plan.
2. Procurement procedure.
3. Control of purchases.

Develop a procurement management plan.

During the project planning phase and after defining the project scope and WBS A procurement management plan is created for the project, where it is determined what will be purchased from external sources and what will be supplied from the company's assets (manufacturing or purchasing analysis), The procurement method and potential sellers are then identified with the roles and

responsibilities associated with procurement identified. The procurement management plan also includes the schedule of the main procurement activities in the project and any known restrictions or assumptions during this stage, then a procurement strategy is developed for each target supply, where the statement of work is prepared, and it includes the technical documents, including its quality and performance levels, in sufficient detail according to the nature of the item , specifying the appropriate contract type, place and method of delivery, and setting standards.

Choose a supplier like:

1. The ability to deliver on time.
2. Previous performance of the supplier.
3. Technical ability and quality.
4. Understand the needs.

5. Number of years of work experience.

Procurement procedure.

During this process, vendor offers are received, pre-determined selection criteria are applied, and the vendor with the highest rating is selected, then

The award of signing the contract with him, including the general and special conditions:

- ☐ ☐ . statement of work
- ☐ ☐ Schedule.
- ☐ ☐ Contract value, method and stages of payment.
- ☐ ☐ Required warranties and their terms and conditions.
- ☐ ☐ Fines of all kinds.
- ☐ ☐ How to manage changes.
- ☐ ☐ Contract termination mechanism.
- ☐ ☐ Conflict resolution mechanism.

Control of purchases.

This process takes place during the monitoring and control phase of the project, where the follow-up of the implementation of the scope and clauses of the contract and the measurement and evaluation of vendor performance, with management

Any changes (claims) and taking corrective and preventive measures to ensure the achievement of project objectives, in addition to financial management

For vendor payments during the implementation phase, then receiving the completed work and making sure that technical and quality requirements are met, then finish Final invoice (final extract) to the seller and closing the contract.

60- Development Of Supplier Comparison Model And Scoring Model

Supplier Comparison Model

Develop supplier comparison model

#	CRITERIA	WEIGHT	SIGNIFICANCE DEGREE
1	The ability to deliver on time	12%	
2	Previous performance of the supplier	12%	
3	Technical ability and quality	12%	
4	Understanding the needs	5%	
5	Number of years of work experience	5%	
6	Capacity and efficiency of project management and organization	5%	
7	price	5%	
8	financial status	5%	
9	Compliance with process matching procedures	5%	
10	Industry reputation and prestige	5%	
11	Desire to do work	5%	
12	communication system	5%	
13	Maintenance Services	3%	
14	impression	3%	
15	social relationships	3%	
16	Geographical location	3%	
17	Previous transaction volume	3%	
18	Support and Training	3%	
19	reciprocal agreements	1%	

very important
Important



Medium importance
little importance



MODEL SCORING

1. □ Total categories values for vendor No. 1 =
(75.81)
2. □ Total category values for vendor No. 2 =
(2.88)
3. □ Total categories values for vendor No. 3=
(4.76)

Based on the comparison model, vendor No. (2) was selected.

Based on the comparison model, vendor No. (2) was selected.

#	CRITERIA	WEIGHT	Vendor (1)	Vendor (2)	Vendor (3)	Vendor (1)	Vendor (2)	Vendor (3)
			Category rate, on the scale 1 to 100	Category rate, on the scale 1 to 100	Category rate, on the scale 1 to 100	Category value	Category value	Category value
1	The ability to deliver on time	12%	80	100	70	9.6	12	8.4
2	Previous performance of the supplier	12%	75	80	70	9	9.6	8.4
3	Technical ability and quality	12%	90	95	85	10.8	11.4	10.2
4	Understanding the needs	5%	85	85	80	4.25	4.25	4
5	Number of years of work experience	5%	60	75	65	3	3.75	3.25
6	Capacity and efficiency of project management and organization	5%	80	85	75	4	4.25	3.75
7	price	5%	75	75	80	3.75	3.75	4
8	financial status	5%	90	90	85	4.5	4.5	4.25
9	Compliance with process matching procedures	5%	85	90	85	4.25	4.5	4.25
10	Industry reputation and prestige	5%	90	95	85	4.5	4.75	4.25
11	Desire to do work	5%	100	100	100	5	5	5
12	communication system	5%	75	80	75	3.75	4	3.73
13	Maintenance Services	3%	90	95	85	2.7	2.85	2.55
14	impression	3%	85	90	80	2.55	2.7	2.4
15	social relationships	3%	80	80	70	2.4	2.4	2.1
16	Geographical location	3%	85	90	75	2.55	2.7	2.25
17	Previous transaction volume	3%	65	80	50	1.95	2.4	1.5
18	Support and Training	3%	80	80	70	2.4	2.4	2.1
19	reciprocal agreements	1%	80	100	0	0.8	1	0
Total						76.4	88.2	81.75

61- To prepare agenda- Invitation and virtual record of a virtual meeting.

The project team conduct online meeting via email to attend a virtual zoom meeting and discuss about the project agenda. The invitation email is as follows:

Subject: Project Kickoff - Implementation of Virtual Restaurants

Greetings, members of the team!

The Virtual Restaurants Implementation Project has been in full swing for the last several weeks.

We are now ready to begin the project, which has been meticulously prepared from beginning to end. In order to provide you with a comprehensive overview of the project, we'd like to extend an invitation to the project launch meeting.

The following is what we'll cover in the kickoff meeting:

Summary of the project:

What is the project's ultimate goal? What prompted you to begin it in the first place? So how will this new system affect things? So, you can get a sense of the larger picture, we'll provide you some context.

Project timetable:

We'll guide you through every stage of the plan, so you know precisely what to expect and when. You'll be better prepared for the future this way.

Organizing the project:

You'll get to meet everyone involved in the project. It's a great chance to meet your coworkers for the next several months!

Responsibilities, roles, and tasks:

We'll go through each member's job and duties in great detail. This is to make sure everyone is on the same page. We'll also let you know what the CEO and the rest of the project staff anticipate of you.

Answers to frequently asked questions:

All the knowledge you'll need to become a successful member of the team is available here. In order to better serve you, we've scheduled some time to address your concerns.

The launch meeting is critical because it clarifies your position within the project, your duties, and the timeline for completing the various activities.

As a result, I respectfully request your participation.

Even while I appreciate everyone's hectic schedules, you'll see that this initiative will only be successful if we all work together. As a result, we invite you to join

us! Please inform if you are unable to attend. Those who are unable to make it to this meeting will be rescheduled.

The launch meeting may also be done through Zoom.

The following are the specifics:

ZOOM MEETING LINK

I can't wait to meet each and every one of you! Let's make this initiative a success together! '

Thank you,

Senior Project Manager

Meeting Agenda

Location: Online zoom meeting
Date: December 1, 2021
Time: 7:00 PM KSA Time
Attendance أحمد الشعبي، أفنان الحمود، شيماء المنصور، محمد
القحطاني، وليد شيخ، علاء الدين أحمد، وليد الرشيد،
إيناس بصنوي.

Agenda details:

1. Project status

Project Manager start the meeting by viewing overview of project status.

2. **Project timetable**

The team discuss through every stage of the plan, so you know precisely what to expect and when.

3. **Organizing the project**

4. **Responsibilities, roles, and tasks**

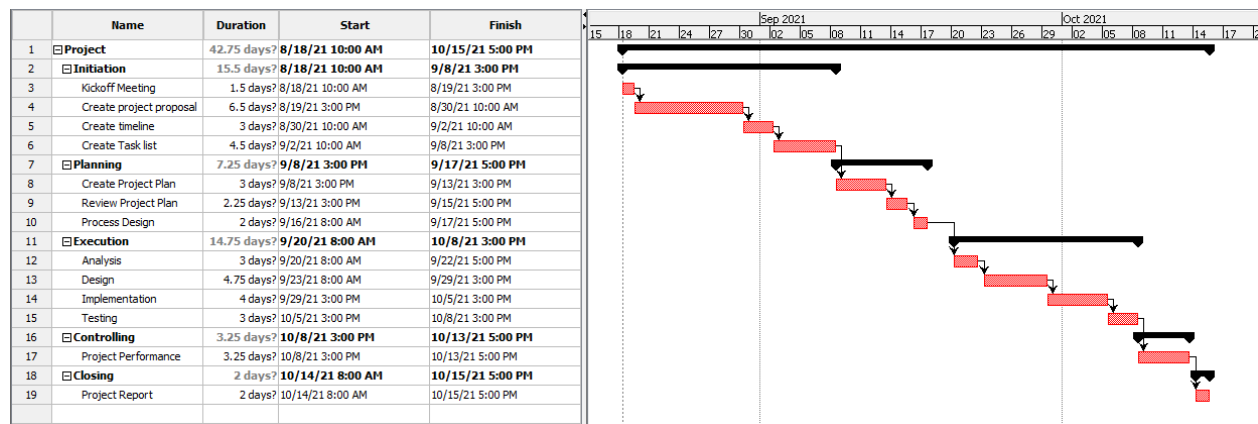
Each team member agreed on tasks responsibilities and duties for each stage. This is to make sure everyone is on the same page.

5. Required Actions

1. Review execution plan.
2. Prepare all prerequisite for implementation.
3. Prepare risks list that could affect the project.
4. Share report for each task before next meeting.
5. identify performance measurement during implementation and operation stages.

62- To identify performance measurement course and submit reports, in addition to explaining the reason.

The project's performance will be measured during implementation and operation stages. In the implementation stage the performance will be measured based on below following schedule:



The performance reports will be prepared by the project manager. These status reports will be presented to the project sponsor every two weeks.

This helps ensure the project stays on track and the project sponsor knows where the project stands in terms of percent of activities completed and which activities are completed on time and which are delayed during implementation stage.

The performance report format is as follows:

Project Status Report for Week Ending:

Project Name:

Program Name:

Project Manager:

Prepared By:

Weekly Project Summary:

--

Project Performance Rating (Red/Yellow/Green)

Schedule	Quality	Scope	Budget

Key Milestones:

ID	Title	Original planned completion date (this date should not change)	Current forecast completion date	Actual completion date
1	Description	dd-mm-yy	dd-mm-yy	dd-mm-yy
2	Description	dd-mm-yy	dd-mm-yy	dd-mm-yy

Key Accomplishments:

Top Priorities for the coming week (2-5 items):

Priority #	Description	Individual responsible

Top 5 Risks for this Period

Risk ID	Risk Type	Description	Probability (L/M/H)	Impact (L/M/H)

Change Request History:

CR ID#	Title or Description	Schedule change (if any)	Status (in review, agreed, withdrawn)	Comments

Miscellaneous:

--

Also, in order to achieve our operational goals and objectives, we shall measure the performance of project

performance. In order to assess the efficacy of performance, we must take into account the financial budget, marketing costs, investment expenditures, and return on investment indicators as a whole. It is possible to compute and verify the strategy's quantitative indicators and outcomes using all of the information gathered throughout the investigation and analysis. Project team members will be responsible for analyzing progress of the project, and below key performance indicators will support on performance measurement

Key Performance Indicators:

KPI of Revenue:

Objective	KPI's
Sales rise by 30%	• Number of orders • Daily Sales • Number of Area increase
Expense declines 15%	• App Development expense

	• Office staff
--	--

KPI of customer:

Objective	KPI's
Complains declines after 2 months of app implementation.	• No complaints in two months.
Customer services response rate.	• Online subscriber like download and users. • Positive feedback

63- Change Request Model

A change request is a formal document for an amendment to part of project services. A change request raised by the client with the need of an addition or alteration to the project deliverables. Once a change request has been submitted, the process should be started to make sure that the request is fulfilled efficiently (Contributor, T., 2011).

Change request model consists of three steps. These three steps are mainly managed using a change request form showed on the table. The form consists of three sections. First, change description section, this part includes the change details of why the change is needed. This section is completed by the customer. Second, Change Impact, Alternative, and Recommendations section, this section contain an analysis of change impact of the change on the

project, alternative, and recommendations. This section is completed by the project team. Third, Sing Offs section, this is an approval section. This section is completed by authorized person to approve the change (P., 2019).

CHANGE REQUEST FORM		
Change Description		
Project Name:	Change Name:	Number:
Requested By:	Contact:	Date:
Description of Change:		
Reason for Change:		
Priority [Circle One]: 1. High 2. Medium 3. Low		
Impact on Deliverables:		
Impact of Not Responding to Change (and Reason Why):		
Date Needed:	Approval of Request:	Date:
Change Impact, Alternative, and Recommendations		
Tasks/Scope Affected:		
Cost Evaluation:		
Risk Evaluation:		
Quality Evaluation:		
Additional Resources:		
Duration:		
Additional Effort:		
Impact on Deadline:		
Alternative and Recommendations:		
Comments:		
Sign Offs		
[Circle One]: 1. Accepted 2. Deferred 3. Rejected 4. More Info Requested		
Comments:		
Project Manager Signature:	Date:	
Decision Maker Signature:	Date:	

Table: CHANGE REQUEST FORM (Change Request Form, 2021).

64- Identify Risks & Opportunity

Project risk definition is “an uncertain event or condition that, if it occurs, has a positive or negative effect on a project objective. A risk has a cause and, if it occurs, an impact.” (Hillson, D., 2000). As a result, “a project risk is an uncertain event that may or may not occur during a project. a project risk could have either a negative or a positive effect on progress towards project objectives.” (Project risk, 2021).

Therefore, the project risk can be either an opportunity or a threat as a result of positive or negative event (Hillson, D., 2014).

Opportunities	Threats
Vegetarian menu	No meat-heavy menu items
More side dish options	Rising fixed costs
Increase reviews	Bad ratings on review sites
Social media campaigns	Loosing VIPs and high value customers
Grow local brand	Loss of good suppliers
Reach wider audience	Lack of differentiation
Introduce new menus	Lack of trust from customers
Increase customer experience	Competition taking customers
Run special offers	Economic downturn
Reduce prices	

65- Project risk register

With proper and accurate risk Identification and analysis, our project will succeed. In our project we will define risks and analysis it , to enhance and improve our project . Theses risk are :

Lack of project tasks:

When the tasks are not detailed correctly or there are shortages in tasks that were previously explained as unnecessary and proven otherwise.

Licenses:

Weak knowledge of the licensing procedures necessary to start project implementation.

Location:

Difficulty finding a suitable implementation location.

Plumbing:

Errors during implementation in the water extensions in the bathrooms and the kitchen.

Electricity:

Insufficient supply of electricity or weak electrical wires in the kitchen.

Parking:

A limited number of parking spaces The number of visitors to the restaurant cannot be accommodated with the staff.

Training Resources:

Lack of resources for staff training.

Divide tasks among employees:

Wrong assignment of tasks.

66- Qualitative Risk Analysis

NO	Risk Title	Risk Description	RISK CATEGORY	Probability	Project Impact
1	Lack of project tasks	When the tasks are not detailed correctly or there are shortages in tasks that were previously explained as unnecessary and proven otherwise	PM Planning	7	This leads to stopping the implementation of the project and re-executing it again
2	licenses	Weak knowledge of the licensing procedures necessary to start project implementation		4	Delay in obtaining licenses or obtaining a license that is not appropriate for the project
3	Location	Difficulty finding a suitable implementation location		5	Taking more time to find the right place and thus delaying the implementation of the project
4	plumbing	Errors during implementation in the water extensions in the bathrooms and the kitchen	Operating and Maintenance	7	This leads to water leakage, and thus the need for maintenance and an increase in cost
5	electricity	Insufficient supply of electricity or weak electrical wires in the kitchen		8	It usually leads to the use of energy above the carrying capacity, which then leads to power outages and food spoilage or mold due to the refrigerators not working for a period
6	Parking	A limited number of parking spaces The number of visitors to the		7	This leads to customer discontent and a lack of restaurant sales
		restaurant cannot be accommodated with the staff			
7	Training Resources	Lack of resources for staff training	Human Resources	2	It makes it difficult to train employees properly
8	Divide tasks among employees	Wrong assignment of tasks		3	It usually leads to an increase in the number of employees in one of the departments and a decrease in the number of employees in other departments, and therefore there is a lack of balance in the correct distribution

Matrix:

Impact	9-10	0	0	0	0	0
	7-8	0	0	0	Plumbing	Electricity
	5-6	0	0	0	Lack of project tasks	0
	3-4	0	Divide tasks among employees	Location	Parking	0
	2-1	Training Resources		License	0	0
		1-20%	21-40%	41-60%	61-80%	81-100%
	Probability					
Red – High Yellow – Medium Green - Low						

67- Risk Response Strategy

Risk response

NO	RISK CATEGORY	Risk Title	Risk Response Category	Response Owner	Probability	Control
5	Operating and Maintenance	electricity	Mitigate	Operation manager	8	Hire trained electrician to evaluate the electrical circuits in the kitchens before purchasing any kind of equipment and avoid electrical hazards.
4	Operating and Maintenance	plumbing	Mitigate	Operation Manager	7	-In the decision making process, hire/consult plumbing contractor that will help in checking all the water pipes. -Installation of new pipe equipment in kitchen and bathrooms
1	PM Planning	Lack of project tasks	Avoid	Project Manager	7	-Plan the project properly - define the works the must be done before starting the project.
3	PM Planning	Location	Mitigate	Download "T* 0^ 19 مخطط.docx"		Before choosing one location, the project manager should consider multiple location as backup option.
2	PM Planning	licenses	Avoid	Project Manager	4	Identify and acquire all the required licenses to get the permission to open a restaurant.
	Human Resources	Divide tasks among employees	Mitigate	Human resources Manager	3	Conduct an evaluation workload and capacity of employees
7	Human Resources	Training Resources	Transfer	Human resources Manager	2	Make a contract with a specialized third party to train the employees

68- Stakeholder Engagement Assessment Matrix

Stakeholder Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supporting	Leading
Shaimaa Almansoor			C	D	
Ahmed al Shuaibi					C D
Mohammed Alqahtani		C			D
Raed Shamhani			C	D	
Sultan Alharbi				C D	
Nour Alnaimi			C	D	
Abdulkarim al midani		C		D	

C: Current Engagement

D: Desired Engagement

Recommendation

The Virtual Restaurant achieve its goals by enhance the CX in Restaurant Industry and carry the restaurant industry to a new level.

The Virtual Restaurant make the restaurant services faster, easier and raise the quality of dishes because of the level of the competition between the chiefs who want to serve their dishes to the customer.

Also, it will be a high recommended for investor specially if their investment will be worth because of the low costs, high revenue, and the low level of risk.

Summary

1. Executive Summary

This business plan outlines the launch of a moderately upscale virtual restaurant. The venture requires \$23,370 in start-up funding, of which the owners will contribute \$4,674 as paid-in capital. Start-up funds will be utilized to pay all general and administrative costs for the first six months of operations. The venture is expected to generate positive net earnings in the fifth month of the first year of operations.

Positioned as a high-value dining experience with interesting, fresh meals offered in the \$25 per person price category, the restaurant caters to families, singles, business clientele...etc.

The restaurant has several key advantages: very few competing restaurants are located in the same geographic area; the residential population is growing and has a high median household income, and a large business population is located within a 3-mile radius. Based on statistics from the National Restaurant Association, the virtual restaurant is expected to see an annual increase in sales of 5% annually.

The owners recognize the necessity for capital planning and have included detailed financial forecasts in the business plan, including projections for the venture's 12-month cash flow requirements.

With initial start-up capital of \$23,370, the restaurant is forecasting \$136,714 in gross sales in the first year of operations, increasing to \$251,006 in the second year of operations and \$288,656 in

the third year. Net profits are forecasted at \$13,671 in the first year, \$25,100 in the second year and \$29,000 in the third year.

The owners project a net cash flow of \$21,250 in the first year, increasing to \$35,055 in the second year and \$29,212 in the third year.

1.1. Objectives

The owner's objective is to secure start-up financing for establishing a long-term virtual restaurant.

To succeed over the long-term and generate revenue appropriate for turning a net profit and servicing a conventional loan obligation, the owners have established the following goals:

- Maintain a Gross Margin of 65%
- Maintain a Net Profit from Sales of 5% annually

- Maintain a Cost of Goods of less than 42% for operation and 25% for foods
- Maintain a Cost of Labor of less than 25% of revenue
- Maintain a Sales & Marketing budget of 1.9%.

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Attachments

- 1- [WBS & Activities](#)
- 2- [Functions & Activities List](#)
- 3- [Risk Response](#)
- 4- [Stakeholder Engagement Assessment Matrix](#)
- 5- [Quality Risk Analysis](#)
- 6- [Change Request](#)
- 7- [Agenda & Performance Management](#)
- 8- [Activity & Relationship](#)
- 9- [Project Charter](#)
- 10- [Comparison Model Result](#)
- 11- [EVM](#)
- 12- [Cost Breakdown Structure](#)