

# **BA (Hons) Leadership and Management Skills in the Workplace**

## **Managing Projects in the Organisation BMSW5104**

### **Managing Projects in the Organisation. Task 2- Evaluation of**

#### **Project Management**

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### Executive Summary

This Project Management Plan (PMP) for the FEM Restaurant project provides a comprehensive framework for the successful realization of the project goals. It encompasses the project scope, stakeholder analysis, Work Breakdown Structure (WBS), cost and resource estimation, project scheduling, risk assessment, and key management strategies. This plan integrates feedback from the initial presentation and adheres to best practices in project management, applying relevant theories and models to ensure effective and efficient project execution.

## Project Outline and Scope

### *Description*

FEM Restaurant is an avant-garde culinary endeavour that aims to revolutionise dining experiences by providing health-conscious cuisine in a lively and interactive environment. This endeavour combines culinary brilliance with a dedication to staff contentment and operational effectiveness in a distinctive manner. FEM Restaurant's fundamental principle is to foster a mutually beneficial connection between nutritious dining and communal engagement, thus carving out a distinct position in the very competitive restaurant sector.

The objective for FEM Restaurant is to establish itself as a central gathering place for the community, where customers can not only savour healthy and delectable cuisine but also partake in meaningful social exchanges. The focus on employee satisfaction is based on the notion that a motivated and satisfied workforce is crucial for providing outstanding customer service, which in turn leads to repeat business and promotes a strong brand image (Kusluvan et.al. 2010). The achievement of operational efficiency, a fundamental aspect of this endeavour, will be accomplished by implementing efficient processes, cutting-edge technology, and ongoing improvement techniques. This will guarantee the long-term viability and profitability of the enterprise (Slack & Chamber, 2010).

### *Scope*

The project scope of FEM Restaurant includes various essential elements required for the establishment and prosperous functioning of the company. The following components are delineated:

**Establishing the Restaurant:** This entails acquiring an appropriate venue, planning the arrangement, and guaranteeing adherence to health and safety requirements. The design will prioritise the creation of a welcoming and cosy atmosphere that is in line with the brand's guiding principles (Bitner, 2012).

**Meal Planning:** It is essential to create a meal that achieves a harmonious combination of flavour, nutritional value, and diversity. The menu will showcase regionally procured, biodynamic components to foster sustainability and cater to health-conscious clientele (Jones, Hillier, & Comfort, 2016).

**Procuring Suppliers:** Forming alliances with dependable suppliers capable of regularly delivering top-notch ingredients is vital. The selection of suppliers will be determined by criteria including quality, reliability, pricing, and sustainable practices (Cousins, Lamming, Lawson, & Squire, 2008).

**Staff Recruitment and Training:** The first goal is to hire competent staff and offer extensive training to maintain exceptional service standards. The training programmes will prioritise customer service, food handling, and health and safety measures (Ford, Sturman, & Heaton, 2011).

**Interior Design:** The interior design will be carefully orchestrated to establish a hospitable and visually appealing atmosphere. This entails choosing an appropriate colour palette, furnishings, and decorations that accurately represent the brand's identity (Kotler, 2018).

**Implementing an Ordering System:** Introducing a streamlined ordering system, maybe utilising technology to simplify the ordering process and enhance client satisfaction. One possible approach is to incorporate mobile app integration to facilitate online ordering and table bookings (Law & Buhalis, 2009).

**Initiating Marketing Campaigns:** Formulating and implementing marketing tactics to establish brand recognition and entice clientele. These activities encompass digital marketing, social media campaigns, and community participation efforts (Kotler & Keller, 2016).

The successful completion of the project relies on strict adherence to the given timetable and budget, while prioritising the maintenance of high quality standards in all aspects of the enterprise. The project will utilise project management approaches, including Agile and PRINCE2, to ensure adaptability, optimal allocation of resources, and successful involvement of stakeholders throughout the project's lifespan (Wysocki, 2014).

## **Stakeholder Analysis**

### *Internal Stakeholders*

The FEM Restaurant initiative relies heavily on the participation of internal stakeholders. Their jobs, interests, and influences can be summarised as follows:

**The management team** is accountable for making strategic choices, supervising operations, and effectively allocating resources. Their unwavering dedication to the project's vision and objectives is crucial in steering the restaurant towards triumph (Cleland & Ireland, 2006).

**Personnel:** Comprising chefs, servers, and support personnel, they represent the restaurant to its customers. Their contentment and productivity have a direct influence on the quality of client experience and the effectiveness of operations (Kozlowski & Bell, 2003).

**Owners:** Being the principal investors, their main concern is the financial sustainability and overall prosperity of the restaurant. Their participation is vital in making important decisions at a high level and supplying the required resources (Freeman, 2010).

The internal stakeholder management strategy would prioritise effective communication, active participation in decision-making processes, and ensuring that their objectives are aligned with the project goals (Bourne, 2015).

#### *External Stakeholders*

External stakeholders have a substantial impact on the overall operational framework of FEM Restaurant:

**Suppliers** furnish vital components and supplies. Establishing robust partnerships with suppliers guarantees high standards, dependability, and potentially advantageous conditions (Cox, 2001).

**The Local Council** is responsible for enforcing regulations and issuing licences. Ensuring a positive relationship is essential for adherence and efficient functioning (Hillman & Keim, 2001).

**HM Revenue and Customs (HMRC):** It is crucial to adhere to tax legislation for both legal and financial purposes (McGee, 2010).

Analysing the strategy and market position of competitors is crucial for distinguishing FEM Restaurant and discovering potential market opportunities (Porter, 1980).

**Customers:** Their satisfaction and loyalty are of utmost importance as they are the end-users. Interacting with clients by soliciting input and providing customised services has the potential to cultivate a devoted customer following (Zeithaml, Bitner, & Gremler, 2018).

The Mendelow Matrix will be employed to classify these stakeholders according to their level of interest and influence, facilitating the creation of customised engagement strategies for each group. For example, stakeholders with significant influence and interest, such as owners and local council, necessitate more proactive involvement and supervision. Conversely, stakeholders with limited influence and interest may only require minimal effort, but it is important to keep them informed (Mendelow, 2019).

To effectively manage stakeholders for FEM Restaurant, it is important to consistently evaluate the requirements and impact of each stakeholder group. This involves ensuring that their interests are in line with the project goals and making adjustments to strategies as needed to maintain favourable relationships and support for the project (de Colle et. Al. , 2010).

## **Work Breakdown Structure (WBS)**

The Work Breakdown Structure (WBS) of the FEM Restaurant project is an extensive structure that clearly outlines all the necessary tasks and subtasks needed to successfully finish the project. The process of breaking down the project into smaller, more manageable parts in a hierarchical manner guarantees clarity, accountability, and effective allocation of resources (PMI, 2017).

### **3.1 Establishment Configuration**

**Location Selection:** The process of determining and obtaining a strategically positioned property, taking into account aspects such as ease of access, prominence, and the characteristics of the local population (Kotler, 2013).

**Design and Layout:** Working together with interior designers to establish a welcoming atmosphere while maximising the use of space for the convenience of customers and the effectiveness of operations (Bitner, 2017).

**Acquiring cooking equipment, furnishings, and establishing essential utilities** such as power, water, and internet services (Heizer, Render, & Munson, 2016).

### **3.2 Menu Creation**

**Cuisine Conceptualization:** Determining the culinary style that corresponds to the restaurant's health and wellness focus.

**Recipe Development:** Crafting a wide array of foods that accommodate different dietary requirements while maintaining exceptional flavour.

**Supplier Tie-Ups:** Developing connections with suppliers to ensure a reliable and steady provision of high-quality ingredients (Cousins et al., 2008).

### **3.3 Operations Planning**

**Operational Strategy:** The aim is to create streamlined operational procedures, encompassing kitchen operations, customer service protocols, and waste management (Slack et al., 2010).

**Technology Integration:** Deploying restaurant management software to streamline inventory management, order processing, and customer relationship management (Law et al., 2009).

**3.4 Staffing Recruitment:** Employing individuals that has the necessary skillset and attitude to work as chefs, servers, and support workers.

Training and Development: Arranging training initiatives centred around culinary expertise, exceptional customer service, and adherence to health and safety regulations (Ford et al., 2011).

**3.5 Marketing Branding:** Creating a distinct brand image that encompasses a logo, theme, and uniform design.

Promotional Strategy: Developing marketing initiatives utilising internet platforms, local media outlets, and community activities to establish brand recognition and entice customers (Kotler & Keller, 2016).

### **3.6 Adherence to rules and regulations**

Regulatory Compliance: Ensuring strict conformity to all local, state, and federal regulations, encompassing food safety standards and company licencing prerequisites.

Health and Safety: Enforcing rigorous health and safety measures to protect employees and customers (HSE, 2014).

Every single one of these components is crucial for the success of the project and necessitates meticulous design and implementation. The Work Breakdown Structure (WBS) serves multiple purposes, including project organisation, resource allocation, timeline estimation, and risk management. These functions are crucial for the effective establishment and operation of FEM Restaurant.

### **Cost/Resources Draft**

The financial planning and resource allocation for the FEM Restaurant project are crucial factors that guarantee the project's viability and long-term success. An exhaustive assessment of expenses and resources is vital for well-informed decision-making and efficient budget administration (Kerzner, 2013).

#### **4.1 Initial Costs**

The expenses related to acquiring a suitable location through leasing and renovating it to match the restaurant's concept and style (Hwang & Ng, 2013).

Investment in kitchen equipment, dining furniture, and decor is made to ensure high quality and long-lasting durability (Walker, 2017).

#### **4.2 Operational Expenses**

**Costs of Ingredients and Supplies:** Recurring expenditures associated with the procurement of fresh ingredients and supplies, which are essential for upholding the standard of the food offerings (Kimes & Parsa, 2011).

**Utilities and Maintenance:** Monthly expenditures for essential services such as power, water, and internet, as well as regular upkeep charges (Jones et al., 2016).

#### **4.3 Compensation for employees**

**Compensation and perks:** Offering competitive compensation and benefits to employees is essential for attracting and maintaining highly skilled workers (Ford et al., 2011).

**Training Costs:** Expenditure on employee training programmes aimed at guaranteeing elevated service standards and adherence to health and safety requirements (Baum, 2016).

**4.4 Marketing Primary Marketing Campaign:** Expenses associated with initiating marketing initiatives, such as online advertising, printed publications, and local gatherings, aimed at establishing brand recognition (Kotler & Keller, 2016).

**Continuing Promotion:** Allocating funds to support ongoing promotional efforts aimed at maintaining the restaurant's visibility in the market (Morrison, 2019).

**4.5 Resource Allocation** refers to the process of distributing and assigning resources in an efficient and effective manner.

Resource allocation is the deliberate distribution of the funds, staff, and time across different parts of a project. The allocation is determined based on the concepts of cost-effectiveness and efficiency in order to optimise the return on investment (Shim & Siegel, 2008).

**Budget Management:** Consistently monitoring expenses in relation to the budget to detect discrepancies and apply necessary remedial measures.

**Personnel Allocation:** Efficiently assigning staff to different operational areas to maximise the use of human resources.

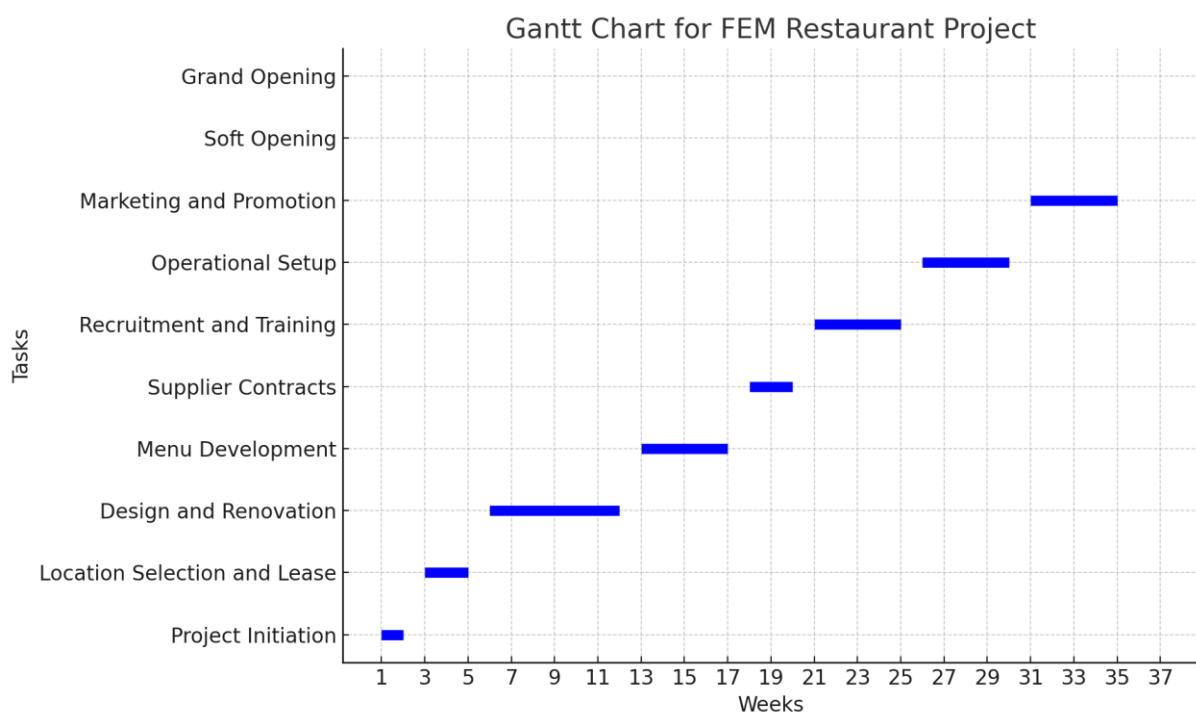
**Time management** involves following a project timeline and prioritising tasks depending on their impact on the key route of the project (Larson & Grey, 2011).

The cost/resource draft serves as a comprehensive plan for effectively managing the project's finances and resources, which is crucial for achieving success. Periodic evaluations and modifications will be required to address evolving conditions and guarantee that the project stays on course in terms of both financial and operational aspects.

## Project Schedule (Gantt Chart)

The visual representation of the Project Schedule for the FEM Restaurant is a Gantt Chart, a fundamental instrument in project management utilised to depict the chronological progression of diverse activities and their interdependencies (Kerzner, 2013). The Gantt Chart assists in monitoring progress in relation to predetermined milestones and facilitates transparent communication of the project schedule to all stakeholders (Larson & Grey, 2011).

The Gantt Chart will change as the project advances. periodic assessments ensure project progress and fast resolution of issues.



*Timeline Overview Gantt Chart for FEM Restaurant Project (Source: Original student work using Microsoft Excel tools)*

## Risk Assessment

Risk assessment is an essential component of the FEM Restaurant project, as it involves the discovery, analysis, and mitigation of potential risks in order to guarantee the project's success. An essential aspect of risk management is adopting a proactive approach that prioritises the most critical risks, such as supplier unreliability, kitchen safety concerns, and market competition.

The lack of dependability from suppliers presents a potential hazard of uneven quality or delays, which has the potential to interrupt operations. In order to alleviate this issue, the

project will negotiate agreements with several suppliers, regularly evaluate their performance, and maintain a reserve stock, as recommended by Chopra and Meindl (2016). This method guarantees a consistent flow of resources and meticulous oversight of quality.

Kitchen safety concerns provide a significant risk, including the potential for accidents and injury. In order to tackle this issue, the project will enforce rigorous safety measures, conduct regular training sessions for personnel on safety practices, and ensure adherence to health and safety rules, in accordance with the requirements set by the Health and Safety Executive (2014). These procedures are crucial to protect the welfare of employees and patrons.

The presence of market competition poses a substantial risk to both market share and profitability. To mitigate this issue, it is necessary to perform a comprehensive market analysis, establish a compelling unique selling proposition (USP), and adjust tactics in accordance with market developments, as advised by Porter (1980). Implementing this strategy will enable the restaurant to distinguish itself in a very competitive market.

The project will include regular risk evaluations, which will be essential for detecting new risks and reevaluating old ones. Continuous monitoring guarantees that the risk management strategy adjusts and maintains its effectiveness over the whole project lifecycle, thereby protecting the project's objectives and long-term viability.

### **Team Building and Communication**

As Project Coordinator, I oversaw the project and integrated its components. My main duties were managing the project timeline, ensuring tasks were completed, and coordinating team and stakeholder communication.

Peer 1: Financial Analyst: This team member handled project finances. They carefully budgeted setup, operations, staff pay, and marketing in the cost/resource draft. They kept the project on budget and fiscally feasible with their financial expertise.

Peer 2—Operations Specialist: This team member created the Work Breakdown Structure (WBS) to outline all the restaurant installation and operation duties. Risk assessment and mitigation measures to ensure smooth operations were also their responsibility.

Marketing and Communications Lead: Peer 3 The marketer designed a complete restaurant promotion campaign. They managed internal and external communications to keep the team, stakeholders, and future customers informed and interested in the project.

Each team member used their expertise to develop and execute the restaurant's financial planning, operations, marketing, and stakeholder engagement. You led regular team meetings

to align everyone with project goals and properly allocate and manage work. This collaboration helped create a detailed FEM Restaurant project plan.

### **Application of Project Management Theories and Techniques**

The FEM Restaurant project uses PRINCE2, Agile, and the Project Life Cycle model because of their proven project management effectiveness. Projects IN Controlled Environments (PRINCE2) is a process-driven project management system that breaks projects down into smaller phases (Office of Government Commerce, 2009). Organising and controlling the project to meet business needs is its hallmark (Bentley, 2010).

However, agile techniques are iterative and incremental, making them malleable and receptive to modifications (Beck et al., 2001). This adaptability is crucial in the restaurant industry, since customer input and market trends require quick changes (Conforto et al., 2014).

Finally, the Project Life Cycle model defines a systematic method to project management from start to finish (Kerzner, 2013). This paradigm helps manage the preparation, operation, tracking, and conclusion.

The FEM Restaurant project balances PRINCE2's structured control, Agile's adaptability, and the Project Life Cycle model's complete scope management.

### **Feedback Integration and Continuous Improvement**

Feedback integration and constant enhancement are key to adaptation and stakeholder alignment in the FEM Restaurant project. Important aspects:

Improved Stakeholder Management: Initial feedback-driven changes improve involvement and communication.

Better Risk Mitigation: Proactively updating risk measures to address possible issues.

The initiative prioritises continuous improvement through process evaluations and performance measurement. This method includes, optimising processes which includes finding and improving operational efficiency and adaptive Planning (Adjusting plans to feedback and market changes).

Additionally, the project recognises time's value. Time management and value in organising and carrying out are crucial to project success. This method keeps the FEM Restaurant project dynamic, flexible, and changing to meet and exceed the demands of stakeholders.

## **Conclusion**

The Project Management Plan for the FEM Restaurant incorporates a comprehensive strategy that integrates established methodologies such as the Project Life Cycle, Agile, and PRINCE2. This plan has been specifically customised to meet the distinct needs of the restaurant industry. By placing a strong emphasis on stakeholder engagement, risk management, and efficient resource allocation, the plan establishes a solid foundation for the project. At the core of this methodology lies the ongoing integration of feedback and a steadfast dedication to continuous enhancement, guaranteeing that the project remains flexible, responsive, and in alignment with evolving market requirements. The strategic approach employed for the FEM Restaurant project is designed to ensure its success by not only meeting, but surpassing expectations in a highly competitive culinary industry.

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