

Project Name
Speed Telecom Service Call Center



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Introduction

1.Business Case

ST is a telecommunications company that provides landline, mobile and Internet services to a wide variety of customers in both the private and corporate sectors. With a track record for success, ST's strategy has always been to stand out from its competitors by offering the best customer service available on the market. Now, the pressures of substantial company growth are beginning to create some problems.

In the past, ST offered a level of customer service which was second to none in the market, by localizing the service offered to customers. Five regional offices were established to enable the company to offer personalized services to new and existing clients in their local regions. As ST have grown, additional pressure has been placed on these local offices due to the increase in the number of clients each office is required to support. In response to this added pressure, each office has developed its own Help Desk to support customer queries and complaints.

Historically, ST has had received complaints from less than 0.1% of its customers per year. However, in the past 12 months, it has been noticed that the number of complaints has risen to more than 5%, and it is beginning to affect the company's reputation in the marketplace. A detailed research exercise, recently completed within the business, has found that the rise in complaints was due to:

- A lack of communication between regional offices
- Varying levels of customer service among the offices
- Inadequacies in the systems and processes required to support the customer service function
- Unacceptable delays in the handling of customer inquiries
- Insufficient call management systems

2. Alternative Solutions

After months of research, we have come to the conclusion that there are two potential solutions to the stated business problem:

2.1 Option 1 - Centralize the Help Desk Function

ST's first and most logical solution is to centralize the entire Help Desk function in one location. Logistically, this would include the following steps:

- Establish a central Help Desk premise and new telecommunications infrastructure.
- Create new customer service processes and procedures.
- Market the new centralized Help Desk to reestablish our brand in the market.
- Set departmental performance standards and key performance indicators.

2.1.1 Benefits

- We will have a common source of customer information.
- We will have one team and one set of standards, processes and systems for the delivery of customer service.
- Customer queues will shorten because with account information readily available, Help Desk staff will be able to resolve queries more quickly.
- Customers will be more satisfied, as service problems are identified and resolved proactively through real-time monitoring of query status and automatic alerts on unresolved problems.
- We will be able to investigate the cause of each customer complaint and take action to ensure that service is improved.

The following tangible benefits will be realized by centralizing the Help Desk function:

Benefit Category	Benefit Description	Benefit Value
Customer	Improved customer satisfaction	\$425,000
	Increased customer retention	\$750,000
Staff	Increased motivation and job satisfaction	\$270,000
	Improved staff retention	\$380,000
	Reduced training costs through reduced employee turnover	\$75,000
Market	Increased market share	\$565,000
	Increased product awareness	\$270,000
Operations	Reduced operating costs	\$250,000
	Reduced coordination of service calls	\$85,000
	Improved management reporting and control	\$95,000
	Improved problem analysis and resolution	\$120,000
Total Benefit Gained		\$3,285,000

Table 1 2.1.1 Benefits

2.1.2 Cost

Expense Category	Expense Description	Expense Value	Expense Type
Premise	Refit of new office space in existing ST premise	\$220,000	Capital
	Installation of new telecommunications equipment	\$80,000	Capital
	New office furniture and office equipment	\$25,000	Capital
	Closure old Help Desk premises	\$10,000	Capital
Personnel	Staff relocation	\$120,000	Capital
	Training and recruitment	\$70,000	Capital
Marketing	Advertising to existing client base	\$250,000	Capital
Operations	Creation of new processes and standards	\$50,000	Capital
	Deployment of new Help Desk system	\$375,000	Capital
	Project Team Manpower	\$463,200	Capital
	Integration of new system with other ST systems	\$120,000	Capital
Total Expense Incurred		\$1,783,200	

Table 2 2.1.2 Cost

2.1.3 Feasibility

Solution	Feasibility Rating	Assessment Method
New premise	9	A suitable premise has already been identified within the ST business. It is currently vacant and already has some of the telecommunications infrastructure required to operate the Help Desk.
New technology	8	Suitable Help Desk technology already exists. One potential system has been successfully trialed and selected as most likely to meet our requirements.
New processes	8	We will implement the processes that are provided with the new Help Desk system. Many other companies in the marketplace have successfully used these processes.
Staff relocation	7	Dissatisfied with the current Help Desk situation, most of the staff will welcome the change; they will continue within their current roles, empowered with the tools and infrastructure needed to perform.

Table 3 2.1.3 Feasibility

2.2 Option 2 - Outsource the Help Desk Function

By fully outsourcing the regional Help Desk functions to an external Help Desk provider, we will relieve the company of the responsibility for managing customer inquiries and complaints. The external provider will, of course, carry the ST brand and answer and resolve customer inquiries on behalf of ST. Customers need not know that they are dealing with an authorized agent rather than an internal ST department. All customer complaints will go directly to ST as well as the Help Desk provider, to enable us to monitor the provider's performance.

2.2.2 Benefits

Benefit Category	Benefit Description	Benefit Value
Customer	Improved customer satisfaction	\$400,000
	Increased customer retention	NA
Market	Increased market share	\$500,000
	Increased product awareness	\$220,000
Operations	Reduced operating costs	\$1,350,000
	Reduced coordination of service calls	\$175,000
	Improved management reporting and control	\$95,000
	Improved problem analysis and resolution	\$120,000
Total Benefit Gained		\$2,860,000

Table 4 2.2.2 Benefits

2.2.3 Costs

Expense Category	Expense Description	Expense Value	Expense Type
Personnel	Redundancy packages	\$650,000	Capital
Marketing	Advertising to existing client base	\$250,000	Capital
Operations	Third party contract for provision of Help Desk	\$1,200,000	Capital
Total Expense Incurred		\$2,100,000	

Table 5 2.2.3 Costs

2.2.4 Feasibility

Solution	Feasi- bility Rating	Assessment Method
Call Cen- ter Pro- vider	7	Several established call center/helpdesk providers are available in the marketplace. We have assessed the capabilities of two such providers through demonstration of their services and reference checks from their client base.
New Pro- cesses	5	Communication between customers, the service provider and ST must be seamless. We have not been able to adequately test this process to ensure that calls will be routed to the correct target location.

Table 6 2.2.4 Feasibility

3. Solution Rating

The following table tallies the rating scores we have assigned to each solution and calculates an overall rating score. We have used a simple rating mechanism, representing the information in previous tables with a number between 1 and 10. This enables us to compare the strength of each solution against the assessment criteria listed.

Assessment Criteria	Solution 1 Rating	Solution 2 Rating
Benefits		
* Customer	8	7
* Staff	8	4
* Market	7	7
* Operations	8	7
* Finance	3	2
Costs		
* Personnel	6	3
* Marketing	5	5
* Operations	3	2
Feasibility		
* Technology	7	8
* Personnel	7	3
* Operations	6	5
* Assets	6	5
Total Score	74	58

Table 7 Solution Rating

4. Recommended Solution

Having considered the benefits, costs, feasibility, risks and issues associated with each of the two solutions we identified, We recommend that Option 1 be approved for implementation. This recommendation is based on the following rationale:

- It will result in a substantial improvement in the level of customer service within the business
- It does not require that we lose day-to-day contact with customers to achieve this
- It creates a single management function and a consistent level of service offered to customers
- It supports Help Desk staff morale with career opportunities and a new work environment.

After a thorough analysis of the situation, I recommend that the first option listed be approved for immediate implementation. This option allows us to centrally manage a single Help Desk function and to fully integrate it with the rest of the ST Mobile business.

The total cost of this project is budgeted at \$3.2 million, however we expect that the business will save \$1.3 million per year as a result, providing the ST Board with a three-year Return On Investment. I am seeking the ST Board of Directors' immediate approval for this project and the allocation of funds required to initiate and deliver this project to the business.



Vision

Our Vision is to be, within ten years, one of the largest companies in the Kingdom of Saudi Arabia that provides new and unique services, products and technical innovations related to community service.



Mission

Our Mission serving the community by focusing on the main needs and adapting technology to meet these needs by providing distinguished services to our customers and unique products, which brings benefit and profit to the shareholders

7. Project Charter

Project Name	ST Help Desk			Project Sponsor	Dr Waleed
Start Date	01.03.2021	End Date	30.12 .2021	Project Manger	Maha Al Solai
Project Objective					
Improve customer support processes efficiency through developing a new call center, renew telecommunications infrastructure. optimize resources required Improve, customer experience and operational excellence					
Project Scope			Project Deliverables		
In Scope: - Customer Support - Change Management to organization - Stakeholder Training			- Redesign Help desk center - Develop customer support knowledge base to improve customer satisfaction - Develop proactive approach for on time customer support. - Develop change management approach		
Risk / Challenges			Assumptions / Dependencies		
- Customer Acceptance. - Procurement/ IT resources availability.			- Customer Data Readiness - Adoption of new systems		
Project Working Stream			Project Milestones		
Menewer Al Muhana Abdulrahman Al Sarhani Ali Zahrani Mousa Bahri Lama Al Solai Mohammed Al Amri Nawaf Ibn Aboud Abdulrahman Al Dhweilie			Item	Description	Date
			1	Scope of Work	Mar
			2	Bidding & Contract	June
			3	System and Office Setup	Sep
			4	Go Live	Oct

Table 8 Project Charter Summary

7.1. Responsibilities

Project Sponsor

- Leading the Project Board as Chairman
- Defining the vision, purpose and objectives of the project
- Approving the requirements, timetable and resources
- Approving the provision of funds and resources
- Authorizing acceptance of the final solution delivered by the project

Project Manager

- Delivering the project on time, within budget and to specification
- Managing project staff, suppliers, customers and all other project stakeholders
- Undertaking the activities required to initiate, plan, execute and close the project successfully

7.2. Implementation Plan

Phase	Overall Approach
Initiation	After this Project Charter document has been approved, we will proceed with the recruitment of the project team by appointing the project sponsor. We will establish an on-site Project Office enabling us to centrally administer and control the project.
Planning	With the team appointed and the Project Office established, we will begin the detailed planning phase of the project. We will create a suite of project planning documentation to specify the detailed tasks, resources, finances and suppliers needed to undertake this project. We will also create plans for project communications, risk management, quality review, and customer acceptance of the deliverables.
Execution	During the Execution phase (the longest phase in this project) we will redesign the help desk office and install new equipment, designing new system, system configuration and installation.
Closure	After completing the new helpdesk office and implementing the new system, the project will be ready for closure. This phase will involve terminating supplier contracts, closing the Project Office, releasing project staff .

Table 9 Implementation Plan

7.3. Schedule

The following schedule describes the key activities and timescales involved in implementing this project.

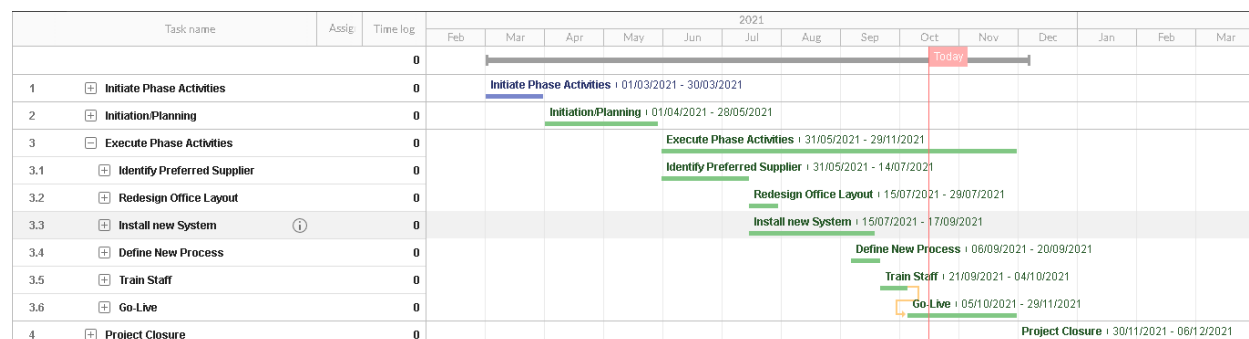


Table 10 Project Schedule Plan

7.4. Financial Plan

Expense Category	Expense Description	Expense Value	Expense Type
Premise	Refit of new office space in existing ST premise	\$220,000	Capital
	Installation of new telecommunications equipment	\$80,000	Capital
	New office furniture and office equipment	\$25,000	Capital
	Closure old Help Desk premises	\$10,000	Capital
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Table 11 Project Financial Plan

7.5. Quality Plan

The management processes to be undertaken during this project are summarized in the following table. A detailed Quality Plan will be created later in the Project Planning phase.

Process	Description
Time Management	All staff allocated to this project will record their actual project time using Timesheets. Timesheet information will be summarized in a Timesheet Register and the Project Plan updated weekly.
Cost Management	Expense Forms will be used to record expenses on this project.
Quality Management	Our "Quality Assurance & Control Team" will undertake a suite of reviews throughout the project lifecycle to ensure that the defined quality targets are achieved.
Change Management	Any changes requested within this project must be recorded using a Change Request Form. The Project Manager will be responsible for approving or seeking approval for all change requests.
Risk Management	All project risks will be documented using Risk Forms. The details of each risk will be summarized in a Risk Register to enable the Project Manager to monitor and control the status of risks throughout the project.
Issue Management	All project issues will be documented using Issue Forms. The details of each issue will be summarized in an Issue Register to enable the Project Manager to monitor and control the status of issues throughout the project.
Procurement Management	All project goods and services procured from external suppliers must be reviewed and approved by the project team before the Project Manager will issue payment for related supplier invoices.
Acceptance Management	The customer must approve all deliverables produced by this project in order for the project team to mark it as 100% complete.
Communications Management	The project management team will meet on a weekly basis (at 9:30 am each Monday) throughout the project to discuss progress to date, current risks and issues, and any changes required to ensure project success.

Table 12 Quality Plan

8. Performance Measurement

Customer Perspective

The company seen from the customer viewpoint. Unsatisfied customers will look for the competitors to meet their needs. Customer satisfaction is a lead indicator that can predict potential future loss. Customer support should be meet the customer needs to fix their issues from the first call.

Strategic Objective	Lead Measure	Lag Measure
Reduce operational problems	Hours spent with customer	First Call Resolution (FCR)
Decrease Customer attrition	Improved customer services	Number of customers
Increase customer satisfaction	More Account Management	Customer Satisfaction Score

Table 13 Performance Measurement

9. Organization Structure

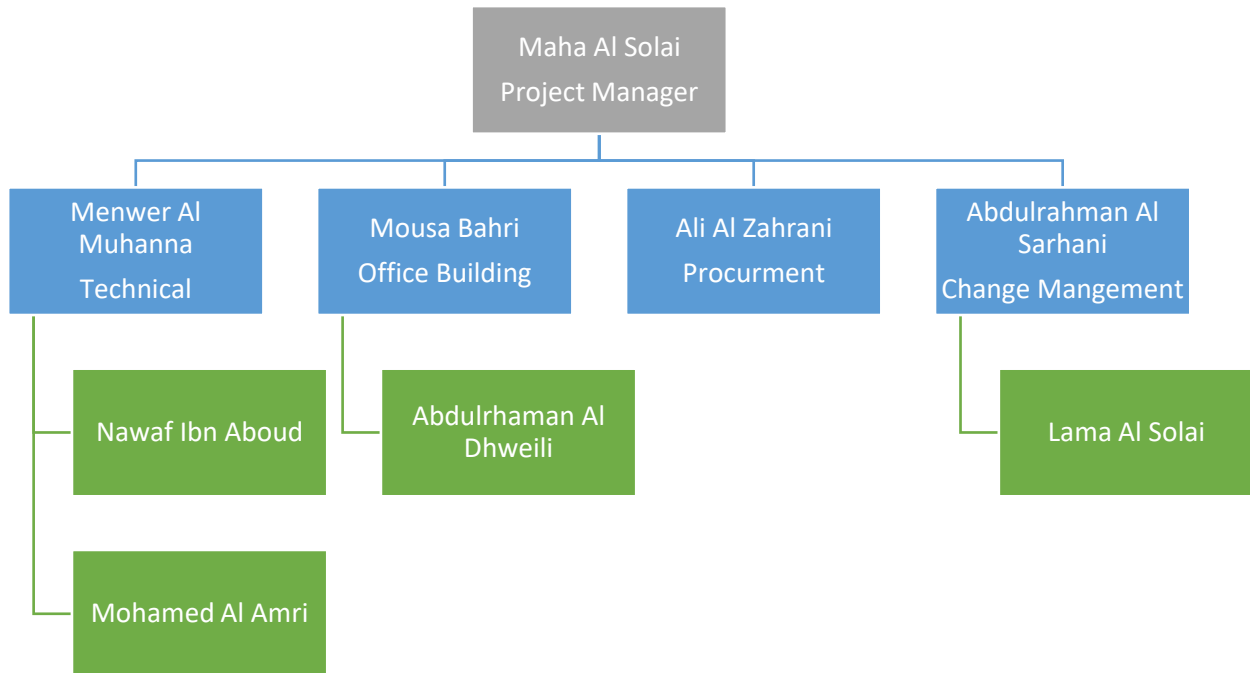


Figure 1 Organization Structure

As a project manager we have chosen to use the functional organization to run this project. The PMBOK Guide defines functional organizational structure as “An organizational structure in which staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources.”

Characteristics:

- Task Divided into functions.
- Functions performed by specialists
- Functions overseen by function heads
- Functions heads enjoy considerable independence

Advantages of this structure is the following:

- Employees are grouped by their knowledge and skills, allowing them to achieve high performance.
- Their roles and responsibilities are fixed, facilitating easy accountability for the work.
- The hierarchy is clear and transparent. This reduces the number of communication channels.

- Communication is frictionless within the department.
- Work is not duplicated, as all departments have defined responsibilities.
- Cooperation is excellent within the department.

Disadvantages

- Conflicts may arise if the performance appraisal system is not properly managed.
- A highly skilled employee costs more.
- Communication is weak among the departments. This causes poor inter-department coordination, affecting flexibility and innovation.
- A lack of teamwork among different departments slows innovation.
- Employees may have little concern or curiosity about events outside their group.
- Decision-making is sluggish due to the bureaucratic hierarchy.
- Functional departments may be more committed to departmental goals rather than organizational goals.
- Employees do not learn any new skills, and their roles don't change often, causing stagnation.

10. PMO Model

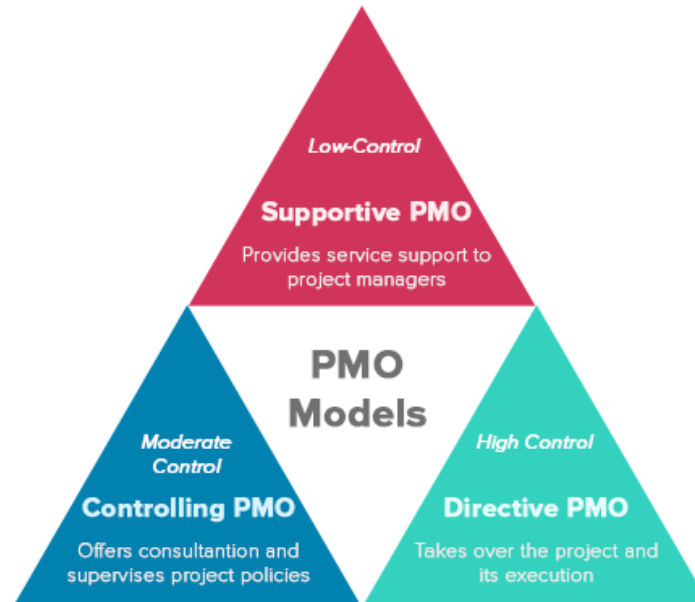


Figure 2 PMO Models

Since the project is been executed by the departmental expertise, the best suited model is Supportive PMO to manage this project.

A supportive PMO acts as a repository to your organization's projects and provides support as and when required. It supplies standard project templates, provides guidance on best practices, conducts training, tracks lessons learned, etc. It plays a consultative role in projects. Its exercises a very low level of control over the projects, and are best suited for organizations with **Functional** or **Weak Matrix** type of Organizational Structure.

Quick points

- Consultative role to projects
- Supplies templates, best practices, training, access to information, lessons learned from other projects.
- Cannot enforce anything on any project
- Low level of control over projects.

11. Project Compliance Check list

It is very important to have a project Compliance checklist before kick starting a project This will help the project team to understand the inputs and outputs of each phase of the project. The below table explains the required process to do this

Phase	Input	Tools & Techniques	Outputs
Develop Project Charter	.Project statement of work Business case .Organizational process assets	.Expert judgment .Facilitation techniques	Project Charter
Project management plan	Project charter Outputs from other processes Organizational process assets	Expert Judgement Facilitation techniques	Project Management Plan
Project Execution Work	Project management plan Approve Change Request Organizational Asset Process	Expert Judgment Meetings Project Management information System	Deliverables Work Performance Data project Management Plan updates Project Document updates
Project Monitor and Control	Project Management Plan Schedule forecasts Cost forecast Validated Changes Work Performance information organizational Process Assets	Expert Judgement Analytical techniques Project Management system Meetings	Change requests Work Performance Reports Project Management Plan Update Project Management documents update
Manage Project Knowledge	Project management plan Project documents Deliverables Enterprise environmental factors Organizational process assets	Expert judgment Knowledge management Information management Interpersonal and team skills	Lessons learned register Project management plan updates Organizational process assets updates

Phase	Input	Tools & Techniques	Outputs
Procurement Management Plan	Project charter Business documents Project management plan Project documents Enterprise environmental factors Organizational process assets	Expert judgment Data gathering Data analysis Source selection analysis Meetings	Procurement management plan Procurement strategy Bid documents Procurement statement of work Source selection criteria Make-or-buy decisions Independent cost estimates Change requests Project documents updates Organizational process assets updates
Project Closure	Inputs Project charter Project management plan Project documents Accepted deliverables Business documents Agreements Procurement documentation Organizational process assets	Expert judgment Data analysis Meetings	Project documents updates Final product, service, or result transition Final report Organizational process assets updates

Table 14 Project Compliance Check list

12. Project Check list Plan

1. As a project management team we have developed Check List model for the three stages of the project (Start- Plan- Execute-Close).
2. The Project Planning Checklist is used for all Project Plan templates and deliverables identified in the project delivery model.
3. The Project Manager (PM) should fill out the “PM Column (Y/N/NA)” prior to handing the checklist to the Quality Control Reviewers. If the PM response to a question is No or Not Applicable (NA), please provide an explanation.

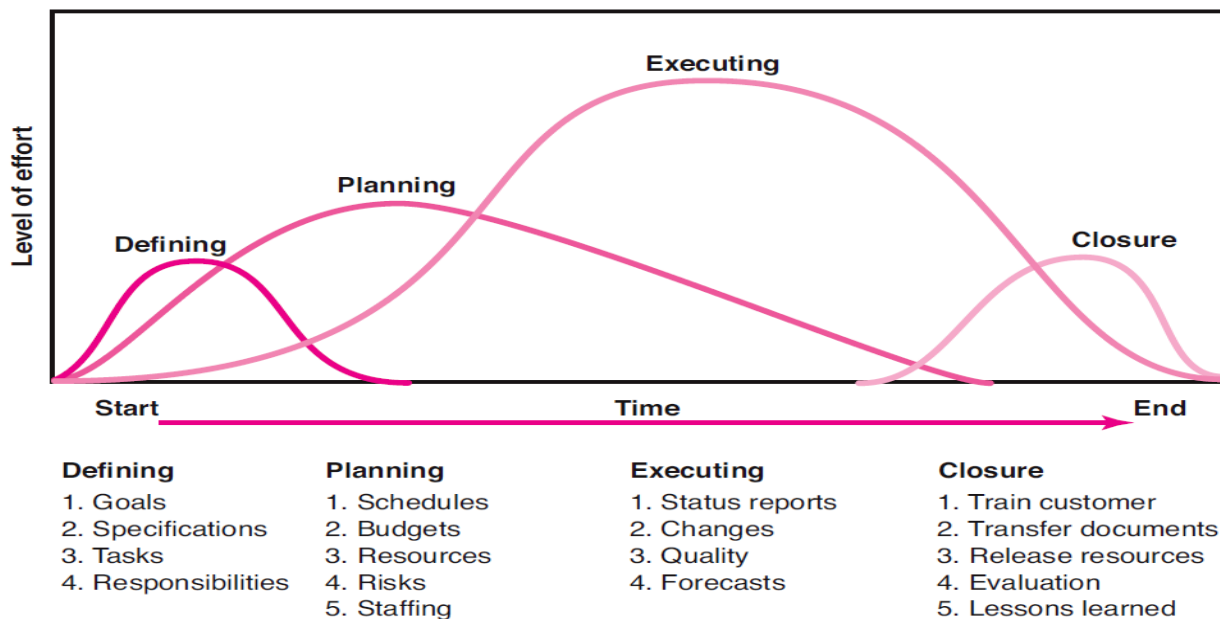


Figure 3 Project Life Cycle

13. Project Review Detailed Checklist for the Project Stages

Project Plan Review Checklist			
Project Name	Service Call Center		
Reviewer Name	Ali Al Zahrani – Menwer Al Muhanna		
Project Manger	Maha Al Solai		
ID	Yes/No/NA	Items to be considered	PM Column (Y/N/NA)
Overall Project Plan Questions			
1.	Y	Have all required sections been addressed in the Project Plan?	Y
2.	Y	Deliverables Identified?	Y
Project Scope Questions			
3.	Y	Scope clearly defined?	Y
4.	Y	Scope consistent with Initial Scope in Project Charter?	Y
5.	Y	Project Approach defined?	Y
6.	Y	Are the baseline requirements numbered or easily identifiable for use in a requirements traceability matrix (RTM)?	Y
7.	Y	Project Assumptions addressed?	Y
8.	Y	Project Constraints addressed?	Y
9.	Y	Risk Identified?	Y
Project Schedule (WBS)			
10.	Y	Is there a clear WBS?	Y
11.	Y	Is the project schedule structured into overview and sub-phases?	Y
12.	Y	Are dependencies identified in the plan?	Y
13.	Y	Is there a Gantt chart?	Y
14.	Y	Has task duration been estimated?	Y
15.	Y	Has work effort been estimated?	Y
16.	Y	Have the estimates been supplied by or validated by the resource assigned to it?	Y
17.	Y	Has PM effort been included in the plan? Y/N	Y
18.	Y	Has the Cost Estimates (Budget) been calculated from the WBS?	Y
Management Plan Questions			
	Project Organization Questions		

ID	Yes/No/NA	Items to be considered	PM Column (Y/N/NA)
19.	Y	Does the project organization have representation for management, functional office and business unit/section?	Y
20.	Y	If the project needs District participation, are there District people in the project organization?	Y
21.	Y	Are roles defined?	Y
Estimate/Schedule/Resource Questions			
22.	Y	Baseline Estimate established? Estimate method defined?	Y
23.	Y	Have key milestones & dates been identified in the plan? These are the key points at which they project will be reviewed for performance?	Y
24.	Y	Baseline Schedule established? Match major milestone date with Project Charter and work breakdown structure (if applicable)	Y
25.	N	Project > 600hours? Work Breakdown Structure included?	N
Change Management Questions			
26.	Y	Change Management process defined?	Y
27.	Y	Project Change Control Team (CCT) members identified?	Y
28.	Y	Frequency of CCT meetings defined?	Y
29.	N	Have a change Log?	N
Issue Management Questions			
30.	Y	Issue management process defined?	Y
31.	Y	Issue escalation process identified?	Y
32.	Y	Have Issue Log?	Y
Risk Management Plan Questions			
33.	Y	Risk Management process defined?	Y
34.	Y	Project Risk Review Team (PRRT) members identified?	Y
35.	Y	Frequency of PRRT meetings defined?	Y
36.	Y	Risk Register Initiated?	Y
37.	Y	Risk Response Strategy established for each identified risk	Y
38.	NA	Has the Risk Tolerance Threshold been established for the project?	NA
39.	NA	Is there a Risk Item form or equivalent present, for each risk identified that has a risk severity rating $\geq$ the project risk tolerance threshold?	NA
Quality Management Plan Questions			

ID	Yes/No/NA	Items to be considered	PM Column (Y/N/NA)
40.	Y	Quality Management Process defined?	Y
41.	Y	QC Reviews identified for deliverables established/addressed in project plan?	Y
Communication Management Plan Questions			
42.	Y	Communication plan established	Y
43.	Y	Status reports addressed (frequency, audience)	Y
44.	Y	Project Distribution groups identified	Y
Configuration Management Plan Questions			
45.	Y	Application documents that will be controlled identified? (Requirements, System Design, etc)	Y
46.	Y	Project Documents that will be controlled identified (Project Charter, Project Plan, etc)	Y
Project Execution Questions			
48.	Y	Were transition activities performed as planned in the Transition Plan?	Y
49.	Y	Is the operations side environment prepared and ready to receive deliverables (facilities, equipment, people,...)?	Y
50.	Y	Has training been given to users and support teams?	Y
51.	Y	Are deliverables available to the requestor side?	Y
52.	Y	Are operational/maintenance activities ready to start?	Y
53.	Y	Is all project supporting documentation delivered to the Project Owner (PO) and operations teams?	Y
54.	Y	Are deliverables fully operational?	Y
55.	Y	Is support being given to the requestor side?	Y
56.	Y	Is there a formal transfer of responsibilities to the Project Owner (PO) and operations teams?	Y
Project Closeout Questions			
57.	Y	Does project have close out plan?	Y
58.	Y	Is the training material documented?	Y
59.	Y	If project is delivering an application, does the project have a transition to maintenance plan?	Y
60.	Y	Is the Acceptance Criteria Clearly Defined	Y

Table 15 Project Review Checklist for the Project Stages

14. Stakeholder Register

The stakeholder register, or registry, is one of the essential project management documents. It contains important information on your project holder.

According to the PMBOK Guide, “A stakeholder can be a person, a group, or an organization that may be affected, or have any interest in the project, or the project’s outcome; either directly or indirectly.”

A stakeholder register is a project document with pertinent information about the project stakeholders. It identifies the people, groups, and organizations that have any interest in the project or its outcome.

Name	Role	Requirements or Expectations	Interest	Power
Dr Waleed	Project Sponsor	Administers project finances, approves ideas and changes, participates in making key decisions	★ ★ ★	★ ★ ★
Maha Al Solai	Project Manager	Plan and Develop the Project efforts, Create and Lead project resources, Monitor Project Progress and Set Deadlines, Solve Issues That Arise.	★ ★ ★	★ ★ ★
Menewer Al Muhana	Technical lead	Plan and supervise the technical activities, report progress, Help Redesign Help desk center	★ ★ ☆	★ ★ ☆
Abdulrahman Al Sarhani	Change management lead	Plan and supervise change management activities. Analysis of operational changes and assess the change impact. Develop change management approach	★ ★ ☆	★ ★ ☆

Name	Role	Requirements or Expectations	Interest	Power
Ali Zahrani	Procurement	Purchase supply of products/materials, infrastructure requirements. Determine the lowest cost for products/materials. Track and record orders.	★ ☆ ☆	★ ★ ☆
Lama Al Solai	Change management staff	Information transfer and documentation of process changes. Communication with the affected employees.	★ ★ ☆	★ ☆ ☆
Mohammed Al Amri	Technical engineer	Help to Implement call center topology as planned, report progress, help in Staff Training	★ ★ ☆	★ ☆ ☆
Nawaf Ibn Aboud	Technical engineer	Test the new design and implementation and help with team training and implement change requests	★ ★ ☆	★ ☆ ☆
Mousa Bahri	Office building lead	Facilitate the new design requirements and the new seating plan,	★ ☆ ☆	★ ★ ☆
Abdulrahman Al Dhweilie	Office building staff	Facilitate infrastructure requirements for the new topology	★ ☆ ☆	★ ☆ ☆

Table 16 Stakeholder Register Table

Influence / Interest Network

Key stakeholders are those who can significantly influence, or are important to the success of, the project.

Influence is the power which stakeholders have over a project - to control what decisions are made, facilitate its implementation, or exert influence which affects the project negatively.

Influence is perhaps best understood as the extent to which people, groups or organizations (i.e. stakeholders) are able to persuade or coerce others into making decisions and follow certain courses of action.

Importance indicates the priority given by you to satisfying stakeholders' needs and interests through the project. Importance is likely to be most obvious when stakeholder interests in a project converge closely with your objectives.

Importance and influence can be combined by using a matrix diagram. This is done by positioning stakeholders in relative terms according to the two broad criteria in a two-by-two matrix. This exercise in positioning will indicate relative risks posed by specific stakeholders, and the potential grouping of support for the project.

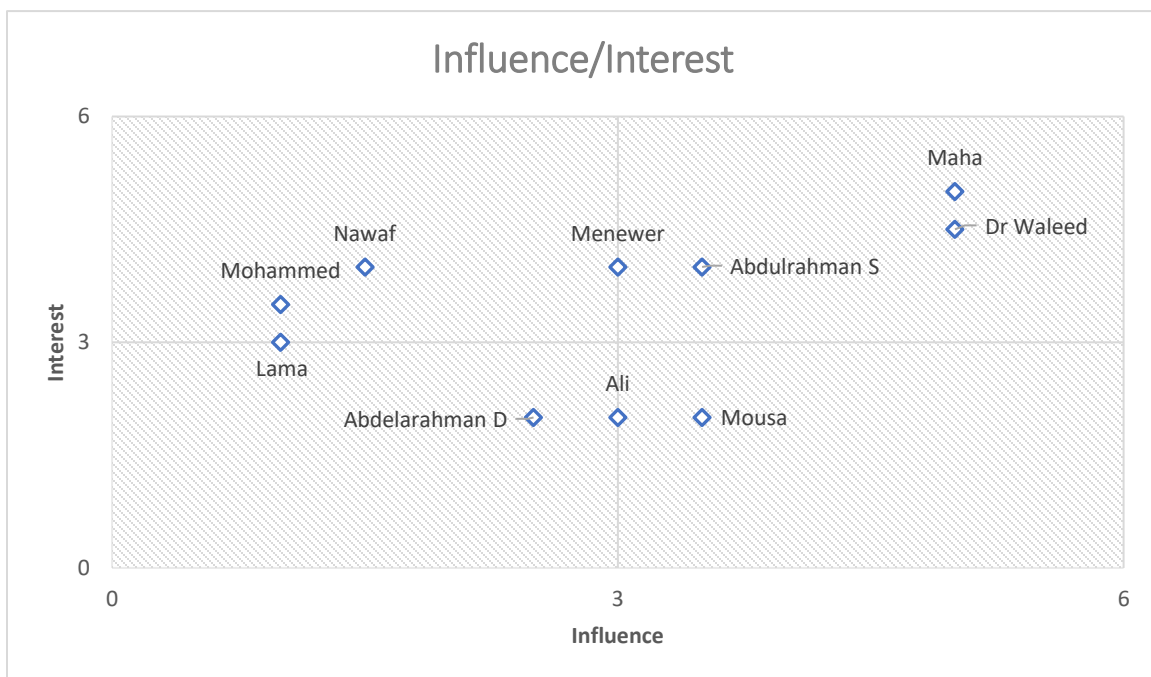


Figure 4 Influence / Interest Network

Strength/ Interest Network

The power/interest grid is a matrix used for categorizing stakeholders during a change project to allow them to be effectively managed. Stakeholders are plotted on the grid in relation to the power and interest they have in respect of the project. The grid categorizes stakeholders into the following four groups:

- High power/high interest
- High power/low interest
- Low power/high interest
- Low power/low interest

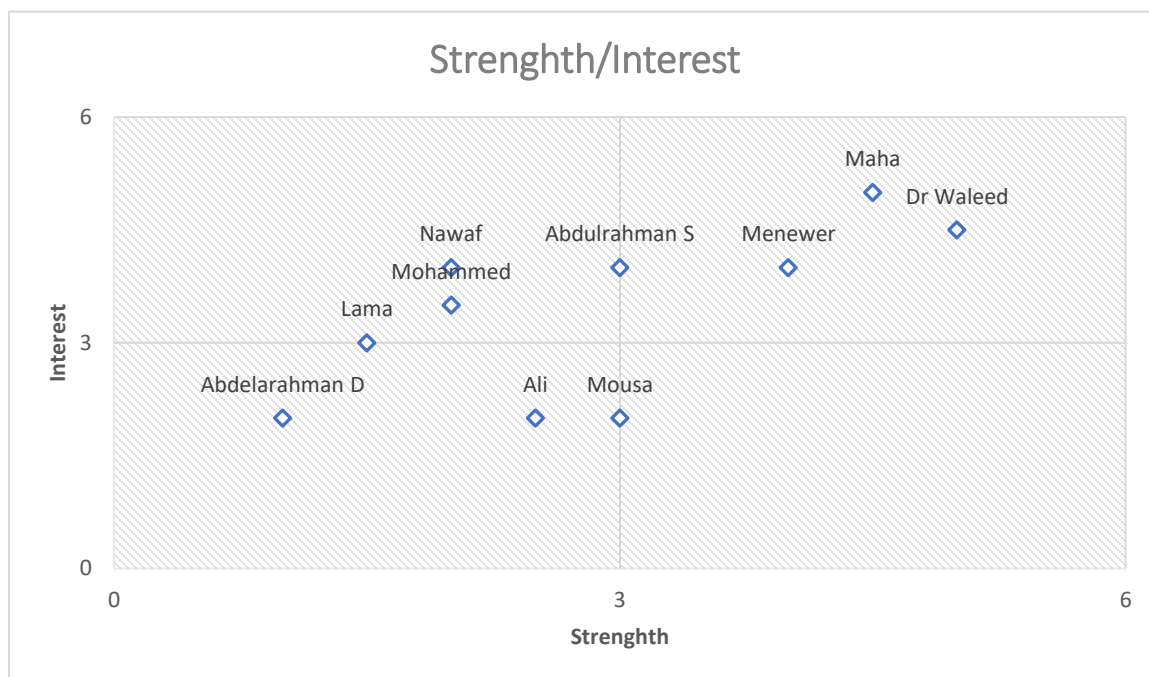


Figure 5 Strength/ Interest Network

15. Stakeholder Register Logical Diagram

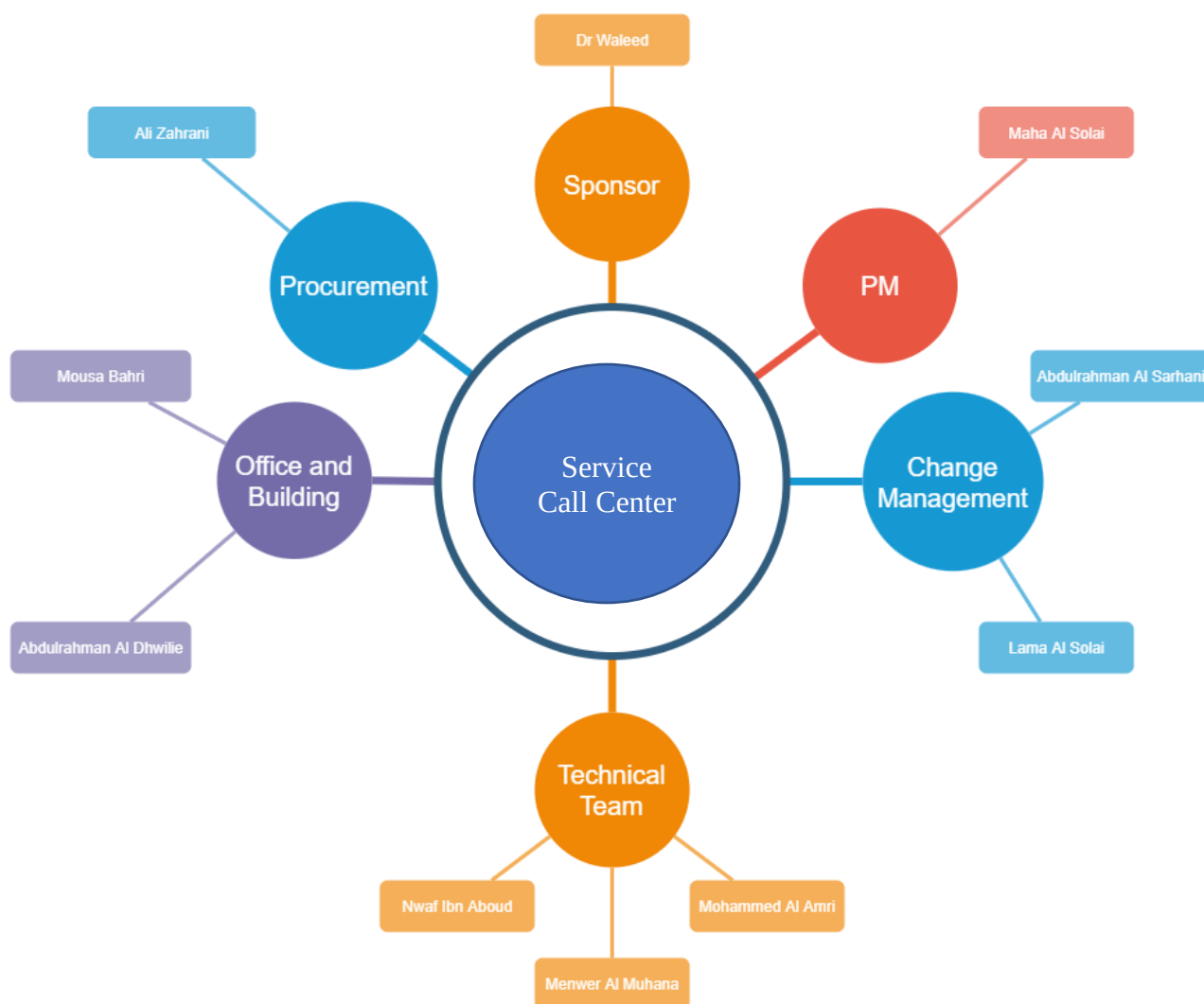


Figure 6 Stakeholder Register Logical Diagram

16. Stakeholder RACI

The RACI matrix is a responsibility assignment chart that maps out every task, milestone or key decision involved in completing a project and assigns which roles are Responsible for each action item, which personnel are Accountable, and, where appropriate, who needs to be Consulted or Informed. The acronym RACI stands for the four roles that stakeholders might play in any project.

RACI matrix roles and responsibilities

The RACI model brings structure and clarity to describing the roles that stakeholders play within a project. The RACI matrix clarifies responsibilities and ensures that everything the project needs done is assigned someone to do it.

The four roles that stakeholders might play in any project include the following:

- **Responsible:** People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly Responsible.
- **Accountable:** Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops there."
- **Consulted:** People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.
- **Informed:** People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

How to create a RACI matrix

- Identify all the tasks involved in delivering the project and list them on the left-hand side of the chart in completion order.
- Identify all the project stakeholders and list them along the top of the chart.
- Complete the cells of the model identifying who has responsibility, accountability and who will be consulted and informed for each task.
- Ensure every task has at least one stakeholder Responsible for it.

- No tasks should have more than one stakeholder Accountable. Resolve any conflicts where there is more than one for a particular task.
- Share, discuss and agree the RACI model with your stakeholders at the start of the project. This includes resolving any conflicts or ambiguities.

After completing those activities as a project team, we have developed the below RACI:

Name	Redesign	Supplier Acceptance	Procurement	Change management	Training	Implementation	Office setup	Technical
Dr Waleed	I	C	I	C	I	I	I	I
Maha Al Solai	C	C	I	C	I	I	I	C
Menewer Al Mughana	R	R	I	I	A	R	I	R
Abdulrahman Al Sarhani	I	I	I	A	I	I	I	C
Ali Zahrani	C	R	R	I	I	I	I	I
Lama Al Solai	I	I	I	R	I	I	I	C
Mohammed Al Amri	I	I	I	I	R	R	I	R
Nawaf Ibn Aboud	I	I	I	I	R	R	I	R
Mousa Bahri	C	R	C	I	I	I	A	I
Abdulrahman Al Dhweilie	I	I	I	I	I	I	R	I

Table 17 Stakeholder RACI

17. Culture and Values

We at SPEED TELECOM have decided to make the Help Desk team have a distinct culture different from other departments in order to strengthen the relationship within the team and to increase productivity and achieve the goals of the organization and from some of the initiatives that will help create a positive culture for the team

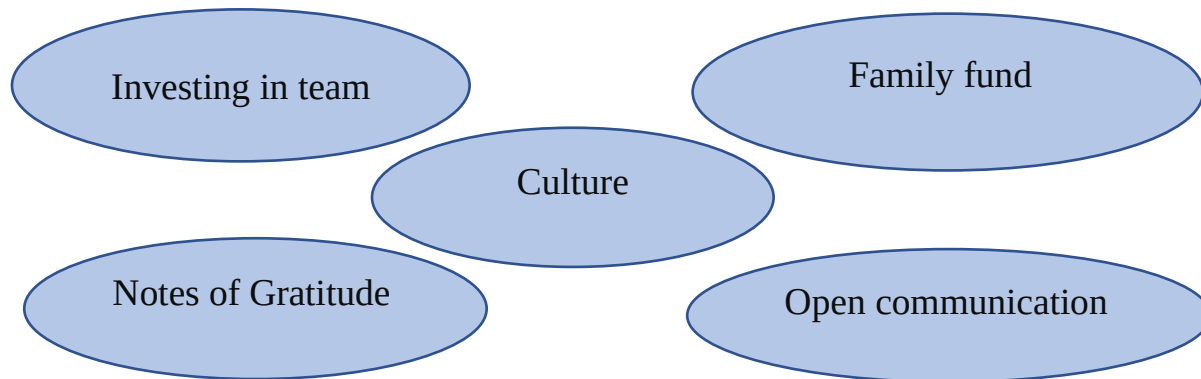


Figure 7 Culture and Values

- **Family fund :** speed telecom provides emergency financial support for employees during times of need. It's funded through voluntary paycheck deductions from corporate employees. The Family Fund has assisted team members in paying for temporary housing due to a fire and has also helped assist an employee who needed to travel to care for a sick loved one.
- **Notes of Gratitude:** Employers host a “Gratitude Night” to thank employees for making a positive impact on their customers. The corporate office reviews letters sent in from happy customers and writes personal, handwritten notes to employees who have helped these customers. This type of event highlights employee achievement and gives them some public recognition for their hard work.
- **Open communication:** open communication helps build trust in the organization and sows the seeds of transforming employees into co-entrepreneurs.
- **Investing in team:** can afford organizations a myriad of benefits, including improving employee retention and productivity. Your company culture and

environment play an important role in obtaining the best possible employees... and in keeping them around

18. Self-reflection and self- management

1. Personal behaviors of the student that can influence on the project.

- Poor Communication .
- Negativity.
- Failure to provide constructive feedback.

2. Study such behaviors, identify their reasons, and how they can be eliminated.

- **Poor Communication**

Poor communication occurs when people share information in an improperly complex or rushed manner. It can happen even at every level of an organization. For instance, people may not understand one another and rely on assumptions.

There are many ways to fix poor communication, and this is one of them

Confirm and Clarify

Like any important message, follow-up messages should confirm what you are communicating. Additionally, this is also an opportunity to ask for more details if needed. These messages clear up misunderstandings, which prevent future headaches. As a rule of thumb, know it's never safe to assume what someone is saying, especially when so much communication now happens through written messages. A quick follow-up is all it takes to catch a possible mistake.

Make Meetings Count

Most people don't like attending meetings. As much as it may be tempting to eliminate them, some meetings are necessary to ensure things get done on time. Meetings are where a lot of important communication is shared, so getting them right is a vital part of any company strategy. When meetings do happen, make sure they're carried out efficiently,

with clearly stated goals and plans of action. In addition to this, emphasize getting everyone on the same page and allow time for questions

- **Negativity**

1. Tackle Genuine Problems

Are there continual complaints about something that's actually a problem? While it can be irritating to hear employees complaining about what seems like a minor issue, if something is affecting their work or morale, it's important to address it.

Even if you can't make a wholesale change, you might be able to reduce the impact of the problem. For instance, if several people seem to be struggling with a particular process or task, perhaps implementing a collaboration tool or offering additional training will help

- **Failure to provide constructive feedback**

There is a proper way to train people and a helpful way to give feedback. Crushing a person is rarely a constructive pathway to strong teamwork.

19. Model for Help Desk team.

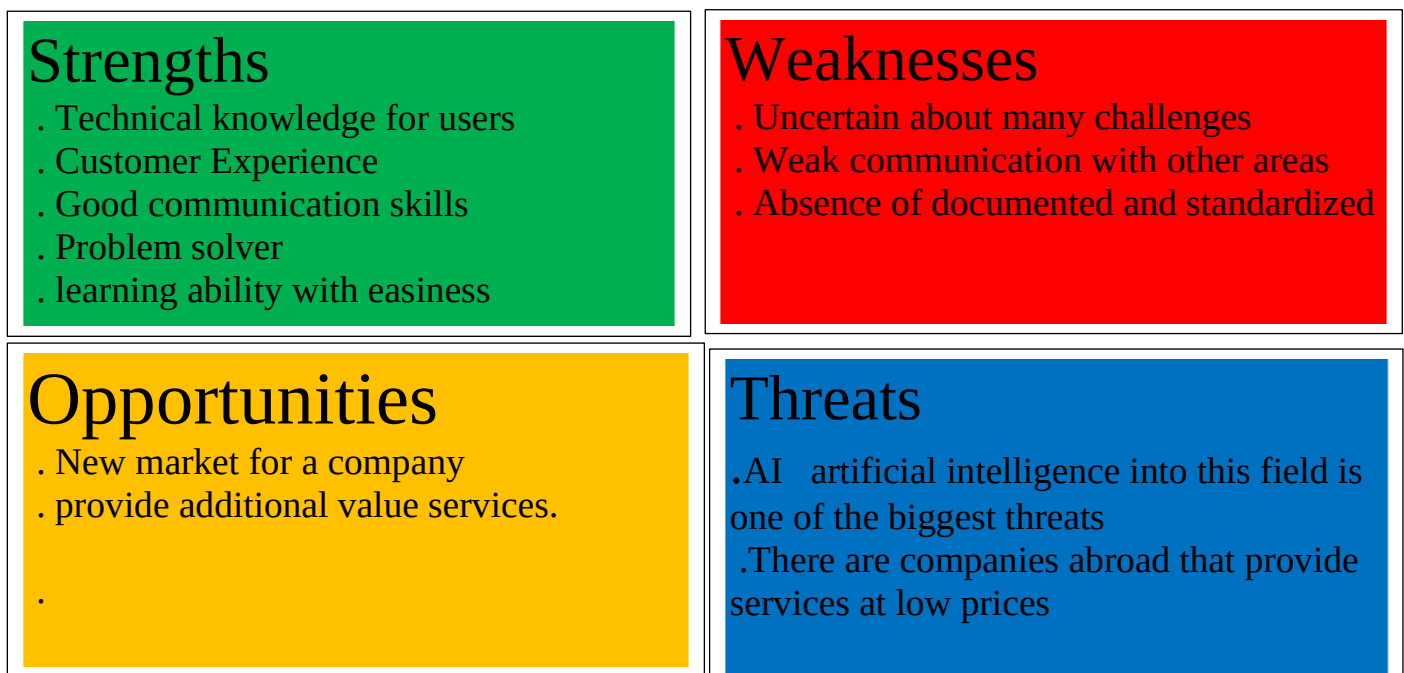


Figure 8 SWOT model for Help Desk team.

20.Stakeholder Register

The stakeholder register, or registry, is one of the essential project management documents, It contains important information on your project holder.

According to the PMBOK Guide, “A stakeholder can be a person, a group, or an organization that may be affected, or have any interest in the project, or the project’s outcome; either directly or indirectly.”

Managing stakeholders is vital for your project because if your stakeholders are not happy, your team will struggle and your project won’t succeed.

Name	Role	Requirements or Expectations	Interest	Influence
Dr Waleed	Project Sponsor	Administers project finances, approves ideas and changes, participates in making key decisions	High	High
Maha Al Solai	Project Manager	Plan and Develop the Project efforts, Create and Lead project resources, Monitor Project Progress and Set Deadlines, Solve Issues That Arise.	High	High
Menewer Al Muhana	Technical lead	Plan and supervise the technical activities, report progress, Help Re-design Help desk center	Mid	Mid
Abdulrahman Al Sarhani	Change management lead	Plan and supervise change management activities. Analysis of operational changes and asses the change impact. Develop change management approach	Mid	Mid

Ali Zahrani	Procurement	Purchase supply of products/materials, infrastructure requirements. Determine the lowest cost for products/materials. Track and record orders.	Low	Mid
Lama Al Solai	Change management staff	Information transfer and documentation of process changes. Communication with the affected employees.	Mid	Low
Mohammed Al Amri	Technical engineer	Help to Implement call center topology as planned, report progress, help in Staff Training	Mid	Low
Nawaf Ibn Aboud	Technical engineer	Test the new design and implementation and help with team training and implement change requests	Mid	Low
Mousa Bahri	Office building lead	Facilitate the new design requirements and the new seating plan,	Low	Mid
Abdulrahman Al Dhweilie	Office building staff	Facilitate infrastructure requirements for the new topology	Low	Low

Table 18 Stakeholder Register

21. Personal communication and effective communication:

Personal communication is an exchange of information between two or more people. It is also an area of research that seeks to understand how humans use verbal and nonverbal cues to accomplish a number of personal and relational goals, it can also be extended to include groups such family and friends. Personal communications may include private letters, memos, some electronic communications (like e-mails), personal interviews, telephone conversations as well as through platforms such as social media.

Effective communication is defined as communication between two or more persons in which the intended message is properly encoded, delivered through appropriate channel, received, and properly decoded and understood by the recipients

In other words, communication is said to be effective when all the parties (sender and receiver) in the communication, assign similar meanings to the message and listen carefully to what all have been said and make the sender feel heard and understood.

"Effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended". R.W. Griffin

22. Personal Communication Shapes, models and channels

Shapes of communication

There are several different ways we share information with one another,

1. Verbal

Verbal communication is the use of language to transfer information through speaking or sign language. It is one of the most common types, often used during presentations, video conferences and phone calls, meetings and one-on-one conversations. Verbal communication is important because it is efficient. It can be helpful to support verbal communication with both nonverbal and written communication.

2. Nonverbal

Nonverbal communication is the use of body language, gestures and facial expressions and even voice tone used to convey information to others. It can be used both intentionally and unintentionally. Nonverbal communication is helpful when trying to understand others' thoughts and feelings.

3. Written

Written communication is the act of writing, typing or printing symbols like letters and numbers to convey information. It is helpful because it provides a record of information for reference. Writing is commonly used to share information through books, pamphlets, blogs, letters, memos and more. Emails and chats are a common form of written

4. Visual

Visual communication is the act of using photographs, art, drawings, sketches, charts and graphs to convey information. Visuals are often used as an aid during presentations to provide helpful context alongside written and/or verbal communication. Because people have different learning styles, visual communication might be more helpful for some to consume ideas and information.

23. Communication methods:

- **Push.** Communication sent to stakeholders such as memos, emails, status reports, voice mail, and so forth. Push communication is used for one-way communications with individual stakeholders or groups of stakeholders. Push communication inhibits the ability to immediately gauge reaction and assess understanding; therefore, it should be used deliberately.
- **Pull.** Information sought by the stakeholder, such as a project team member going to an intranet to find communication policies or templates, running internet searches, and using online repositories. Pulling information is used for indirect sensing of stakeholder concerns.
- **Interactive or Engagement communication** goes deeper than pushing or pulling communication. It includes an exchange of information with one or more stakeholders such as conversations, phone calls, meetings, brainstorming, product demos, and the like. With all forms of communication, quick feedback loops provide useful information to confirm the degree to which the stakeholders heard and understood the message, determine if stakeholders agree with the message, and identify nuanced or other unintended messages the recipient detected.

The Communication Models

The purpose of a “model” is to offer a visual representation of a concept with the intent of facilitating the understanding of it. Traditionally speaking, there are three standard models of the communication process: Linear, Interactive, and Transactional, and each offers a slightly different perspective on the communication process.

- **Linear Communication Model**

It is a one-way communication, where a sender encodes a message via a channel and the receiver decodes the message. It is straight-line communication found typically in mass communication; like television, radio, newspapers, etc. According to this model, there is no means for immediate feedback.

- **Interactive Communication Model**

It is a two-way that included a message and feedback, where the sender encodes and send the communication message via the channel and receiver decode the and then de-code and send his reply or feedback message. The same thing happens during a

telephone call, or even an email exchange. A message is sent and received, and then the roles reverse.

- Transactional Communication Model

The Transactional Model becomes more sophisticated yet. This model depicts face-to-face interaction, or “trans-action” as a dynamic and changeable. In the Transactional Model, receiver and sender can play the same roles simultaneously, as sometimes happens, as messages can be sent back and forth simultaneously. It appears chaotic and ineffective, but sometimes communication is just that.

24. Project communication matrix

Communication	Purpose	Channel	Frequency	Audience
Kickoff meeting	Introduce the project high level plans, objectives and goals	In person	once	Project team, Sponsor, Stakeholders
Project Team meetings	Review status of the project	Physical meeting or conference call	Weekly	Project team
Technical Meetings	Discuss, review technical aspects and raise technical problem and solutions	Physical meeting or conference call	As needed	Technical and creative team
Project Status Meetings	Update leadership on project status	Physical meeting or conference call	Monthly	Project manager, stakeholder
Status reports	Detailed report on project status including progress, cost, risks and issues	Email	Weekly	Project manager, stakeholder

Table 19 Project communication matrix

25. 3 wrong scenarios of the communication

- **Using wrong communication channel**, like when you send a formal communication through an informal channel like social media or using nonverbal communication type that may not be delivered, understood and be documented properly, choosing the right media and from of communication to propagate the message is important to the quality of delivering a formal message, on the other hand delivering an informal (or friendly) communication message should not be using emails, presentation or infographic for example.
- **Sending to the wrong audience**, communicating a message should consider the right audience and only the needed ones, sending to the wrong receiver could lead to data leakage and wasting audience time.
- **Wrong communication timing**, timing is one of the most critical communication efficiency parameter, delivering a message late will lead to missing the a goal, deadline or even an opportunity and also losing the goal of sending this message.

26. Stakeholder Assessment matrix

Influence	High	Meet their needs • Customer • Sponsor • Change mngt • Legal dept	Key players • Project manager • Executives • BA
	Low	Leas important • Office building rep • Procurement • Help desk • System admin	Show consideration • Supplier • Internal user • Trainers • Developers • Testers
		Low	High
		Interest	

Figure 9 Stakeholder Assessment matrix

27. Behaviors contradict the moral integrity

The busyness of a project manager's day-to-day business means problems are often brushed aside with the hope that they will just disappear – which they rarely do.

Here we list some of the most common problems that project teams face. By confronting these – and therefore improving project outcomes – you can boost your own career, while working better together benefits everyone on the team.

Badly perceived, not delivering

A project team has a brand, an image and a reputation created by the actions and behaviors of the team members. A large part of the perception is driven by how well the team delivers on expectations and promises made. As a project team, you need to make sure that everyone understands and takes responsibility for their roles in creating the perception of the team. This includes both what is delivered on the project and how it is delivered.

Lack of trust

Trust is crucial to teamwork, and it starts with people knowing each other. Team members absolutely need to be acquainted, both professionally and personally, particularly in projects where tensions will run high at some point. Otherwise, members won't understand each other, they won't want to engage because they haven't made that human connection and they won't fully trust each other.

Conflict and tension

Conflict or a difference of opinion can be healthy and, if carefully managed, can trigger useful debates. It can make people think differently, expanding knowledge and insight; innovation can happen and results flourish. Different opinions are not a bad thing. It's how we handle the conflict that makes a difference.

The Impact of Bad Behavior

At a personal level, you can suffer negative effects from someone else's bad behavior, even if you're not the direct target.

At an organizational level, bad behavior can have a tangible impact on profitability. Missed objectives and declining productivity mean diminished profitability. You may find that you face increased sick days, as team members try to escape the bad behavior, or are sucked into it. Another possible consequence may be higher staff turnover, with all of the cost and time involved in hiring and training new people.

28. Project Leadership Style

Project management leadership is important because effective leaders motivate their teams to efficiently achieve project goals. Optimal project management leadership contributes to a culture that promotes performance and success. A project manager motivates their team by making effective project management decisions, such as structuring team roles to capitalize on the skills of individual members and defining clear, attainable goals throughout the course of a project. Project managers can develop effective leadership skills by building relationships with team members, practicing proper communication, maintaining flexibility and displaying dependability. We at SPEED TELECOM have choose the Democratic leadership style.

Democratic leadership style invites team input and feedback on decisions. This leadership style values group discussions, collaboration and teamwork. It promotes a work environment where team members feel encouraged and empowered because it values their voices and contributions. A workplace environment where the democratic leadership style is effective may include one that produces creative work. When members of a creative project have some form of ownership when producing creative content, they may feel more motivated to contribute. There fore this is the best style to be used in this project since the team meet for the first to time complete this project.



29. Project Motivation Methods

As a project manager or leader, you must be able to motivate and encourage people around you so that you have a happy and productive team.

Naturally, you cannot control each employee's attitude towards their work, but strategies do exist to motivate and excite your team, below you will find some methods has been developed to increase the motivation during the project:

No.	Method	Clarification
1	Be clear and direct	Once you have set a timeline and some realistic goals for the project, make sure your team members are aware of their workload and deadlines and that you communicate this clearly. Be receptive to their concerns and come to a unanimous agreement about how the project should go forward.
2	Catch up with your team members	Conduct a weekly or bi-weekly catch up session to see how your team members are doing with their work. If they know that they have to show evidence of some progress each week, they will be more motivated to make sure they are following deadlines and working consistently. It will also nurture opportunities for discussion and collaboration, and address problems as they arise.
3	Get excited about the project	Highlight the benefits of the work to your team members. Elaborate on how the project is benefiting your company and how it fits in with the wider ambitions of the department and business as a whole. This will help your team members get a detailed understanding of what the project is, why it is important, and the value of their role in regard to the end goal.
4	Keep a clear line of communication	When managing a project team, it is crucial that you maintain a good line of communication with all stakeholders.

		Make sure you have several ways in which your team members can contact you so that communication remains fluid and accessible. These can include: • Email • In-person contact • Instant message If one form of communication fails, there will still be many other ways to reach you. This will help make sure that your team is feeling supported as you complete the project.
5	Offer praise for good work	Keep up a constant flow of positive feedback for small victories and it will help keep your team feeling motivated and valued. Offer compliments to employees that you feel have gone above and beyond, and make sure you commend them in front of your team so that other staff are inspired and can see the results of hard work. Break up long weeks with lunches, coffee or drinks at the end of the day to reward your team. These are small moments where your staff can feel more appreciated and good working relationships solidify.

Table 20 Project Motivation Methods

30. RACI Model for Administrative Measures.

The RACI technique has been designed to identify functional areas, key activities and provides management with decision points where ambiguities exist.

The approach enables management to actively participate in the process of systematically describing:

- activities
- decisions to be accomplished
- clarity of responsibilities

Item	Project Manger	Tech Lead	Procurement	CM Team	Team Members
Project Deliverable					
Initiate Phase Activities					
Request Review by PMO	R/A	A/C			
Submit Project Request	R/A				
Defining and engaging stakeholders	R/A	A/C			
Interpreting business goals and translating those goals into service standards	R/A	C	C	C	C
Reviewing market developments in supply markets	A		R		
Research Solution	R/A	A/C	A/C	A/C	A/C
Develop Business Case	R/A	A/C	A/C	A/C	A/C
Plan Phase Activities					
Create Project Charter	R/A	C	C	C	C
Appoint Project Team	R/A	C	C	C	C
Create Schedule	R/A	C	C		
Create Budget	R/A	C	C		
Create WBS plan	R/A				
Contract the supplier.	C	I	R/A	I	I
Execute Phase Activities					
Build Deliverables		R/A	R/A	R/A	R/A
<i>Identify Preferred Supplier</i>	I/C	I/C	R/A		
Issue RFP	I/C	I/C	R/A		

Item	Project Manger	Tech Lead	Procurement	CM Team	Team Members
Issue Contract	I/C	I/C	R/A		
Deliver Products	I/C	I/C	R/A		
Deliver Services	I/C	I/C	R/A		
Review Supplier Performance	I/C	I/C	R/A		
<i>Redesign Office Layout</i>	A	R/A	C	I	I
Design Office Layout	A	R/A	C	I	I
Rebuild Office Layout	A	R/A	C	I	I
<i>Install new System</i>	A	R/A	C	I	I
Design System Configuration	A	R/A	C	I	I
Configure Machine	A	R/A	C	I	I
install system	A	R/A	C	I	I
Install operating machines	A	R/A	C	I	I
<i>Define New Process</i>	C	A/C		R	R/A
Create Operator Process	I/C	I		R	R/A
Create Maintenance Process	I/C	I		R	R/A
<i>Train Staff</i>	I/C	I		R	R/A
Retrain Contact Center Operators	I/C	I		R	R/A
Conduct Change Management	I/C	I		R	R/A
Closer					
Complete Documentation of process and activities	R/A	C	C	C	C
Create Lessons Learned	R/A	C	C	C	C
Perform Project Closure	R/A	I	I	I	I

Table 21 RACI Model for Administrative Measures.

31. Conflict and crisis

Conflict is when two perspectives, personalities, values, or opinions contradict each other. Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the public conflict and crisis phenomena as a state of the business operating environment that is riddled with so many threats and uncertainties. In doing this, manifestations and impacts on the organization.

Consequently, we discovered that both conflict and crisis phenomena are an indispensable part of human existence and environmental character.

Between productivity demands and service quality. More pacifically, their research indicates that the agents become less able to handle interactions with customers due to the negative influence of the pressure of obeying key performance indicators and efficiency demands have a negative influence on the level of service quality and customer satisfaction.

According to the employee-job fit is about the ability of employees in solving problems and acting positively in all situations on his/her job. Also, it encompasses feelings about his/her job, or in simple words, whether he/she likes it or not.



31.1.Expected Scenarios of conflicts

Scenario 1

You get off on the wrong foot with a new coworker. They ask you for help responding to a customer inquiry, but you refuse to lend a hand because you are working on a tight deadline and don't want to waste time. There has been tension between you two ever since, and now you need their help on a project, but they're not being very responsive.

Proposed Solution

Go own it! Find an appropriate time to walk up to them and say, "I understand that we got off on the wrong foot. My apologies for that. What I'm trying to resolve is X. Can we have a conversation about that?"

Regardless of who the conflict is with - an employee, your boss, etc., they'll think more highly of you if you demonstrate self-awareness. The conversation may be awkward, but that's better than a tense relationship that could last years all because you got off on the wrong foot.

Key Focus: It's all about how you approach the situation.

Try to maintain respect in the conversation and understand that it does not mean that you're going to love each other at the end of it. At the end of the day you are trying to resolve something so that you can move forward and execute on whatever project or plan you need to deliver.



Scenario 2

You got a promotion that your friend at work was also gunning for. Now things are awkward between you two. You definitely want to keep the friendship going, but they aren't even speaking to you outside of team meetings.

Proposed Solution

Lama suggests going up to the person and owning it. Tell them that you know it's an uncomfortable situation and that you'd like to continue the relationship. These situations are tough, but radical candor is important - learn more about how to practice it in the workplace here.

Key Focus: Be proactive. Break the ice. Figure out how to work together.

Important Note: Never apologize for your promotion/moving your career forward. Prepare to be content with the other person's decision if they are no longer interested in continuing the friendship.



Scenario 3

You're frustrated because your colleague in AL-Qassim keeps messaging you at 3am (your time). They send you seemingly urgent requests when you're sleeping or just waking up, and you're sick of being bombarded with 11 requests before you've even sat down at your desk. You get the vibe they don't like you very much and you don't know how to approach them.

Proposed Solution

Avoiding confrontation is making your situation worse, not better! Schedule a time to chat with them via phone or video call.

Bring the spirit of collaboration to the table!

Uncover the root of the problem by asking questions - "Is there any particular reason you send me requests before I'm up? Am I responding to you too late?"

Once you understand *why* they're doing it, you can help them articulate their needs. Maybe they send you 11 messages at 6am because that's right before their lunchtime, and they don't want to forget their questions when they go on break.

Now figure out a solution that works for both of you. Can they send themselves a reminder on Slack to ping you with their questions when you're at your desk? Can you just ignore their messages until you clock in now that you understand they're not time sensitive? Should you schedule a morning check in to go over these requests in real time rather than via message?

Key Focus: Have a candid conversation to ease any tensions long distance can bring.

31.2. Conflict Management Strategies

There is a menu of strategies we can choose from when in conflict situations:

Research on conflict management styles has found that each of us tends to use one or two of the above five strategies more than the others. For instance, some people predominantly use collaborating when in interpersonal conflict situations.

In other words, although there are five different ways to handle conflicts, such a person is more likely to collaborate than they are to force, accommodate, avoid, or compromise. There are many advantages to using a collaborating strategy to handle interpersonal conflict situations. Collaborating with the other party promotes creative problem solving, and it's a way of fostering mutual respect and rapport. However, collaborating takes time, and many conflict situations are either very urgent or too trivial to justify the time it takes to collaborate.

There are many conflict situations that should be handled with one of the other four conflict management strategies rather than collaboration. Managers who are very skilled at conflict management are able to (a) understand interpersonal conflict situations and (b) use the appropriate conflict management strategy for each situation.

Negotiating and handling conflict are essential skills in business today. Using the Thomas-Kilmann Conflict Mode Instrument (TKI) personality tool will help you and your teams become more effective. They will learn how to handle conflict both now and in the future .

Understanding our conflict modes strengthens team work for your whole business. TKI helps trainers and facilitators understand conflict styles. Customer service teams will improve their skills in handling customers in difficult situations, enabling complaints and disagreements to be settled smoothly and successfully.

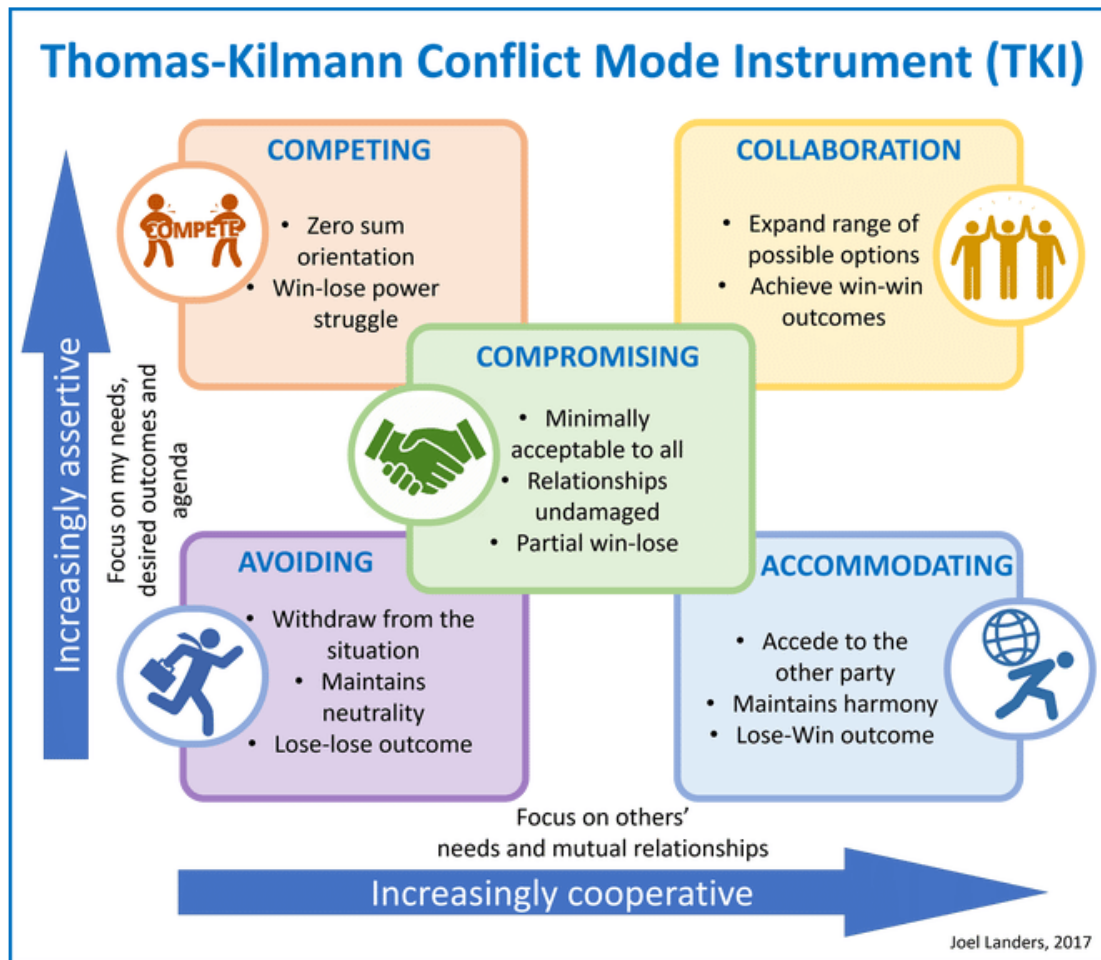


Figure 10 TKI Conflict Instrument tool

- **Competing** - Assertive and uncooperative, the competing conflict style is an intense approach to resolving grievances. It's not uncommon for a competing conflict resolution strategy to yield a positive outcome for one party and a negative outcome for the other. This strategy isn't one to make new friends, so tread lightly.
- **Accommodating** - allowing the other party to satisfy their concerns while neglecting your own.
- **Avoiding** - not paying attention to the conflict and not taking any action to resolve it.
- **Compromising** - attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties, but completely satisfactory to neither.
- **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).

Why use the Thomas Kilmann Conflict Instrument (TKI)?

- People to understand their conflict handling styles and those of others.
- People to understand their preference for handling conflict and how the options for handling conflict can be increased.
- Business leaders to develop their interpersonal skills and leadership capabilities to negotiate and influence others to achieve their goals.
- Customer service teams to handle difficult relationships with customers to increase sales and enhance business opportunities.

Root Cause Analysis

It is well known that gaining satisfaction from customers you serve can help a company grow. When this area starts to weaken then immediate attention must be taken to figure out what is going on. It is important to find out why there is low customer satisfaction for the business to succeed. Once the areas of weakness have been acknowledged then training your employees to improve in these areas is vital.

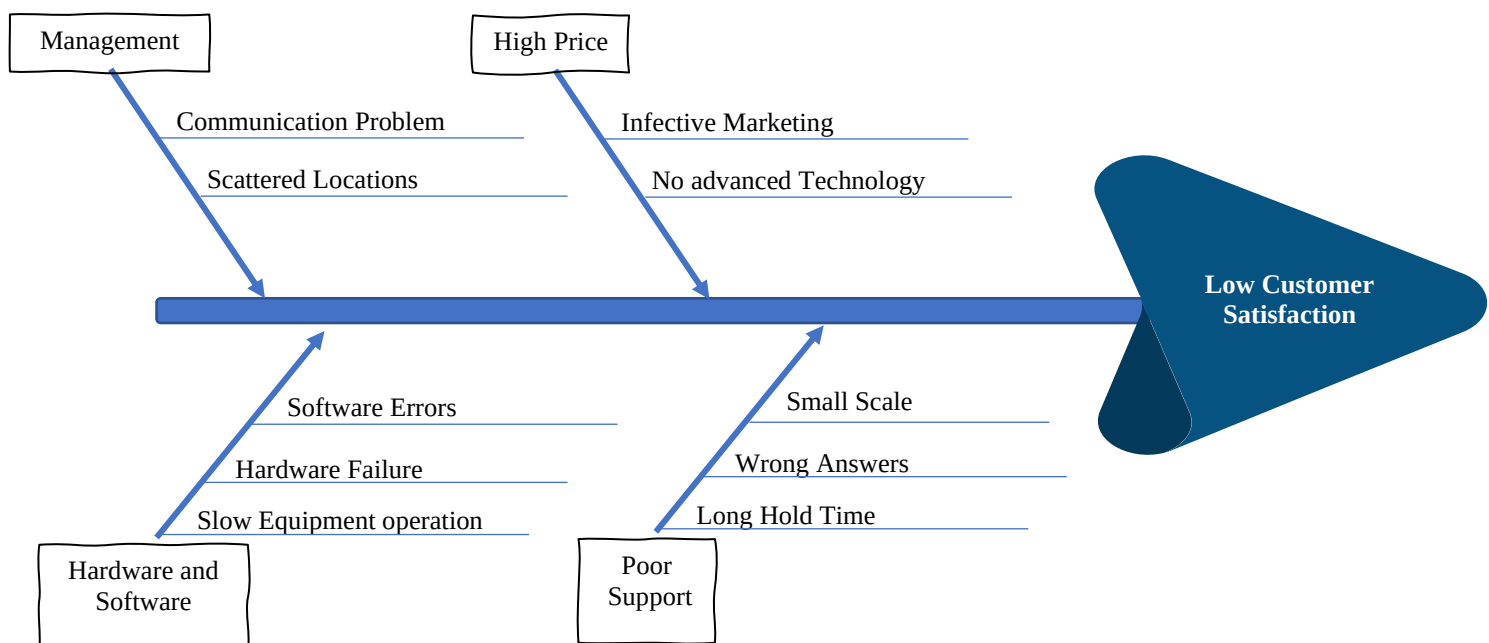


Figure 11 Root Cause Analysis

32. Distribution List of Human Resource per activities

WBS Number	Task name / Title	Assigned to
1	Initiate Phase Activities	
1.1	Develop Business Case	Maha Al Solai
1.2	Defining and engaging stakeholders	Maha Al Solai
1.3	Develop Project Charter	Maha Al Solai, Ali Al Zahrani
1.4	Management Activities Completed	Maha Al Solai, Ali Al Zahrani, Muhanned Al Muhana
2	Initiation/Planning	
2.1	Conduct Feasibility Study	Maha Al Solai, Ali Al Zahrani
2.2	Create Stakeholder engagement plan	Maha Al Solai, Muhanned Al Muhana
2.3	Conduct Workshops with SMEs	Maha Al Solai, Abdulrahman Al Sarhani, Nawaf Aboud
2.4	Appoint Project Team	Maha Al Solai, Muhanned Al Muhana
2.5	Create Schedule	Ali Al Zahrani, Nawaf Aboud, Abdulrahman Al Dwillie, Mousa Bahri
2.6	Create Budget plan	Ali Al Zahrani, Nawaf Aboud
2.7	Create WBS plan	Mousa Bahri
2.8	Create Project Charter	Maha Al Solai, Ali Al Zahrani, Abdulrahman Al Sarhani, Mousa Bahri
2.9	Complete Business case	Maha Al Solai, Abdulrahman Al Dwillie, Mousa Bahri
3	Execute Phase Activities	
3.1	Identify Preferred Supplier	
3.1.1	Issue RFP	Maha Al Solai, Ali Al Zahrani, Nawaf Aboud
3.1.2	Issue Contract	Maha Al Solai, Ali Al Zahrani
3.2	Redesign Office Layout	
3.2.1	Design Office Layout	Abdulrahman Al Dwillie, Mousa Bahri
3.2.2	Install Office Equipment's	Abdulrahman Al Dwillie, Mousa Bahri
3.3	Install new System	

WBS Number	Task name / Title	Assigned to
3.3.1	Design System Configuration	Abdulrahman Al Dwillie, Mousa Bahri
3.3.2	Configure System	Muhanned Al Muhana
3.3.3	Perform System Testing	Muhanned Al Muhana, Nawaf Aboud, Mohammed Amri
3.3.4	Perform Performance testing	Maha Al Solai, Muhanned Al Muhana, Abdulrahman Al Sarhani, Nawaf Aboud
3.3.5	Install System	Nawaf Aboud, Mohammed Amri
3.3.6	Perform Final User Testing	Abdulrahman Al Dwillie, Mousa Bahri
3.4	Define New Process	
3.4.1	Create Operator Process	Ali Al Zahrani, Nawaf Aboud, Abdulrahman Al Dwillie
3.4.2	Create Maintenance Process	Muhanned Al Muhana, Nawaf Aboud, Abdulrahman Al Dwillie
3.5	Train Staff	
3.5.1	Conduct Pre-Go Live Training sessions to power users	Lama Al Solai, Abdulrahman Al Dwillie
3.5.2	Train support team for maintenance	Lama Al Solai, Abdulrahman Al Sarhani
3.5.3	Conduct Change Management	Lama Al Solai, Abdulrahman Al Sarhani
3.6	Go-Live	
3.6.1	Launch New Helpdesk Center	Lama Al Solai, Maha Al Solai, Ali Al Zahrani, Abdulrahman Al Sarhani, Mousa Bahri, Mohammed Amri
3.6.2	Monitor Implementation	Lama Al Solai, Maha Al Solai, Ali Al Zahrani, Muhanned Al Muhana, Mohammed Amri
3.6.3	Provide Post Go-Live Training Support	Lama Al Solai, Ali Al Zahrani, Muhanned Al Muhana, Nawaf Aboud, Mousa Bahri, Mohammed Amri
3.6.4	Conduct Advertising to existing client base	Lama Al Solai, Ali Al Zahrani, Abdulrahman Al Sarhani, Nawaf Aboud, Mousa Bahri, Mohammed Amri

WBS Number	Task name / Title	Assigned to
4	Project Closure	
4.1	Complete Project Documentation materials	Maha Al Solai, Muhanned Al Muhana
4.2	Create Lessons Learned Documents	Maha Al Solai, Ali Al Zahrani, Abdulrahman Al Sarhani, Nawaf Aboud, Mousa Bahri, Mohammed Amri
4.3	Sign off Project Closure Document	Maha Al Solai, Ali Al Zahrani, Muhanned Al Muhana, Abdulrahman Al Sarhani

Table 22 Distribution List of Human Resource per activities

32.1 Crashing and Fast-tracking process

Fast Tracking is a schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration.

Crashing is a technique used to shorten the schedule duration for the least incremental cost by adding resources.

The below table shows the measures that has been taken for fast tracked and crashing activities and the cost if the stakeholders agrees on the crashing expenses to expedite the project:

Activity ID	Activity	No of Res.	Normal		Fast		Crash		Crash Var Norm Cos
			Time	Cost	Time3	Cost4	Time	Cost6	
1.1	Develop Business Case	1	80	12,000	-	-	75	12,750	750
1.2	Defining and engaging stakeholders	1	24	3,600			-	-	-
1.3	Develop Project Charter	2	72	10,800			-	-	-
1.4	Management Activities Completed	3	16	2,400			-	-	-
2.1	Conduct Feasibility Study	2	80	12,000			-	-	-
2.2	Create Stakeholder engagement plan	2	40	6,000			-	-	-
2.3	Conduct Workshops with SMEs	3	64	9,600			60	10,200	600
2.4	Appoint Project Team	2	48	7,200	40	-	-	-	-
2.5	Create Schedule	4	88	13,200			-	-	-
2.6	Create Budget plan	2	88	13,200	80	-	-	-	-
2.7	Create WBS plan	1	40	6,000			-	-	-
2.8	Create Project Charter	4	80	12,000			-	-	-
2.9	Complete Business case	3	120	18,000			-	-	-
3.1.1	Issue RFP	3	176	26,400			166	27,900	1,500
3.1.2	Issue Contract	2	88	13,200			-	-	-
3.2.1	Design Office Layout	2	40	6,000			-	-	-
3.2.2	Install Office Equipment's	2	88	13,200			-	-	-
3.3.1	Design System Configuration	2	88	13,200			-	-	-
3.3.2	Configure System	1	128	19,200			100	23,400	4,200
3.3.3	Perform System Testing	3	64	9,600			56	10,800	1,200
3.3.4	Perform Performance testing	4	64	9,600			56	10,800	1,200
3.3.5	Install System	2	80	12,000			70	13,500	1,500
3.3.6	Perform Final User Testing	2	80	12,000			70	13,500	1,500
3.4.1	Create Operator Process	3	88	13,200			76	15,000	1,800
3.4.2	Create Maintenance Process	3	80	12,000			50	16,500	4,500
3.5.1	Conduct Pre-Go Live Training sessions to power users	2	80	12,000			60	15,000	3,000
3.5.2	Train support team for maintenance	2	80	12,000	75		-	-	-
3.5.3	Conduct Change Management	2	40	6,000			-	-	-
3.6.1	Launch New Helpdesk Center	6	240	36,000			220	39,000	3,000
3.6.2	Monitor Implementation	5	240	36,000			220	39,000	3,000
3.6.3	Provide Post Go-Live Training Support	6	240	36,000			220	39,000	3,000
3.6.4	Conduct Advertising to existing client base	6	160	24,000			120	30,000	6,000
4.1	Complete Project Documentation materials	2	24	3,600	18		-	-	-
4.2	Create Lessons Learned Documents	6	40	6,000			-	-	-
4.3	Sign off Project Closure Document	4	40	6,000	36		-	-	-
Total	Calculating the Variance		3,088	463,200	3,061		2,843	316,350	36,750

Table 23 Crashing and Fast-tracking

32.2 Summary of Normal Vs Crashing VS Fast Track

Column1	Hours	% Compress	Cost
Initial (uncompressed) schedule	3088	0	463,200
Crashing	2843	-8%	499,950
Fast Tracking	3061	-1%	463,200

Table 24 Summary of Normal Vs Crashing VS Fast Track

33. Project Negotiations Roles and Models

Negotiation can be defined as a dynamic process among interdependent and self-interested parties with different backgrounds, which aims to reach an agreement that satisfies preferences and constraints of the involved parties. Some common characteristics can be identified during a negotiation:

- There are two or more parties (individuals, groups or organizations)
- There is a conflict of interest (goals, requirements, needs, desires, beliefs) between the parties.
- Parties negotiate due to the belief that they are going to gain better outcomes instead of not negotiating.
- There is no formal perspective to provide a solution to the dispute of the parties
- A “give and take” attitude between the parties is expected.
- Psychological factors usually influence parties during a negotiation.

In the context of the project, negotiation is a technique for resolving conflicts between project stakeholders and demonstrates a way of crafting mutually satisfactory solutions . Projects are structured upon controversial stakeholders’ interests, requirements, goals and expectations. So, conflict is a common event in the project life cycle. There are four generic processes that can describe the life cycle of a project:



Figure 12 Negotiation Project Life Cycle

33.1 Project Roles

Rule	Project Management Example
1. Be patient	Dealing with a team member who is underperforming—and perhaps defensive—may be uncomfortable for a project manager, so the tendency is to get the encounter over with as quickly as possible. A better approach is to develop rapport with the person, ask for permission to provide feedback or suggestions, carefully answer any questions that come up, and take the time to reach satisfactory agreement.
2. Be positive	A principle of persuasive influence is to deal with people you like. A positive attitude with project sponsors helps build confidence and credibility in their minds. This means they engage more willingly with the PM in supporting the project and maintaining that support throughout the project lifecycle.
3. Gather information	Clients or customers have challenges that may be addressed by the outcome of your project. Ask probing questions about what they are doing...and listen to the answers. Review the relationship history, especially if support issues have come up and whether or not they were adequately addressed. Find out their timetable or deadline, both to purchase and then to implement the solution.
4. Float trial balloons	Ask “What if we could provide key features in Phase 1 and address other wants in later phases?” These questions make no commitments but do explore reactions from the other party about possible approaches they may be willing to consider.

Rule	Project Management Example
5. Know your status	Project managers are closest to the action on most projects and have significant status attributable to the information they possess. Other stakeholders have status via the authority they have to allocate resources or dispense funds. The real opportunity to achieve better outcomes is when one side is anxious to reach agreement; the other side may then nibble to gain additional concessions, such as extend a resource's time on the project or reduce features in order to meet cost or time pressures.
6. Know your opening offer	You estimate the project will take between 4 to 6 months. Ask the customer when they want it, and they may respond in 8 months, in which case you have a cushion. If the PM were aggressive and quoted first, saying 4 months (the bottom line), there is no room to negotiate. If the customer has no clue and may ask for 2 months, the PM can open first by quoting 6 months (the edge of the envelope) and have room to negotiate something in between.
7. Limit your authority	Try to negotiate with the decision-maker so you deal with them directly and get agreement quickly. When you are the decision-maker, have someone else negotiate on your behalf so you cannot be pinned down by hard core negotiating tactics. This provides opportunity to practice patience, review the proposal more thoroughly (instead of in an emotional moment), and to come back with counter proposals.
8. Know your bottom line	Two vendors have similar products where one has a slight edge and costs more. The PM wants the better product but has a strict budget limit of \$10K. Negotiations with the higher priced vendor proceed in order to get a lower price or arrange terms that fall within the budget

Rule	Project Management Example
	limit. Use the limit to stand firm, negotiate with due diligence, and fall back on the other vendor if not successful. Knowing these limits determines whether to continue or walk away.
9. Be prepared	Have a risk management plan that provides advance notice of technology that may not work or tasks that take longer than planned. Clear trigger points invoke contingency plans calling for negotiations on the pros and cons of various options, leading to quick resolution. Preparation avoids being caught by surprise and having to invent options where none previously existed.
10. Never reward intimidation tactics	A PM whose does not push back against unreasonable scope, schedules, or resources is training sponsors to continue a demanding behavior. Instead, set expectations by negotiating the triple constraints at project start-up and when changes occur. Make concessions when the other side makes them as well. Do not give in to intimidation tactics or “the beatings will continue until morale improves.”

Table 25 Project Roles

33.2 Negotiation Models for managing projects:

Since conflicts are inevitable during the life-cycle of a project, therefore there is a need to apply techniques in order to manage and resolve conflicts appropriately.

In our project we have developed 2 models as follows:

Negotiation Model 1: Principled Negotiation Process Model:

this model can be adopted in the context of a project, as it serves project objectives via an honest relationship between stakeholders and mutually satisfactory solutions. This model can be developed through four stages:

1. Separate the people of the problem. Primarily, it is essential for the negotiators to concentrate on the real aspects of negotiation. They have to separate objective problem from emotions (egoism, anger, empathy)
2. Focus on interests, not positions. Negotiation participants have to distinguish between interests and positions of the other parties. Position is the formal state of a negotiator over an issue, whereas interest underlies the position.
3. Invent options for mutual gain. Parties need to devote time to investigate all possible options and then choose these options with mutual gain that keep all of them satisfied. They have to participate in brainstorming sessions for generating new ideas that may come into better agreements.
4. Insist on using objective criteria. Finally, parties have to decide about the objective criteria according to them each possible solution is going to be evaluated.

Negotiation Model 2: Possible steps in a negotiation process by International Project Management Association (IPMA)

The International Project Management Association (2006) refers synoptically to the possible steps of a negotiation in the context of projects. These steps are:

1. Primarily, parties should determine both the ideal outcome from the negotiation and the minimum acceptable solution BATNA (Best Alternative to Negotiated Agreement)
2. Afterwards, they have to choose their negotiation strategy, either an integrative or a distributive approach.
3. At this step, they identify negotiating issues and analyze relative information about the issues.

4. Next, parties record all possible options that provide solution to the negotiating issues.
5. Then, they reveal the options with mutual gains that can conclude to win-win negotiation.
6. A positive relationship must be kept among parties; therefore shared interests should be highlighted.
7. Until crafting an agreement, above steps may be repeated.
8. At the end, documentation is required in order to provide lessons learned to future negotiation of the same or other projects.

IPMA mentions that above steps should be conducted according to the parties' interest and positions. Conclusively, IPMA's approach takes into account the following determinants: ideal outcome, BATNA, negotiation strategy (integrative or distributive), negotiating issues, possible options, options with mutual gains, shared interests, documentation, parties' interests and positions.

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- [Why Outsourcing Your help desk is a risky strategy?](#)

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- [Poor Communications in the workplace](#)
- [6 Project Leadership Styles](#)
- [How to motivate your project team](#)
- [Negotiation Skills](#)
- [Fast Tracking VS Crashing](#)
- [Behaviors in project team](#)
- [Characteristics poor team members](#)
- [Conflict Management--Style and Strategy](#)
- [Fishbone Diagrams examples](#)
- [Conflict Management strategies](#)
- [Conflict Resolution in Project Management](#)
- [Examples of Conflict Scenarios](#)
- [The Three Different Types of Project Management Offices](#)
- [Building a Project Management Office from Scratch](#)
- [Stakeholder Analysis using the Power Interest Grid](#)
- [Different Types of Communication for Effective Project Management](#)
- [Project Management: Stakeholder Risk Management](#)
- [Crashing vs Fast Tracking Key Differences](#)
- [Stakeholder Register](#)
- [RACI Model](#)
- [Creating a Project Culture](#)
- [Project Management Culture: Necessity or Nuisance?](#)