**QN 3A**

The first stakeholder identified is the Top Management of the organization. This includes the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer and managers in the organization with influential powers. The dependency on top management is for them to approve the project funding and establish priorities amongst other projects or operations taking place concurrently. For instance, if the funding approved by the management is less than the project budget, the project team will need to redefine the project scope in order to ensure that the budgeted cost falls within the funds allocated. To cater to the dependency, project team can work closely with the stakeholder to ensure that the project receives adequate support and sufficient traction from the top management. Communicating project budget in advance and providing cost breakdown to top management is one method to facilitate the approval of funding required for the project.

The second stakeholder identified is the Contractors. This includes the software contractor who will be in-charge of the design, development and testing of PSC software. The dependency on contractors is the lack of control over quality of work and timeliness of task completion. They are external parties engaged for their domain expertise or availability of resources and they do not report to the project manager. For instance, if the contractors took a longer time than planned to develop the PSC software, it would result in schedule slippage where the overall project may get delayed. To cater to the dependency, project manager need to tactfully manage the relationship with the contractor in order to ensure that deliverable from contractor meets the project requirements. Scheduling weekly meetings with contractor is a controlling method that allows potential issues to be raised in a timely manner thereby reducing the impact on the project.

The third stakeholder identified is the Customers. They are the supermarket patrons, end-users of the self checkout counters. The dependency on customers is their purchasing requirements and satisfaction from the shopping experience which relates to the project scope and success. As they frequent the supermarket and make purchases, it is necessary that the self checkout counters designed meets their requirements. For instance, if the design of the checkout counters limits the number of items in each purchase, it would cause inconvenience to customers who often make bulk purchases. To cater to the dependency, the project team needs to first understand the customers purchase behaviors and identify their needs. This is helpful in defining the project scope and requirements. Incorporating a space for customers to place their items in the design of the checkout counters ensures that the project meets customers’ requirements when they perform checkout.

The fourth stakeholder identified is the Government Agency. In this case, it refers to the Monetary Authority of Singapore (MAS). The dependency on MAS is the constraints they place on the project as a result of their policies and guidelines on payment systems in Singapore. Being the local regulator, MAS oversees the payment system in Singapore to ensure its overall safety, efficiency and development. For instance, new changes to payment system introduced need to be pursued in coordination with monetary policy implementation process. To cater to the dependency, the project team needs to be aware of the existing policies and ascertain that the project scope and deliverable is compliant. When addressing the payment workflow design of the checkout counters, any ambiguity should be clarified with MAS and explicit clearance or approval should be obtained. This serves to defend the project integrity and safeguard the organization’s compliance to regulatory.

**QN 3B**

Applying approach “separate the people from the problem” on stakeholder Top Management in negotiating conflict in priorities within organization.

In the situation where Mr Koh Hong Teck is tasked to work on the PSC project and another project relating to the relocation of supermarket warehouse, the top management would need to prioritize and agree upon which project take greater importance and require Mr Koh Hong Teck to render his immediate support. Project manager should refrain from being emotional about the prioritization and invoke feelings of biasness or anger to the situation. Instead of blaming Mr Koh Hong Teck for not committing to the PSC project, project manager should separate the person in question, Mr Koh Hong Teck, from the problem of resource allocation. Upon seeking management’s direction on priorities, project manager need to be objective when receiving the management decision. Project need to be planned in accordance to current resource availability and overcome the initial challenge.

Applying approach “when possible, use objective criteria” on stakeholder Contractors in negotiating quality of work done.

In the situation where the design of the PSC software done by contractor is deemed to be of inferior quality, both the project team and the contractor need to discuss and agree on what is perceived as “acceptable quality”. This can be achieved by using objective criteria for fairness from an independent source. The objective criteria serves as an unbiased benchmark that both parties can rely on to facilitate the discussion. The industry standard for self checkout software design or software designs from companies that have successfully implemented self checkout counters can be used as the objective reference. It provides both project team and contractor a guidance as to what is deemed as “acceptable quality”. Requests raised with reference to the objective criteria would therefore be more appealing and accepted by both project team and contractor.

Applying approach “invent options for mutual gain” on stakeholder Customers in negotiating expectations of self checkout counters.

In the situation where

Applying approach “focus on interests, not positions” on stakeholder Government Agency in negotiating non-compliance to regulatory requirements.

In the situation where