

Project Management: Scope defines what work needs to be done in a project, including goals, features, and deliverables. Time refers to the schedule and deadlines required to complete the project. Cost is the total budget and financial resources allocated to complete the project.

A Project Manager: is responsible for leading a specific project, ensuring it is completed on time, within scope, and budget by managing tasks, teams, and risks. A Program Manager oversees a group of related projects, focusing on their coordination and alignment to deliver strategic benefits and manage interdependencies. A Portfolio Manager handles a collection of programs and projects, prioritizing them based on business goals, resource availability, and risk to ensure the organization's strategic objectives are met.

The PMBOK (Project Management Body of Knowledge): is a standardized guide by PMI that outlines best practices, guidelines, and standards for project management. It helps ensure consistent project success across industries. Initiating – Defines the project at a high level, gets approval to start, and identifies key stakeholders. Planning – Establishes the scope, schedule, cost, quality, and risk plans to guide the project. Executing – Carries out the project plan by coordinating people and resources to deliver results. Monitoring and Controlling – Tracks progress, manages changes, and ensures the project stays on plan. Closing – Finalizes all project activities, delivers the final product, and formally closes the project.

The Project Lifecycle: is the series of phases that a project goes through from start to finish. It provides a structured approach to manage work efficiently. In the early phase, resource needs are low, uncertainty is high, and stakeholders have the most influence. During the middle phase, resource demands increase and the likelihood of successful completion decreases. The final phase focuses on meeting project requirements and gaining sponsor approval for project completion.

The PMBOK outlines standardized project management processes and best practices: while the Project Lifecycle describes the actual phases a project goes through from start to finish. PMBOK focuses on how to manage a project; the lifecycle focuses on when and what happens during the project.

Waterfall: is a linear and sequential project management approach where each phase (requirements, design, implementation, testing, deployment) must be completed before the next begins. It's easy to manage and best for well-defined, stable projects with clear requirements. Advantages include simplicity, clear documentation, and strong control. However, it lacks flexibility, is hard to adapt to changes, and delays feedback until late stages. It's ideal for projects like construction, manufacturing, or compliance-heavy IT systems where scope is fixed and outcomes are predictable.

Agile: is an iterative and flexible methodology focused on continuous improvement, customer collaboration, and adaptive planning. Work is delivered in small increments, allowing for quick feedback and changes. Its advantages are high adaptability, faster delivery, and customer involvement; disadvantages include potential scope creep, less predictability, and the need for constant communication. Agile works well for dynamic environments like software development, startups, or digital products where requirements evolve frequently.

Scrum: is a popular Agile framework that organizes work into time-boxed sprints (usually 2–4 weeks), led by a Scrum Master with defined roles (Product Owner, Development Team). It emphasizes teamwork, daily stand-ups, and iterative delivery. Benefits include rapid progress, accountability, and transparency, but it requires disciplined teams and may struggle with large, complex projects. Scrum is best used in software teams or product development where priorities change often and incremental progress is valued.

PRINCE2: is a process-driven, structured project management methodology widely used in the UK and government sectors. It emphasizes clear roles, controlled stages, documentation, and risk management. Its strengths lie in strong governance, scalability, and accountability, but it can be overly rigid and documentation-heavy for fast-moving projects. PRINCE2 is suitable for large-scale, high-risk, or public sector projects that require strict oversight and defined processes.

Scope Management: Plan Scope Management – Create a plan for how scope will be defined, validated, and controlled. Collect Requirements – Gather detailed stakeholder needs through interviews, surveys, etc. Define Scope – Clearly describe the project boundaries, deliverables, assumptions, and constraints. Create WBS (Work Breakdown Structure) – Break down the total scope into smaller, manageable tasks. Validate Scope – Get formal acceptance of completed deliverables from stakeholders. Control Scope – Monitor the project and manage changes through a defined process. This process helps prevent scope creep, ensures alignment with objectives, and supports successful project delivery.

WBS Approach: Top-Down Start with the overall project goal and break it down step by step into lower levels (phases → deliverables → tasks). Simple and structured, may miss details if not done carefully Bottom-Up: Identify individual tasks or work packages first, then group them into higher-level deliverables and phases. Detailed and task-focused, Time-consuming and may lack big-picture clarity initially. Analogy Use a WBS from a similar past project as a reference and modify it to fit the current project. Saves time, builds on proven models, May not fully match unique needs of the new project. Mind Mapping Use a visual brainstorming technique to map project elements in a free-form way, then convert it into a structured WBS. Encourages creativity and insight New refinement into formal structure later

Time Management: Plan Schedule Management Define how the schedule will be planned, developed, and controlled. Define Activities Break down work packages into specific, actionable tasks. Sequence Activities Determine task order and dependencies (what comes before or after). Estimate Activity Resources Identify the type and quantity of resources (people, equipment, materials) needed for each activity. Estimate Activity Durations Estimate the time required to complete each activity, considering available resources. Develop Schedule Create the project schedule using timelines, dependencies, and resource constraints (tools: Gantt charts, network diagrams). Control Schedule Monitor progress, manage changes, and ensure the project stays on track with the timeline.

Types of Dependencies: Mandatory – Must happen in a fixed order (e.g., lay bricks after foundation). Discretionary – Chosen by the team; can be changed (e.g., test before final docs). External – Depends on someone outside the project (e.g., waiting for supplier). Internal – Depends on tasks within the project team (e.g., finish design before coding).

AON (Activity on Node): Activities shown in boxes; arrows show order. Most common today. AOA (Activity on Arrow): Activities shown on arrows; nodes show events. Needs dummy activities. Less used. PDM (Precedence Diagramming Method): A type of AON that allows four dependency types (FS, SS, FF, SF). Very flexible.

Types of Dependencies: Finish-to-Start (FS) – Task B starts after Task A finishes. Start-to-Start (SS) – Task B starts when Task A starts. Finish-to-Finish (FF) – Task B finishes when Task A finishes. Start-to-Finish (SF) – Task B finishes after Task A starts. Forward Pass: Calculates earliest start and finish times (moves left to right). Backward Pass: Calculates latest start and finish times (moves right to left). Slack (Float): Time a task can be delayed without affecting the project end dates.

Critical Path: the longest sequence of tasks that determines the shortest project duration. Tasks on this path have zero slack, so any delay directly delays the entire project. Control the critical path to control the project.

PERT: is a scheduling tool used to estimate project time when there's uncertainty. It uses three estimates—Optimistic, Most Likely, and Pessimistic—to calculate expected time. Helps in better planning, especially for complex or uncertain projects. (E=(O+4M+P)/6)

Cost: refers to the monetary resources needed to complete a project, including labour, materials, equipment, and services. It involves estimating, budgeting, and controlling costs to ensure the project stays within the approved budget.

Plan Cost Management: Define how project costs will be estimated, managed, and controlled. Estimate Costs – Approximate the cost of each activity or resource. Determine Budget – Combine all costs to establish the total project budget. Control Costs – Monitor spending, manage changes, and track cost performance to stay within budget. These steps help maintain financial control throughout the project.

Types of Costs: Tangible Costs – Physical and measurable expenses (e.g., equipment, materials). Intangible Costs – Non-physical and harder to measure (e.g., reduced morale, reputation loss). Direct Costs – Clearly tied to a specific project (e.g., labor, tools used for that project). Indirect Costs – Shared across multiple projects or operations (e.g., utilities, management salaries). Sunk Costs – Costs already incurred and cannot be recovered (e.g., cancelled software license). Reserve Costs – Extra funds set aside for risks or unexpected events: Contingency Reserve: For known-unknown risks. Management Reserve: For unknown-unknown risks.

Cost Estimating: is the process of predicting how much money is needed for project activities. Common methods include Analogous – Based on past projects (fast, less accurate) Parametric – Uses formulas or cost per unit Bottom-Up – Adds detailed estimates of each task. Three-Point (PERT) – Uses optimistic, likely, and pessimistic estimates. Expert Judgment Based on experience and knowledge. It helps create a realistic and reliable project budget. Common issues include optimistic bias, rushed estimations, lack of historical data, scope changes, and stakeholder pressure.

Control Costs: is the process of tracking, reviewing, and managing project costs to ensure the budget is not exceeded. It involves monitoring spending, analysing cost performance, and forecasting future expenses to keep the project financially on track.... Earned Value Management (EVM) is a technique used to measure project performance by comparing planned work, actual work, and budget.PVI (Planned Value) = % Planned × Total Budget. EV (Earned Value) = % Completed × Total Budget. SV (Schedule Variance) = EV – PV. CV (Cost Variance) = EV – AC.SPI (Schedule Performance Index) = EV ÷ PV. CPI (Cost Performance Index) = EV ÷ AC. BAC (Budget at Completion) = Total original planned budget. EAC (Estimate at Completion) = BAC ÷ CPI

Project Quality Management: ensures that the project's deliverables meet the required standards and satisfy stakeholder expectations. It focuses on preventing defects, ensuring fitness for use, and continuous improvement. Plan Quality Management: Define quality requirements and how quality will be managed and measured. Perform Quality Assurance: Apply quality policies and practices to ensure processes are followed and improvements are made. Control Quality Monitor and inspect project outputs to ensure they meet quality standards and identify any defects

Cost of Conformance: The cost of doing things right to meet quality standards. Includes prevention (training, planning) and appraisal (testing, inspections). **Cost of Non-Conformance:** The cost of not meeting quality, leading to defects and failures. Includes internal failures (rework, waste) and external failures (returns, lawsuits, lost customers).

Tools: Cause and Effect Diagram (Ishikawa / Fishbone): Identifies root causes of a problem by categorizing possible sources. Control Chart: Monitors process stability over time using upper and lower control limits. Check Sheet: A structured form for collecting and analysing data (e.g., frequency of defects). Flowchart: Visual representation of a process to identify steps and potential issues. Scatter Diagram: Shows the relationship between two variables to identify correlations. Histogram: A bar graph that shows the distribution of data, helping to spot patterns. Pareto Chart: A bar graph based on the 80/20 rule, showing the most significant problems first. Statistical Sampling: Selecting a subset of data from a population to draw conclusions about the whole—used to save time and cost in quality control.

Control Quality: is the process of monitoring and inspecting project deliverables to ensure they meet defined quality standards. It helps identify defects, verify work, and ensure quality. Tools include: Inspect – Review work products for errors or omissions. Test – Verify functionality or performance. Review – Formal check of work components or systems work together. System Testing Verifies the entire system functions as a whole and meets the requirements. User Acceptance Testing (UAT) Done by the end users to confirm the product meets their needs and is ready for release. These tests help ensure the final product is functional, reliable, and acceptable to stakeholders

Project Resource Management: Plan Resource Management Define how to estimate, acquire, manage, and use resources. Estimate Activity Resources Identify what resources (people, equipment, materials) are needed and in what quantity. Acquire Resources Obtain the necessary team members and physical resources. Develop Team Build skills, improve teamwork, and boost performance. Manage Team Track team performance, resolve issues, and manage changes. Control Resources Ensure physical resources are used as planned and address any variance. These processes help ensure the project has the right people and materials in place, used efficiently for successful delivery.

Pyramid of Needs: A hierarchy of needs, arranged in a pyramid. People must satisfy lower level needs first before moving to higher ones. Five Levels (Bottom to Top): Physiological Needs – Basic survival (food, water, sleep). Safety Needs – Security, stability, health, and safety. Social Needs – Love, belonging, relationships, teamwork. Esteem Needs – Respect, recognition, achievement. Self-Actualization – Personal growth, fulfilling potential, creativity.

Herzberg's Motivation-Hygiene Theory: Hygiene Factors (e.g., salary, job security, policies): Their presence prevents dissatisfaction, but they don't create motivation or satisfaction on their own. Motivators (e.g., achievement, recognition, personal growth): These lead to higher motivation, satisfaction, and performance when present. Improving hygiene factors removes unhappiness, while adding motivators drives engagement and success. Both are needed for a motivated team.

Intrinsic Motivation: Comes from within the individual – driven by interest, enjoyment, or personal growth. E.g., learning for self-improvement. **Extrinsic Motivation:** Comes from external rewards or punishments. E.g., working for a bonus.

Resource Loading: Shows how much work a resource is assigned over time (e.g., hours per day). Helps identify workload patterns across the schedule. **Resource Overallocation:** Occurs when a resource is assigned more work than available capacity (e.g., 10 hours of work in an 8-hour day). Leads to burnout, delays, or reduced quality. **Resource Levelling:** A technique used to adjust schedules and resolve overallocation by delaying or spreading out tasks. It aims to balance workload without overloading resources—may extend project duration.... **Tuckman's Model:** Forming – Team members meet, roles are unclear, and they rely on the leader. Storming – Conflicts arise as individuals assert ideas and struggle for position. Norming – Team settles into roles, starts collaborating, and builds trust. Performing – Team works efficiently toward goals with minimal supervision. Adjourning – Team disbands after achieving objectives (for temporary projects).

Conflict Handling Techniques: Confrontation (Problem-Solving) Directly addresses the issue to find a win-win solution. Best for long-term resolution. Compromise Both parties give up something to reach a middle ground. Quick fix but may not fully satisfy either side. Smoothing (Accommodating) Emphasize areas of agreement and downplay the conflict. Maintains peace, but the root issue remains. Forcing (Competing) One party imposes a solution regardless of others' views. Effective in urgent situations but may harm relationships. Collaborating All sides work together to create a mutually beneficial solution. Time-consuming but builds trust and lasting results. Withdrawal (Avoiding) One party backs away or delays dealing with the conflict Useful if the issue is minor or emotions need to cool but doesn't resolve the problem.

Negative Risk (Threat): A potential problem that could harm the project's objectives (e.g., delays, cost overruns). Requires mitigation, avoidance, or transfer. **Positive Risk (Opportunity):** A potential benefit that could improve the project (e.g., cost savings, faster delivery). Requires exploitation, enhancement, or acceptance. Negative risks are threats to minimize, while positive risks are opportunities to maximize.

Category Risk: Market Risk – Related to customer demand, competition, or economic shifts. **Financial Risk** – Involves budgeting, cost overruns, funding, or exchange rates. **Technology Risk** – Arises from new, untested, or failing technology/tools. **People Risk** – Linked to team availability, skills, conflict, or turnover. **Structural/Organizational Risk** – Comes from poor processes, unclear roles, or organizational changes.

Risk Response Planning: Shows how risk activities will be conducted throughout the project. Identify Risks List all possible risks (threats and opportunities) that may affect the project. Perform Qualitative Risk Analysis Prioritize risks based on probability and impact. Perform Quantitative Risk Analysis Numerically assess the overall impact of high-priority risks (optional step). Plan Risk Responses Develop strategies to reduce threats and enhance opportunities. Implement Risk Responses Execute the planned risk actions during the project. Monitor Risks Track identified risks, watch for new ones, and evaluate response effectiveness.

Negative Risks (Threats): Avoid – Change the plan to eliminate the risk. Mitigate – Reduce the likelihood or impact. Transfer – Shift the risk to a third party (e.g., insurance). Accept – No action now; deal with it if it happens. **Positive Risks (Opportunities):** Exploit – Ensure the opportunity happens. Enhance – Increase chance or impact of the opportunity. Share – Partner with someone who can help realize the opportunity. Accept – Do nothing special; take the benefit if it occurs.

Risk Control: Monitor existing risks and responses. Identify and assess new risks. Measure risk response effectiveness. Adjust plans as needed (e.g., update risk register). Communicate risk status to stakeholders.

Make-or-buy analysis: helps decide whether to produce a product/service in-house or purchase it from an external supplier. Cost – Compare in-house costs vs. supplier costs (including hidden costs). Capacity – Check if internal resources, skills, and time are available. Risk – Evaluate risks of outsourcing (e.g., quality, reliability). Strategic value – Decide if it's critical to core business or can be outsourced.

Plan Procurement Management: Decide what to procure, how, when, and from where. Prepare procurement documents and set the strategy (e.g., contract type, criteria). Conduct Procurements Obtain bids or proposals, select sellers, and award contracts. Involves advertising, evaluating offers, and negotiating. Control Procurement Manage contracts, monitor supplier performance, and ensure deliverables meet requirements. Includes handling changes, resolving disputes, and closing contracts.

Types of Contracts: Fixed Price (Lump Sum) Set price for defined work, regardless of actual cost. Cost Reimbursable Buyer pays actual costs + fee (e.g., profit, incentive). Time and Materials (TM) Pay per hour, or unit of work + materials used. Unit Price Payment based on agreed rate per unit of work delivered.

Outsourcing: is when an organization hires an external company to provide goods or services instead of doing the work internally. Helps reduce costs, access expertise, and focus on core business. May involve risks like quality control. **Types of Outsourcing:** Offshoring Work is outsourced to a distant country, usually for cost savings. Lower cost time zone, cultural, and communication challenges. Nearshoring Work is outsourced to a nearby country, often with similar time zones and culture. Easier collaboration. May cost more than offshoring Rural Sourcing Work is outsourced to lower-cost regions within the same country, often rural areas. Supports local economy, fewer communication barriers Limited local talent pool. Multisourcing Use of multiple vendors or partners for services or products. Reduces dependency on one supplier, more flexibility Complex management and coordination. Insourcing Bring work back in-house or create a new internal team to do work previously outsourced. More control, better integration. Higher internal costs and resource needs

Team Performance Models: Autocratic (Authoritarian) Leader has strict control. Democratic (Participative) – Leader involves the team in decisions. Strategic – Focuses on both short-term tasks and long-term goals. Transformational Inspires and motivates the team to achieve big changes. Team-Oriented – Builds teamwork and unity. Cross-Cultural – Adapts to different cultures in global teams. Facilitative – Helps the team solve problems and take ownership. Laissez-Faire – Gives the team freedom to work with little direction. Transactional – Uses rewards and rules to manage the team. Coaching – Helps team members grow and improve. Charismatic – Leads by personal charm and energy. Visionary – Shares a clear future vision to guide the team.

Governance: The overall framework of rules, practices, and processes by which an organization is directed and controlled to meet objectives, manage risks, and ensure accountability.

IT Governance: A part of organizational governance that ensures IT supports business goals, manages IT risks, and delivers value through proper control and alignment of IT with strategy.

Project Governance: A framework for decision-making and oversight in projects, ensuring that the project aligns with business goals, delivers value, and is managed responsibly (includes roles, responsibilities, and processes).

Project Communication: Plan Communications Management: Decide what, how, when, and to whom project information will be shared. Manage Communications: Create, distribute, and maintain project information during the project. Monitor Communications: Check if communication is effective and adjust as needed.

Service: is an intangible offering where the provider does work of value to meet a customer's need, without transferring ownership of a physical product.

Types of Service: B2C (Business to Consumer) Services provided by businesses directly to individuals (e.g., retail, banking, telecom). B2B (Business to Business) Services provided by one business to another (e.g., consulting, software solutions). G2B (Government to Business) Government services offered to businesses (e.g., licensing, tax filing). G2C (Government to Citizen) Government services provided directly to citizens (e.g., healthcare, public transport). G2G (Government to Government) Services exchanged between government departments or agencies (e.g., data sharing, joint programs).

Characteristics of Service: Intangibility – Services can't be seen, touched, or stored; they are experienced. Inseparability – Services are produced and consumed at the same time (can't be separated from the provider). Variability (Heterogeneity) – Service quality may vary depending on who provides it, when, and how. Perishability – Services can't be stored for later use (unused service time is lost). Customer participation – Customers often play a role in the service process (e.g., providing info, interacting with staff).

Open System View of Service: sees a service as part of a larger environment where it interacts with external factors (customers, suppliers, competitors, regulators). The service takes inputs (like customer needs, resources) from the environment, processes them, and delivers outputs (service results) back to the environment. It must continuously adapt to changes in the environment to stay competitive and meet external demands.

Understanding the Competitive Environment: A service must monitor and respond to market trends, customer expectations, technologies, and competitors. This helps the service stay relevant, deliver value, and gain advantage in a dynamic marketplace.

Competitive Strategies: Cost Leadership – Be the lowest-cost provider. Differentiation – Offer unique value or features. Focus/Niche – Target a specific market segment. Cost Minimization – Cut costs wherever possible. Efficiency – Do more with fewer resources.

Porter's Five Forces: Competitive Rivalry – The intensity of competition among existing players. Threat of New Entrants – How easily new competitors can enter the market. Threat of Substitutes – The risk of customers switching to alternatives. Bargaining Power of Buyers – The ability of customers to demand lower prices or better quality. Bargaining Power of Suppliers – The ability of suppliers to raise prices or reduce quality.

SWOT Analysis: Strengths: Internal advantages (e.g., skills, resources, brand). Weaknesses: Internal limitations or gaps. Opportunities: External chances to grow or improve. Threats: External risks that could harm the business. SWOT helps identify where to build on strengths, fix weaknesses, seize opportunities, and defend against threats.

Information: plays a key role in helping services. Improve efficiency – Streamlines processes, reduces cost, and speeds up delivery. Enhance decision-making – Provides data for better planning and actions. Enable differentiation – Supports customized, higher-value services. Support innovation – Drives new service ideas and improvements. Strengthen customer loyalty – Provides personalized experiences.

Virtual value chain: New Processes – Improve or redesign how services and operations work. New Knowledge – Generate insights for smarter decisions and innovation. New Products/Services – Develop digital or information-based offerings. New Relationships – Build closer connections with customers, partners, and suppliers through better information sharing.

Economics of scalability: refers to how costs change as a business grows. In scalable businesses (especially digital and service-based), the cost per unit decreases as output increases, because fixed costs (like software or infrastructure) are spread over more units. It allows a company to serve more customers at lower incremental cost, improving profitability as the business expands.

Sustainability in service: means delivering services in a way that is environmentally responsible, socially beneficial, and economically viable over the long term. Environmental – Reduce waste, energy use, and carbon footprint in service delivery. Social – Ensure fair labour practices, diversity, and positive community impact. Economic – Provide value while maintaining profitability and long-term success.

Four Dimensions of Service Management: Organizations and People Focus on roles, skills, culture, and structure needed to deliver services effectively. Information and Technology Covers the data, tools, and technology that support service delivery and management. Partners and Suppliers Looks at relationships with external vendors and partners. Value Streams Process Identifies steps, Map out all activities that create value. Visualize workflow – Make the process clear and easy to see (e.g., charts, diagrams).

Value Streams Process: Identify steps, Map out all activities that create value. Visualize workflow – Make the process clear and easy to see (e.g., charts, diagrams). Eliminate bottlenecks – Remove points that slow down delivery. Remove waste – Cut out unnecessary steps or effort. Continuous improvement – Regularly refine processes for better performance. Increase efficiency – Deliver more value with fewer resources. Automate – Use technology to speed up and simplify tasks. Adopt new tech – Bring in tools or innovations that improve service delivery.

The Service Value System (SVS): describes how all parts of an organization work together to create value through effective service management. **Key components:** Guiding Principles – Universal recommendations that guide service work and actions. Governance – Provides oversight, control, and accountability to make sure service actions align with business goals, policies, and strategy. It ensures the right decisions are made and responsibilities are clear. Service Value Chain – The main operating model that links activities together (like plan, engage, deliver) to turn inputs into valuable outputs for customers. Practices – The resources and methods used to get work done. Continual Improvement – Ongoing efforts to enhance services, processes, and outcomes.

Service management: is the practice of delivering value to customers by designing, delivering, managing, and improving services that meet business needs without customers owning the costs and risks. It ensures services are efficient, reliable, and aligned with business goals.

ITIL Service Lifecycle: Service Strategy Focuses on how services to offer and support business goals. Market development – Understand market needs and opportunities. Provider type – Decide the role (internal, external, shared services). Service asset – Use resources and capabilities to deliver services. Service portfolio – Manage all services (current and future). Strategy implementation – Put plans into action effectively.

Service Design Focus: Plan and design new or changed services. Service catalogue – List of all live services. Availability management – Ensure services are up and running as needed. Capacity management – Plan for performance and resource needs. Continuity management – Ensure recovery from disasters. SLA compliance – Meet agreed service levels.

Service Transition Focus: Build, test, and release services smoothly. Change management – Change management – Ensure changes to services. Configuration management – Track service components. Asset management – Manage service-related assets. Risk management – Identify and reduce risks during change.

Service Operation: Focus: Deliver and support live services. Event management – Monitor service events and alerts. Incident management – Fix service interruptions fast. Problem management – Find and eliminate causes of incidents. Access management – Control user access to services.

Lifecycle Quality Control: Quality is built into every stage of the service lifecycle (strategy, design, transition, operation, improvement) to ensure services meet requirements consistently. Deming Quality Control Based on Deming's Plan-Do-Check-Act (PDCA) cycle – plan quality, apply it, check results, and act to improve. Continuous Quality Control Ongoing monitoring and adjustment to keep service quality high as environments and needs change. Consolidation and Alignment with External Standards Ensure processes align with best practices (like ITIL, ISO, and consumer quality efforts) across the organization for consistency. Regular reviews, audits, and assessments to find gaps, ensure compliance, and drive continual improvement in quality. These ensure services are reliable, effective, and aligned with business and external expectations.

