

Conflict Management

Dialogue between Customer and Supplier

Group 2

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Conflict Pointing



- Conflicts arise almost inevitably because of stakeholder's mismatching goals.
- The objectives of all stakeholders have to be understood and reconciled to develop mutually acceptable agreements.

Requirements Negotiation

Strategy to resolve conflicts.



 I win You lose	 I win You win
 I lose You lose	 I lose You win

The actual interaction among participants that lead to mutual commitments.

Few orientation of dealing with conflicts.

Negotiating Requirements Understanding



Handshaking with Implementation proposals



Replacing requirements handoff with a bidirectional communication process.

Implementation proposals

- Provides traceability between customer requirements and supplier design decisions.
- It contains three attributes that relate the design to the requirements:
 - 1. Basic attributes:** Establishes traceability between customer interests and supplier intentions.
 - 2. Negotiation attributes:** Enriches the argumentation for understanding requirements correctly to achieve agreement.
 - 3. Planning attributes:** Supports project planning by defining how the solution will be realized and its costs.

Implementation proposal

Template description

Attribute group	Attribute	Description
Basic attributes	Title	The theme addressed by the implementation proposal—a product feature, an important solution part or subsystem, or a development increment.
	Requirements	The requirements addressed by the implementation proposal. What does the proposed design imply for the customer?
	Design	The design proposed to address the requirements. What parts and functionality of the solution must be created or modified? What structure, style, and rules will be followed? What technologies will be used? What are the interfaces?
Negotiation support	Assumptions	Interpretation of the requirements in terms of preconditions that make the design meaningful.
	Impact	Impact of the design for the customer, supplier, and other stakeholders in terms of advantages, limitations, and risks.
	Dismissed alternatives	Alternative designs to address the requirements. How was each design investigated, and why was each alternative dismissed?
	Open issues	Actions required by the customer to progress with the negotiations—for example, confirm the proposal or provide more information.
Planning support	Scope	Parts of the solution that the design affects.
	Necessary activities	Activities needed to realize the design—the inputs for effort estimation and project planning.
	Effort estimate	Estimated effort to realize the design with arguments for why the supplier believes the estimate is correct.

Handshaking Process

Three Phases for requirements communication:

1. Taking a position:

Customer and the Supplier share their expectations and intentions in the form of requirements and implementation proposals.

2. Negotiating:

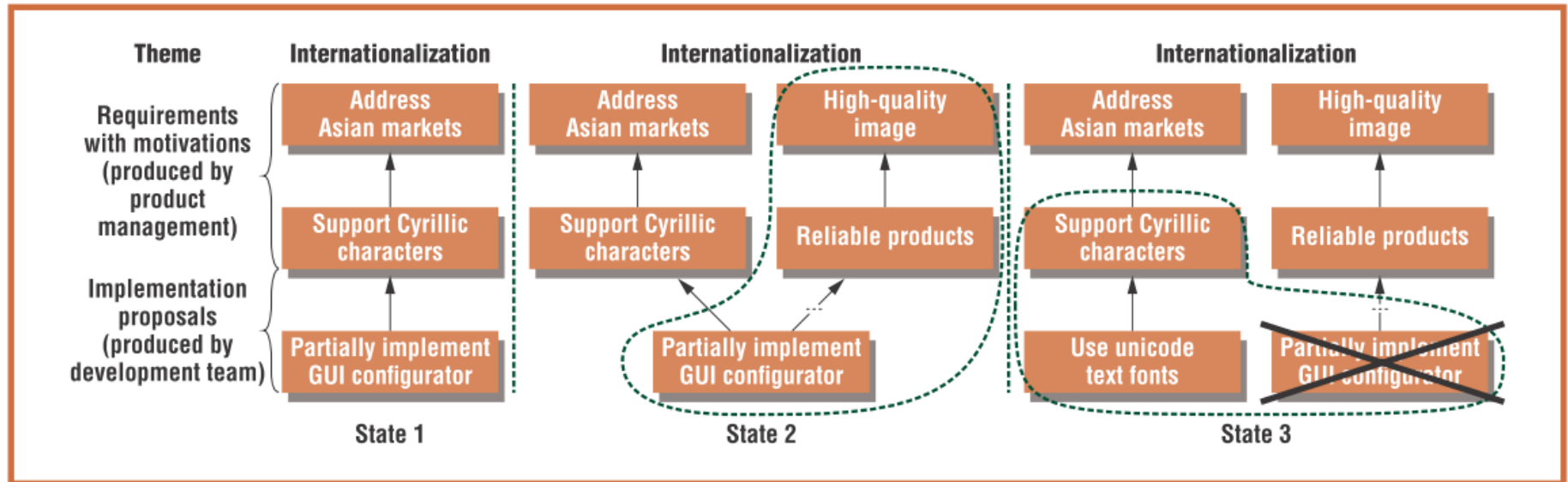
Both parties seek to resolve conflicts.

3. Confirming agreement:

The two parties update the requirements and implementation proposals according to their agreement.



Implementation proposal evolution



Strengths

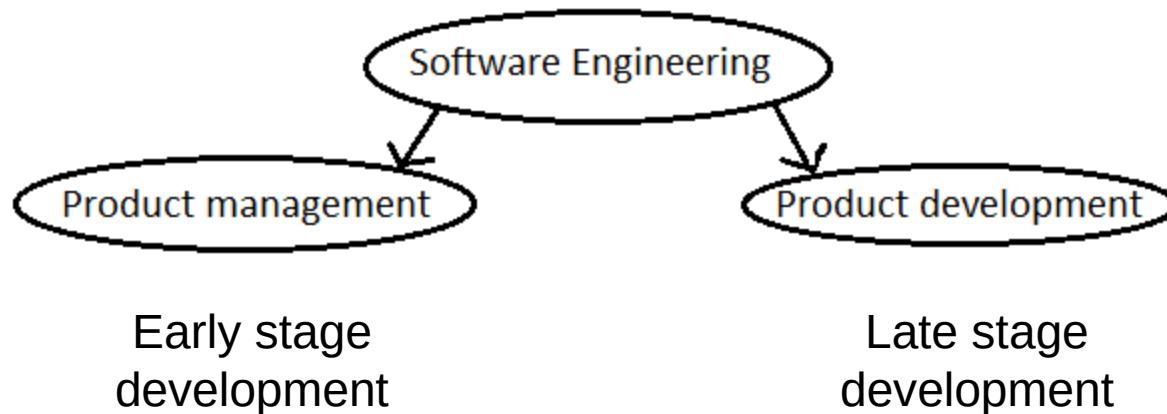
1. Improved Requirements.
2. Decreased defect related costs by 40%
3. Promoted win-win negotiation.
4. Stabilized release projects.
5. Improved estimation accuracy.
6. Increased the amount and quality of decision making information.
7. Reduced need for change management during implementation.
8. Enhanced negotiation of project scope.



Limitations

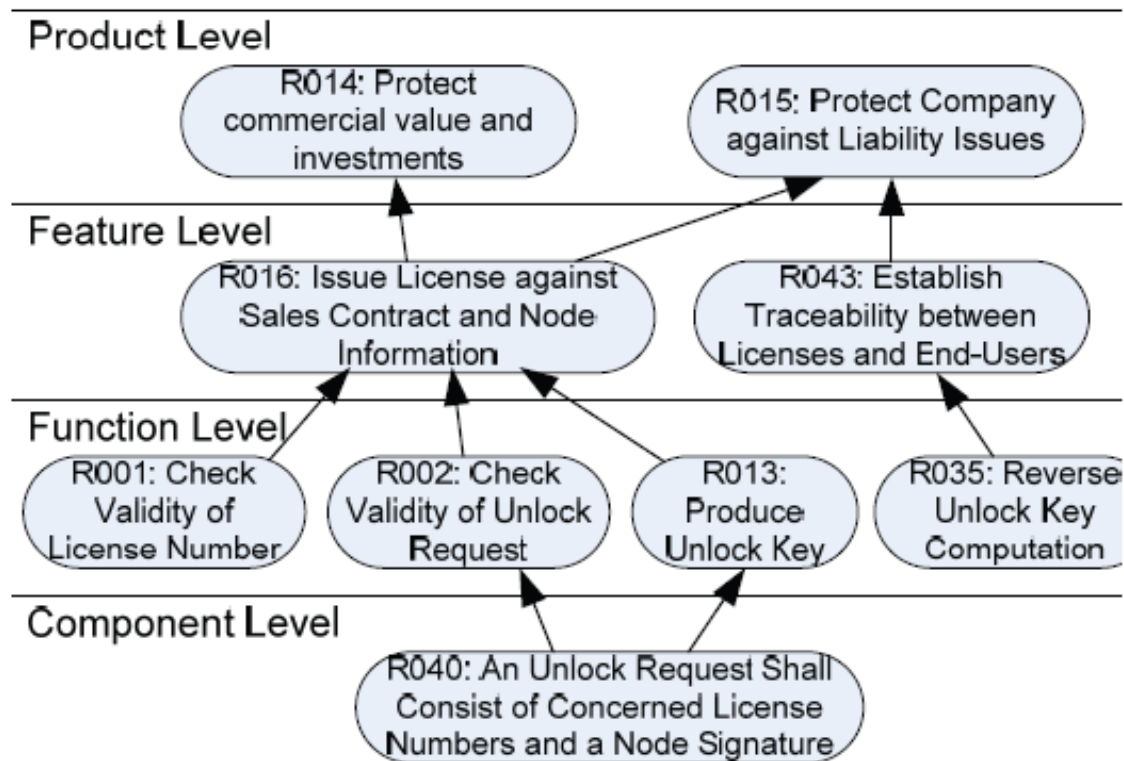
1. Product manager is dependant on development team's good will.
2. A development team must have experience in the kind of problems and solutions it's proposing.
3. Specification quality is not improved.
4. Mechanism for handling customer conflicts was needed.

Comparison of Requirements Hand-Off, Analysis and Negotiation



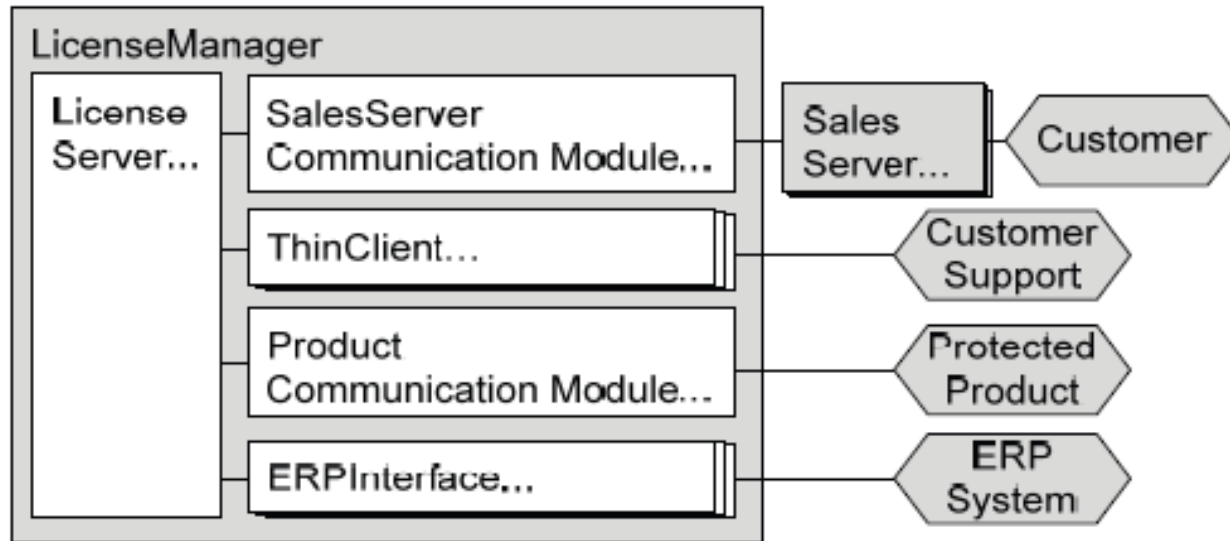
Product Management

Requirements Abstraction Model (RAM)



Product Development

ADORA Modeling



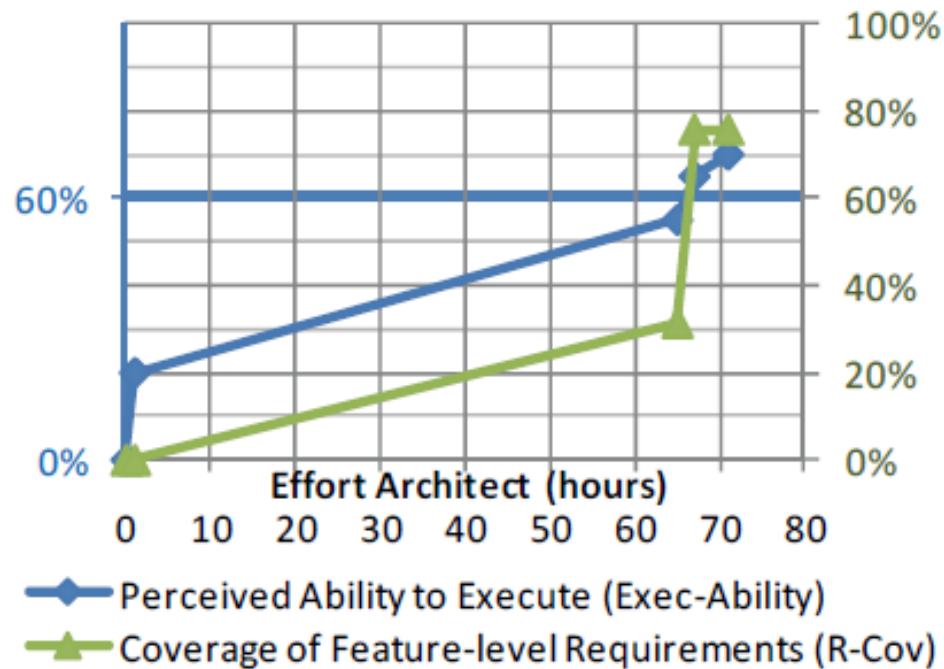
Requirements Communication Case: Planning

Processes:

Phase	Treatment
1. Positioning 1 (PO1)	Product manager (PM) prepares requirements
2. Hand-off (HO)	PM hands requirements off to architect
3. Positioning 2 (PO2)	Architect analyzes requirements and system
4. Negotiation (NE)	Both negotiate requirements and design
5. Confirmation (CO)	Both document negotiation results

Results

Phase	Invested Effort (hours)	Perceived Ability to Execute (Exec-Ability)
PO1	0h	0%
HO	1h	20%
PO2	64h	55%
NE	2h	65%
CO	4h	70%



Ubifood - conflicts

Wilhelm Wurst	Hans Wurst
Wants to introduce advanced food system	Supposes that it is too early to introduce such a system
Implementation of his idea might be expensive and might take much time	Wants to reduce the implementation cost and implement the system in a short time
Advanced features such as generate food list automatically, food suggestion, expiry alert, and fetch the price list from dealers	Wants to include only basic functions and doesn't want to organise trainings for how to use the system

Handshaking

- **Take Position:** In this case study both the stakeholders have taken their positions by sharing their expectations and intentions in the form of requirements.
- **Negotiate:** Both the stakeholders seek to resolve conflicts.
- **Confirming agreement:** They update the requirements according to their agreement.

Thank
You