Project Cost Management

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)   18

Please, answer the following questions according to the scale.

Communication		
Very important	12	67%
Important	4	22%
Moderately important	2	11%
Less Important		0%
Not important at all.		0%

Importance of analytical skills		
Very important	12	67%
Important	3	17%
Moderately important	2	11%
Less Important	2	11%
Not important at all.	1	6%

Cost of quality		
Very important	14	78%
Important	3	17%
Moderately important	1	6%
Less Important		0%
Not important at all.		0%

Forecasting		
Very important	10	56%
Important	3	17%
Moderately important	3	17%
Less Important		0%
Not important at all.	2	11%

Performance reviews		
Very important	9	50%
Important	5	28%
Moderately important	4	22%
Less Important		0%
Not important at all.	0	0%

Published estimating data		
Very important	18	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Project management software		
Very important	18	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

"Dear Ms. Gabelko,

I read your request about the survey, and happy to inform
that questions you created are relevant, however we do not
much of a focus on the Communication and Integration, du
high dependency of Swedish parntners.

However much of a focus for your company are:

Time
Cost
Quality
Risk Assurance
HR
Procurement
Stakeholders, as we are part of Axis group, so we pay out div
to our investors

I will ask my colleague whether it would be easier for your to
to our offices or we might even do it online.

Let me know if Tueday of 2d March, suits you.

Jan Pleskot

Head Financial Officer

Fax: +420 261 301 849
E-mail: pleskot@2n.com

2N TELEKOMUNIKACE a.s.
Modřanská 621, 143 01 Praha 4, Czech Republic"

Project Time Management

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

112

Please, answer the following questions according to the scale.

Expert time judgment		
Very important	78	70%
Important	22	20%
Moderately important	2	2%
Less Important	5	4%
Not important at all.	5	4%

Decomposition		
Very important	74	66%
Important	8	7%
Moderately important	8	7%
Less Important	22	20%
Not important at all.	0	0%

Group-decision making techniques		
Very important	31	28%
Important	44	39%
Moderately important	22	20%
Less Important	15	13%
Not important at all.	0	0%

Schedule network analysis		
Very important	48	43%
Important	55	49%
Moderately important	2	2%
Less Important	7	6%
Not important at all.	0	0%

Critical path method		
Very important	18	16%
Important	55	49%
Moderately important	18	16%
Less Important	21	19%
Not important at all.	0	0%

Gantt diagram		
Very important	51	46%
Important	23	21%
Moderately important	13	12%
Less Important	18	16%
Not important at all.	7	6%
Schedule tool		
Very important	68	61%
Important	20	18%
Moderately important	20	18%
Less Important	4	4%
Not important at all.	0	0%

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Quality Project Management

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

<div style="background:yellow">40</div>

Please, answer the following questions according to the scale.

Cost – benefit analysis		
Very important	25	63%
Important	12	30%
Moderately important	3	8%
Less Important	0	0%
Not important at all.	0	0%

Benchmarking		
Very important	31	78%
Important	4	10%
Moderately important	5	13%
Less Important		0%
Not important at all.		0%

Quality audits		
Very important	35	88%
Important	5	13%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Quality management and control tools		
Very important	31	78%
Important	5	13%
Moderately important	4	10%
Less Important	0	0%
Not important at all.	0	0%

Process analysis		
Very important	25	63%
Important	5	13%
Moderately important	5	13%
Less Important	5	13%
Not important at all.	0	0%

Decision tree		
Very important	18	45%
Important	2	5%
Moderately important	10	25%
Less Important	10	25%
Not important at all.	0	0%

Inspections		
Very important	18	45%
Important	7	18%
Moderately important	12	30%
Less Important	3	8%
Not important at all.	0	0%

HR Management

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

15

Please, answer the following questions according to the scale.

Networking		
Very important	11	73%
Important	4	27%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Expert judgment		
Very important	11	73%
Important	2	13%
Moderately important	2	13%
Less Important	0	0%
Not important at all.	0	0%

Negotiation		
Very important	5	33%
Important	10	67%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Acquisition		
Very important	15	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Virtual team		
Very important	13	87%
Important	2	13%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Interpersonal skills		
Very important	14	93%
Important	1	7%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Trainings		
Very important	15	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Team building activities		
Very important	13	87%
Important	2	13%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Recognition and rewards		
Very important	15	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Personal assessment tools		
Very important	12	80%
Important	2	13%
Moderately important	1	7%
Less Important		0%
Not important at all.		0%

Conflict management		
Very important	15	100%
Important	0	0%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Risk Management

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

	14

Please, answer the following questions according to the scale.

Analytical techniques		
Very important	10	71%
Important	4	29%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Assumption analysis		
Very important	4	29%
Important	4	29%
Moderately important	4	29%
Less Important	0	0%
Not important at all.	2	14%

Expert risk judgment		
Very important	10	71%
Important	4	29%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Risk probability and impact assessment		
Very important	11	79%
Important	3	21%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Risk urgency assessment		
Very important	10	71%
Important	4	29%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Modelling techniques for risk occurrence		
Very important	4	29%
Important	10	71%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Risk of audit		
Very important	10	71%
Important	4	29%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

What if scenario		
Very important	2	14%
Important	2	14%
Moderately important	5	36%
Less Important	5	36%
Not important at all.	0	0%

Tracking risk issues		
Very important	11	79%
Important	3	21%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Procurement management project

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

	48

Please, answer the following questions according to the scale.

Make or buy analysis		
Very important	27	56%
Important	11	23%
Moderately important	3	6%
Less Important	5	10%
Not important at all.	2	4%

Expert judgment		
Very important	22	46%
Important	12	25%
Moderately important	2	4%
Less Important	12	25%
Not important at all.		0%

Market search		
Very important	37	77%
Important	1	2%
Moderately important	0	0%
Less Important	10	21%
Not important at all.	0	0%

Advertising		
Very important	14	29%
Important	7	15%
Moderately important	3	6%
Less Important	15	31%
Not important at all.	9	19%

Procurement negotiations		
Very important	22	46%
Important	3	6%
Moderately important	12	25%
Less Important	11	23%
Not important at all.	0	0%

Contract change control		
Very important	24	50%
Important	2	4%
Moderately important	12	25%
Less Important	10	21%
Not important at all.	0	0%

Inspections and audits		
Very important	15	31%
Important	6	13%
Moderately important	15	31%
Less Important	4	8%
Not important at all.	8	17%

Payment due		
Very important	35	73%
Important	10	21%
Moderately important	0	0%
Less Important	0	0%
Not important at all.	0	0%

Stakeholder Management Project

1) How many people are involved in the cost project management?

1 – 5

6 – 10

10 – 15

16 – 25

Optional answer _____ (Put the number in the space line)

10

Please, answer the following questions according to the scale.

Stake holder analysis		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Expert judgment		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Analytical techniques		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Communication methods		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Management skills		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Negotiation skills		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Law knowledge		
Very important	10	100%
Important		0%
Moderately important		0%
Less Important		0%
Not important at all.		0%

Market Analysis		
Very important	2	20%
Important	2	20%
Moderately important	4	40%
Less Important	2	20%
Not important at all.	0	0%

Project Cost Management	Total	Very important	Important
Communication	18	67%	22%
Importance of analytical skills	18	67%	17%
Cost of quality	18	78%	17%
Forecasting	18	56%	17%
Performance reviews	18	50%	28%
Published estimating data	18	100%	0%
Project management software	18	100%	0%

Project Time Management	Total	Very important	Important
Expert time judgment	82	70%	20%
Decomposition	82	31%	2%
Group-decision making techniques	82	28%	39%
Schedule network analysis	82	43%	49%
Critical path method	82	16%	49%
Gantt diagram	82	46%	21%
Schedule tool	82	61%	18%

Quality Project Management	Total	Very important	Important
Cost – benefit analysis	40	63%	30%
Benchmarking	40	78%	10%
Quality audits	40	88%	12%
Quality management and control tools	40	87%	13%
Process analysis	40	62%	12%
Decision tree	40	45%	5%
Inspections	40	45%	18%

HR Management	Total	Very important	Important
Networking	15	73%	27%
Expert judgment	15	74%	13%
Negotiation	15	33%	67%
Acquisition	15	100%	0%
Virtual team	15	87%	13%
Interpersonal skills	15	93%	7%
Trainings	15	100%	0%
Team building activities	15	87%	13%
Recognition and rewards	15	100%	0%
Personal assessment tools	15	80%	13%
Conflict management	15	100%	0%

Risk Management	Total	Very important	Important

Analytical techniques	14	71%	29%
Assumption analysis	14	29%	29%
Expert risk judgment	14	71%	29%
Risk probability and impact assessment	14	79%	21%
Risk urgency assessment	14	71%	29%
Modelling techniques for risk occurrence	14	29%	71%
Risk of audit	14	71%	29%
What if scenario	14	14%	14%
Tracking risk issues	14	79%	21%

Procurement Management Project	Total	Very important	Important
Make or buy analysis	48	56%	23%
Expert judgment	48	46%	25%
Market search	48	77%	2%
Advertising	48	29%	15%
Procurement negotiations	48	46%	6%
Contract change control	48	50%	4%
Inspections and audits	48	60%	29%
Payment due	48	73%	27%

Stakeholder Management Project	Total	Very important	Important
Stakeholder Analysis Matrix	10	100%	0%
Expert judgment	10	100%	0%
Analytical techniques	10	100%	0%
Communication methods	10	100%	0%
Management skills	10	100%	0%
Negotiation skills	10	100%	0%
Law knowledge	10	100%	0%
Market Analysis	10	100%	0%

Moderately important	Less Important	Not important at all.	
11%	0%	0%	89%
0%	11%	6%	83%
6%	0%	0%	94%
17%	0%	11%	72%
22%	0%	0%	78%
0%	0%	0%	100%
0%	0%	0%	100%

Moderately important	Less Important	Not important at all.	
2%	4%	4%	89%
7%	20%	40%	33%
20%	13%	0%	67%
2%	6%	0%	92%
16%	19%	0%	65%
12%	16%	6%	66%
18%	4%	0%	79%
			0%

Moderately important	Less Important	Not important at all.	
8%	0%	0%	93%
13%	0%	0%	88%
0%	0%	0%	100%
0%	0%	0%	100%
13%	13%	0%	74%
25%	25%	0%	50%
30%	8%	0%	63%
			0%

Moderately important	Less Important	Not important at all.	
0%	0%	0%	100%
13%	0%	0%	87%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
7%	0%	0%	93%
0%	0%	0%	100%
			0%

Moderately important	Less Important	Not important at all.

Moderately important	Less Important	Not important at all.	
0%	0%	0%	100%
28%	0%	14%	57%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
36%	36%	0%	29%
0%	0%	0%	100%
			0%

Moderately important	Less Important	Not important at all.	
6%	10%	4%	79%
4%	25%	0%	71%
0%	21%	0%	79%
6%	31%	19%	44%
25%	23%	0%	52%
25%	21%	0%	54%
7%	4%	0%	89%
0%	0%	0%	100%

Moderately important	Less Important	Not important at all.	
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%
0%	0%	0%	100%

Project Name	Years of implication
Project Integration Management	4
Project Scope Management	0
Project Time Management	5
Project Cost Management	5
Project Quality Management	5
Project Human Resource Management	5
Project Communications Management	5
Project Risk Management	5

Project Procurement Management	5
Project Stakeholder Management	5

Usage	Reason	Feedback
No	We used integration project management till the end of 2019, however, after covid situation, much of integration have shifted online. We spend thousands of dollars to set the integration processes within the company, now it works perfectly fine. However, there are no limits to improve.	Not important
No	The Axis group which we fall into, has taken over the Project Scope Management and runs it, we basically have nothing to do the Scope management, because it is not much of a focus, we rather discuss it with our Swedish colleagues and set the scope accordingly.	Indifferent
Yes	Very important for the projects especially, every project that we have run for the past 2 years had to be on time. The pressure was big, however we managed to achieve big success. Our main projects of 2N IP Solo and 2N Indoor View.	Very Important
Yes	As we are partly dependent on the Swedish branch, we share costs and profits together. Very important management area, which helps to analyse the direction of the company and helps to realize the direction of the market in general.	Very Important
Yes	Quality is all we have. We overspent our budget in the year of 2020, for the Research and Development, due to improvements in a high quality of our product's portfolio. We even signed new contracts with suppliers of IT equipment's, such as Cisco and Nefta company to improve our quality.	Very Important
Yes	Very volatile area to work in. Our Human Resource management and acquisition managers went through recruitment trainings, COVID-19 has slowed things down in production area, so we had to find external companies and talents abroad. Now we could see it recovering. We expect it to be back on track within the next 2 years.	Very Important
No	Not much of a focus for our group.	Not important
Yes	Risk is highly volatile factor that merges with the cost and quality management areas, we do consider risk analysis of markets. We monitor our competitors and try to Improve our quality of products and services. Our risks are avoided with the help of reports and proper risk assessments.	Very Important

Yes	In the procurement department, we only work based on the contracts signed with our suppliers. Every vendor is put in the Helios system that we use. It helped us to be competent and accountable.	Important
Yes	Stakeholder management is crucial for our company. It keeps us updated about our current situations. For the past 4 years we managed to pay all our dividends to our stakeholders and investor. We have built good relationship with all of them.	Important

Stage of risk
Low
Low
Medium
High
Medium
High
Low
Medium

Low
Medim