



Global Supply Chain Project (GSCMP) – Project Plans

Module Title/Code: **Project Management (CT050-3-3-PRMGT)**

Intake Code: **UC3F1701SE**

Group Name: **The Ammits**

Project Team: - Name and Individual Part

- ☒ Harinder Singh (**Project Leader**, TP032582): - Human Resource Management Plan
- ☒ May Oo Han (**Project Member**, TP033142): - Communication Management Plan
- ☒ Noor Roslina (**Project Member**, TP033480): - Risk Management Plan
- ☒ Nursyafiqah Nordin (**Project Member**, TP031936): - Procurement Management Plan

Human Resource Management Plan

Done by: Harinder Singh (Project Leader, TP032582)

Areas to be covered;

- I. About Human Resource Management.
- II. Roles and Responsibilities.
- III. Project Organizational Structure.
- IV. RACI Chart.
- V. Staffing Management Plan (Acquire Project Team, Resource Calendar, Staff Release Plan, Develop Project Team)
- VI. Motivational Theory.
- VII. Manage Project Team (Observation and Conversation, Performance Appraisal, Conflict Management).



About Human Resource Management in Projects

It can be defined as a process of hiring and developing employees in order for them to be of good use to the company.

- ☒ **Human Resource Planning (HRP)**
 - ☒ To ensure that each employee fits the right job for their skill sets without causing any shortage or excess of manpower.

- ☒ **Employee Remuneration and Benefits Administration**

- ☒ Time Rate Method. (salary based on work time)
 - ☒ Piece Rate Method. (salary based on work done)

- ☒ **Performance Management**

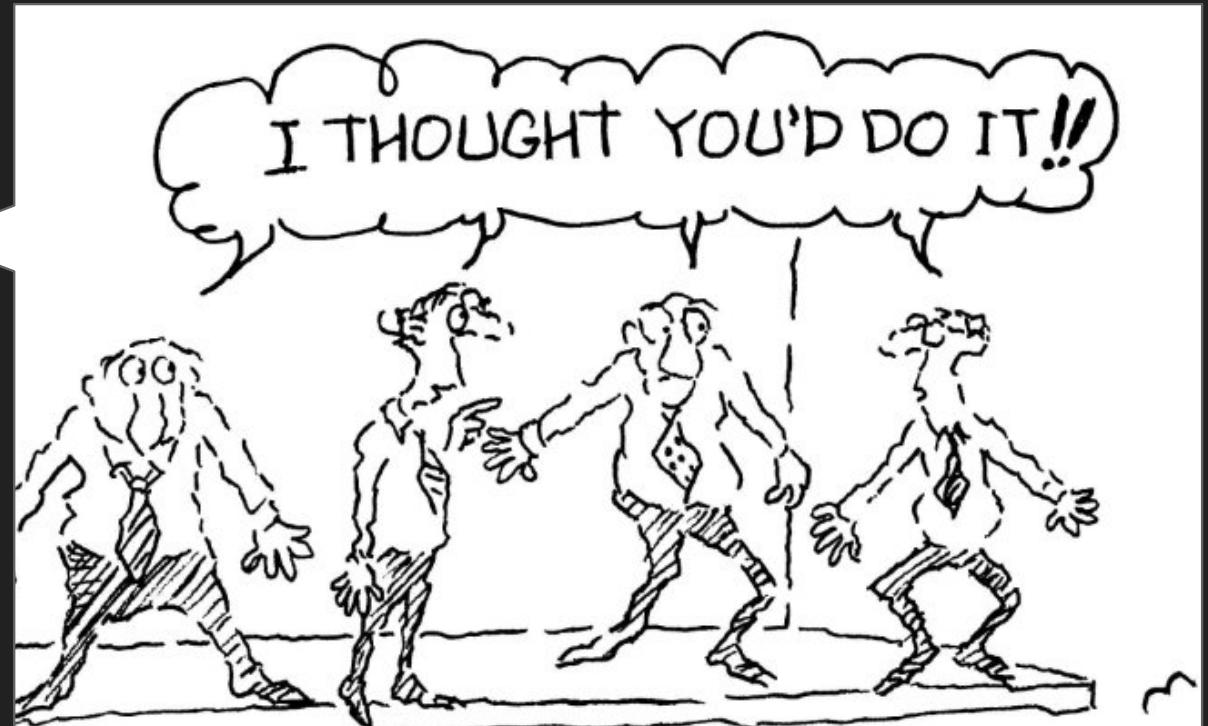
- ☒ To determine if the current performance within the organization is suitable for reaching the its goals and objectives.

- ☒ **Employee Relations**

- ☒ To ensure that this employee can work well with other employees.

Roles and Responsibilities

- I. Project Organizational Structure
- II. RACI Chart



Sample of Roles and Responsibilities

Roles	Responsibilities
Project Manager (PRM)	<p>The responsibilities of a PM are to ensure the phases such as Project Initiation, Project Planning, Project Monitoring and Controlling, and Project Closing to carried out successfully.</p> <p>Project Manager is needed to have good knowledge of supply chain and leadership skills. Project Manager is required to have the to perform tasks such as:</p> <ul style="list-style-type: none">➤ Project Charter.➤ Scope Statement.➤ Scheduling.➤ Cost Estimation and Budgeting.➤ Cutover Strategy and Transition Plan.➤ Project Management Plan.➤ Weekly Status Report.➤ Integrated Change Control.➤ Manage Stakeholders.➤ Administrative Closure.
Project Sponsor (PS)	<p>The main requirement for initiating GSCMP is to secure a project sponsor whose role is accountable for the overall project activities. Project Sponsor is the representative of the organization in ensuring that the project deliverables meet the business needs. Its responsibilities include:</p> <ul style="list-style-type: none">➤ Approving Project Deliverables such as Project Charter, Project Plan, Software Requirement Specifications (SRS), and User Acceptance Testing Results.➤ Supports the Process of Reviews.➤ Responsible for the Overall Project.

Legend Table for RACI Chart

Legend Table for RACI Chart	
Project Members and Stakeholders	Labels
Project Manager	PRM
Project Sponsor	PS
Quality Manager	QM
Procurement Manager	PCM
Human Resource Manager	HRM
Risk Manager	RM
Communication Manager	CM
IT Manager	IM
System Analyst	SA
Beta Testers (SME Staffs)	BT
Software Testers	ST
System Integrator	SI
Software Developers	SD
Network Security Engineer	NSE
Vendors	V

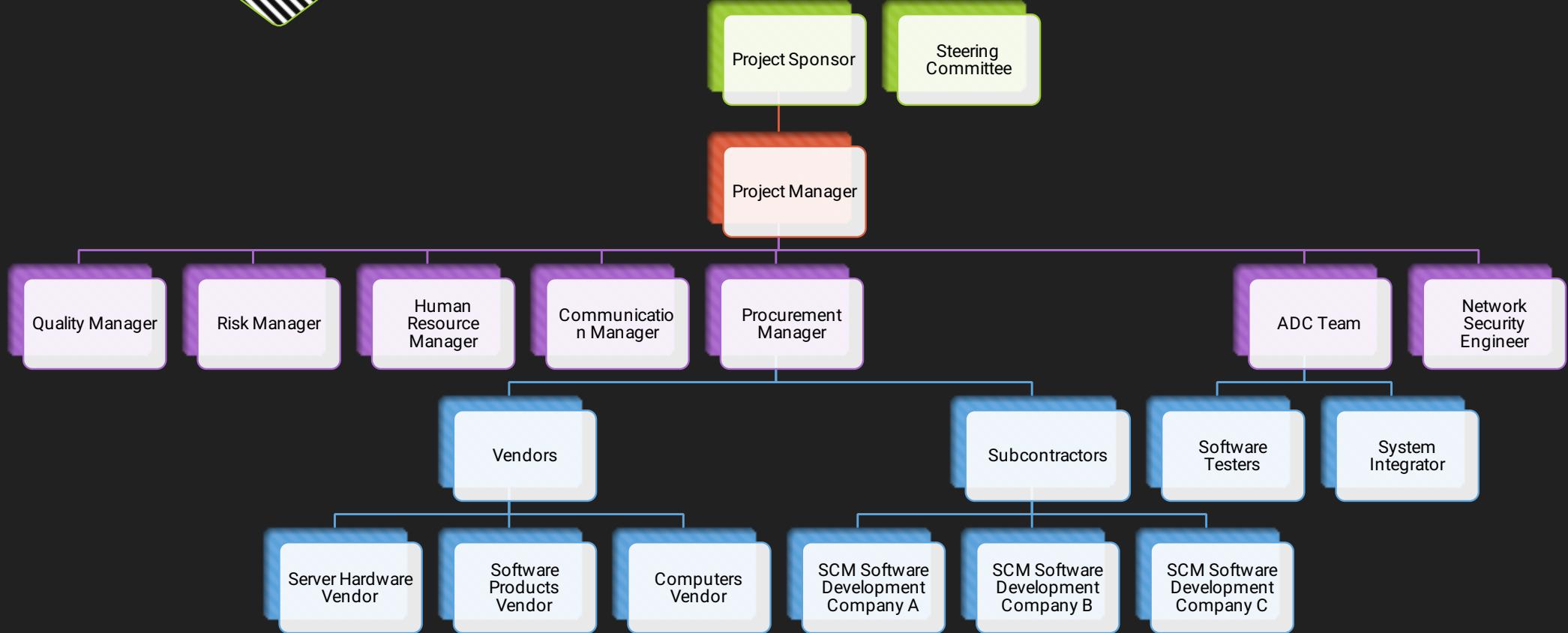
RACI is an abbreviation for:

R	: Responsible (to complete task)
A	: Accountable (to ensure or approve task completion/deliverables)
C	: Consulted (to review before deciding)
I	: Informed (to notify when a decision is made)

RACI Chart

Project Organizational Structure

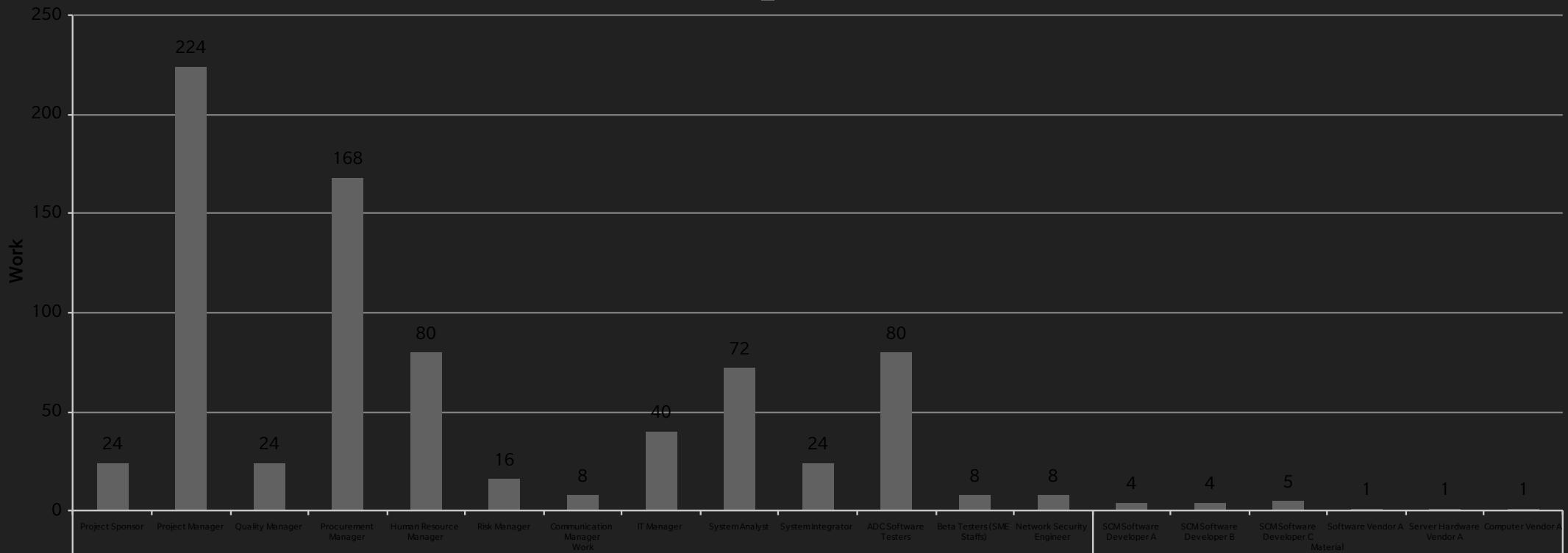
Abbreviation Table for Figure 2	
Abbreviation	Stands for
SCM	Supply Chain Management
ADC	Application Development Centre



GSCMP Resource Histogram

Resource Work Summary Report

Total



Acquire Project Team

GSCMP is in need for Software Testers from the Application Development Centre (ADC) department of GITS. Also, GSCMP needs a Network Security Engineer, who is skilful and have minimum of 4 years working experience.

Techniques	Description
Pre-assignments	Selecting individuals with specialism at an early stage of the project.
Negotiation (Chosen)	Negotiating (win-to-win) with an individual working in another department. <ul style="list-style-type: none">➤ This technique was chosen to negotiate with the manager of the ADC department to gain approval for acquiring their Software Testers only temporarily.
Acquisition (Chosen)	To do Hiring for an individual with a specific set of skills that is suited for a project. <ul style="list-style-type: none">➤ This technique was chosen to hire a Network Security Engineer got GSCMP.
Virtual Team	having a face-to-face discussion with an individual to be acquired by stating the purpose of this negotiation, the role and responsibilities of this individual, the benefits this individual will obtain throughout the project phases, the description of this project background and its recent activities, and many more.

Staff Release Plan

- ☒ The criteria to release project resources is as stated below:
 - I. Project Deliverables that are required to be developed by project members has been made and approved by Project Sponsor.
 - II. The project was a success in terms of meeting project aims, objectives, and business needs.
 - III. The agreed terms made with their functional manager from the department they worked in. Once these agreed terms are met, those staffs can be released from the project.
 - IV. At Project Closing phase, is when resources will be released from the project, only after performance review and their satisfactory level is determined.

Develop Project Team

In GSCMP, Ground Rules, and Recognition and Rewards, are 2 techniques used to develop the project team.

Ground Rules are like Team Operating Principles.

Recognition and Rewards is to reward employee based on their work performances using a tool called Performance Appraisal.

Team Development Tools and Techniques	Explanation
Interpersonal Skills	Improving employees' emotional intelligence.
Training	To develop employee's skills set.
Tuckerman Ladder (Tuckerman Model)	To develop teamwork skills among employees by experiencing 5 stages (ascendingly) known as Forming, Storming, Norming, Performing, and Adjourning.
Ground Rules	Establishing a clear guideline to acceptable behaviours.
Colocation	Placing project team to work in a single room.
Recognition and Rewards	Project team members are rewarded based on their performance and fulfilment of role.
Assessment Tools	Tools used to analyse project team member's interaction skills, decision making, understanding of information, favourites, and their life goals.

Motivational Theory

In GSCMP, Intrinsic and Extrinsic Motivation.

Definition of **Intrinsic and Extrinsic Motivation**:

- I. Intrinsic Motivation means motivation that comes from within a person such as desires of wanting something.
- II. Extrinsic Motivation is to be motivated by outside factors such as salary.



Manage Project Team

- **Observation and Conversation**

- Monitoring project team members' activities as they work towards completing the project deliverables.

- **Performance Appraisal**

- To obtain feedback from project team members in terms of their roles and responsibilities, their work progress feedback, to determine issues that may not be resolved yet, and to determine individual training plans to be given if needed.

- **Conflict Management**

- Provides solutions to deal with potential conflicts that might cause project failure if it goes out of hand.



Performance Appraisal Tool

CHECKLIST PERFORMANCE REVIEW

EMPLOYEE INFO				
EMPLOYEE NAME		DEPARTMENT		
EMPLOYEE ID		REVIEWER NAME		
POSITION HELD		REVIEWER TITLE		
LAST REVIEW DATE		TODAY'S DATE		
CHARACTERISTICS				
QUALITY	UNSATISFACTORY	SATISFACTORY	GOOD	EXCELLENT
Work to Full Potential				
Quality of Work				
Communication				
Takes Initiative				
Technical Skills				
Punctuality				
GOALS				
ACHIEVED GOALS SET IN PREVIOUS REVIEW				
GOALS FOR NEXT REVIEW PERIOD				
COMMENTS AND APPROVAL				
COMMENTS				
EMPLOYEE SIGNATURE		REVIEWER SIGNATURE		

Conflict Management

Conflict Management is important for the purpose of removing a conflict. For example, stopping an argument between one employee to another.

In GSCMP, **Withdraw**, **Smooth**, and **Compromise** techniques are used to solve conflicts fast. The disadvantage using these 3 technique is that the effects last temporarily.

Conflict Management Techniques	Explanations
Withdraw (Avoid)	To be well-prepared before engaging to stop a conflict or let it be solved by itself.
Smooth (Accommodate)	To create a common understanding in a conflict.
Compromise (Reconcile)	Finding ways to solve a conflict by creating a win-win solution.
Force (Direct)	To forcefully stop a conflict.
Collaborate (Problem Solver)	To gain feedback from others for the purpose of creating a perfect conflict solution.

Communication Management Plan

Done by: May Oo Han (Project Member, TP033142)

Areas to be covered;

- I. Five Process in Communication Management.
- II. Plan Communication Management.
- III. Stakeholder Analysis.
- IV. Communication Technology & Methods.
- V. Communication Model.
- VI. Confidential Permission.
- VII. Project Communication Management Plan Template.
- VIII. Manage Communication (Status Report, Progress Report, Forecast Report, Issue Log).



COMMUNICATION

Five Process in Communication Management

1. Identifying stakeholders: people who involved and would be affected by project. Stakeholder Register and Stakeholder Management Strategy are formed.
2. Planning communication: determine which stakeholders needs what information, when they will need and how the information will be given to them. Communication management Plan and Updating Project Plan must be done.
3. Distribution information: ensure that necessary information for stakeholders are available on time. Organizational process assets are updated.
4. Managing stakeholder expectations: manage the communication so satisfy the needs and expectations of stakeholders and to resolve the issues.
5. Reporting performance: involves collecting and performance information such as status reports, progress measurement, and forecasts.

Initiating

Process: **Identify stakeholders**

Outputs: Stakeholder register, stakeholder management strategy

Planning

Process: **Plan communications**

Outputs: Communications management plan, project document updates

Executing

Process: **Distribute information**

Outputs: Organizational process assets updates

Process: **Manage stakeholder expectations**

Outputs: Organizational process assets updates, change requests,
project management plan updates, project document
updates

Monitoring and Controlling

Process: **Report performance**

Outputs: Performance reports, organizational process assets
updates, change requests

Project Start

Project Finish

Plan Communication Management



- The ultimate goal of project management is to meet stakeholder needs and expectation from a project.
- Stakeholder who would involve in project must be identified. Stakeholders are either from external organization or from internal organization or possibly both.
- Before creating communication management plan, firstly types of stakeholder are specified and analysed for communication needs to avoid wasting time or money on disseminating unnecessary information.

In this GSCM project,

- Communication manager creates stakeholder analysis in which stakeholder register and management strategy are stated to determine how to carry out the communication to each stakeholder.
- Stakeholder analysis must be performed during initiating project since stakeholder register and management strategy could be updated throughout the project.
 - Stakeholder register -> stakeholders' position, organization, project role and contact information while
 - Stakeholder management strategy -> sensitive information such as how strongly the stakeholder supports the project.



Stakeholder Analysis										
	Stakeholder Register				Stakeholder Management Strategy					
Name	Stakeholders	Internal/External to Organization	Project Role	Contact Information	Level of interest	Level of influence	Potential Management Strategies	Document Name	Document Format	Due Date (Delivered Information is valid until)

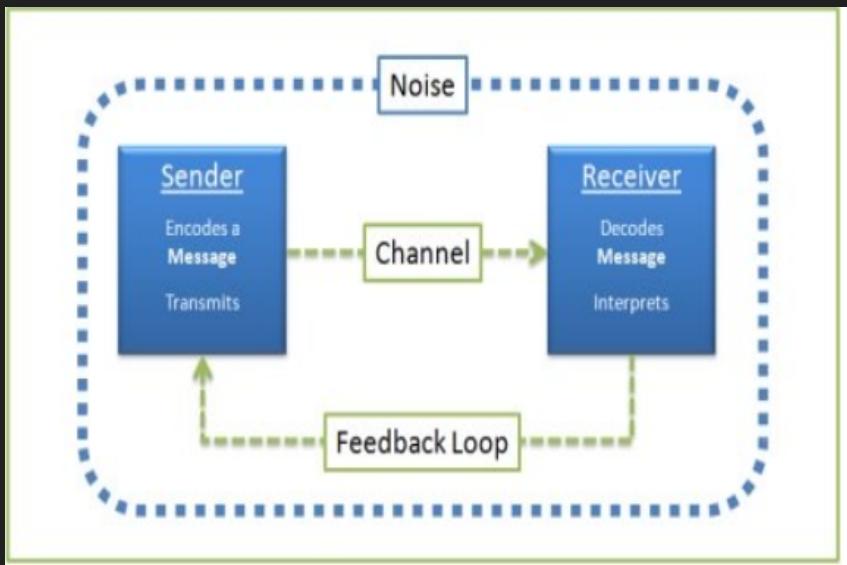
Stakeholder Analysis Template

Communication Technology & Methods

- ☒ **Communication in project has different dimensions;**
 - Written and oral, listening and speaking
 - Internal (within the project) and external (to the customer, the media, the public)
 - Formal (reports, briefing) and information (memos)
 - Vertical (up and down the organization) and horizontal (with peers)

- ☒ **Since GSCM project includes both local and global participants,**
 - Synchronous or active communication method such as Skype conference call, live meeting (gathering team members at same location)
 - Asynchronous or passive communication method such as email

Communication Model



☒ Communication manager decided to choose interactive model of communication model;

- To help planning communication in which, participants of project have better chance of being received, understood as intended and then acted upon by the receiver appropriately.
- To fix communication problems by figuring out where communication breakdowns are happening and help communication manager to determine what steps are needed to correct them.

The following project documents would be distributed to stakeholders;

- Work results
- Communications management plan
- Project plan
- ❖ Sensitive Information are shared ...

**“Sharing is
Caring”**

No	Confidential Information/Document	Authorized By	Approve	Disapprove

Confidential Permission Template

Project Communication Management Plan Template

Project Communication Management Plan											
Project Name: Global Supply Change Management Project (GSCMP)											
Publish By: Communication Manager											
Background:											
List of Project's Participant:	No.	Name		Position				Role			
Methods of communication:	What		Who		When				How		
Project Report Information	Deliverable Type		Deliverable Format				Valid Date				
Stakeholder Analysis	Stakeholder Analysis										
	Stakeholder Register		Stakeholder Management Strategies								
	Name	Stakeholder	Internal External to Organization	Project Role	Contact Information	Total Influence	Level of Influence	Potential Management Strategies	Document Name	Document Format	Due Date (Delivery information is valid until)
Communication Matrix											
Communication Type	Objective of Communication		Medium	Frequency	Audience		Owner				

Manage Communication

TOOLS

- Project Board
- Weekly Status Report
- Daily Stand-up Meeting
- Skype
- Outlook.com

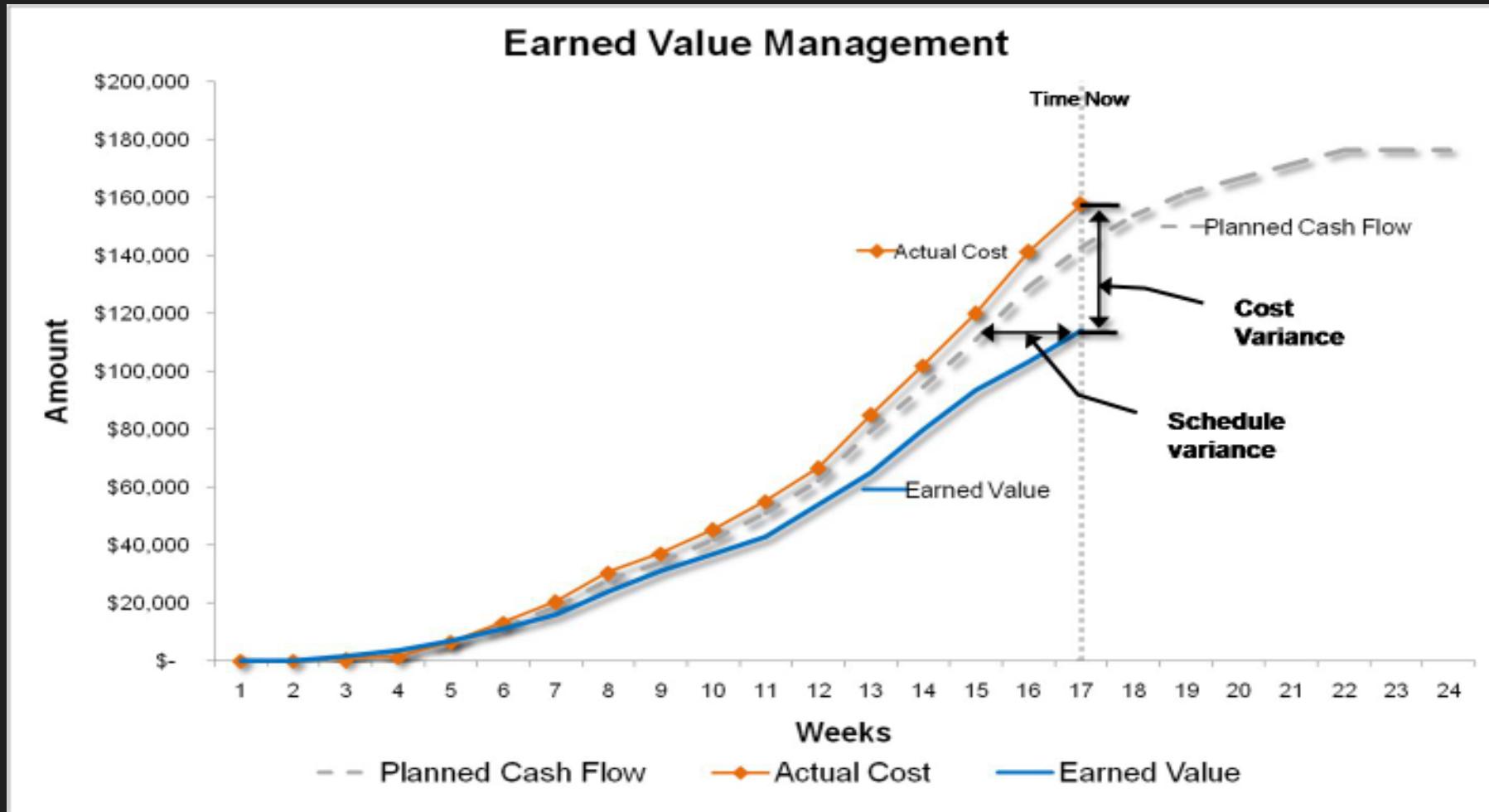
Status Report

Status Report					
Project Name:	Project Manager:		Published Date:		
Planned Start Date:	Actual Start Date:				
Planned End Date:	Forecast End Date:				
Condition: Green (On Track), Yellow (Being Manage), Red (Required Attention)					
Overall Status	Condition			Progress %	
Schedule					
Budget					
Resources					
Quality					
Scope					
Risks					
Issues					
Change Management					
Project Task Accomplishment					
No	Task	Start Date	Actual Finished Date	Projected Date	Dependency
Project Financials					
No	Item	Planned Spending		Actual Spending	Variance
Issue, Risk/ Change Request					
No	Type	Condition	Description		Due Date

Progress Report

Progress Report				
Report Date:		Published By:		
Project Name:		Project Manager:		
Project Sponsor:		Budget Holder:		
RAG Status: R – red, A – amber(yellow), G – green				
		Project Phase:		
Project End Date:				
Project Description:				
Key Deliverables Completed this period		Key Deliverables Outstanding this period		Key Deliverables for next reporting period
		Delivery Date		Delivery Date
		Log/Req No	Description	
Risk Management				
Issue Management				
Change Management				
Financial State				
		Capital	Revenue	External
Source				
Budget				
Actual Spent				
Remaining				
Forecast				

Forecast Report



Issue Log



- Areas to be covered:
- I. Project Risk Management Process.
 - II. Planning Risk Management.
 - III. Risk Management Plan.
 - IV. Risk Categories.
 - V. Risk Probability and Impact.
 - VI. Stakeholder Tolerance.
 - VII. Risk Documentation and Risk Tracking.
 - VIII. Identify Risks (Tools and Techniques)
 - IX. Performing Qualitative Risk Analysis.
 - X. Risk Probability and Impact Matrix.
 - XI. Risk Heat Map.
 - XII. Performing Quantitative Risk Analysis.
 - XIII. Plan Risk Response.
 - XIV. Control Risk.
 - XV. Risk Register.

PROJECT RISK MANAGEMENT PROCESS



1 Planning Risk Management

- > Project management plan
- > Project Charter
- > Stakeholder Register
- > Enterprise Environmental Factors
- > Organizational Process Assets

Tools & Techniques

Inputs



Outputs



Risk Management Plan

Risk Management Plan

- Methodology
- Roles and Responsibilities
- Budget and Schedule
- Risk Categories
- Risk Probability and Impact
- Stakeholder Tolerance
- Risk Documentation
- Risk Tracking

Methodology

- ☒ Brainstorming to identify risk with risk registry output
- ☒ Probability/impact matrix at performing qualitative risk
- ☒ EMV at quantitative risk
- ☒ Risk mitigation at plan risk response
- ☒ Risks reassessment at monitor and control risks.

Roles and Responsibilities

Role	Key Person	Responsibility
Project Manager	Harinder Singh	<ul style="list-style-type: none">• Prepares official and non-official meetings along with project team and stakeholders• Supervises the documentations• Evaluate and supervises the technical teams• Addresses the potential risks, which are identified and tabulated by risk manager
Project Risk Manager	Noor Roslina	<ul style="list-style-type: none">• Development and Implementation of a Project Risk Management Plan• Organization of regular risk management sessions so that risks can be reviewed and new risks identified• Assessment of identified risks and developing strategies to manage those risks for each phase of the project, as they are identified• Ensure that risks marked as "High" and "Very High" are closely monitored
Project team	Harinder, May, Syafiqah, Roslina	<ul style="list-style-type: none">• All members of the Project Team will be responsible for assisting the Risk Manager in the risk management process. This includes the identification, analysis and evaluation of risks and continual monitoring throughout the project life cycle.

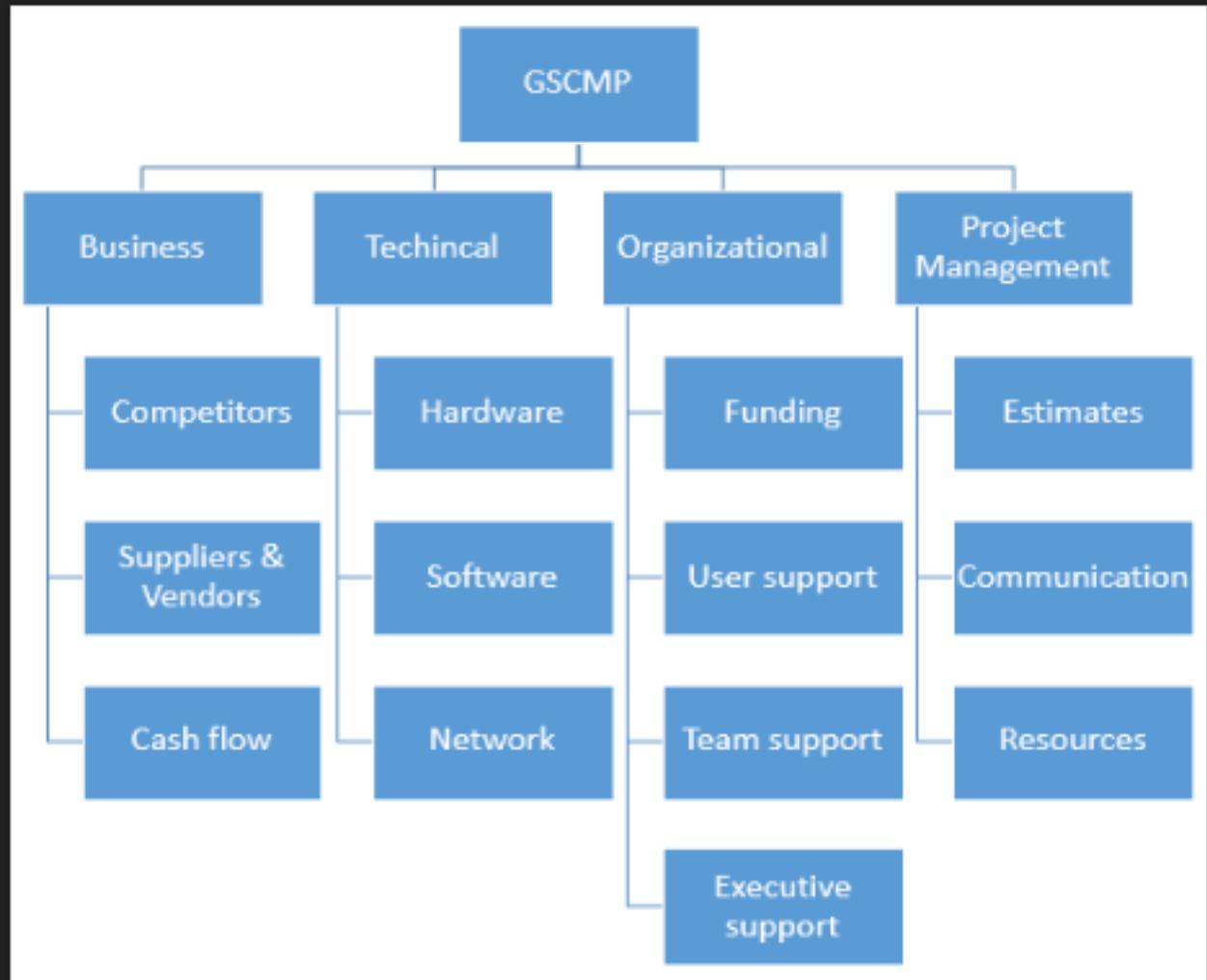
Budget and Schedule



- ☒ A budget of RM 101,300 has been approximately estimated for GSCMP risk related activities.
- ☒ Meetings are held once every week to discuss risk related activities.
- ☒ Contingency may also be reflected in the project budget, as a line item to cover unexpected expenses. The amount to budget for contingency may be limited to just the high probability risks.

Risk Categories

Risk Breakdown Structure (RBS)



Risk Probability and Impact

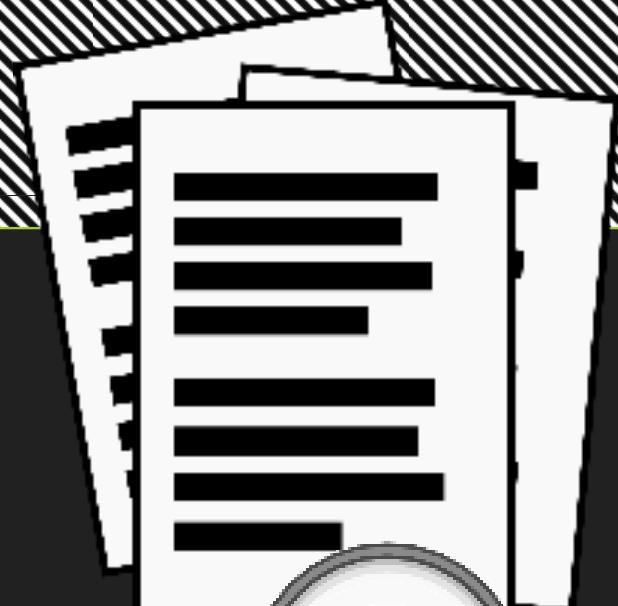
- ☒ It is a process of assessing the probability and consequences of risk events if they are realized.
- ☒ The results of this assessment are then used to prioritize risks to establish a most-to-least critical importance ranking.
- ☒ This is done using Probability and Impact matrix or chart, which lists the relative probability of a risk occurring and the relative impact of the risk occurring

Stakeholder Tolerance

Identification of tolerance with Healthy Living Pte. Ltd (HL) will be analysed and monitored through unofficial discussions. During the meeting, HL members will be closely watched to predict and clarify whether stakeholders are comfortable with high level risks, which alerts the GSCMP team to re-evaluate and concentrate on the ways to avoid mitigating risks.

Risk Documentation and Risk Tracking

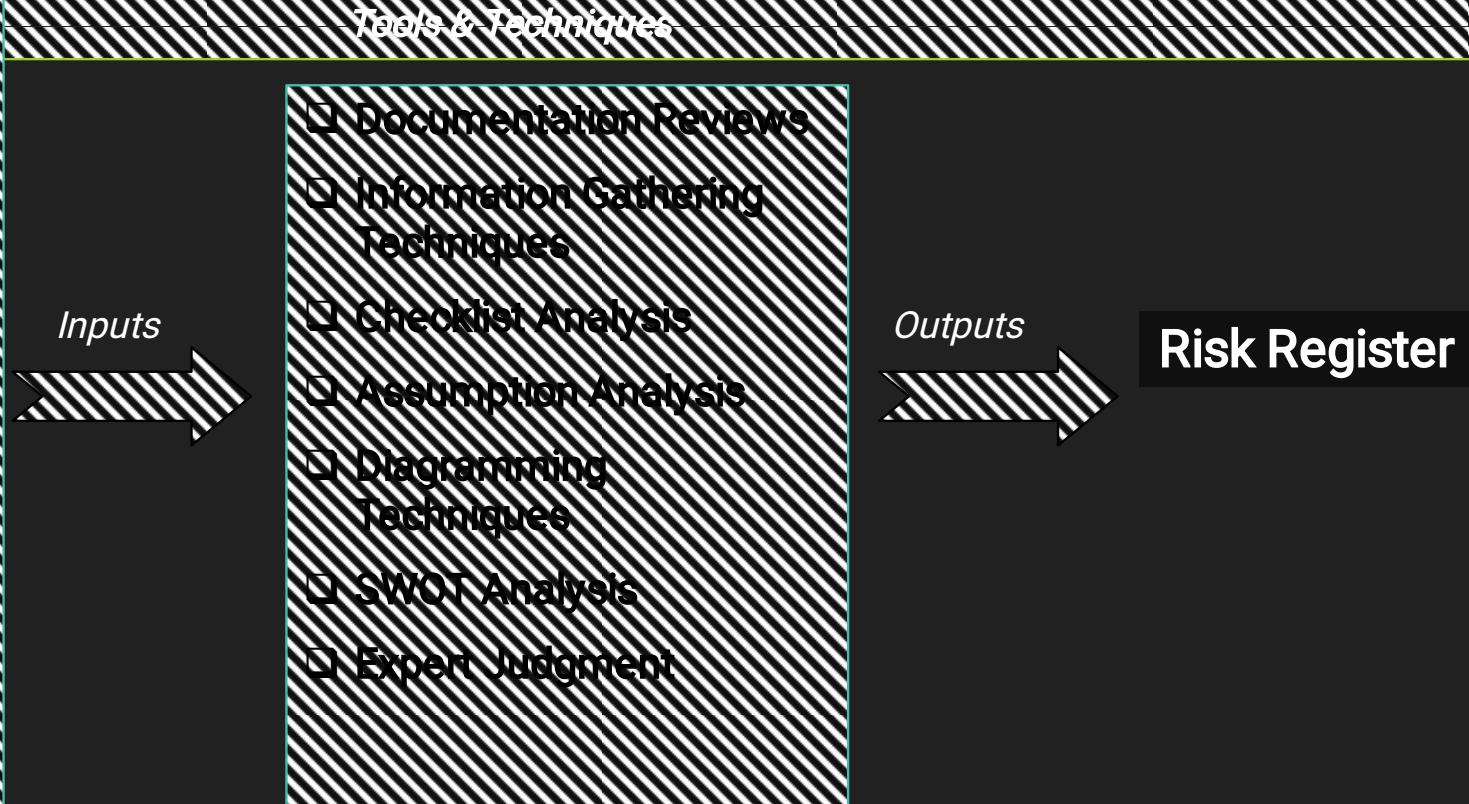
- ☒ Each process of risk management produces valid output. Those outputs will be addressed accordingly and documented properly.
- ☒ GSCMP risk management team needs to track back the process of risk identification, analysis, planning and monitoring throughout the whole project period of 4 months.
- ☒ Risk manager should conduct daily or weekly review of risks emerging in the project regarding latest updates and status.



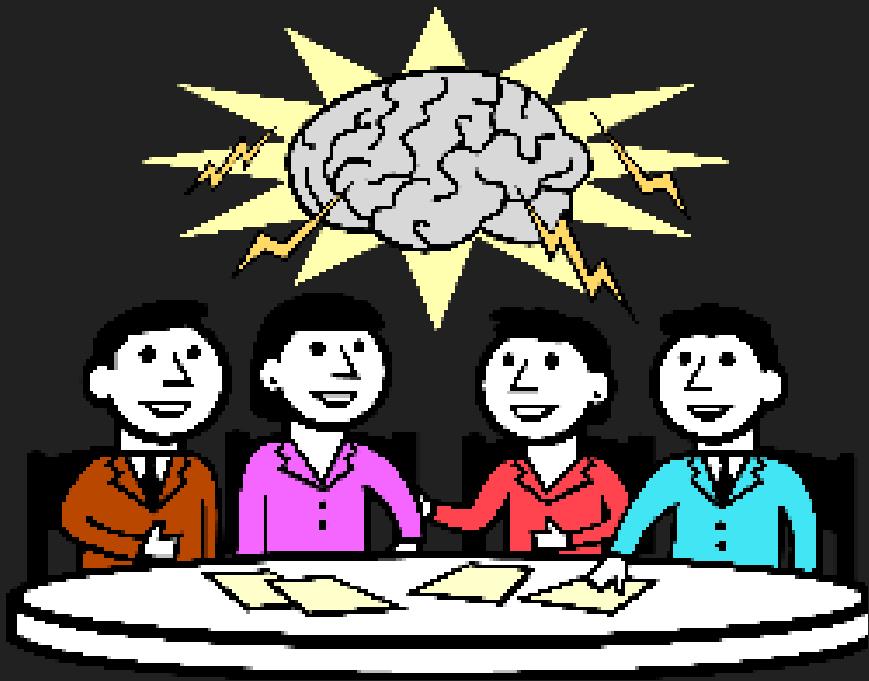
Tracking

2 Identify Risks

- > Risk Management Plan
- > Activity Cost Estimates
- > Activity Duration Estimates
- > Scope Baseline
- > Stakeholder Register
- > Cost Management Plan
- > Schedule Management Plan
- > Quality Management Plan
- > Project Documents
- > Enterprise Environmental Factors
- > Organizational Process Assets



Tools and Techniques

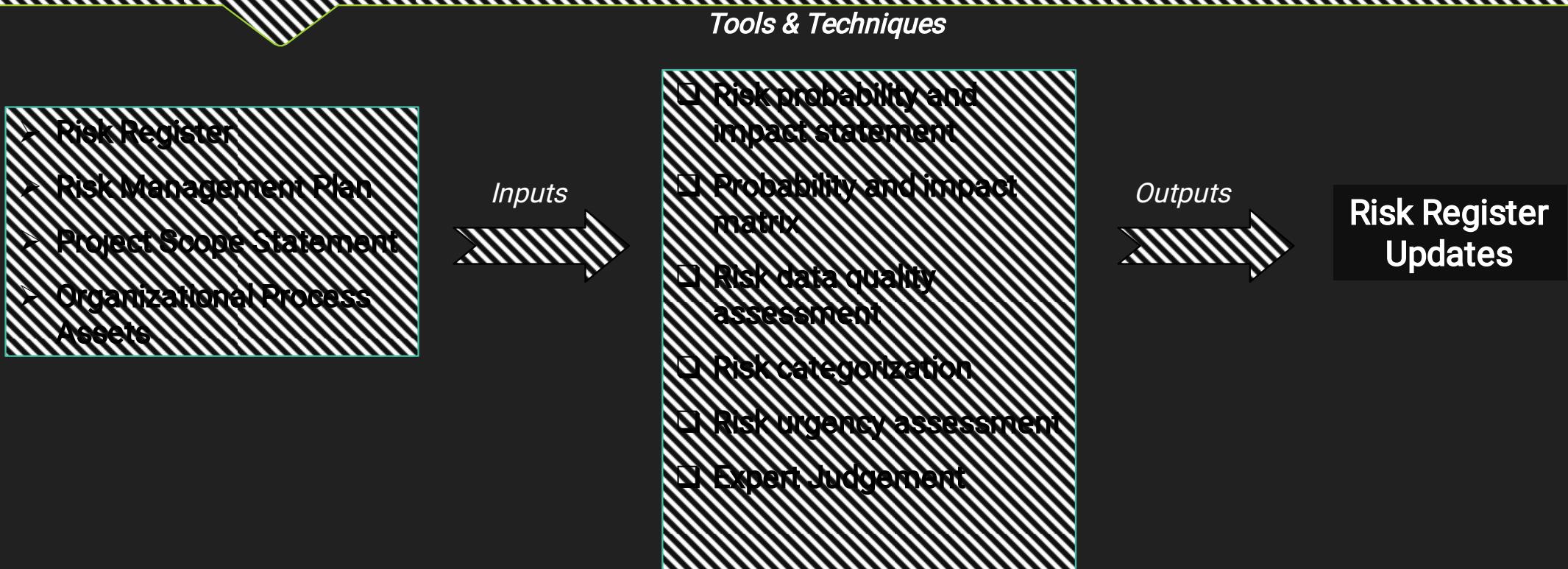


Brainstorming



Interviewing

3 Performing Qualitative Risk Analysis



Risk Probability

5- Very High	91% - 100% (or) Very likely to occur
4- High	61% - 90% (or) Likely to occur
3- Medium	41% - 60% (or) May occur about half of the time
2- Low	11% - 40% (or) Unlikely to occur
1- Very Low	0% - 10% (or) Very unlikely to occur

Risk Impact

5- Very High	<ul style="list-style-type: none">o May result in project failureo Budget overrun could exceed 50%o Project late by more than 50%o Could affect the ability of the organization to continue functioning
4- High	<ul style="list-style-type: none">o May result in significant impact on expected features, functionality or qualityo Budget overrun exceeding 25%o Project late by more than 25%
3- Medium	<ul style="list-style-type: none">o Significant effects on the project are unlikelyo Budget overrun exceeding 10%o Project or subsystem late by more than 10%
2- Low	<ul style="list-style-type: none">o Does not require monitoring or reviewo Budget overrun exceeding 5%o Project late by more than 5%
1- Very Low	<ul style="list-style-type: none">o Little or no impact on any aspect of the projecto Should be reviewed quarterly

Probability \ Impact	Very Low (1)	Low (2)	Med (3)	High (4)	Very High (5)
Very High (5)	5	10	15	20	25
High (4)	4	8	12	16	20
Med (3)	3	6	9	12	15
Low (2)	2	4	6	8	10
Very Low (1)	1	2	3	4	5

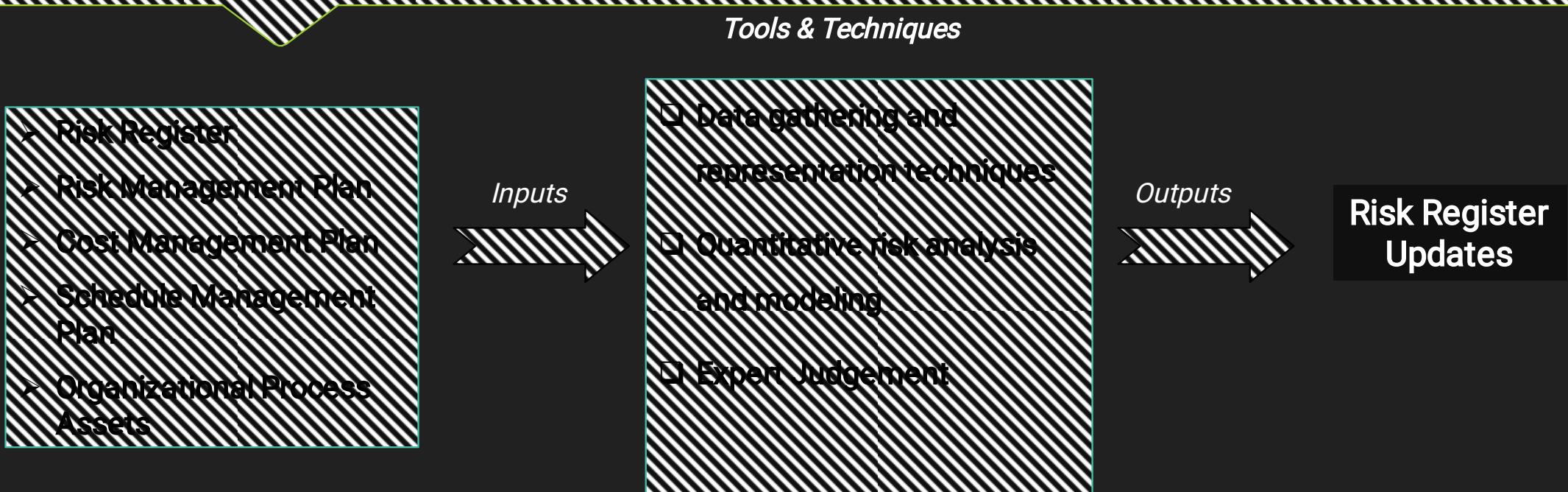
1-3	Minimal
4-6	Moderate
8-12	Serious
15-25	Critical

Risk Probability and Impact Matrix

Risk Heat Map

Probability	5					
	4					
	3					
	2				R4, R7, R10	R5, R18
	1	R14	R1, R2, R8, R11, R16	R3, R6, R9, R13	R12, R15, R17	R4
		1	2	3	4	5

4 Performing Quantitative Risk Analysis



5 Plan Risk Response



The choices of response strategies for

THREATS include:

- ☒ **Avoid** – eliminate the threat by eliminating the cause
- ☒ **Mitigate** – Identify ways to reduce the probability or the impact of the risk
- ☒ **Accept** – Nothing will be done
- ☒ **Transfer** – Make another party responsible for the risk (buy insurance, outsourcing, etc.)



The choices of response strategies for

OPPORTUNITIES include:

- ☒ **Exploit** – Add work or change the project to make sure the opportunity occurs
- ☒ **Enhance** – Increase the probability and positive impact of risk events
- ☒ **Share** – Allocate ownership of opportunity to a third-party
- ☒ **Accept** – Not actively pursuing it



6 Control Risk



Tools and Techniques for Monitoring & Controlling Risks

- ☒ Risk Reassessment / monitoring
- ☒ Risk Audits
- ☒ Contingency Reserve Analysis



RISK REGISTER

Risk ID	Risk Statement	Probability	Impact Priority	Contingency Cost (RM)	EMV	Response Trigger	Plan	Risk Owner		
R1	Project feasibility study is not presented to the steering committee by the Project Sponsor/ Project Manager	1.00	2	2	RM800.00	RM800.00	Accept	Steering Committee meetings repeatedly rescheduled due to lack of availability \ Members do not attend despite prior confirmation of attendance	Project Manager	
R2	Project approval is not formally documented	1.00	2	2	RM1,000.00	RM1,000.00	Accept	Project approval is not being given importance for documenting it formally or maintained properly	Project Manager	
R3	Proper Project Management process is not followed	1.00	3	3	RM2,000.00	RM2,000.00	Mitigate	Project team did not follow proper project methodology	Discuss with current project team about the methodology used	Project Manager
R4	PC and server hardware technical specifications constantly being changed to suit new or added requirements	2.00	4	8	RM12,000.00	RM24,000.00	Mitigate	Every new requirements added will have an impact on hardware specifications changes	Ask requestor to fill up and submit a change request form in order to be approved to change the order.	Communication Manager
R5	Requirements keep coming in from the users almost daily where the project team accepts it without any hesitation	2.00	5	10	RM15,000.00	RM30,000.00	Mitigate	Project team continually accepts the new requirements without any hesitation / Users are uncertain about their requirements	Fix a date for final requirements changes and don't accept anymore changes after that dateline	Project team
R6	WBS developed separately by each respective department and the Project Manager consolidates those WBSs into a whole without reviewing them	1.00	3	3	RM3,000.00	RM3,000.00	Mitigate	WBS was submitted late by Project team, hence lack of time to review the WBS for Project manager / Project manager didn't gave importance to review the WBS	WBS must be reviewed by Project Manager and should get approval from Steering Committee	Project Manager

Risk Register										
R#	Risk Description	Severity	Probability	Impact	Current Value	Target Value	Mitigation	Potential Impact	Owner	Comments
R7	Team members ignoring their assigned tasks by Project Manager instead concentrates on their daily operation support	2.00	4	8	RM7,000.00	RM14,000.00	Mitigate	Poor controlling and monitoring of the project by project manager / Project team didn't prioritize project activities	Meetings will be conducted every week to monitor the project progress	Communication Manager
R8	Tasks are performed without prioritizing other dependent tasks	1.00	2	2	RM900.00	RM900.00	Mitigate	Team working without any proper direction / Project scheduling was inappropriate	Schedule the project using Microsoft Project Software to know which tasks needs more importance	Project Manager
R9	IT assets acquisition and spending are through Procurement manager with suppliers without going through a proper tendering process	1.00	3	3	RM12,000.00	RM12,000.00	Mitigate	Lack of control by project manager and proper tendering process	Arrange a meeting with prospective suppliers to give clear and common understanding of the procurement so that, the proper tendering can be choose among the best.	Procurement Manager
R10	Budget overrun due to the purchasing of IT assets without proper tendering process	2.00	4	8	RM10,000.00	RM20,000.00	Mitigate	No implementation of proper tendering process	To avoid the overrun budget, procurement manager need to use make-or-buy analysis to ensure that the items needed is under budget.	Procurement Manager
R11	Testing plan is not developed yet	1.00	2	2	RM800.00	RM800.00	Mitigate	No clearly defined roles and responsibilities / No clear test objectives	Standardized testing plan should be implemented and followed by every system analyst to ensure that all functions are tested thoroughly	System Analyst
R12	No clear designated sponsor(s) to manage the project	1.00	4	4	RM3,000.00	RM3,000.00	Mitigate	Lack of kick-off meetings	Conduct kick off meetings and contract meetings to assure the money is safe and will be used effectively	Project Manager

Project Risk Analysis Report - Q3 2024										
Risk ID	Risk Description	Impact			Probability			Mitigation Strategy		Owner
		Severity	Probability	Impact Score	Severity	Probability	Impact Score	Mitigation Action	Responsible Manager	
R13	No clear organizational structure to manage the project	1.00	3	3	RM5,000.00	RM5,000.00	Mitigate	Project team responsibilities are not clearly defined	HR manager should conduct meetings to specify the roles and responsibilities to project team	Human Resource Manager
R14	Project Manager's authority being constantly overridden by the department head/managers	1.00	1	1	RM1,000.00	RM1,000.00	Accept	Project Manager have just been appointed and is new to the project / Project manager's Project management skills are poor		Risk Manager
R15	Lack of technical skills in the network and security areas	1.00	4	4	RM10,000.00	RM10,000.00	Mitigate	Fragile hiring process by HR manager	Conduct vulnerability test until hiring Network Security Engineer	Human Resource Manager
R16	Monitoring reports are not prepared and formally documented	1.00	2	2	RM800.00	RM800.00	Mitigate	Changes are not documented, risk issues are not identified, Lack of reporting by team members	At the beginning of planning the project stage, Manager project document, organizational process assets documents must be created and updated during project life cycle. Documentation for changes from change requests and performance reports must be kept.	Communication Manager
R17	Risks associated with the project are documented but have no detailed action	1.00	4	4	RM5,000.00	RM5,000.00	Mitigate	Identified risks are not properly handled / Lack of risk categorization	Risk Manager should discuss with the project team and gather information for action plan	Risk Manager
R18	Hardware and Software delivery are still being negotiated with potential vendors while there is only 4 months to complete the project	2.00	5	10	RM12,000.00	RM24,000.00	Mitigate	Lack of communication with vendors / Poor project progress tracking by project manager / Underestimated the time given to complete the project	Procurement manager constantly meet up with vendors and give pressure to deliver on time.Create more parallel activities due to lack of time	Project Manager

Procurement Management Plan

Done by; Nursyafiqah Nordin (Project Member, TP031936)

Areas to be covered;

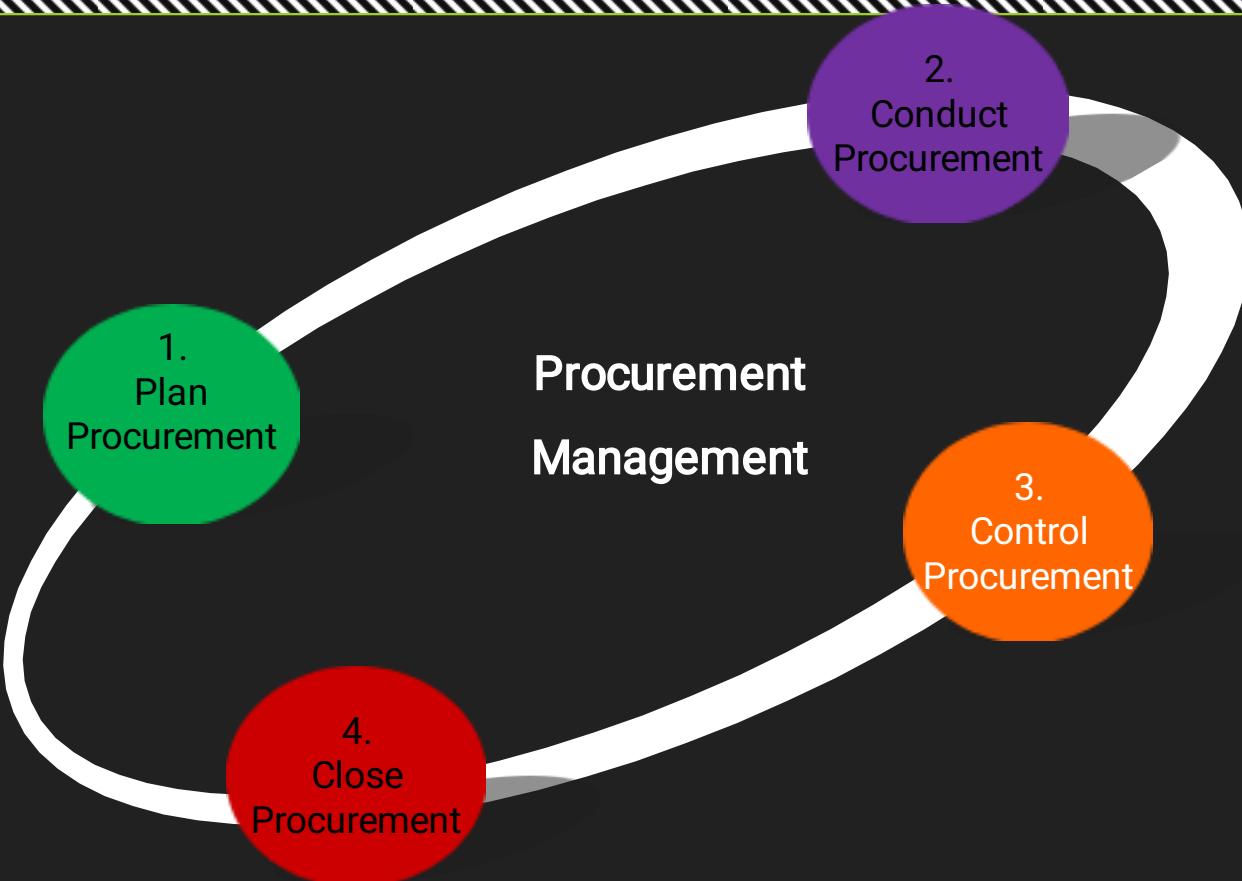
- I. 4 Process of Procurement Management.
- II. Procurement Team.
- III. What, When, and How to Procure?
- IV. Plan Purchase and Acquisition.
- V. Planning Process.
- VI. Statement of Work.
- VII. 3 Types of Procurement Document.
- VIII. Types of Contracts.
- IX. Source Selection Criteria.
- X. Conduct Procurement.



Procurement Management

- one of the knowledge areas
- process to purchase or acquire the products, services or results needed from outside
- products or services are bound under a legal contract
- referred to as suppliers, vendors, contractors, subcontractors or seller with suppliers

4 Process of Procurement Management



Procurement Team:

Procurement Team	Responsibilities
Project Manager	<ol style="list-style-type: none">Identify risk and incorporate mitigation and allocation of risks into contract.Participate in the development of the RFP, proposal evaluation and contract negotiation.Protect and manage the relationship with the vendor.Responsible for project termination.
Procurement Manager	<ol style="list-style-type: none">Employ and devise the productive sourcing strategies.Discuss and negotiate with external vendors to secure the most advantageous terms.Ordering approval for necessary goods and services.Check the whole team progress.Perform contract change management.Handle contract closeout.
Contract Manager	<ol style="list-style-type: none">Serve the contract for the customers on contractual matters.Provide the redlined recommendations on all standard and Non-standard contracts.Often negotiate directly with the customers' attorneys or purchasing staffs until agreement has been decided.
Tender Committee	<ol style="list-style-type: none">Have authority to assign and employ individual consultants for evaluation of the proposals and tenders.Have authority to establish ad-hoc Technical Committees.Revise on the evaluation reports.
Evaluation Committee	<ol style="list-style-type: none">Evaluate the proposals and tenders, and prepare the evaluation reports.Submit the evaluation reports together with the recommendation to the Tender Board regarding the award of the contracts valued in the above following the threshold.

What to Procure?

Product	Justification	List	Type	Cost	Quantity
Hardware	Required by the project team for documenting the project details of GSCMP and communicating with the stakeholder, supplier, and vendors.	Laptop	Material	\$2,000.00	30 units
		Projector		\$2,055.00	5 units
		Desktop Computer		\$1,800.00	50 units
Software	Required for the new centralized system to ease the GSCMP process.		Material	\$15,000.00	65 units
Server	Required for the new centralized system to ease the GSCMP task.		Material	\$18,000.00	5 units

When to procure

By using 4 process of
Procurement
Management

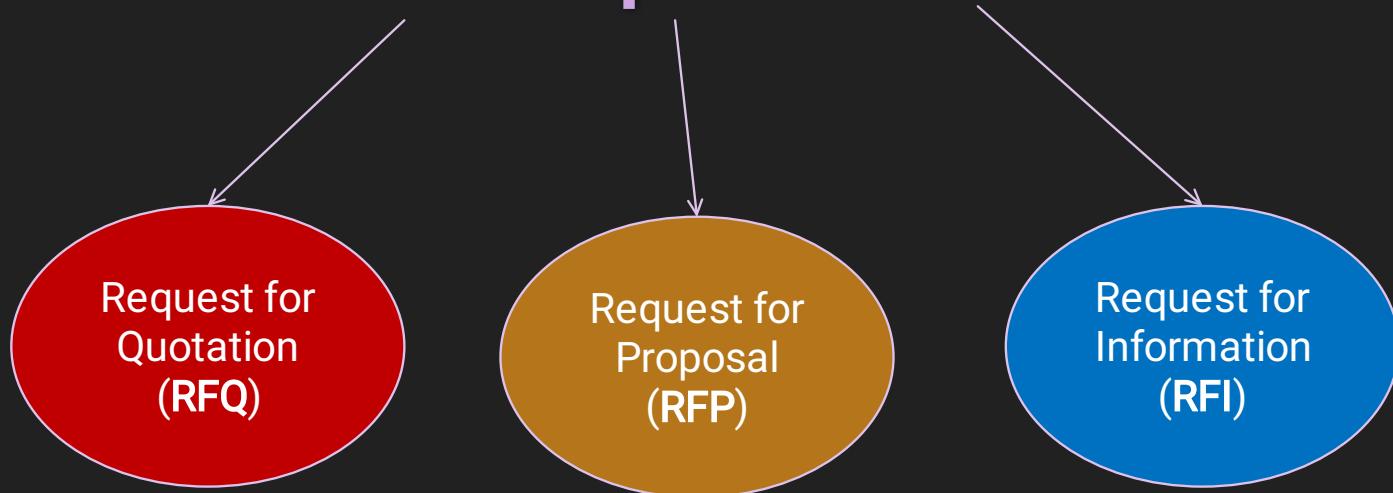
1.
Plan
Procurement

2.
Conduct
Procurement

3.
Control
Procurement

4.
Close
Procurement

How to procure



GSCMP → Request for Proposal (RFP) form is chosen

Plan Purchase and Acquisition

- Process determines which project requirements are better met by purchasing or acquiring goods and services from an outside.
- Determine on how, what, how much and when to acquire the good or services for GSCMP.
- Creating proper procurement plan for HL Company.

Planning Process

Statement
of Work

Procurement
Document

Contract
Types

Selection
Criteria

Statement of Work

- Each product or service to be procured
- Project scope specification and the related project work breakdown structure

Project Name: Global Supply Chain Management Project	Project Ref. No.:	Prepared By:	Date Prepared:
Customer:	Department:	Contact:	Project Type (BTD/ADV):
Description of deliverables or Procurement Items (in as much details as needed to accurately define the purpose of work):			
Required Timeline and Milestone Dates:			
Collateral Services required of Vendor (e.g. performance reporting, post-project operational support, etc.):			
Cost Parameters:			

3 Types of Procurement Document

Methods	Description
Request for Quotation (RFQ)	Request for Quote form is used for requesting an exact quote for a specific service or an item of software or hardware from prospective vendors to compare different vendors (Garton, 2004).
Request for Proposal (RFP)	RFP is the Request for Proposal (RFP) is being used when users know that they have problems but do not know how to solve it.
Request for Information (RFI)	RFI is the Request for Information which is being used when users think that they know what they want but need more information of the vendors and it will usually be followed by RFQ and RFP. This document mostly regards on how seller able to and will perform the work (Angel, 2010).

TYPES OF CONTRACTS



the confirmation of receiving the potential vendors and have an

agreement with them

Contract is signed, the price cannot be changed anymore.

1. Firm Fixed-Price Contract (FFP)
2. Fixed Price Incentive Fee Contract (FPIF)
3. Fixed Price with Economic Price Adjustment Contracts (FP-EPA)

Contract involves percentage-based fees or incentives

1. Cost plus incentive fee (CPIF)
2. Cost plus fixed fee (CPFF)
3. Cost plus percentage of costs (CPPC)

Time and
Material
Contract

- Contract structure is for the most part that will be utilized when the trade is putting the forth works
- Regularly being used to procure the specialist or other outside merchant.

Source Selection Criteria

a set of criteria which are developed to
→ rate the vendor proposals and specified
as part of the procurement documents

		Proposal 1		Proposal 2		Proposal 3	
Criteria	Weight	Rating	Score	Rating	Score	Rating	Score
Relevant Experience	20%						
Past Performance	20%						
Methodology	20%						
Management Skills	20%						
Technical Skills	20%						
Total Score	100%						

This selection criteria depends on the rating on the proposal.

The best proposal will be chosen.

Conduct Procurement

Seller
Proposal

Proposal
evaluatio
n
technique

Procureme
nt
Negotiation

Selected
Seller

Request the Seller response

1. The procurement documentation which is RFP is spread among the vendor and vendor responses are returned.
2. The vendors then develop and submit the responses to the procurement management in charged.
3. The contract with best offer and requirements is chosen and waits until the starting date.

Identification of Vendor

placing advertisements in general circulation publications

- Website
- Portal
- Newspaper

supplier conference or pre-bid conference

1. Selecting supplier or sellers
2. Choosing the best one
3. Negotiating the contract and awarding the contract



Advertising



Bidder Conference

Proposal evaluation technique

1

Tender committee → To evaluate the bids or proposals

Technical Evaluation	The major evaluation factors for this solicitation include technical which encompasses corporate, human resources, cost/price factors, technical approach, experience, quality control and past performance.
Commercial Evaluation	The Commercial evaluation is very important in evaluating the tender in order to identify the costs/prices and current market.
Tender Opening Committee	The Tender Opening Committee controls over the tender opening. It should consist of at least two, but preferably three, members who are Chairperson, Secretary, and Witness. (Procurement Guideline, 2009)

2

Evaluation Sheet → To make a short rundown of bids

		Tender 1	Tender 2	Tender 3
Criteria 1, weight 20%	Score			
	Weighted score			
Criteria 2, weight 10%	Score			
	Weighted score			
Criteria 3, weight 10%	Score			
Total weighted sum = 40%	Weighted score			
Total non-price criteria				
Normalized non-price				
Weighted non-price	40%			

Tender committee will access the proposal once the closing date has ended.

The proposal can be evaluate by expert in source determination

3

Evaluation Committee → prosecute the selection
of qualified supplier based on the criteria state

Technical Committee	<ol style="list-style-type: none">1. Project Manager2. Communication Manager3. Software Tester4. Subject Matter Expert5. System analysis
Finance Committee	<ol style="list-style-type: none">1. Human resources Manager2. Procurement Manager3. Risk Analyst4. Finance Manager5. Project Sponsor

Procurement Negotiation

Negotiation with Vendors Process	<ul style="list-style-type: none">• Negotiations are conducted with the selected vendors, contractors or supplier• The objectives of the negotiation process to ensure that the supply of five rights such as services and good products at the right time, location, quantity, and place
Contract Award Process	<ul style="list-style-type: none">• A contract type and price must be negotiating to have the result of performance• The evaluation team will examine and study each tender they received to make the recommendations and present to the procurement manager for the best tender.

Selected Seller

1. In this process GCSMP procurement team reviews proposals sent by potential vendors
2. using tools and techniques such as weighting system and contract negotiation
3. Bids or proposals are received evaluation criteria, to select one or more sellers who are both qualified and acceptable as a seller.
4. The procurement team and GITS will discuss and negotiate to select the most suitable vendors.

Control Procurement

Change
Request

Vendor
Performanc
e Review

Inspection
and audits

Performanc
e Reporting

Change Request

1. It may occur while select seller process is handling which may cause changes in the project management plan, procurement management plan and also project schedule
2. It make any changes if the seller's works are unsatisfactory, and decision to terminate that the contract would be handle as the change request.
3. The procurement team needs to follow the process which is combines the procedures and responsibilities to effectively execute a well-controlled and efficient process

Vendor Performance Review

-
- procurement manager need to monitor the subcontractor and contractor performance.
 - Procurement manager need to ensure that the vendors are running the project follow the criteria

Vendor	Phase of Review	Vendor Performance	Vendor Incidents	Vendor Billing	Vendor Quality
Vendor #1	Initial Review				
	Ongoing Review				
Vendor #2	Initial Review				
	Ongoing Review				

INSPECTION AND AUDITS

- To check the quality of work and record the whole team work progress.

Performance Reporting



It provides management with the information about how effectively the seller is achieving the contractual objective.

Vendor	Product Quality	Documentation Quality	Development Cost	Development time	Delivery time	Cost per unit	Transaction Efficiency
Vendor #1							
Vendor #2							
each metric is rated 1 – 3 scale							

Performance reports collects and outlines the data gathered through work performance information, and shows it to the stakeholders in a manner that they can understand how project is going.

Close Procurement

Procurement Audit

Close Procurement

Contract
Acceptance and
Sign-Off

Procurement Audit

- a report that includes structured review of all processes that has been done
- to indicate successes and failures of the project and identify the reasons in order to avoid them in the future project.

Project Title: Global Supply Chain Management Project (GSCMP)	Date Prepared:	
Project Auditor:	Audit Date:	
Vendor Performance Audit		
What Worked Well:		
Scope	<i>[Describe aspects of product scope that were handled well.]</i>	
Quality	<i>[Describe aspects of product quality that were handled well.]</i>	
Schedule	<i>[Describe aspects of project schedule that were handled well.]</i>	
Cost	<i>[Describe aspects of project cost that were handled well.]</i>	
Other	<i>[Describe any other aspects of procurement that were handled well.]</i>	
What Can Be Improved:		
Scope	<i>[Describe aspects of product scope that could be improved.]</i>	
Quality	<i>[Describe aspects of product quality that could be improved.]</i>	
Schedule	<i>[Describe aspects of project schedule that could be improved.]</i>	
Cost	<i>[Describe aspects of project cost that could be improved.]</i>	
Other	<i>[Describe any other aspects of procurement that could be improved.]</i>	
Procurement Management Process Audit		
Process	Followed	Tools and Techniques
Plan Procurements	Yes or No	<i>[Describe any tools or techniques that were effective for the process.]</i>
Conduct Procurements	Yes or No	<i>[Describe any tools or techniques that were effective for the process.]</i>
Control Procurements	Yes or No	<i>[Describe any tools or techniques that were effective for the process.]</i>
Close Procurements	Yes or No	<i>[Describe any tools or techniques that were effective for the process.]</i>
Description of good Practices to share:		
<i>[Description any good Practices that can be shared with other projects or that should be incorporated into organization policies, procedures or processors include information on lessons learned.]</i>		
Description of Areas for Improvement:		
<i>[Description any area that should be improved with procurement process include information that should be incorporated into policies, procedures or processors include information on lessons learned.]</i>		

Close Procurement

At this stage, Contract Closure Notice should be given to vendor so that the contract is end and the payment will be made.

Contract Closure Notice

Date

As described in our contact/service agreement [*contract name*], this letter provides formal notice that the work you were contracted to perform for Healthy Living Pte Ltd has been completed. Payment is being processed based on _____.

By: _____

Date: _____

Contract acceptance and sign-off

→ Contract Acceptance provides to seller when the outcome of project and deliverables has been accepted then a contract acceptance and sign-off form provides to seller to sign-off and officially

<Project Name> Created by <Author>	
<i>Use this document to get the client's sign-off once the project is complete.</i>	
Project Name:	
Issue by:	
Date:	
<i>The project outcome has been measured against its acceptance criteria and has been formally accepted on behalf of the client.</i>	
<i>Unless otherwise noted, the project may now be closed.</i>	
Additional comments related to the client's Acceptance:	
Key Metrics achieved:	
Key metrics to be tracked:	
Recorded shortfalls and key lessons learned (list, if any):	
<Name>	Date:
Executive/Sponsor	
<Name>	Date:
Project Manager	
<Name>	Date:
Project Team Leader	

T H A N K Y O U

The word "THANK YOU" is written in large, colorful letters. The 'T' is formed by a person in a blue vest and hat. The 'H' is formed by two people shaking hands. The 'A' is formed by a person in an orange dress. The 'N' is formed by a person in a pink dress. The 'K' is formed by a person in a red shirt and blue pants. The 'Y' is formed by a person in a yellow top and pink skirt with arms raised. The 'O' is formed by a person in an orange and yellow patterned outfit. The 'U' is formed by a person in a purple dress.

V E R Y M U C H

The word "VERY MUCH" is written in large, colorful letters. The 'V' is formed by a person in a purple dress. The 'E' is formed by a person in a teal dress. The 'R' is formed by a person in a pink dress holding a scarf. The 'Y' is formed by a person in a yellow top and pink skirt with arms raised. The 'M' is formed by two people holding hands. The 'U' is formed by a person in a purple dress. The 'C' is formed by two people shaking hands. The 'H' is formed by two people shaking hands.