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271057  
Reflective essay  
Management Competencies  
7005LBSMGT  
For Dr. Phil Kelly  
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## A Reflective Essay on the application of management competencies approaches in organisations.

This essay concerns the development of management competency while undertaking a procedural simulation of the typical processes involved in departmental management when presented with mock scenarios for a hypothetical skateboard production company called, Scaters. The simulation also involved the use of an enterprise system, that are typically used in cross-departmental operation (WebFinance Inc, 2019).

The simulation required the application of management competencies throughout. After roles were assigned to each participant in the group, the role of procurement manager fell to me (Portfolio, Fig. 3. p.1).

It was a role I was familiar with from previous assignments and class workshops. However, I researched the role and drew on government websites and credible sources to derive a definition of the role and typical competencies, as well as a framework to accompany this.

I believe the following best describes the definition of Management Competency:

*“A competency is a combination of tacit and explicit knowledge, behaviour and skills, that gives someone the potential for effectiveness in task performance.”* (Draganidis & Mentzas, 2006)

*“Competency is almost universally perceived as being comprised exclusively of skills, knowledge, and attributes (SKAs).”* (Langdon & Whiteside, 2004)

Once the definition of competency was defined, the next step was to form a competency framework. During tutor led class discussions, it was established that a framework included competency clusters and within each of these clusters were competencies (GoWA, 2018). Competency would include numerous skill sets related to the role.

Some of these frameworks were bespoke to the role and organisation from where the example came. I had to carefully select elements that were appropriate to the role of The Procurement Manager at Scaters. This became more apparent as the simulation processes developed. (see The Portfolio, Competency Framework)

After a review of similar job roles and the use of Civil Service Frameworks, both in the UK and Australia (GoWA, 2018; Scottish Government, 2018; GSS, 2019), a set of competencies were developed.

This settled framework for Procurement Management at Scaters (Portfolio, Competency Framework) would be of great benefit to the management of Scaters. It considers the growth and vision of Scaters as well as the reliance on teamwork and group dynamics.

The Framework suits an innovation-led culture. This first section of this framework (Clusters; from Policy to Supplier Management) is extensive and one used by government departments (GoWA, 2018). This will be well suited to the growth strategy for Scaters which is geared towards global expansion (Portfolio, Fig. 1. Slides 8-9).

During the group presentation, the best strategy for Scaters moving into their next period (Portfolio, Fig. 1. Slides 8-9) was to adopt a single policy when operating in multiple territories. Much of the operation would be done through a centralised e-commerce platform for Customer Relationship Management and Supplier Relationship Management. Therefore, this extensive and professional framework, suited to large scale organisations, will be furthermore highly appropriate for Scaters to use.

The creation of the framework was highly conscious of management theory, particularly that which became evident in the assignment presentation (Owens et al 2019 & Portfolio, Fig. 1. Slides 8-9). These management theories were namely Relationship Management Theory (Ferguson, 2018 & Kenton 2018) and Drucker's Discipline of Innovation, which suggests: "Hire the right people, and get out of their way" (Drucker, 2002).

## Critical Reflection

The framework was developed during the course of the management simulation but there were many areas where some of these identified competencies were proven more viable than others. This was only evident in the completion of the simulation.

I have identified two major areas that were proven invaluable to the completion of the task but could have been employed more effectively if the simulation was repeated.

The following discusses how these particular competencies can be improved or adopted more readily. I will reflect critically on my experience during the simulation and how I could have completed the tasks more successfully with analysis of the competency framework.

The two areas of my learning and competency development that will be discussed are;

1. Negotiation
2. Group Management

Both are highlighted with an asterisk in The Portfolio, Competency Framework.

The simulation afforded the opportunity to develop competencies not typically associated with the role I played. For instance, I assumed the role of Procurement Manager but successful completion of the task involved the development of skills of small team leadership associated with other team members, such as team working and communication.

## Negotiation

Negotiation is a key competency of the Procurement Manager, it was relevant to supplier selection, and the understanding the process, in general, was necessary to submit advice during the simulated MD meeting (Portfolio, Fig. 2) and Group Presentation (Portfolio, Fig. 1. Slides 8-9).

In another respect, I found Negotiation was highly important to the development of The Group. As key members failed to attend and keep to the appointed tasks, I found myself in a state of negotiation between each party. Negotiation, I found was something that was ongoing and pertinent to most day to day group activities (see Fox, 2013).

An Important theory of management related to this practice was the Relationship Management Theory (Ferguson, 2018). In Group discussion, this theory was identified as more appropriate and than others, such as Scientific Management (Taylor, 1911), Control (Fisher, 1998) or Organisational Theory (Pugh, 1990).

It later became key in application to Group Management. The theory suggests to make the role of Management or Negotiation “not merely transactional” (Ferguson, 2018) but rather based on fostering relationships between actors.

## Group Management

The roles would need reallocating as Group Members did not attend or abandoned tasks (Portfolio, Fig. 3. p.7). Change Management Theory (Lewin & Cartwright, 1952) was identified as a key theory for recommendation during the Group presentation (Owens et al, 2019; Portfolio, Fig. 1). This should of also formed a part of the MD memorandum in retrospect (Portfolio, Fig. 2).

Lewin’s theory follows a process of Unfreezing, Change Implementation and Refreezing (Hayes, 2018 & Papanek, 2017). The Freezing refers to old customs and practice, the refreezing refers to the consolidation of the new practice to prevent old habits presenting themselves or personalities reverting to type.

In an effort to motivate team members it would be a good idea to employ Maslow's Hierarchy of Needs (Maslow, 1943). Also, toward the beginning of the group formation, I was conscious of Tuckman's Stages of Small Group Development (1977). Better application of this process could have resulted in better performance.

When it came to group management much of the organisation was based on Fayol’s Management Model, which involves: Planning, Organizing, Commanding, Coordinating and Controlling. The Coordination and Organization aspect were of particular importance. As Fayol suggests, the Manager must ensure cooperation between Group Members takes place, also the Manager “must encourage and direct personnel activity” which Fayol refers to as Commanding (1949).

The position of leadership that arose, as the result of absenteeism and lack of contribution on some group members meant that I myself had to adopt the role of more than one department manager. This was essential in such case that work was not completed in time for each stage of the simulation (Portfolio. Fig. 3. p. 5, 7-8). This particularly became relevant during the preparation for the group presentation. I, therefore, adopted a “Universalistic Model” (Hamlin, 2005).

This particular group was diverse and understand the culture was important to understand how to motivate the group, Sokro discusses the concept of Organizational Culture and Motivation extensively and drawing on many sources (Sokro, 2012), I used his analysis of ‘People Orientation’ and ‘Team Orientation’ to decide how much to employ concepts such as Fayol’s ‘Command and Control’ and Ferguson’s Relationship Management Theory. (Fayol, 1948 & Ferguson 2018).

## Conclusion

In terms of what could have been done differently, that might of improved the approach taken, I will draw on evidence and discuss the associated theories to support my claims.

There were periods during the simulation, particularly early on and that I can refer to given the evidence (Portfolio, Fig. 3. p.1) where I could have employed Management Theory more readily. Controls were needed early on, as team members began losing focus and showing less effort (Portfolio, Fig. 3. p. 5, 7). Likewise, once good relationships were formed in the group, I should have done more to foster these relationships as Ferguson suggests (2018) to ensure good communication and alliances were maintained and to prevent a situation of collective apathy.

Key improvement could have been made, with better use of Theory, specifically, Maslow (1943) and Tuckman (1977). The chat log (Portfolio. Fig. 3)was a vehicle for change and informing the group as a whole as Lewin suggests (Lewin & Cartwright, 1952) was important to apply these changes (Fig. 3. P. 1-7).

The MD memorandum (Portfolio, Fig. 2.) could be improved vastly. Firstly, much of the theory is less established. The memorandum focuses on more than one department. The Analysis shifted from Procurement to other departments such as the responsibility of Accounts (page. 1). This is the result of combining responsibility as group members failed to keep theirs. However, the memo itself should have been salient to the role in question. This focus was important and better planning would help to remedy this.

The Memo lacked recommendations and focus on benchmarks (Kelly, 2019). It failed to offer clear solutions such as empowerment of the Sales Manager. This, however, was later addressed in the Group Presentation (Portfolio, Fig. 1). The Draft was later rewritten and points improvement upon for recommendations made at the Group Presentation. The Memo should have targeted areas of concern, followed with analysis, identified the issues then provided recommendation supported with references with a focus on journal articles (WJS, 2018).

There is a holistic nature to each competency and the competencies of Negotiation and Group Management illustrate this well (Rychen & Salganik, 2003). A holistic and combined strategy for Group Management from the onset, together with a completed framework for Group management would have led to better adherence to competency.

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# The Portfolio

Thomas Owens

271057

Management Competencies

Portfolio of Evidence

7005LBSMGT

For Dr. Phil Kelly

Due Date: 29 April 2019

# Contents

1. Competency Framework
2. Evidence, Figure 1: Presentation Slides
3. Evidence, Figure 2: MD Meeting Simulation Memo
4. Evidence, Figure 3: Group Chat Application Log

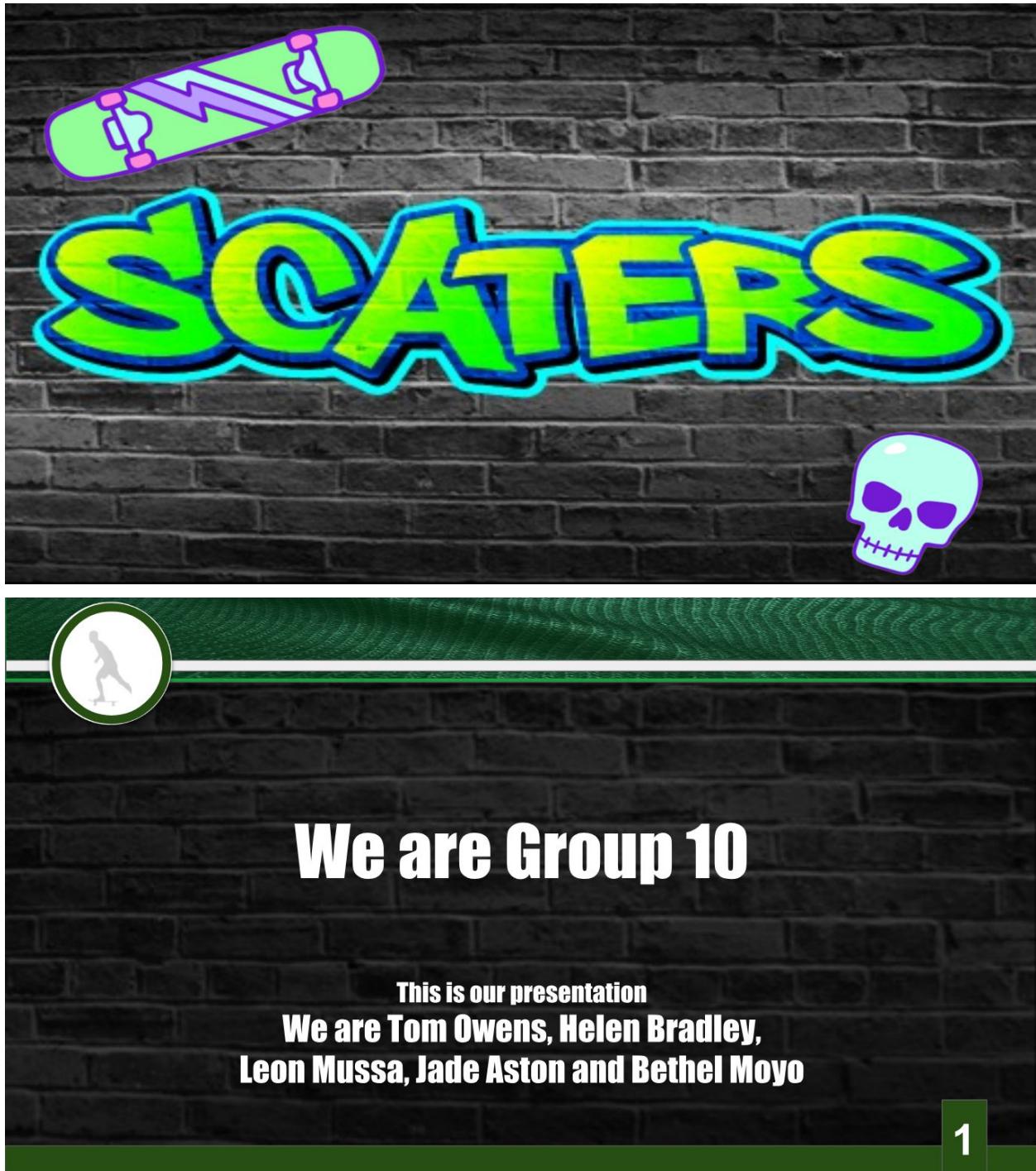
# Competency Framework

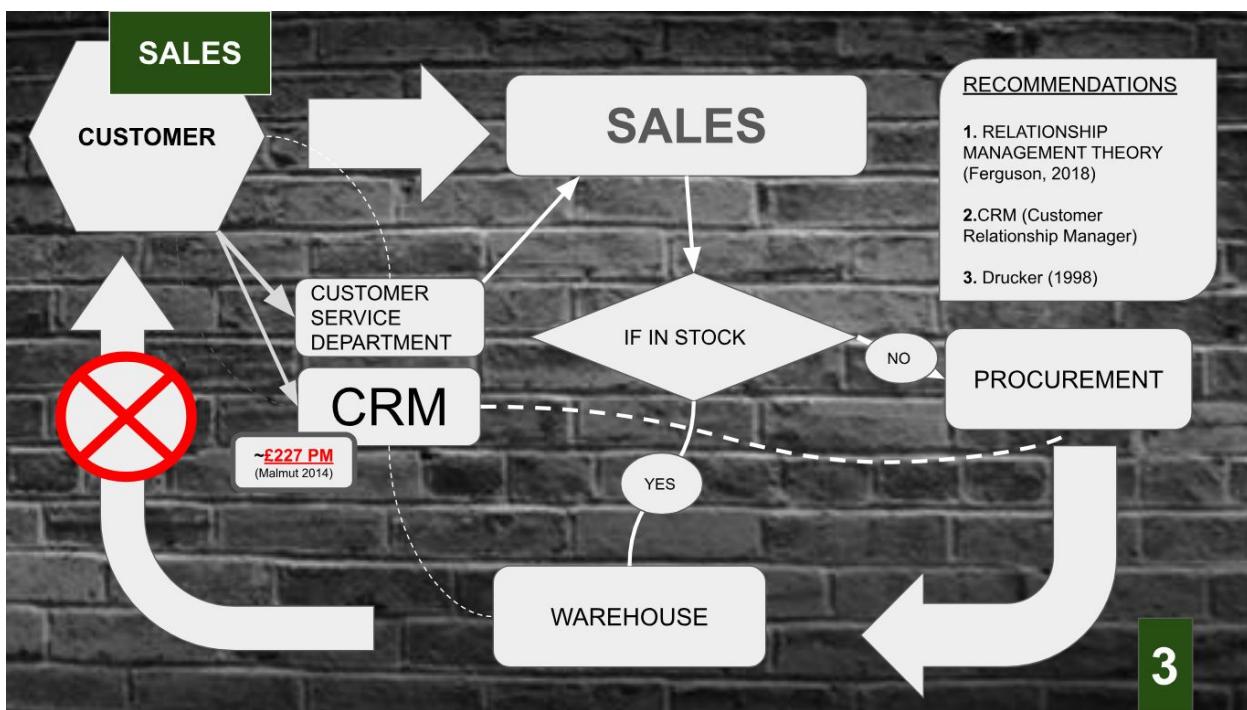
Cluster	Competency	Skills	Behaviour	Evidence
Policy and Prerequisites	Policy and best practice	Knowledge of policy, legal literacy	Acts with integrity to undertake activities that represent best practice, and align with wider legislative and policy requirements.	Fig. 1; Fig. 2.
	Contract law	Legal literacy	Ensures the application of principles of contract law in procurement	
	Risk management	Assessment and Analysis	Leads the development, implementation and ongoing management of consistent strategies and resources for procurement risks. Promotes a culture of risk management that balances mitigation strategies with innovative solutions.	Fig. 1
	Governance and systems	System literacy	Develops, implements and manages compliant procurement frameworks, systems and delegation schedules to drive appropriate behaviour. Identifies, plans and executes continuous improvement initiatives for procurement practices within existing resource, process and technology constraints.	Fig 1.
	Procurement strategy	Knowledge of theory, best practice and implementation strategies.	Elevates the profile of procurement from a transactional purchasing role to an essential strategic function and apply Relationship Management Theory (Payne & Frow, 2005). Engages senior stakeholders to leverage the procurement function as an enabler to deliver strategic objectives. Influences stakeholders to align procurement activities with wider objectives, whilst balancing short term operational pressures with long term vision	Fig 1.
Procurement planning and Preparation	Planning and identification of needs	Knowledge of IT tools, knowledge of Strategic Analysis	Influences senior stakeholders to adjust procurement strategy based on wider objectives. Leverages aggregation opportunities to deliver savings and create value. Drives the use of innovative procurement strategies where appropriate to deliver the best outcome.	Fig. 1; 2; 3.
	Market analysis	Knowledge of resources and process.	Analyses and assesses the impact of local, national and international economic, social and political factors on procurement activities. Considers the impact of community demands, emerging trends, opportunities and competition on the procurement strategy.	Fig. 1
	Evaluation	Use of KPI's	Oversees or directs the evaluation process for complex or politically sensitive procurements to ensure compliance with all policy requirements and to drive a value for money outcome	Fig 1; Fig 2.
Contract formation	*Negotiation	Persuasion, ability to leverage power, communication, influence ability	Leads or facilitates complex contractual negotiations for requirements critical to the agency. Uses persuasive arguments to influence others to achieve optimal procurement outcomes, leverages government purchasing power and takes a strong negotiating stance when necessary. Influence other team members positively through motivation and effective communication.	Fig 1; 2; 3
	Finalise and award contract	Best practice nad fair play	Conducts or directs sensitive or contentious supplier debriefs that could attract political or public interest. Informs senior executive or government regarding decisions that may result in political or public interest.	Fig 2.
Supplier Management	Contract operation	KPI analysis	Oversees the management of contracts and categories, and reports on contract activities that may result in political or public interest. Drives the use of innovative contract management strategies where appropriate to deliver the best outcome and maximise value.	Draft policy
	Supplier relationship management	Enthusiasm, relationship fostering	Develops and maintains effective working relationships with senior staff from critical suppliers, and acts with integrity. Leads development, implementation and ongoing management of mechanisms to ensure supplier relationships are appropriately governed. Achieves the resolution of disputes enabling the	Draft Policy

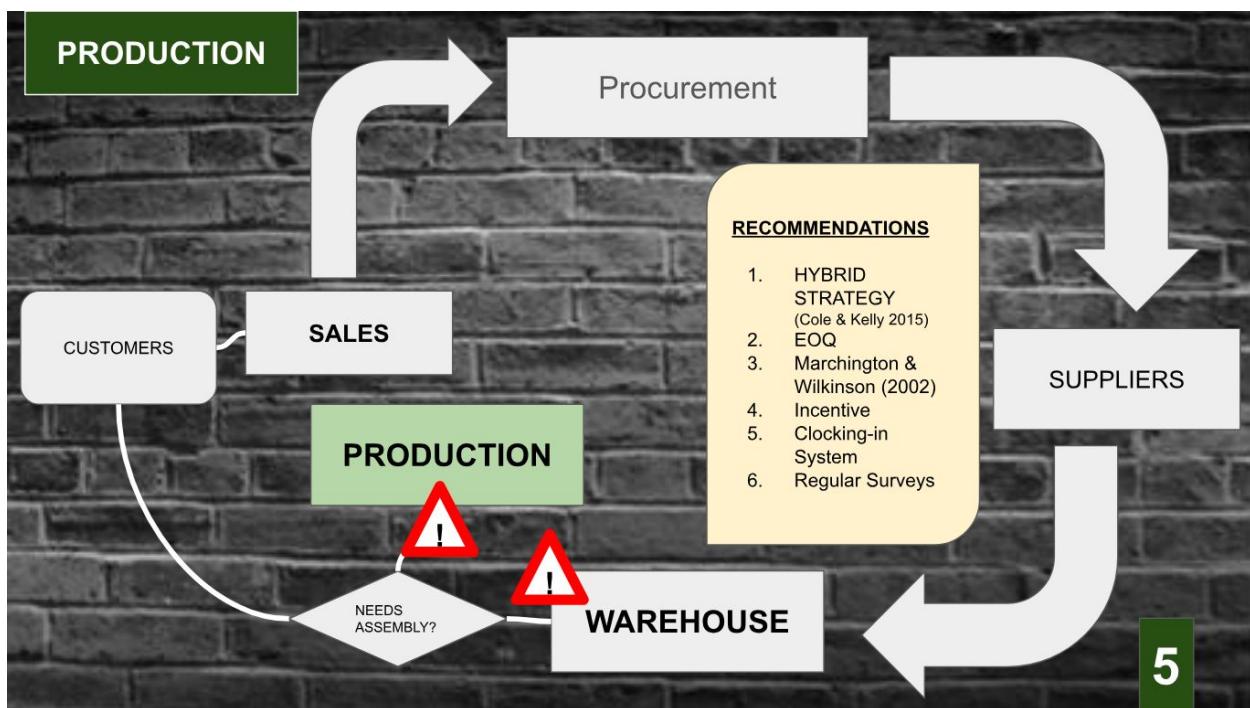
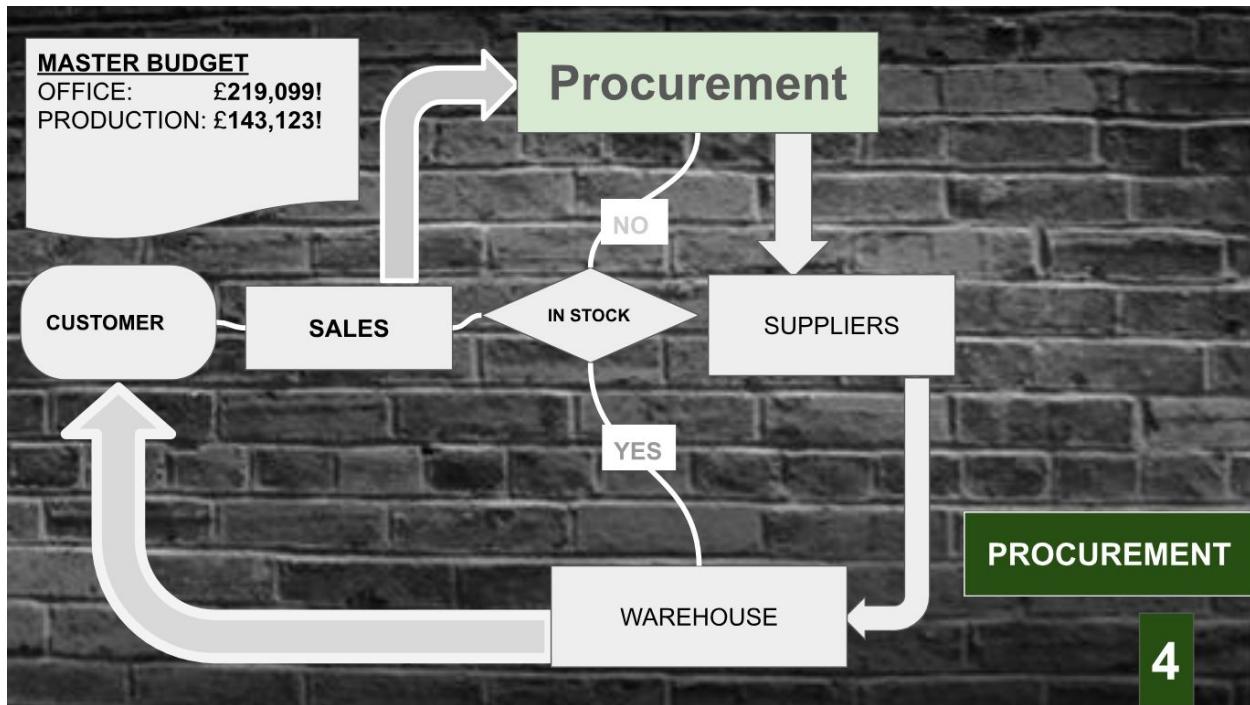
			delivery of quality outcomes	
	Customer relationship management	Customer Service	Develops and maintains effective working relationships with critical customers. Leads or directs the development, implementation and ongoing management of mechanisms to ensure customer relationships are appropriately governed.	Fig. 1
	Review and evaluate	KPI Knowledge	Leads or directs the development, implementation and ongoing management of governance and procedures in relation to contract review and transition management across the agency. Informs senior Executive or government on contract outcomes that may result in political or public interest. Direct the disposal procedures to deliver value in the form of CSR benefit or financial return.	Fig. 2
Day to Day Management as a Board Member / People Skills	Team Communication	Communication, Team building.	Ensures all members are updated on processes and meeting.	Fig. 3 Class Notes
	Leadership	Theory, soft skills. Tuckman, Maslow	Taking a lead role when necessary to ensure requirements of task are met and contributors are encouraged.	Room Bookings
	Planning	Awareness of Company objectives	Anticipating problems such as absenteeism or where motivation is necessary.	Fig. 1
	Motivating Others	Hertzberg, Maslow, motivation techniques.	Recognizes social loafing and absenteeism. Manages records of items not actioned	Fig. 3
	Influencing	Influencing techniques.	Regular discussion both in person and through group chat software to ensure best practice and focus is maintained.	Fig. 2
	Conflict Management	Resolution techniques	Ensures procedures are followed that prevent disorder. Ensures that team members are happy and conduct one-to-one interviews to confirm this. Appointment of Chair and note taker to manage conversation without conflict	Fig. 3; Fig. 2
	Leading Change and Innovation	Theory Knowledge, Lewin	Making suggestion for Scaters during group meetings and drawing on professional experience.	Fig. 1 & 2
	Resource Management	EOQ. Analysis.	Negotiating with other departments to reallocate funding where needed.	Fig. 1
	*Group Management.	Theory, Holistic analytical skills.	Use of Memo, group discussion and team meetings to ensure motivation and focus is maintained	Fig. 2
Leading in Specialist Situations as Board Member	Prioritising	Pareto Effect, Goal Orientation, Focus	Focussing on aspect of task, particularly the presentation that were deliverable. Understanding the lack of reliability of certain parties and therefore driving a focus on reasonable achievements over totally abortion of certain tasks.	Fig. 3
	Presenting Information	Public Speaking, Presentation Skills	The use of media and best practice including rehearsal booking, the ensure delivery of information is aligned with priorities.	Fig. 1.
	Commercial Awareness	Analytical Skills, Strategic Skills	Understanding of Scaters, their market position and how online retail is growing.. How to adopt a global growth strategy that is most cost effective.	Fig. 1.
	Wider Economic Awareness	Analytical skills.	National, Local, Online and Global.	Fig. 1.
	Problem Solving	Technical Skills. Lateral thinking.	Overcoming technical issues, working with team to use software correctly. Use of better machines and best practice. Thinking Dynamically to overcome these issues.	Fig. 3

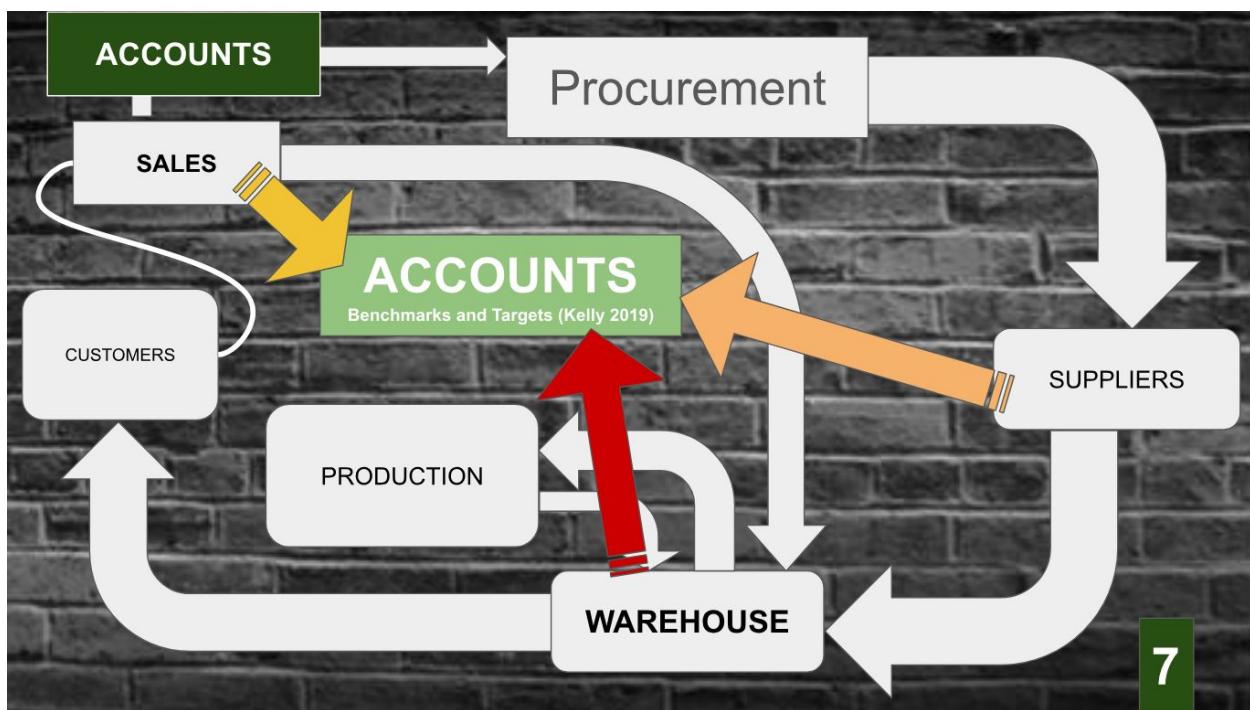
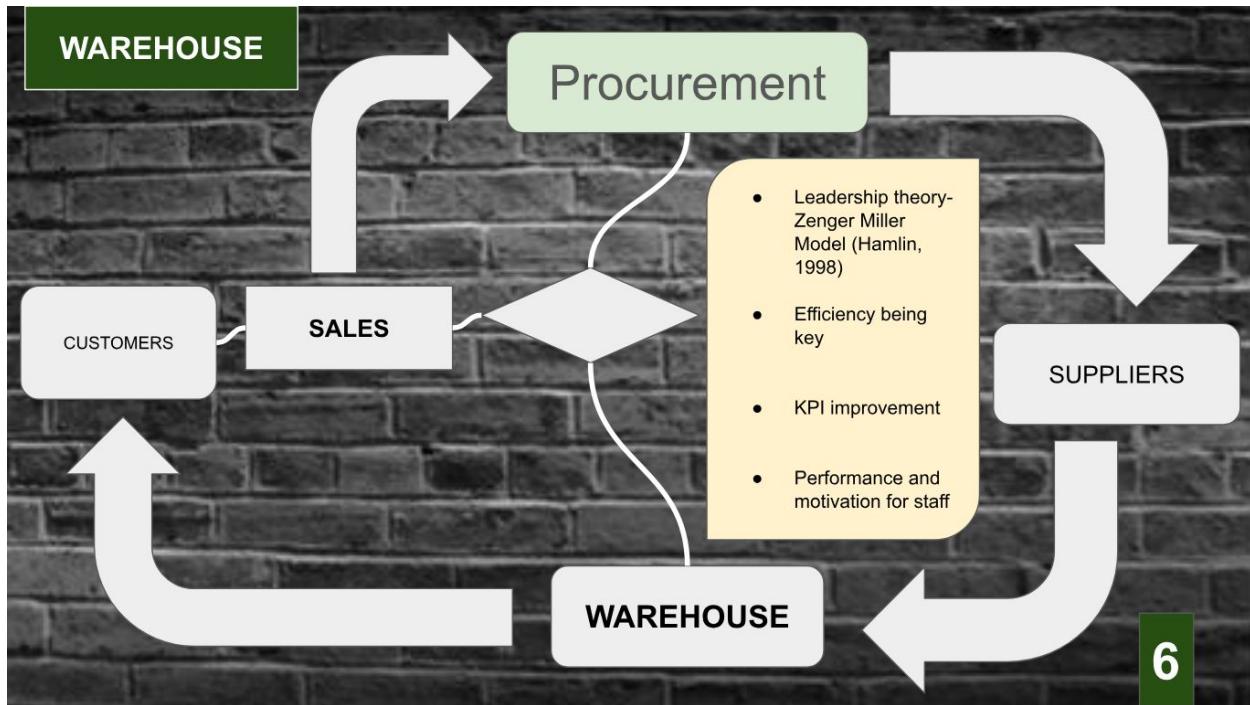
## 2. Evidence

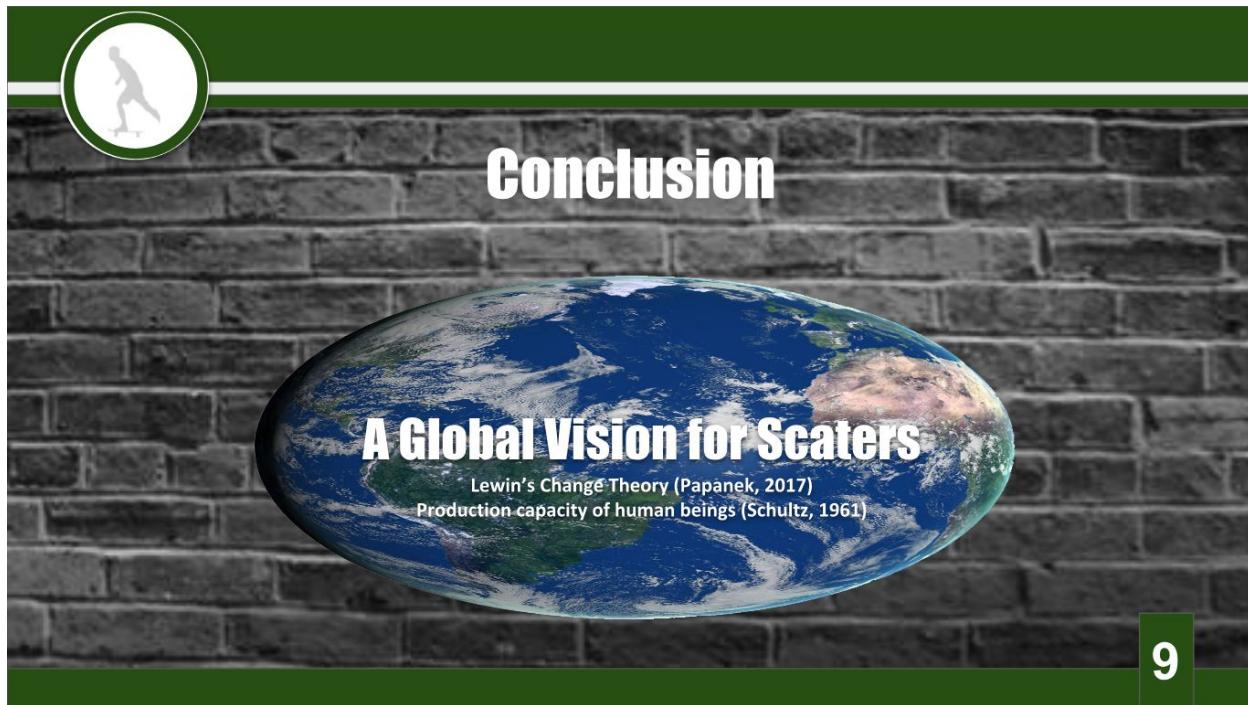
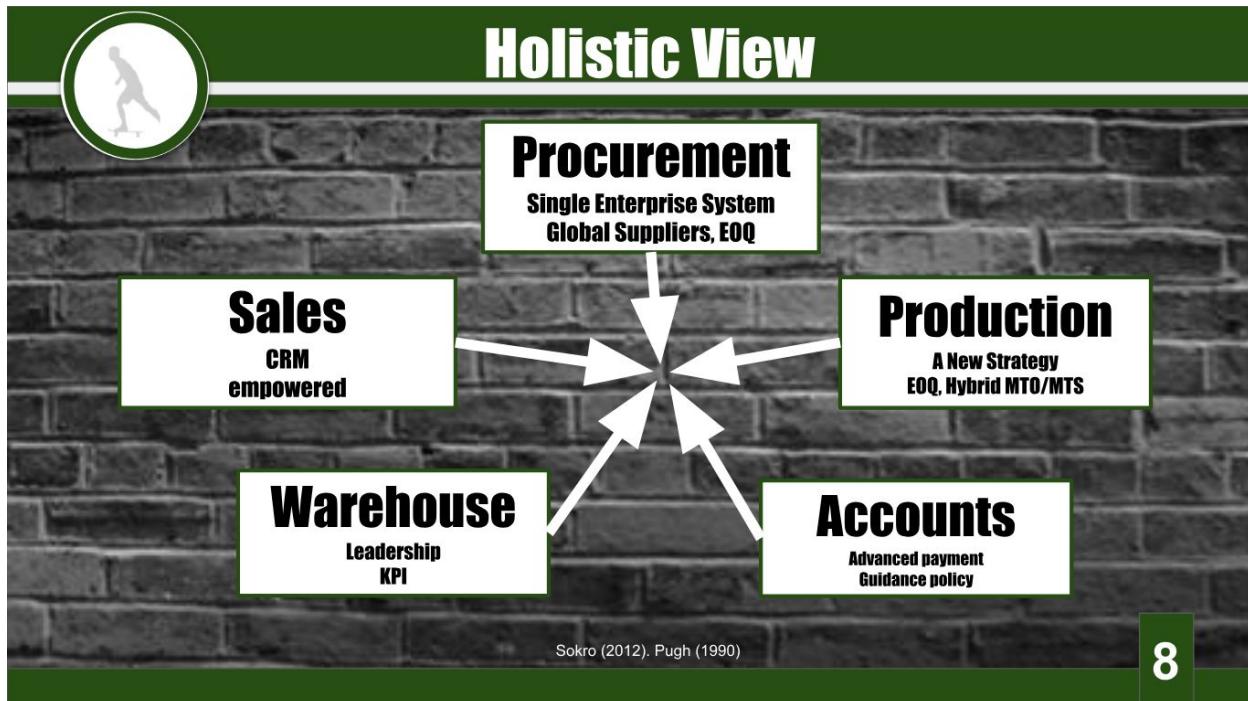
Figure 1. Presentation Slides











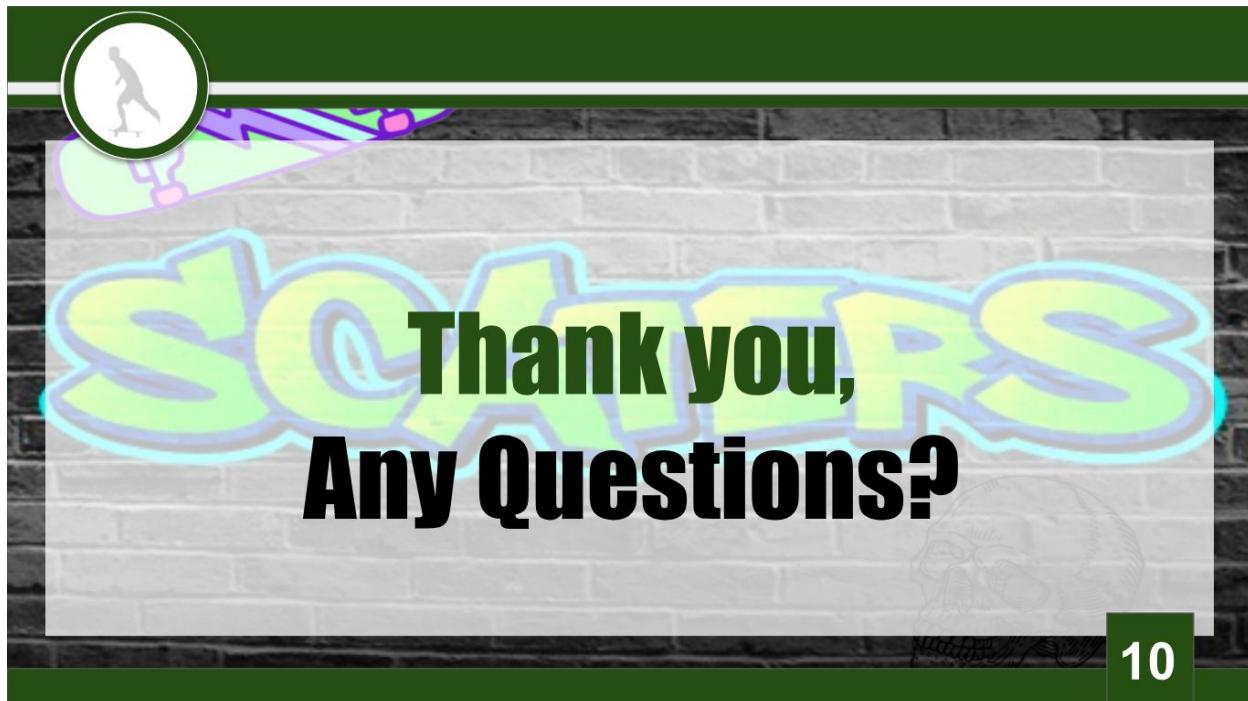


Figure 2. A Memorandum, related to the simulated MD Meeting.



## Memo

**To:** MD  
**From:** Thomas Owens, Procurement Manager at Scaters  
**CC:** Board Members

**An appraisal of simulation performance: Recommendations on improvement for efficient inventory management. Considering optimal stock, inventory levels, responsibility, accountability, control, cost, flexibility, authority. With a draft policy/ procedures all in the context of available capital and strategic priorities and targets/ goals.**

### Analysis

The simulation showed a heavy reliance on approval of orders by the Procurement Manager. There was a frequency in orders that were M-T-O by clients. There was a complaint made by Airtime Sports about delivery time on a MTO set of items.

The stock levels were constantly low, causing complaints by Airtime. No option to reply to Airtime. Operation could be sped up and assign responsibility to someone else such as Accounts. Sales could have a delivery option. Many invoices lacked this detail.

After review of the Procurement Analysis, I was initially struck by the amount of time Suppliers take to deliver items, some around 365 days long. Whether this is because of design is strange. Should the complaint by Airtime be taken seriously then better terms or suppliers sought.

At this rate, a 28 day credit term to clients from the day of the invoice, if that is the case, will mean that we will have the payment well before delivery of items which also makes any credit period largely redundant.

There are quicker suppliers like Alva Skateboards. They deliver within an average of 6 days (see Supplier Performance). Followed by Bakers Skateboards and Performance Skateboards at 90.35 and 110.55 days on average respectively.

A cross reference between the Procurement Analytics and Orders for Y1 and Y2 based on the date of the order shows an apparent correlation between size of order and time taken to deliver. This can be expected. The size of the order here is determined by the cost. As the customer may expect all orders to arrive at the same time, the system currently raises new invoices which require supply with each new order.

### Recommendations

If the invoice was split between items to ensure that smaller order arrive quicker, deliveries can be made in a staggered pattern, alleviating any concerns the client may have. This can be done by the Sales Manager. It will be a simple process to implement that requires no essential procurement knowledge.

The average slowest supplier should be reviewed to see if the problem is with the scale orders or the distances involved, failing suppliers is should be replaced at the earliest convenience.

According to Dr. Sebastian Moritz, in an Article for the website; [procurementleaders.com](http://procurementleaders.com), "Game theory – the [...]modelling of interactions between [...] parties in competitive situations (can be used)[...] to [...] reduce costs, leverage company performance and value, and boost competitive advantage. It provides a way for procurement to strategically influence market dynamics...". According to Moritz "There are four main building blocks to implement game theory correctly..." Negotiation excellence, Cross-functional collaboration, Advanced strategy (and market design), Process and organisation. I would urge the use of these suggestions in a draft policy for supplier selection. (Moritz 2018)

Once good Suppliers are selected, I would consider using Relational Management Theory. That being "... an organization maintains a continuous level of engagement [...] between a business and other businesses. [...] to create a partnership between the organization and its audience,[...], rather than consider the relationship merely transactional." This can be done through cross-selling or customer relationship management. (Kenton 2018)

An improvement can be made in procurement approval, sometimes taking 9 days! An optimum time should be same day as order made. Fast tracking of orders should be done on all large orders. One possibility to speeding up procurement approval and satisfying clients such as Airtime Sport could be to extending responsibility with other managers on procurement approval. (Scaters' current benchmark is 1 day)

After brief consultation with the Accounts Manager, we the possibility of the two roles; Procurement and Accounts, being merged into one. This meeting was at around 18:00 on 5 March 19 - An impromptu meeting, and no other managers where present. We could extend authority (up to a certain value) for certain managers e.g. the Sales Manager making orders quicker. One flaw would be that the target driven Sales Manager would perhaps not be the best person to authorize such large orders. Alternatively, automated authorisation on repeat orders unless blocked by the PM. These suggestions offer flexibility but may increase costs.

Should one supplier takes too long, the Procurement Manager is best placed to select the correct Supplier. Currently however, it seems there is no option to distinguish between suppliers.

The simplest way to improve procurement is to ensure stock is replenished. Should stock level be kept up then supply times are not an issue. Many repeat orders are made. When an order is made, purchases can be made of duplicate inventory. A sales forecast should be made to do this. The profits recorded where approaching 5 million, this will be enough to comfortably maintain optimal stock levels.

Accompanying this memo is a draft policy, procedure and sample email. Please refer to these as part f my recommendations.

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Mortiz, S. (2018).Game theory: A game changer for procurement. [online]. available: <https://www.procurementleaders.com/blog/guest/game-theory-a-game-changer-for-procurement-682124#.XlbIQSj7Q2w> [accessed: 11 March 2019]

# Figure 3: Chat Log.

The Chat Log is a record of the conversations made between The Group using the electronic messaging application, WhatsApp. Each member agreed that this record would be shared as evidence of activity. The areas which demonstrate evidence have been highlighted. This Log is edited for expediency. The full log can be seen here: <https://drive.google.com/file/d/0B8nFhLgYQg8OFJ0cHRGWFdWUEFpbGFva2kwbTROREZyVENj/view?usp=sharing>

29/01/2019, 14:07 - Messages to this group are now secured with end-to-end encryption. Tap for more info.  
 29/01/2019, 14:07 - +44 7429 833781 created group "MGMT Competencies"  
 [...]  
 02/02/2019, 15:57 - Leon Mussa: Hi colleagues pls can you let me know what your assigned scaterboys' roles are? Bethel = Warehouse manager, Leon = Accounts manager, Helen = Sales Manager, Tom = Procurements manager, are we all chipping in to the role: Production management????  
 02/02/2019, 20:22 - +44 7429 833781: That sounds good to me  
 02/02/2019, 20:22 - +44 7429 833781: I'm warehouse manager yup  
 02/02/2019, 20:44 - Leon Mussa: Cool bethel   
 03/02/2019, 00:24 - Hel B: Can we please do a run through of production management?  It would really help  
 03/02/2019, 00:25 - Hel B: Tuesday   
 03/02/2019, 00:54 - Leon Mussa: Don't worry as we are a team we will support each other, it's very important that we do this as we all have to write our individual logs as evidence to demonstrate how we have contributed to the group presentation, it's in all our interests to get a good mark in group presentation! See you all Tuesday   
 [...]  
 05/02/2019, 14:27 - Leon Mussa: Jade LJMU Group 9.vcf (file attached)  
 05/02/2019, 14:29 - Leon Mussa: Test  
 05/02/2019, 14:56 - T: Jade LJMU Group 9.vcf (file attached)  
 05/02/2019, 14:57 - +44 7429 833781: What's the phone number on this? I can't see a number attached the contact guys?  
 05/02/2019, 14:57 - T: Bethal i think u made the group. Jade is new can u add her  
 05/02/2019, 14:58 - T: 07505027897  
 05/02/2019, 14:58 - +44 7429 833781: I did but there's no number for me to add  
 05/02/2019, 14:58 - +44 7429 833781: Ah lovely sound  
 05/02/2019, 14:58 - +44 7429 833781 added

Jade  
 [...]  
 12/02/2019, 19:24 - T: Ok so i think this will make a good dashboard for procurement. Good measures in there. Maybe we can adapt that for all depts <https://drive.google.com/open?id=1bvvoB1JtkXgaDeFCV84I9Kk2i594vQvT>  
 12/02/2019, 19:25 - T: Handy jade ta  
 12/02/2019, 19:31 - Leon Mussa: I will use that for the accounts manager for the financial aspects, nice one Tom!  
 12/02/2019, 19:33 - T: Ok. Worth a look online as well. All google pics are of enterprise systems. Very telling about what metrics they use  
 [...]  
 26/02/2019, 12:55 - Jade: Am here didn't understand the time table lol x  
 26/02/2019, 18:10 - Leon Mussa: Here's a suggestion I'd like to make and get your feedback on, as to whether you think it's a good idea or not. Just like the idea of creating and evidencing the developmental stages of our final agreed layout for the group presentation for scaters.  
 [...]  
 26/02/2019, 18:22 - T: Yes evidence good idea. Need it.  
 26/02/2019, 18:23 - T: I thought we were quite focussed tho  
 26/02/2019, 18:25 - Leon Mussa: We were but we need to be better organised only because we are competing with other groups now in the simulation, none of us in group 10 want a poor mark!!!!  
 26/02/2019, 18:26 - Leon Mussa: This will as our group develops  
 26/02/2019, 18:27 - +44 7429 833781: I'm on board with that  
 26/02/2019, 18:27 - T:   
 [...]  
 28/02/2019, 13:01 - Leon Mussa: I'm writing up group's minutes of meeting and will email to you all to put in your folder as evidence of first meeting   
 28/02/2019, 13:01 - T:   
 28/02/2019, 16:28 - Leon Mussa: Has our group decided which day and time our group will meet to go through group practice of simulation, Monday was mentioned but not confirmed?  
 28/02/2019, 17:06 - Leon Mussa: Sent group minutes to your email  
 28/02/2019, 18:05 - +44 7429 833781: Nice one mate  
 28/02/2019, 18:15 - Leon Mussa: Bethel, have you had any problems logging into the scaters practice simulation using the removable drive?  
 28/02/2019, 18:16 - +44 7429 833781: I'll have a look Leon, and I'll get back to you ASAP  
 28/02/2019, 18:17 - +44 7429 833781: And

thanks for the documents just had a look at it now, top stuff

28/02/2019, 18:18 - Leon Mussa: You're welcome

28/02/2019, 18:18 - T: Monday works for me

28/02/2019, 18:21 - +44 7429 833781:

Monday works for me as well

28/02/2019, 18:22 - Hel B: same

28/02/2019, 18:23 - T: Well done on the minutes. Very profesh

28/02/2019, 18:24 - Leon Mussa: Cool we have to wait for Jade, Helen, Bethel and Yourself, to propose a time, we have to consider Jade's family commitments and work within Jade's availability?

28/02/2019, 18:25 - Leon Mussa: Thanks Tom, you're welcome

28/02/2019, 18:25 - T: Noon?

28/02/2019, 18:25 - +44 7429 833781: 12 works too

28/02/2019, 18:25 - Leon Mussa: I'm up for that too

28/02/2019, 18:25 - Hel B: Monday 12

28/02/2019, 18:25 - Hel B: hahaha

28/02/2019, 18:26 - Leon Mussa: 

28/02/2019, 18:26 - Hel B: sweet

28/02/2019, 18:26 - T: Done

28/02/2019, 18:26 - +44 7429 833781: Sound

28/02/2019, 18:41 - Leon Mussa: <Media omitted>

28/02/2019, 18:41 - Leon Mussa: Tom I'm having problems trying to open up the scaters practice simulation??????

28/02/2019, 19:06 - T: It wont easily open on a the usb drive. Also you need microsoft access installed. Try using office 360 on my ljmu

28/02/2019, 19:14 - Leon Mussa: Will do ta

28/02/2019, 19:16 - Leon Mussa: I'm going library tomorrow are you going to be around?

28/02/2019, 19:25 - T: I can be. What time?

28/02/2019, 19:26 - T: Msg me wen ur ther i will head down. I will be like 20mina away

28/02/2019, 19:26 - Leon Mussa: I've opened it up now Tom

28/02/2019, 19:27 - T: So library was to use practice simulator?

28/02/2019, 19:30 - Leon Mussa: <Media omitted>

28/02/2019, 19:30 - Leon Mussa: <Media omitted>

28/02/2019, 19:31 - Leon Mussa: See accessed on laptop

28/02/2019, 19:31 - T: Ok cool

28/02/2019, 19:32 - Leon Mussa: I'm still going to library though, will arrive mid morning so will drop a txt to you

28/02/2019, 19:33 - T: Ok

01/03/2019, 12:54 - Leon Mussa: Hope everyone's busy practicing simulation and reading about their scaters' role

01/03/2019, 12:56 - +44 7429 833781: Will be getting onto that

01/03/2019, 13:30 - Hel B:  

[...]

01/03/2019, 22:53 - +44 7429 833781:

01/03/2019, 22:56 - Leon Mussa: <Media omitted>

02/03/2019, 11:36 - T: Yeah so its a full simulation. The practice is then on monday between us. Having tried it with leon. We should all bring our laptops a lot lit easier. Try to think on and not forget all.

03/03/2019, 14:17 - Jade: Sorry been busy what time and were Monday are we meeting, Sorry havnt been in touch til now x

03/03/2019, 14:47 - Leon Mussa: 3.00pm

03/03/2019, 14:49 - Jade: I have the kids at 15 past, shit x

03/03/2019, 14:56 - Leon Mussa: Jade, I have an opticians appointment Monday at 10.30 annual diabetes eye check up. They'll put drops in my eyes which means I will have blurred vision for about 4 hrs while the anaesthetic wears off but I will be attending group meeting.

03/03/2019, 15:47 - Leon Mussa: We could meet at 2pm as a compromise but will have to be agreed with the group, hopefully when they read recent WhatsApp messages!!!!

03/03/2019, 17:09 - Hel B: Hey Guys, I am free to meet up anytime tomorrow.

03/03/2019, 17:10 - Hel B: It's been changing abit so let's agree on a time now. Jade what would work best for you? we Know Leon has his appointments too. Let's see what we can manage it might be a case of meeting up in the evening then?

03/03/2019, 17:12 - Leon Mussa: Well said Helen

[...]

06/03/2019, 22:42 - T: There is also a second phase to the simulator we need to go through. Phil sent email. I have made brief memo. 2nd stage simulator on scaters.com

06/03/2019, 22:42 - T: Lets speak after session thursday

06/03/2019, 23:28 - Leon Mussa: But we're dealing with the second phase yet we're dealing with the memo stage which if you read the last emai from Phil see below

06/03/2019, 23:29 - Leon Mussa: <Media omitted>

06/03/2019, 23:30 - Leon Mussa: You will see what phil wants us to prepare for MD Meeting

06/03/2019, 23:42 - Leon Mussa: Read the 2nd paragraph, and confirm this in your

email he is telling the group what he wants and expects from our group, he states it quite clearly.

07/03/2019, 00:02 - T: Directly above where it says 'weldone on the simulator' outlined in red. Activities that MUST be done before next session. Individually. Next session is the MD meeting

07/03/2019, 00:20 - Leon Mussa: Exactly what I'm saying so we have to prepare for MD meetings which is what I said earlier??

[...]

07/03/2019, 15:41 - T: Page 419 of handbook. Book a room? Emailed phil about it. 😊oooo

07/03/2019, 15:49 - T: Scratch that.

Phils booked the room

07/03/2019, 16:24 - Leon Mussa: Is the room that's booked for the MD meeting?

07/03/2019, 16:36 - T: Yeah. Phils done it. I think its 414. Have to check. The handbook say we have to book it. But its done already. 😊

07/03/2019, 16:37 - Jade: 😊😊😊

07/03/2019, 16:37 - T: Made a template presentation that anyone is free to edit. We dont know what goes in their until after md meeting.

07/03/2019, 16:38 - T: Made a draft memo in my folder. Need citations and theory thi

07/03/2019, 16:38 - T: Tho 😊😊😊😊

07/03/2019, 17:27 - Leon Mussa: Memo looks good!!!

07/03/2019, 17:31 - T:

[https://drive.google.com/folderview?id=1h2yfywHRWhImJ0zACWJPoLJ\\_fFeXqAMJ](https://drive.google.com/folderview?id=1h2yfywHRWhImJ0zACWJPoLJ_fFeXqAMJ)

07/03/2019, 17:31 - T: Ta. No done yet tho

07/03/2019, 17:33 - Jade: Ok looks good x

07/03/2019, 17:33 - +44 7429 833781: Good work mate

07/03/2019, 17:34 - Jade: So we're meeting up Tuesday before the actualy meeting arnt we x

07/03/2019, 17:39 - T: I think so. The handbook says we should appoint a note taker and chair. I think we need a chair to stop us talking over each other. All communication is done thru the chair that way

07/03/2019, 17:39 - Leon Mussa: Tom check to see pls if you can access Group 10 Scaters Management Minutes for first meeting 1.doc on google drive

07/03/2019, 17:39 - T: I have been the IT lead so my vote is for someone else 😊

07/03/2019, 17:40 - Leon Mussa: I will do the minutes

07/03/2019, 17:41 - T: Thanks Leon. I was going to suggest that. You have been good at it up to now

07/03/2019, 17:42 - +44 7429 833781: I

agree

07/03/2019, 17:43 - Leon Mussa: Ok

07/03/2019, 17:43 - T: And I was going to suggest Bethel as chair. He's been a cool head up to now

07/03/2019, 17:43 - Leon Mussa: I second that motion

07/03/2019, 17:44 - T: Ive got the minutes open leon

07/03/2019, 17:44 - Leon Mussa: Good will upload the second set later or early tomorrow

07/03/2019, 17:45 - T: Ok cool 🤘😊

07/03/2019, 17:45 - Leon Mussa: I suggest using the scaters logo on the memo

07/03/2019, 17:46 - T: OK Makes sense. It was a preset word template

07/03/2019, 17:46 - T: Helen Jade. Any thoughts?

07/03/2019, 17:50 - Jade: I said yeah looks good x

07/03/2019, 17:52 - T: Thanks Jade. But dont mean that. Meant about a chair or minute taker. Technically were supposed to vite on it

07/03/2019, 17:52 - T: Vote i mean

07/03/2019, 17:55 - T: Also handbook says. If you have a vision statement and mission statement for your department to bring that to meeting too 🤘

07/03/2019, 18:04 - Leon Mussa: Now we're moving forward!!!

07/03/2019, 18:06 - Leon Mussa: In an organised way

07/03/2019, 18:06 - Leon Mussa: As a collective team

07/03/2019, 18:11 - Leon Mussa: Can I suggest that we contribute and agree as a team ground rules for future meetings which the Chair can ensure are adhered too?

07/03/2019, 18:15 - Jade: Yes i agree sorry x

07/03/2019, 18:15 - Jade: So bethals the chair, Leons doing mins x

07/03/2019, 18:24 - +44 7429 833781: Cool stuff

07/03/2019, 19:13 - T: 🤘

08/03/2019, 14:17 - Leon Mussa: Minutes uploaded to GoogleDrive need to be approved

08/03/2019, 15:15 - T: Will look later

08/03/2019, 18:42 - T: Cant see any new minutes you know leon. Whereabouts. Also the procurment analytics is for 2014 2015. Orders are 18/19. Is this a system problem? Is it supposed to be the same years or are we missing data? Anyone know?

08/03/2019, 18:50 - Leon Mussa: Procurement analytics should be the same 2018/19

08/03/2019, 18:51 - T:

IMG-20190308-WA0001.jpg (file attached)

08/03/2019, 18:51 - Leon Mussa: Tom, the 2nd set of minutes are quick access google drive

08/03/2019, 18:52 - Leon Mussa: Send phil an email to let him know

08/03/2019, 18:53 - T: Ok

08/03/2019, 18:54 - T: Leon. I think the minutes might be in your drive only. Can u put them in the group 10 folder any chance 😊

08/03/2019, 18:57 - Leon Mussa: Try now I made of minutes and pasted them into group 10 folder, have a look pls let me know if you can access them

08/03/2019, 19:03 - T: Thats fair enough Leon. It was imcomplete butWeve got till the actual presentation so lets wait and see

08/03/2019, 19:04 - Leon Mussa: I know, wait and see etc

08/03/2019, 19:04 - T: 👍😊

08/03/2019, 19:12 - T: Emailed Phil. We'll see about years

08/03/2019, 19:18 - Leon Mussa: Ok

08/03/2019, 20:29 - T: Phil said assume all the years are the same

08/03/2019, 20:33 - Leon Mussa: Ok 👍

08/03/2019, 20:49 - Leon Mussa: It's good he got back to you quickly!!

08/03/2019, 20:52 - T: Yeah hes never off duty i think 😊

[...]

11/03/2019, 16:13 - Leon Mussa: But don't forget the company has been rebranded to Scaters to be more inclusive of girl Scaters

11/03/2019, 16:14 - Jade: Ok so what you want me to change it to x

11/03/2019, 16:15 - Leon Mussa: If the others agree it should just be "Scaters"?????

11/03/2019, 16:19 - Jade: Ok well let me no soon as yas can an al work on the agreed 1 x

11/03/2019, 17:59 - T: If its a backdrop it might work. But if its a header it prob shud say scaters.

11/03/2019, 17:59 - T: I can email the final memo later today. Its only the sharable folder now. In my folder.

11/03/2019, 18:00 - T: Can we have a meeting after mbr2 before 15.00 md meeting?

11/03/2019, 18:00 - T: Agenda. Finalise input on memos. Appoint timekeeper. Confirm chair. Get organised

11/03/2019, 18:01 - Jade: Before when x

11/03/2019, 18:01 - Jade: And ok well an doing to copies x

11/03/2019, 18:01 - T: Before MD meeting at 3pm

11/03/2019, 18:01 - Jade: Yeah so when you wanting to meet x

11/03/2019, 19:14 - T: I think 1pm should

do. At rb 414 or nearby. Also need 6 copies incl phil. Memos. Vision statement erc

11/03/2019, 19:14 - T: Etc

[...]

11/03/2019, 19:36 - Leon Mussa: <Media omitted>

11/03/2019, 19:37 - Leon Mussa: Here's the scaters business process

11/03/2019, 19:38 - Leon Mussa: Someone will have to time me pls when I do my bit

11/03/2019, 20:30 - Jade: Sure x

11/03/2019, 20:37 - T: Ok

11/03/2019, 21:45 - T: [https://drive.google.com/open?id=1EVkCWOz5UUKr\\_ewpOmJo5YDXUG0ek1aIVsfoJdUXdh0](https://drive.google.com/open?id=1EVkCWOz5UUKr_ewpOmJo5YDXUG0ek1aIVsfoJdUXdh0)

11/03/2019, 21:46 - T: Also i have drafted a draft policy for procurement. Types up agenda for pre md meeting and leons agenda for md meeting. On shared drive now

11/03/2019, 22:40 - Leon Mussa: Tom thanks!

11/03/2019, 22:40 - T: 😊

12/03/2019, 09:47 - Hel B: Hey guys are we meeting at 1pm? Sorry for the late reply have been so ill

12/03/2019, 09:48 - +44 7429 833781: Yeah we are

[...]

12/03/2019, 20:14 - T: I think they want a single global system. Simple solutions using established theory like relationship theory

12/03/2019, 20:15 - T: Sales to authorise orders. Not sure the block in the first place then but there u go.

12/03/2019, 20:24 - Jade: Yeah sound well will meet again and sort it out and thanks x

12/03/2019, 23:09 - Leon Mussa: We did well even though we all could have done better, including myself. Don't be disheartened, we should use the MD Meeting as something to build upon!!!!!!

[...]

18/03/2019, 15:51 - Hel B: Bethol what is the date and time for the presso? Thanks for your message too 👍

18/03/2019, 15:59 - +44 7429 833781: It's a week tomorrow, I'll get back to you on the time it starts

18/03/2019, 16:05 - Hel B: Thats so helpful

18/03/2019, 18:36 - Jade: Do we have Phil tomorrow x

18/03/2019, 19:06 - +44 7429 833781: Yeah we got him in the afternoon

18/03/2019, 19:34 - Jade: Okie doke x

18/03/2019, 19:34 - Jade: Tar x

19/03/2019, 00:45 - T: I will be around tomoro and wed

19/03/2019, 12:52 - T: How many are coming????

19/03/2019, 12:52 - +44 7429 833781: On my way mate

19/03/2019, 12:52 - T: 

19/03/2019, 14:25 - T: Group Pres next week. Need to meet tomorrow to run simulator and then know what to put in slides. Also need to rehearse so looking at at least 2 meetings

19/03/2019, 14:27 - T: @447505027897 if your doing slides. I can't put a draft until I have done the simulator but can you put the slides online or using the existing google slide I've made. Thank you

19/03/2019, 14:29 - T: As a draft I have last times memo. Which I've got on the shared folder

19/03/2019, 14:31 - T: I can put in a draft slide for findings as far as an integrates solution. Eg single IT system. Global vision. And a draft conclusion.

19/03/2019, 14:34 - Jade: Slides? sorry don't understand it properly x

19/03/2019, 14:35 - +44 7429 833781: Presentation design etc

19/03/2019, 14:37 - Jade: Does this have to be done today or can I do it tomorrow when we've met, or is it putting my problems, findings and solutions in slides x

19/03/2019, 14:39 - T: It's ok. Just do the design we can work on it tomorrow

19/03/2019, 14:46 - T: Need your memory stick. I can't do it without you

@447518113012

19/03/2019, 14:47 - T: @447518113012 you've got the sales stick

19/03/2019, 14:47 - +44 7429 833781: I'm aware @447581329052 won't be able to make it in tomorrow. @447518113012 if you're able to make it in tomorrow that would be great.

19/03/2019, 14:48 - +44 7429 833781: If everyone can bring their memory sticks that is awesome

19/03/2019, 14:50 - Jade: Yep and you mean the design on the slides x

19/03/2019, 15:05 - T: Yep

19/03/2019, 15:23 - T:

IMG-20190319-WA0004.jpg (file attached)

19/03/2019, 15:24 - T: If Leon can put in the process map as part of task details 1. Analyse biz op ta 

19/03/2019, 15:24 - T: Holistic seems to be a global vision. Pros and cons to that to show critical thinking

19/03/2019, 15:30 - Jade: Ok do then and bring with me tomorrow and my stick x

19/03/2019, 19:14 - Jade: @447393454253 check your emails for the draft I sent x

19/03/2019, 20:33 - Hel B: I haven't got any emails??

19/03/2019, 20:38 - Jade: Ok all resend it's the uni one x

19/03/2019, 20:38 - Jade: See if that works was just a draft see what you think

x

19/03/2019, 20:39 - Jade: <Media omitted>

19/03/2019, 20:40 - Hel B: that's sweet!!

19/03/2019, 20:41 - Jade: Cool @447518113012 x and @447393454253 how many slides x

19/03/2019, 21:34 - Hel B: What do you mean sorry?

19/03/2019, 23:08 - Hel B: My friend just sent me these. We can use them in our reports to represent how we fathomed ideas

20/03/2019, 06:34 - T: Yes one each slide a new one looks good. Check emails in a bit. Soz late reply. Well done Jade for coming thru

20/03/2019, 06:34 - T: Need about 9 slides

20/03/2019, 07:31 - Jade: @447393454253 who's doing the slides then Helen or x

20/03/2019, 07:33 - T: Not sure. As long as we use a shared doc. We can do our own. Slide on each department 2 min talk.

Analysis then conclusion

20/03/2019, 07:33 - Jade: Ok x

20/03/2019, 07:34 - Jade: So all just come along with me stick then sort it from there then, just a heads up am still not well don't want you getting sick all stay at the other side of the room lol x

20/03/2019, 07:34 - T: Yes don't have to tell me 

20/03/2019, 07:36 - Jade: Hahaha you gotta bring me meds but need to be kept in a fridge dummy we are going to do there because there's no fridge is the lol x

20/03/2019, 07:55 - T: Ah yeah. In the staff room bet ya

20/03/2019, 07:56 - Jade: Yeah I might ask the school office or something just all need to take a dose while am out ha x

20/03/2019, 08:09 - T: Potentially you could work from home if it's that bad

20/03/2019, 08:09 - T:

[https://drive.google.com/folderview?id=1h2yfywHRWhImJ0zACWJPoLJ\\_fFeXqAMJ](https://drive.google.com/folderview?id=1h2yfywHRWhImJ0zACWJPoLJ_fFeXqAMJ)

20/03/2019, 08:10 - T: Scroll to the slides at the bottom

20/03/2019, 08:10 - T: If you can put in those slide images that would help loads

20/03/2019, 08:10 - T: Potentially

20/03/2019, 08:11 - Jade: I might have a look x

20/03/2019, 08:11 - T: Need an intro. Contents. Sales. Production. Procurement. Warehouse. Accounts. Holistic view. Conclusion. References slides

20/03/2019, 08:13 - Jade: Right tell me what exactly I am doing this because am getting all mixed up, you've seen the slides so what do I need to do to them, what needs adding x

20/03/2019, 08:14 - T: The background. You can delete current content. Just placeholder. Using the same doc because it's

shared and we know wer it is

20/03/2019, 08:14 - T: 😊

20/03/2019, 08:16 - Jade: So change it all to the design I've made? sorry to be a dumb ass but I still dont get what am doing x

20/03/2019, 08:17 - T: Yes. We are using your design. U less helen want to add anything. Once the backdrop you have is there we can drop our own content in and add things like title and page number. If we can use the skull as a page coubt that wud be so good.

20/03/2019, 08:17 - Jade: An intro to the company, and when we do our slides what do we put on them x

20/03/2019, 08:18 - Jade: Coll al sort that soon then and send over al work from home if that's ok x

20/03/2019, 08:18 - T: Each department should be like a process map diagram.

Pointing out problem areas.

20/03/2019, 08:18 - Jade: Ok x

20/03/2019, 08:18 - T: Pointing out

20/03/2019, 08:18 - T: Page count skull that was soz

20/03/2019, 08:19 - T: 🤗😊😊

20/03/2019, 08:19 - Jade: Dont get the last bit, page count skull ? X

20/03/2019, 08:51 - +44 7429 833781: Guys I won't be in the lecture but I'll still come and meet you all afterwards about presentations and stuff.

[...]

20/03/2019, 14:44 - Jade: phils pp-1.pptx (file attached)

phils pp

20/03/2019, 14:44 - Jade: Should have a green frame has it come through with it the other was a draft x

20/03/2019, 14:47 - T: I see what u wer doing now. Good work.

20/03/2019, 14:48 - T:

IMG-20190320-WA0002.jpg (file attached)

20/03/2019, 14:48 - Jade: Am sending u it by email aswell, let me no what else a need to do x

20/03/2019, 14:48 - T: This is the master budget from bethel

20/03/2019, 14:48 - Jade: Ok what's that for to be added in x

20/03/2019, 14:49 - T: We need to allocate funds from office and other places such as production for purhasing stock. Essential for reduced shipping time . Please ok this as group

20/03/2019, 14:49 - T: No dont add this

20/03/2019, 14:50 - T: Leon and jade. Need to run stage 2 sim.

20/03/2019, 14:50 - Jade: Ok and sure I won't do i need to log in to my thing and run stage 2 x

20/03/2019, 14:50 - T: Need to make 2 minute slide per dept

20/03/2019, 14:50 - Jade: Okie doke x

20/03/2019, 14:50 - T: Yeah only problem with production is you have too much money 😂😂😂

20/03/2019, 14:51 - Jade: Ok so what do I do with it lol x

20/03/2019, 14:51 - T: Need to work togher as a group for hollistic conclusion

20/03/2019, 14:51 - T: I will draft a copy. Lets do this all before meeting on monday maybe for rehersal ok????

20/03/2019, 14:52 - Jade: Okie coke well al run the stage 2 a little later as need to get me kids now and yeah am good with that I am about tomorrow after 12.30 as got an interview in town, if anyls about x

20/03/2019, 17:11 - T: I can be about. There was no option to input 45 like phil said. Wen we ran sim

20/03/2019, 17:12 - T: Just so u know?? 🤷♂️

20/03/2019, 17:21 - Jade: Okie doke so do I still need to do my bit and yeah fancy meeting up to go through what I missed today x

20/03/2019, 17:43 - T: Might be an idea to run simulator cos youve been given a huge budget and i don know why.

20/03/2019, 17:44 - T: We can meet tomoro if u want is that what u meant?

20/03/2019, 17:45 - Jade: Okie doke al run it when am sorted and yeah be after 12 tho if that's ok abah 12.30 is that ok or Friday either or x

20/03/2019, 17:45 - T: Yeah thats fine shud be free either or

20/03/2019, 17:48 - T:

IMG-20190320-WA0003.jpg (file attached)

20/03/2019, 17:48 - T: Minutes for today

20/03/2019, 17:49 - Jade: Cool, well al message u tomoz x

20/03/2019, 17:49 - T: K👍👍😊

20/03/2019, 17:52 - Hel B: I have them Tom

20/03/2019, 17:53 - T: Ok . Just Jade wanted an update on today. I suppose you cud send them across in pic or copied upbor sumthin?? 🤷♂️😊

20/03/2019, 17:53 - Hel B: Yup

20/03/2019, 17:54 - T: Ta

20/03/2019, 17:54 - T: Have we heard from Leon??

20/03/2019, 17:54 - T: Hope he is ok

20/03/2019, 19:52 - Jade: I've not heard from him, hopefully hes is ok an will get in touch soon x

21/03/2019, 08:58 - Jade: Have to meet up tomoz cos me daughters unwell, what time can you do tomoz @447393454253 x

21/03/2019, 08:58 - T: I will probably free all day

21/03/2019, 08:59 - Jade: Ok so say abah

alf 10 x  
 21/03/2019, 09:00 - T:   
 21/03/2019, 13:24 - T: I have slotted in jades slides and used the google doc i already had since i can alter this.  
 Please make any additions or alterations you need. Thanks peeps  
 21/03/2019, 13:24 - T:  
[https://docs.google.com/presentation/d/1IDUCLo3kPvdUIiXGLzDSAP6XHcW-xuMkE\\_wnSR3Si48/edit?usp=drivesdk](https://docs.google.com/presentation/d/1IDUCLo3kPvdUIiXGLzDSAP6XHcW-xuMkE_wnSR3Si48/edit?usp=drivesdk)  
 21/03/2019, 13:25 - Jade: Al check that out now x  
 21/03/2019, 13:26 - +44 7429 833781: Nice one, Tom  
 21/03/2019, 17:24 - T:   
 [...]  
 25/03/2019, 10:55 - T: I was coming in now. I will check redmonds if not i will be in library  
 25/03/2019, 10:58 - Jade: Ok al be ther soon x  
 25/03/2019, 10:59 - Hel B: Cool Tom and I'll be there around 1.30 ish Bethol. Where in the building will you be?  
 25/03/2019, 11:00 - +44 7429 833781: No worries  
 25/03/2019, 11:00 - Hel B: Safe  
 25/03/2019, 11:03 - +44 7429 833781: @447581329052 hey mate will we see you today as well? Hope everything's alright bro  
 25/03/2019, 11:19 - T: Redmonds is closed. Im in library aldham robarta in marylans street. Laptop loans machine is down so might be an idea to bring a laptop in  
 25/03/2019, 11:27 - T: Jus tried to get a hold of leon. No answer. He might of bailed on it. If hes sick we hav to know what happened i suppose.  
 25/03/2019, 11:27 - Jade: Am on me way in x  
 25/03/2019, 11:28 - Hel B: Cool we will manage  
 25/03/2019, 11:29 - T: I will use his memo for a reference.  
 25/03/2019, 11:29 - T: Im just sat by counter  
 25/03/2019, 11:50 - Jade: Were are ya @447393454253  
 25/03/2019, 11:50 - Jade: X  
 25/03/2019, 12:11 - +44 7429 833781: I'll be coming in shortly  
 25/03/2019, 12:20 - T: Cool  
 25/03/2019, 13:24 - +44 7429 833781: Running a little late sorry guys  
 25/03/2019, 13:24 - T: Anything to add to slides. Refs???  
 25/03/2019, 13:25 - +44 7429 833781: I've put them in already  
 25/03/2019, 13:26 - T: Ok so nothing more to add for conclusion or holistic view?  
 25/03/2019, 13:26 - +44 7429 833781: As

far as I'm aware no  
 25/03/2019, 13:31 - T: Ok sounds. We have plenty of refs  
 25/03/2019, 13:31 - +44 7429 833781: Cool stuff  
 25/03/2019, 13:31 - T: @447518113012 anything to add. Ref?  
 25/03/2019, 13:37 - Hel B: I do yeah!be with you shortly  sorry ran out of my eyebrow pencil disastor  
 25/03/2019, 13:39 - T: Sounds like extenuating circumstances  
 25/03/2019, 13:39 - Hel B: HAHAHA  
 [...]  
 25/03/2019, 14:53 - T:  
[https://docs.google.com/presentation/d/1IDUCLo3kPvdUIiXGLzDSAP6XHcW-xuMkE\\_wnSR3Si48/edit?usp=drivesdk](https://docs.google.com/presentation/d/1IDUCLo3kPvdUIiXGLzDSAP6XHcW-xuMkE_wnSR3Si48/edit?usp=drivesdk)  
 25/03/2019, 14:53 - T: Pdf handout has been sent  
 25/03/2019, 14:53 - T: Its on the shared folder  
 25/03/2019, 15:00 - Jade: What times out presentation 2mz x  
 25/03/2019, 15:01 - T: 3pm  
 25/03/2019, 15:03 - +44 7429 833781: 3pm  
 25/03/2019, 15:22 - Jade: Cool x  
 25/03/2019, 15:29 - T: You deleted this message  
 25/03/2019, 15:32 - T: Whats app tells me leon last got a whats app 38 minutes ago. We will have to keep checking maybe someone has his phone  
 25/03/2019, 15:35 - T: Ah he hasnt read them. Last read a msg on 20th  
 25/03/2019, 15:35 - Jade: Ooooo bloody hell erm why dont 1 of yas ring him x  
 25/03/2019, 15:36 - T: Ive tried  
 25/03/2019, 15:36 - Hel B: ill call him  
 25/03/2019, 15:36 - Jade: I texted him b4 like but no reply x  
 25/03/2019, 15:37 - T: Hia phones off. Jus tried  
 25/03/2019, 15:37 - T: His  
 25/03/2019, 15:37 - Hel B: No reply,hope he is okay  
 25/03/2019, 15:37 - Jade: Am sure I'd hed lost his fone hed Facebook or suttin maybe hes just unwell or suttin and hopefully gets in touch soon x  
 25/03/2019, 15:37 - Jade: If  
 25/03/2019, 15:38 - Jade: Erm maybe hes lost it then or suttin hope hes ok like x  
 25/03/2019, 17:11 - Jade: We dressing smart or x  
 25/03/2019, 17:11 - Hel B: yeah man lets  
 25/03/2019, 17:14 - Jade: Haha sweet lerd ha duno wa am guna wear tho lol x  
 25/03/2019, 19:58 - T: K cool  
 25/03/2019, 21:40 - Jade: @447393454253 I havnt got round to doing my script yet been doing Cynthia's one and me chest is really bad so going to get an early 1 I will have it done b4 the presentation

tomorrow dont worry x  
 25/03/2019, 23:43 - Leon Mussa: My apols  
 good luck tomorrow  
 26/03/2019, 00:11 - T: @447505027897  
 thats ok. We will have plenty of time  
 tomorrow. Get some rest.  
 26/03/2019, 00:11 - T: @447581329052  
 thanks leon . Hope everythings ok with  
 you  
 26/03/2019, 00:14 - Leon Mussa: Listen  
 peeps, you can put the onus and lack off  
 contribution on me, as skinny as I am  
 there still big enough and I'm tough,  
 thank you all who showed concern, it's  
 appreciated!!!!!!  
 26/03/2019, 00:15 - Leon Mussa: Skinny  
 shoulders, I meant lol 😅  
 26/03/2019, 00:17 - Leon Mussa: Couldn't  
 tell you peeps earlier as I was playing  
 it by ear!  
 26/03/2019, 00:21 - Leon Mussa: I wish  
 you all good luck and hope you all finish  
 your masters degree, best of luck, Leon  
 26/03/2019, 00:22 - Leon Mussa: And move  
 on to better things, peace  
 26/03/2019, 00:34 - Leon Mussa: I could  
 have lied, and played the game but that's  
 not my bag, I'm so sorry I wasn't able to  
 support the group  
 26/03/2019, 07:37 - Jade: What's everyone  
 wearing x  
 26/03/2019, 08:17 - T: @447581329052 bad  
 to hear. Not coming back no?  
 26/03/2019, 08:17 - T: @447505027897  
 shirt and trousers  
 26/03/2019, 08:19 - Jade: Al bring suttin  
 in a bag then cos need tights lol x  
 26/03/2019, 08:20 - T: 😅  
 26/03/2019, 09:18 - Jade: Am in town  
 nearly wont be long is everyone in x  
 26/03/2019, 11:13 - T: @447518113012  
 @447429833781 coming in???

26/03/2019, 11:13 - Hel B: yup 4 1  
 26/03/2019, 11:13 - +44 7429 833781: Yeah  
 I'll be in around 12.30 ish  
 26/03/2019, 11:14 - T: Ok gotcha. Hope  
 uve at least got something written if not  
 try 4 to 6 bullet points. If ur the one  
 speaking you ahsould know the aibject  
 enough where it doeant mattet  
 26/03/2019, 11:14 - T: Matter  
 26/03/2019, 11:14 - +44 7429 833781: No  
 problem  
 26/03/2019, 12:41 - Jade: Al be back soon  
 just getting some kecks an sort me bullet  
 points x  
 26/03/2019, 12:41 - +44 7429 833781: On  
 my way in now  
 26/03/2019, 12:42 - Jade: Cool x  
 26/03/2019, 12:50 - T: @447518113012 on  
 way?  
 26/03/2019, 13:05 - T: Im in subway on  
 hardman street  
 26/03/2019, 13:03 - Hel B: Not just

yet,where are we meeting? I need to do  
 work when I get there too  
 26/03/2019, 13:06 - T: We can meet at  
 redmonds.  
 26/03/2019, 13:06 - T: Anyone know the  
 room??  
 26/03/2019, 13:07 - +44 7429 833781: I'll  
 find out when I get in  
 26/03/2019, 13:07 - T: K  
 26/03/2019, 13:10 - T: Ps redmonds front  
 door closed. Have to use side door  
 26/03/2019, 13:16 - Jade: I cant find  
 pants reckon al be ok like this havnt got  
 time to go home x  
 26/03/2019, 13:16 - T: Yes. The important  
 thing is that you show not the clothes  
 26/03/2019, 13:17 - Jade: Haha okie doke  
 c  
 26/03/2019, 13:17 - Jade: Be back soon x  
 26/03/2019, 13:17 - T: K  
 26/03/2019, 13:20 - T: @447429833781 did  
 u manage to get all notes done incl  
 leons?  
 26/03/2019, 13:21 - T: @447518113012  
 @447429833781 Im gona have to give it  
 until 2ish then write a draft for missing  
 notes if not everyone shows  
 26/03/2019, 13:22 - +44 7429 833781: I'm  
 in the building now  
 26/03/2019, 13:22 - T: Ok cool. Where  
 abouts?  
 26/03/2019, 13:22 - +44 7429 833781:  
 Where you at?  
 [...]  
 26/03/2019, 13:50 - Hel B: in the lift  
 26/03/2019, 15:46 - T: @447581329052 you  
 will get the same mark as us so and we  
 think we did well 😊👍👍  
 26/03/2019, 18:14 - Jade: Feedbacks out x  
 26/03/2019, 18:17 - +44 7429 833781: Guys  
 Well done to you all, good job on passing  
 🤘🏿🟩☀️