# Internationalization of a

# Customer Feedback System Project Outline

# for

# CompuGlobalHyperMegaNet (CGHMN)

*By The Blue Group*
Ryan Somma
Wesley Steinbrink
Garfield Reid
Afolabi Ozah

CIS 517 – Project Management
Dr James Manning
Strayer University

# Background

Complaints are opportunities. They provide communication points between customers and the organization where data may be gathered that can inform management about strengths and weaknesses. CompuGlobalHyperMegaNet (CGHMN) is an Information Technology company with secure market shares in the United States of America. The company's CEO, Homer Simpson, wishes to expand the company's market to overseas clients. Internationalization is the "increasing involvement of enterprises in international markets (Susman, 2007)," and this move will impact CGHMN's Customer Feedback System, an online web application that provides a standardized format for handling user suggestions and complaints.

## Objectives

### Main Objective

Upgrade CGHMN's existing customer feedback system for consistent presentation across a wide variety of countries, languages, and cultures, and gather country-specific metrics that allow drilling-down through the feedback data so that CGHMN management can review its performance in various international markets.

### Sub-Objectives

- Encourage customer's to leave feedback so that consistent quantities of metrics are gathered across a wide variety of companies.

- Provide excellent customer service and feedback across a wide variety of countries and cultures.

# Description of the Work

This project will involve implementing web applications being served to users all over the World Wide Web. This will require meeting international standards of web presentation as established by the World Wide Web Consortium (W3C).

# Milestones and Expected Results

1. Establish new presentation-layer standards that will ensure CGHMN's web sites are displayed consistently on all browsers, operating systems, and character codes.

2. Create presentation-layer interfaces to the CFM in all languages for countries in which the company plans to establish market shares. – Early decisions must be made on which non-European languages to include. Decision will have to be made concerning acquiring translators or hiring the services of a web translation company.

3. Provide a way for the CFM to identify users by country-of-origin based on either their IP address or personal information stored in the company's database. Identifying their language of choice will be determined by their selections on the CFM.

4. Update the database to properly save Unicode characters vice ASCII characters for customer input from a wide variety of character-types. Increase database size to include the original with the translation.

5. Provide a translation service for help desk and quality assurance personnel so they may read and understand comments from users across the globe.

6. Provide report cubes for management that provide the ability to filter results by region.

7. Promote the designed interfaces to the World Wide Web. This can include submittal of the web address to the main search engines of the respective countries as well as advertisement in major media outlets of the respective countries.

8. Gather feedback metrics and provide maintenance for the application.

# Scope Management Plan

## Introduction

This document will provide guidance in the preparation of all scope management documents related to this project.

## Scope Statement Preparation

The preliminary statement will be the basis for the preparation of a more detailed scope statement. It is advisable that the scope statement be reviewed by all stakeholders to include users of the project deliverables. Expert input will be sought in scope definition. Details of lengthy scope statement description will be placed in attachments so scope statement will not be too elaborate and complex. Scope statement versions will be clearly labeled so the latest version can be used. All changes made to the scope statement will be highlighted and communicated in an expedited manner to all the appropriate parties. The scope statement will be made available on the intranet and will be accessible from the internet using VPN access.

## Creating the Work Breakdown Structure (WBS)

The WBS will be created in a joint effort by the project team. It will be reviewed by the steering committee and project sponsor in order to ensure that all the work required for project completion is placed in the WBS. WBS should be in line with the company's guideline, and the project team must focus on determining all the projects deliverables. Furthermore the project team must determine all the tasks required to complete each deliverable which will be reviewed and agreed to by the project manager,

sponsor, and steering committee. The sponsor and steering committee must approve all changes to the WBS.

## Veryifying Completion of Project Deliverables

The process for verifying successful completion of project deliverables will be developed by collaboration between the project manager, the project sponsor, and the steering committee. It will be the sponsor's responsibility to verify deliverables completion.

## Managing Requests for Changes to Project Scope

In order to prevent scope creep all changes must follow the formal change control procedure. The change request form must be used and approved by the appropriate entity.

## Project Charter

**Project Title:** Customer Feedback System Upgrade

**Project Start Date:** 10/15/2009

**Project Objective**

Upgrade CGHMN's existing customer feedback system for consistent presentation across a wide variety of countries, languages, and cultures, and gather country-specific metrics that allow drilling-down through the feedback data so that CGHMN management can review its performance in various international markets. CGHMN will be implementing the six sigma principle company wide. With this in mind the management of CGHMN believes it will be essential during the recruitment of team members, that potential members include people skilled in this type of project. Without skilled people project managers will not be successful with their projects (Murch, 2001).

This upgrade may affect existing servers because of the anticipated increase in traffic, as well as replacement for some of the older servers and workstation. $1,500,000 will be budgeted for server upgrade and replacement, and an additional $300,000 for labor costs.

This upgrade will encourage customers to leave feedback so that consistent quantities of metrics are gathered across a wide variety of companies. The system will be able to provide excellent customer service and feedback across a wide variety of countries and cultures. The project will be implemented in a series of phases and would be completed in one year. Initial phase is to target CGHMN's primary customers in the Asian markets, North and South America, Europe, Australia and Africa. It is very important that the project scope and mission is clearly defined (Gray& Larson, 2008).

## Six-Sigma

Six-Sigma is a concept that was designed to improve quality, decrease costs, and better meets customer needs. Cavanagh and Neuman in their 2002 book, The Six Sigma Way, define six-sigma as a comprehensive and flexible system for achieving sustaining and maximizing business success. For this concept to be successfully implemented the customer needs must be understood, along with the disciplined use of facts, data, and statistical analysis.

Six-sigma thrive for perfection, it allows no more than 3.4 errors per million opportunities. Organizations apply this principle to various business practices like help desk and customer service (Schwalbe, 2007). Six-sigma has a five phase improvement process called DMAIC, which means define, measure, analyze, improve, and control.

# Approach

- IT inventory must be updated to determine upgrade needs

- Detailed cost estimate must be developed and report to the CIO

- RFQ must be issued in order to obtain hardware and software

- Blue team members shall be used as much as possible for planning and analysis, most of the installation will be outsourced as the locations spreads over multiple continents

# Roles and Responsibilities

| NAME | ROLE | RESPONSIBILITY |
|------|------|----------------|
| Ryan Somma | | |
| Wesley Steinbrink | | |
| Garfield Reid | | |
| Afolabi Ozah | | |

**Sign-off:** (Signatures of all the above mentioned stakeholders are required below for sign-off)

**Comments:** (signed comments from the above mentioned stakeholders below)

# Preliminary Scope Statement

The proposed upgrade of CompuGlobalHyperMegaNet's existing customer feedback system for consistent presentation across a wide variety of countries would be implemented in phases globally. This project will involve implementing web applications being served to users all over the World Wide Web. This will require meeting international standards of web presentation as established by the World Wide Web Consortium (W3C).

**Project Scope Statement, Version 1**

The project will be implemented in a series of phases and would be completed in one year. Initial phase is to target CGHMN's primary customers in the Asian markets, North and South America, Europe, Australia and Africa.

# Work Breakdown Structure (WBS)

It is very important when creating the project framework to define the WBS as this is the frame work for the project work scope (Dinsmore, 1993). If the work scope is not defined then the budget, schedule, or resources will not be able to be defined either. The WBS is the division of the project into all its tasks and sub-tasks (Bradbury and Garrett, 2005).

1.0 Customer Feedback System Upgrade Project

    1.0.1   Evaluate existing system

    1.0.2   Define requirements

        1.0.2.1 Define user requirements

    1.0.3   Define system requirements

1.1 Define specific functionality

1.2 Define risks and management approach

1.3 Develop project plan

1.4 Brief Upgrade team

1.5 Asia rollout

    1.5.1   Web application design

    1.5.2   Initiate web application on users platform

    1.5.3   Test compatibility and feedback from CGHMN's hq

     1.5.4    Implement web application

     1.5.5    Train users

1.6 North and South America roll out

     1.6.1    Web application design

     1.6.2    Initiate web application on users platform

     1.6.3    Test compatibility and feedback from CGHMN's hq

     1.6.4    Implement web application

     1.6.5    Train users

1.7 Europe rollout

     1.7.1    Web application design

     1.7.2    Initiate web application on users platform

     1.7.3    Test compatibility and feedback from CGHMN's hq

     1.7.4    Implement web application

     1.7.5    Train users

1.8 Australia rollout

     1.8.1    Web application design

     1.8.2    Initiate web application on users platform

     1.8.3    Test compatibility and feedback from CGHMN's hq

     1.8.4    Implement web application

     1.8.5    Train users

1.9 Africa rollout

     1.9.1    Web application design

     1.9.2    Initiate web application on users platform

1.9.3     Test compatibility and feedback from CGHMN's hq

1.9.4     Implement web application

1.9.5     Train users

The order in which the work packages are completed is very important as some sub deliverables cannot start until others are finished. It is very important that all activities are closely monitored and coordinated that they at least meet the projected scheduling. This has to be done for the project to be on time.

## Network

The project network is developed from the information collected in the WBS, without which it would be very difficult to develop a good logical network.
The network will analyze the best approach for the project plan by developing the two types of networks regularly used in project management. These are the Activity-on-node and Activity-on-Arrow network. A network information table is also created in order to show activity and their description, and which activity takes precedence over the other. From this table the two networks will be designed and a decision made as to which network is more advantageous for the project. For this reason it is very important that project managers use some of the people who were involved in creating the WBS to also create the network so there can be continuity. The deliverables in the WBS shows the cost accounts that denote the project work along with time-phased budget for the work package. All tasks from the different work packages must be sequenced in order to develop the network.

## WBS Dictionary and Scope Baseline

The WBS dictionary will have detailed information about each WBS item. Each work package will have a minimum of one paragraph detailing the activities in that work package.

# Communications Management Plan

## Introduction

The communication required for different personnel will be outlined here to avoid confusion and foster the best understanding between participants and handle format expectations.

## Collection and filing structure for gathering and storing project information

Weekly reports will be due at the close of business (COB) on Thursdays. Any information completions on Friday will be included on the next weekly report.

## Distribution structure

## (what information goes to whom, when, and how)

A. Kick off meeting.

- Clear statement what we are going to deliver to sponsor

- Get signature from sponsor to agree to what we will deliver

- Clear description of each person's role

B. Weekly progress update among team members

- Status update presentation from each person.

- Agenda and updated package shall be sent to the team at least one day or 5 hrs before conference call. Project manager should consolidate the packages and send out the agenda.

- Meeting Minutes need to be posted in the location that every one can access, i.e. web.

- Regular weekly status meetings are to be held at 5:45pm on Tuesdays before class time. Other meetings are to be held as needed.

- Use standard format if presentation is needed. (Schwalbe, 2009)

C. Weekly reports are sent by the project team to the project manager for review who then forwards them to the project sponsor (if required).

D. Mid program review to Sponsor

- To present where we are in the timeline and receive routine feedback from the sponsor.

E. Final program review to delivery product to Sponsor

- Present the final package in class

- Get sign off signature from Sponsor after product is delivered

F. Reward

- Dinner celebration to the team to close program (Schwalbe, 2009)

## Format, content, and level of detail of key project information

The weekly report will be no longer than one page and have any important information highlighted at the first. It will include:

- Things accomplished this week

- Things to accomplish next week

- Special resource requirements

- Immediate problems to be addressed (Bradley & Garrett, 2005)(pg 52)

## Technologies, access methods, and frequency of Communications

Most communication will be accomplished by email to an intranet. Place most information, including various templates and lessons-learned reports, on project Web sites. The Web site will be developed using Microsoft Office SharePoint Designer 2007. The home page will include summary information about the project including the background and objectives of the project. The home page will also includ contact information including names and email addresses for the project manager, other team members, and the Webmaster. Links will be provided to items including project documents, templates (internationalized when required), a team member list, meeting minutes, software, design documents, content management system, and translation memory databases. Also, the central Web site will have security built into the system as well as high strength authentication for individual access from the group. This intranet plan is adapted from (Schwalbe, 2007, p434). Problems of a more urgent nature will be by phone. Meetings will be by conference call and by teleconference for critical project kill points.

## Method for updating the communications management plan

Formal request must be made from management or from any other stakeholder through the project team and approved/disapproved by the project manager with final approval residing with the project sponsor.

# Escalation procedures

Issues will be resolved first by reference to the project scope statement. Issues between those with different supervisors will be escalated to the respective supervisors.

# Stakeholder communications analysis

| Stakeholders | Document Name | Document Format | Contact Person | Due Date |
|---|---|---|---|---|
| Customer Management | Weekly status report | Hard copy | TBD | COB of Thursday |
| Customer business staff | Weekly status report | Hard copy | TBD | COB of Thursday |
| Internal management | Weekly status report | Hard copy | TBD | COB of Thursday |
| Internal management | Weekly status report | Hard copy | TBD | COB of Thursday |
| Internal business and technical staff | Weekly status report | Hard copy | TBD | COB of Thursday |
| Training subcontractor | Training plan | Hard copy | TBD | TBD |
| Software subcontractor | Software implementation plan | E-mail | TBD | TBD |
| **Comments:** Put the titles and dates of documents in e-mail headings and have recipients acknowledge receipt. | | | | |

# Stakeholder analysis

**Stakeholder Analysis for Project Name**

|  | **Stakeholder 1** | **Stakeholder 2** | **Stakeholder 3** |
|---|---|---|---|
| **Organization** | Project Sponsor | Project Sponsor | Project Sponsor |
| **Role on project** | Project Sponsor | Steering Committee Member #1 | Steering Committee Member #2 |
| **Unique facts about stakeholder** | TBD | TBD | TBD |
| **Level of interest** | Immense | High | High |
| **Level of influence** | Immense | High | High |
| **Suggestions on managing relationships** | Continuous Communication | Consistent Communication | Consistent Communication |

(Tasmania, 2007)

# Time Management

## Overview

The proposed upgrade of CompuGlobalHyperMegaNet's existing customer feedback system for consistent presentation across a wide variety of countries would be implemented in phases globally. This project will involve implementing web applications being served to users all over the World Wide Web. This will require meeting international standards of web presentation as established by the World Wide Web Consortium (W3C). The project Management team will meet at the start of the project with all customers' involved to map out a detail plan of the project and get an input from all to be considered for implementation.

The project will be implemented in a series of phases and would be completed in a year. The initial phase is to target CGHMN's primary customers in the Asian markets, North and South America, Europe, Australia and then Africa. The system is to be operational by the completion date of December, 2010 and to have all users across the Globe access CGHMN's platform from various language platforms. CGHMN has made a commitment to all of the users across the globe and has contracts with all involved so there are no set-backs and has a re-assurance that there is no loss of revenue due to the system not being operational. CGHMN has also invested significantly on the project, when completed is expected to generate a significant amount of revenue to CGHMN and its client base.

Each country involved in the project would send a team member or two to CGHMNs headquarters for a three week training session on the new system and assist the

project management team during the rollout at each location from design, testing, implementation and train users. In addition to the above resources, each team would consist of a System Analyst, System Engineer, Database Administrator, Web Site Designer, Web Site Programmer, Writer, Technical Writer, Translator and Quality Assurance as outlined by Human Resource Management.

## Schedule

Entire project schedule is start date 10/15/2009 and expected completion of 12/11/2010.

CGHMN's project team members to initiate the project would include all team Project Managers, Ryan Somma, Garfield Reid, Afolabi Ozah and Wesley Steinbrink. In addition to the team members, a back-up and support staff of 10 additional CGHMN employees would assist on the initial roll out. The Project time Management involves the processes required to ensure timely completion of a project (Schwalbe, 2007). The main processes that the project involves would have, a definition of the activities to start of with in Asia, the sequencing of such activities, the resources that would be estimated for such activities, the duration estimating of activities, the development schedule and finally the schedule control. All of these is outlined to make sure that the project stays within the scope and the timeline is met for an on time completion and proper allocation of time and resources. The platform would involve a simultaneous start with all team members allocated to all the countries involved and build the system in the languages of each country. An outline of the project at each phase is outlined to allow all parts of the project to be completed timely and a lot of time is allocated to the training of the users to ensure an understanding of the new system. A commitment has been made to ensure that enough

resources are allocated to the training of users at each location until all have a good understanding of the system.

Asia's rollout is to begin in October, 2009 with a completion date of January 2010. Countries involved in the project are China, Japan, Hong Kong, South Korea, Malaysia, India, Philippines and Indonesia. The Lead Project Manager on the Asia phase is Ryan Somma.

## Asia Project Schedule Chart

| Task | Start Date | Finish Date | Project Signoff |
|---|---|---|---|
| Web Application Design | October, 15th 2009 | November 3rd, 2009 | Ryan Somma |
| Installation on client's platform | November 4th, 2009 | November 10th, 2009 | Ryan Somma |
| Testing | November 11th, 2009 | November 12th, 2009 | Ryan Somma |
| Implement System | November 15th, 2009 | November 25th, 2009 | Ryan Somma |
| Train Users | December 1st, 2009 | January 15th, 2010 | Ryan Somma |

North and South America rollout to begin in February 2010 simultaneously with teams broken up in both regions. Completion date, April 2010. Countries involved are Mexico, Canada, Barbados, Jamaica, Honduras, Costa Rica, Nicaragua, Brazil, Argentina, Colombia, Bolivia and Peru. The Lead Project Manager on the Americas phase is Afolabi Ozah.

## The Americas, project schedule chart

| Task | Start Date | Finish Date | Project Signoff |
|---|---|---|---|
| Web Application Design | February 1$^{st}$, 2010 | February 5$^{th}$, 2010 | Afolabi Ozah |
| Installation on client's platform | February 6$^{th}$, 2010 | February 10$^{th}$, 2010 | Afolabi Ozah |
| Testing | February11$^{th}$, 2010 | February 15$^{th}$, 2010 | Afolabi Ozah |
| Implement System | February 16$^{th}$, 2010 | February 20th, 2010 | Afolabi Ozah |
| Train Users | March 1$^{st}$, 2010 | April 15$^{th}$, 2010 | Afolabi Ozah |

Europe's rollout is to begin in May 2010 with an estimated completion date, July 2010. Countries involved are Great Britain, France, Italy, Sweden, Germany, Switzerland, Norway, Bulgaria and Spain. The lead Project Manager on the European phase is Garfield Reid.

## Europe Project Schedule Chart

| Task | Start Date | Finish Date | Project Signoff |
|---|---|---|---|
| Web Application Design | May 1$^{st}$, 2010 | May 3$^{rd}$, 2010 | Garfield Reid |
| Installation on client's platform | May 4$^{th}$, 2010 | May 10$^{th}$, 2010 | Garfield Reid |
| Testing | May 11$^{th}$, 2010 | May 12$^{th}$, 2010 | Garfield Reid |
| Implement System | May 15$^{th}$, 2010 | May 25$^{th}$, 2010 | Garfield Reid |
| Train Users | June 1$^{st}$, 2010 | July 15$^{th}$, 2010 | Garfield Reid |

Australia's rollout is to begin in August 2010 with a completion date of October 2010. Countries involved within this region are New Zealand and Australia. Wesley Steinbrink is the Project Manager for the completion of the Australia system implementation and oversees the projects completion in Australia and New Zealand.

## Australia Project Schedule Chart

| Task | Start Date | Finish Date | Project Signoff |
|------|-----------|-------------|-----------------|
| Web Application Design | August 3rd, 2010 | August 5th, 2010 | Wesley Steinbrink |
| Installation on client's platform | August 6th, 2010 | August 8th, 2010 | Wesley Steinbrink |
| Testing | August 10th, 2010 | August 15th, 2009 | Wesley Steinbrink |
| Implement System | August 16th, 2010 | August 25th, 2010 | Wesley Steinbrink |
| Train Users | August 29th, 2010 | October 17th, 2010 | Wesley Steinbrink |

Africa's rollout is to begin in November 2010 with a completion date of December 2010. Countries included in the rollout are South Africa, Kenya, Nigeria and Morocco. Ryan Somma is to lead the roll-out of the project in Africa with all team members spread out in all countries on the schedule in Africa.

# Africa Project Schedule Chart

| Task | Start Date | Finish Date | Project Signoff |
|---|---|---|---|
| Web Application Design | November, 3rd 2010 | November 4th, 2010 | Ryan Somma |
| Installation on client's platform | November 4$^{th}$, 20101 | November 10$^{th}$, 2010 | Ryan Somma |
| Testing | November 11$^{th}$, 2010 | November 12$^{th}$, 2010 | Ryan Somma |
| Implement System | November 15$^{th}$, 2010 | November 17$^{th}$, 2010 | Ryan Somma |
| Train Users | November 18th, 2010 | December 15$^{th}$, 2010 | Ryan Somma |

| Task No. | Task Name | Task Duration | Start Date | End Date | Task Dependency | Task Owner |
|---|---|---|---|---|---|---|
| 1.0 | I.T. Infrastructure Readiness Plan | 247 days | 10/15 | 10/22 | | Ryan |
| 1.1 | Obtain Project Signoff (Inception Phase) | 1 day | 10/17 | 10/18 | | Ryan |
| 1.2 | Generate Detailed Project Plan | 5days | 10/10 | 10/15 | 1.1 | Garfield |
| 1.3 | Define Technical Requirements (Requirements Phase) | 16 days | 11/15 | 12/1 | 1.2 | Garfield |
| 1.4 | Conduct Technical System Design (Design Phase) | 31 days | 7/1 | 8/1 | 1.3 | Wes |
| 1.5 | Plan Production Support Strategy (Begin Development Phase) | 20 days | 10/05 | 10/25 | 1.4 | Afolabi |
| 1.6 | Complete Quality Assurance System Site Preparation | 5 days | 7/10 | 7/15 | 1.4 | Afolabi |
| 1.7 | Complete Production System Site Preparation | 10 days | 8/10 | 8/15 | 1.4 | Ryan |
| 1.8 | Define and Implement a Printing & Spooling Strategy | 54 days | 9/25 | 12/23 | 1.4 | Wes |
| 1.9 | Assess and Install a Storage System Strategy | 35 days | 03/10 | 05/05 | 1.4 | Wes |
| 1.10 | Define and Implement a Backup/Restore Strategy | 46 days | 11/7 | 12/23 | 1.9 | Garfield |
| 1.11 | Identify and Implement High Availability Capability | 89 days | 8/15 | 12/19 | 1.4 | Afolabi |
| 1.12 | Define and Install a Disaster Recovery Plan Strategy | 89 days | 8/24 | 12/30 | 1.4 | Shelton |
| 1.13 | Define, Implement and Train - Operations Management | 101 days | 8/25 | 1/26 | 1.4 | Brenda |

# Risk Management Planning

Risk Management Planning is the "art and science of identifying, analyzing, and responding to risk throughout the life of a project and in the best interests of meeting project objectives" (Schwalbe, 2007, p. 447). It is most beneficial for "anticipating/ avoiding problems...prevent surprises, improve negotiations, meet customer commitments, and reduce schedule slips and cost overruns" (Kuilk, 2001 as quoted by (Schwalbe, 2007, p. 449))

**How will risk management be practiced:** Tools include monitoring for tripwires in watching for what can go awry. What tools and data sources are available and applicable?

- Automatic programming checking programs can be applied to any programming required.

**Roles and Responsibilities:** Who is responsible for implementing specific tasks and providing risk related deliverables?

- The risk assessment team is to determine quantitative risk assessments to be delivered to the project manager.

**Budget and Schedule:** What are the estimated costs and schedules for performing risk-related activities?

- The estimated cost of the risk assessment is $10,000 and will take approximately one month.

**Risk Categories:** What are the main categories of risk that should be addressed on this project? Is there a risk breakdown structure for the project?

- Market risk, financial risk, technology risk, people risk, and structure/process risk (Schwalbe, 2007, p. 456)

- The risk breakdown structure is to be built by the risk assessment team.

**Risk Probability and Impact:** How will the probabilities and impacts of risk items be assessed?

- Using the risk register that is to follow and more quantitative methods.

What scoring and interpretation methods will be used for the qualitative and quantitative analysis of risks?

- Standard probability methods will be used for the quantitative analysis of risks.

**Risk Documentation:** What reporting formats and processes will be used for risk management activities?

- Expected monetary value (EMV) (Schwalbe, 2007, p. 468) will be used to place a monetary value to each expected risk to be able to order them from most costly (in expected and amount combined terms) to least costly.

Adapted from (Schwalbe, 2007, p. 454)

# Risk Register

**Project:** CGHMN International Customer Feedback

**Date:** 6 May 2009

**Review of:** Overall Project Risks

**Author:** Wesley Steinbrink

| Likeliho | Consequences - **CQ** | | | | |
|---|---|---|---|---|---|
| | Insignificant – **1** | Minor - **2** | Moderate - **3** | Major - **4** | Catastrophic - **5** |
| Almost certain - **A** | H | H | E | E | E |
| Likely - **B** | M | H | H | E | E |
| Possible - **C** | L | M | H | E | E |
| Unlikely - **D** | L | L | M | H | E |
| | | | | | |

| Ref | Risk | Category | Root Cause | Impact | LK | CQ | Level | Applied/proposed treatment | Risk Owner | Review notes / Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 3. | Loss of key translating personnel | Human Resources | | Would delay by requiring new hiring of personnel | C | 4 | E | Maintain listings of personnel who applied for positions, but not chosen | *Project Manager* | |
| 4. | Badly choosing which method of translation | Planning | | Could cause problems after project complete | E | 4 | H | Complete studies of sample translations, read lessons learned | *Project Manager* | |
| 5. | Defective server | Hardware | | Main server crash would cause business losses | E | 4 | H | Have backup servers in position, evaluate a warm site business recovery plan | *Project Manager* | |
| 6. | Late completion of testing | Planning | | Time constraints would not be met | C | 3 | H | Ensure proper monitoring in place and used effectively | *Project Manager* | |

| Ref | Risk | Category | Root Cause | Impact | LK | CQ | Level | Applied/proposed treatment | Risk Owner | Review notes / Status |
|-----|------|----------|-----------|--------|-----|-----|-------|---------------------------|-----------|----------------------|
| 7. | Technology being too complex | Software | | Would require hiring more consultants, short term specialized contractors | D | 3 | M | Evaluate In-House vs. Contract technology development with management review | *Project Manager* | |
| 8. | Poor cost estimates | Planning | | Quality is more of a concern than cost | E | 3 | M | Ensure cost estimates as accurate as possible | *Project Manager* | |
| 9. | Poor time estimates | Planning | | Quality is more of a concern than time | E | 3 | M | View lessons learned and similar projects to better estimate time | *Project Manager* | |
| 10. | Lack of user involvement | Human Resources | | Requirements could be missed or not fully addressed | E | 2 | L | Keep track of meetings with users and encourage participation | *Project Manager* | |
| 11. | Lack of executive management support | Human Resources | | Resources and visibility could suffer | C | 4 | E | Have key stakeholder communication as a large priority for the project | *Project Manager* | |
| 12. | Unclear requirements | Planning | | Scope creep could happen easily | C | 3 | H | Ensure that the scope statement is clear, accurate, and complete | *Project Manager* | |
| 13. | Poor planning | Planning | | Conflicts could cause various parts of the project to slow the whole project | E | 3 | M | Ensure WBS and Critical path analysis are completed accurately | *Project Manager* | |

| Ref | Risk | Category | Root Cause | Impact | LK | CQ | Level | Applied/proposed treatment | Risk Owner | Review notes / Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 14. | Competing customer | Business Process | | Being beat to the market for the process the project is supporting could cause changes in the project | E | 2 | L | Keep abreast of what other companies are doing and change the project as needed | *Project Manager* | |
| 15. | Loss of key programmers | Human Resources | | Would delay by requiring new hiring of personnel | C | 4 | E | Maintain listings of personnel who applied for positions, but not chosen | *Project Manager* | |
| 16. | No lessons learned from other projects | Planning | | Would leave managers with less than optimum chances to avoid problems | E | 2 | L | Find lessons learned and/or hire consultants that have good references for this type of project | *Project Manager* | |
| 17. | Reduced consulting costs | Business Process | | Would allow more money for other parts of this project or another project | E | 2 | L | Keep management informed of any possible monies available | *Project Manager* | |
| 18. | Good publicity | Business Process | | Would allow free advertising | E | 2 | L | Have management have positive statements ready to bolster the publicity | *Project Manager* | |

Risk levels and shortcut keys to set styles:

**E**   Extreme   (Alt+4)

**H** High (Alt+3)
**M** Medium (Alt+2)
**L** Low (Alt+1)

Note previous level of risk in review notes for historical reference.

Only minor changes to risk/impact should be made when reviewing a risk otherwise create a new risk.

Mask removed risks with 40% grey except review note.

Risk Register Template by Nathanael Boehm is licensed under a Creative Commons Attribution 2.5 Australia License. Based on a work at www.purecaffeine.com.

(Boehm, 2009)

# Quality Planning

## Introduction

Management must be the ones to emphasize quality from the start. Six Sigma or Lean Six Sigma will be decided upon and utilized. DMAIC process will be followed. Training will need to be acquired for all personnel at the appropriate levels. Yellow Belt for part time workers, Green Belt for most workers, and Black Belt for some upper management.

Here we identify which standards are relevant to the project and how to satisfy those standards. The standards relevant to this project are level of translation quality, speed of response, and usefulness of the given information to the customer. How we will satisfy the level of translation is to have a system to get the correct customer language in contact with the correct translator. To satisfy the speed of response, there will need to be attention paid to the hardware and software provided.  Finally, to ensure the usefulness of the response provided, an optional survey will be built into the system.

The outputs that we will utilize are (Schwalbe, 2007, p. 308) quality management plan, quality metrics, quality checklists, a process improvement plan, a quality baseline, and updates to the project management plan.

## Quality Assurance

Overall, there will need to be management of how quality is built into each and every process whether programming, database generation, web site generation, or translation.

The outputs that we will utilize are (Schwalbe, 2007, p. 308) requested changes, recommended corrective actions, and updates to organization process assets and the project management plan.

# Draft Quality Assurance Plan

### Introduction

Management must be the ones to emphasize quality from the start. Six Sigma or Lean Six Sigma will be decided upon and utilized. DMAIC process will be followed. Training will need to be acquired for all personnel at the appropriate levels. Yellow Belt for part time workers, Green Belt for most workers, and Black Belt for some upper management.

### Purpose

To emphasize the need to quantify and monitor correct quality standards to ensure the user's expectations are met.

### Policy Statement

It will be everyone's prerogative to maintain the level of quality specified.

### Scope

The scope of this quality enforcement is that only those standards agreed upon by the project manager, project sponsor, and steering committee will be followed consistently.

# Management

### Organizational Structure

The project manager will report to the project sponsor and the steering committee.

## Roles and Responsibilities

### Technical Monitor/Senior Management

The technical monitor/senior management will have overall responsibility for the quality of the project.

### Task Leader

The task leader will ensure quality guidelines are followed and provide quality data to the quality assurance team.

### Quality Assurance Team

The quality assurance team will decide how to best track and utilize the quality information provided by the task leader.

### Technical Staff

The technical staff will ensure that the proper quality guidelines are instituted. They will also provide any database or programmatic support to allow these data to be properly evaluated.

## Required Documentation

Six Sigma documentation will be followed to ensure consistency. Six Sigma will also be applied to the created documentation in English before translation. This will be performed by using "Controlled English" monitored with the MAXit Checker (Six Sigma, 2009). Documentation concerning quality control itself will be maintained in the SharePoint Web Site and the backups of the same.

# Quality Assurance Procedures

### Walk-through Procedure

Once a week the  quality assurance team, Task Leader, and Technical Staff will convene for a quick standing meeting (or conference call if the previous is not practical) to track any possible outstanding quality issues.

# Review Process

### Review Procedures

The quality data will be reviewed and passed along from the task leader to the quality assurance team. Anything significant can cause a temporary work stoppage to determine the cause. Anything significant will be reported to the technical monitor/senior management and project sponsor via the project manager.

# Audit Process

### Audit Procedures

An independently hired team of evaluators will make an unannounced trip to the work site and evaluate data for quality on an approximately monthly basis.

### Evaluation Process

Overall quality process will be evaluated by the project manager with oversight by the technical staff and project sponsor.

### Process Improvement

Process improvement will be the perogative of the project manager in conjunction with the quality assurance team.

## Problem Reporting Procedures

Problems will be reported to the quality assurance team, the project manager. The project manager will ensure that major problems are reported to the project sponsor and the technical monitor/senior staff.

## Noncompliance Reporting Procedures

Noncompliance will be reported to the quality assurance team, the project manager. The project manager will confer with is reported to the project sponsor and the technical monitor/senior staff concerning noncompliance. If the noncompliance is found to be expedient given the circumstances, then the project will continue with noncompliance. If the noncompliance is found to not be expedient given the circumstances, then the project will have to be reworked concerning the noncompliance.

## Quality Assurance Metrics

These specific metrics will be determined by the quality assurance team with the concurrence of the project manager and the project sponsor.

## Appendix

### Quality Assurance Check List Forms

These specific forms will be determined by the quality assurance team with the concurrence of the project manager and the project sponsor.

## Quality Control

These specific controls will be determined by the quality assurance team with the concurrence of the project manager and the project sponsor. Quality will have to be monitored and displayed and the appropriate response fed back into the process.

The outputs that we will utilize are (Schwalbe, 2007, p. 308) quality control measurements, validated and recommended defect repair, recommended corrective and preventive actions, requested changes, validated deliverables, and updates to the quality baseline, organization process assets, and the project management plan.

# Human Resource Management Plan

## Overview

The Blue Group was formed in an ad hoc manner to tackle a project with nebulous requirements. Members of the Blue Group have never worked with one another professionally before the team's establishment, and, as a result, are unaware of one another's personality strengths and skill sets. Because of these unknowns, a portion of the project's human resource management will go towards identifying each team member's strengths and personality traits.

## Roles and Responsibilities

The Blue Group will need to employ a variety of specialists to handle the technical and cultural aspects of producing and maintaining the product. These will include:

### Systems Analyst

This specialist will consult CGHMN managers and users to determine the concrete goals of the system. They will specify the system inputs, how inputs will be processed, and the format of outputs to meet the user's needs. The systems analyst will be responsible for preparing cost-benefit and return-on-investment analyses to aid management in deciding whether the proposed system will be financially viable. The systems analyst will act as the liaison between those defining the requirements and those interpreting the requirements into a specific solution.

The systems analyst will have proficiency at techniques such as "structured analysis, data modeling, information engineering, mathematical model building, sampling, and cost accounting." The systems analyst must also have a working understanding of both business terminology and technical terminology, with strong written and verbal communications in order to properly document business requirements and then convey those requirements to the technical staff (BLS, 2007f).

## Systems Engineer

This specialist will analyze the users' needs as outlined in the requirements by the Systems Analyst and then design and develop the system software to meet those needs. They will architect the algorithms that instruct the computer how to operate in such a fashion as to satisfy the requirements. The systems engineer will also develop

The systems engineer will have an expertise in "operating systems and middleware to ensure the underlying systems will work properly." The individual will have a high-level understanding of programming languages, specifically web-programming, in order to determine the best technology to meet the requirements (BLS 2007c).

### Database Administrator (DBA)

This specialist works with database management systems (DBMS) to "store, manage, and extract data effectively." This individual will be responsible for determining the best ways to organize and store data, as well as troubleshooting problems with data storage and performance issues.

As the CGHMN system will be provided online, accessible from the Internet, and storing sensitive data about customers, the DBA will have expertise in ensuring the

database is secure and prevents unauthorized access by managing and restricting the accounts capable of accessing the system. The DBA will also have expertise in maintaining a backup of the database in the event of data loss or corruption. Most importantly, the DBA will have the skill necessary to ensure data integrity, so that customer inputs are persistently recorded and retrievable in a usable fashion at a later date (BLS, 2007b)

**Web Site Designer**

This specialist is responsible for developing the look and feel for the client's online application. They will develop the prototype or mock-up screens according to the requirements defined by the systems analyst, so that the client can see the interface and review it to verify the system will provide the inputs and outputs they actually need.

The web site designer will have an "understanding of software functionality as well as graphic skills to create successful Web pages." They will have an expertise in HTML and Cascading Style Sheets in order to code the web site so that it displays properly in the user's web browser, and they may need an expertise in JavaScript programming in order to provide additional interactive elements on the web page (StateUniversity, 2009).

**Web Site Programmer**

This specialist will take the systems architecture as defined by the Systems Engineer an implement it in a programming language. The individual will write the code to both interface with the database as designed by the DBA and the interface as designed by the web site designer.

The programmer will have the expertise necessary to write stable, reliable programming code and conduct unit testing to ensure the code does not stray from the defined requirements. The programmer will have the proficiency to "update, repair, modify, and expand existing systems (BLS, 2007a)."

**Writer**

This specialist will be responsible for the web site's written content as defined in the requirements outlined by the systems analyst. The writer will be responsible for organizing written content and editing it for consistency and best phrasing (BLS, 2007g).

**Technical Writer**

In contrast to the writer, the technical writer will be responsible for putting technical information into an easily understandable language, this includes help documentation and test plans. The technical writer may also work with the systems analyst to ensure documentation is written in language appropriate to the technical proficiency of the audience (BLS, 2007g).

**Translator(s)**

The translators will take documents written by the writer and technical writer, and translate them into the languages appropriate for the countries where the web site will be deployed. This specialist enables:

> …the cross-cultural communication necessary in today's society by converting one language into another. However, these language specialists do more than simply translate words—they relay concepts and ideas between languages. They must thoroughly understand the subject matter in which they work in order to accurately convert information from one language, known as the source language, into another, the target language. In addition, they must be sensitive to the cultures associated with their languages of expertise (BLS, 2007e).

The translator must have a proficiency in the required language. As the translator converts *written* materials from one language to another, they must have excellent writing skills and editing skills to ensure flawless presentation.

As a wide variety of translators will be required, please see the Procurement *Management* section for outsourcing possibilities in filling these positions.

**Quality Assurance (QA)**

This specialist ensures that the product meets both internal and external requirements, meaning that the system is technically sound as far as architecture, programming, written content, interface content, and database specifications, as well as meeting the user's needs and customer satisfaction. The QA will meet with managers and staff throughout the organization to ensure the system is functioning properly, and, once deployed, continues to meet the requirements.

The QA will have an expertise in ISO 9000 philosophies such as Total Quality Management. Additionally they will have a firm understanding of online applications and metrics for measuring their successful implementation (Goldfield, 2008).

# Responsibility Assignment Matrix (RAM)

Using the roles defined in this section, combined with the project's WBS, we can come up with a RAM chart establishing responsibility, accountability, participation, and other relationships to project milestones:

| | SA | SE | DBA | WSD | WSP | Writer | Tech Writer | Translator | QA | HR | PM | User |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Concept** | A | | | | | | P | | | P | R | S |
| **Define Requirements** | A | I | | | | | P | | R | P | R | S |
| **Web Site Design** | C | I | | A | A | A | P | A | | I | R | |
| **Database Architecture** | C | I | A | | A | | P | | | I | R | |
| **Translation Service Design** | C | | | A | A | | P | A | | I | R | |
| **Translation Service Development** | | | | | | A | P | A | | I | R | S |
| **Implementation** | P | A | | | | | | | R | I | R | S |
| **Maintenance and Support** | P | P | P | P | P | | | P | R | P | A | S |

*Figure 1 – RACI Chart*

| Key |
|---|
| **R – Responsible** |
| **A – Accountable** |
| **C – Consultation** |
| **I – Informed** |
| **P – Participant** |
| **S - Sign Off** |

## Project Organizational Chart

    o   Due to the small size of the team, members may be required to wear multiple hats.
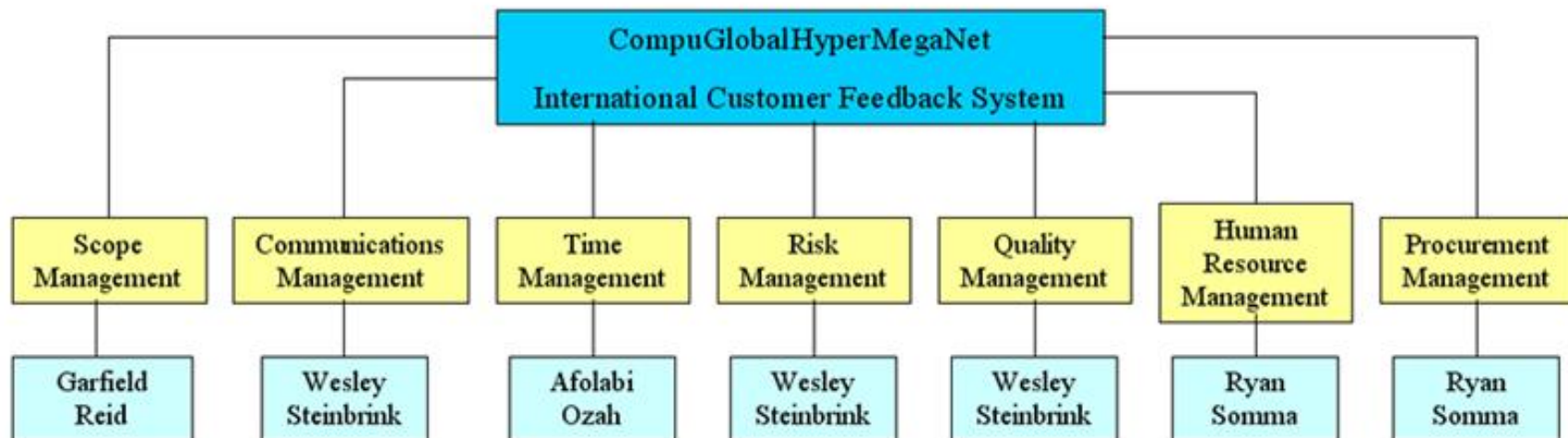


*Figure 2 – Organizational Chart*

## Staffing Management Plan

Project staff will be hired and reassigned as they are needed according to the WBS. For this reason, HR will need to follow changes to the WBS as the Project manager makes them in order to adapt to changing personnel needs (Office of System Integration, 2009). Planned assignments will remain flexible to the needs of management throughout the project and take into account time necessary to train personnel and bring them up to speed on project requirements.

## Acquire Project Team

Combining the roles and responsibilities, project organization charts, and staffing management plan as inputs will produce the project staff assignments as outputs (Dinsmore and Cabanis-Brewin, 2006). Resource availability will need to be taken into consideration, as well as how assigning resources to the project will impact other projects within the organization, for which the resource will no longer be available. Regular updates to the Staffing Management Plan will be necessary to reflect the changing dynamics within the project state.

## Develop Project Team

Team Building activities, such as having team members take the Jung Typology Test in order to discern their Myers and Briggs Type Indicator (MBTI), will serve as a means to have the team "jell," so that team members will work together more harmoniously (Human Metrics, 2008). Tom Demarco and Timothy mention the need for windows in offices, quiet workspaces, allowing developers the time to think, and regular

meetings that serve no purpose other than to reaffirm the team organization as important

to team cohesiveness (Demarco and Lister, 1999).

# Procurement Management Plan

CGHMN has physical offices located in the United States; however, the nature of providing Information Services allows it to have virtual locations all over the world, and, therefore, receive customer feedback from all over the world. While an online CFM can be refactored to interface with a wide variety of languages and cultures, having actual human being to read and understand the feedback left in the system remains a "must-have" requirement.

## Expert Judgment

The expert judgment necessary to fulfill the majority of technical requirements in this contract, such as programming, database development, systems analysis, and so forth, reside in-house for Blue Group; however, there are several areas of expertise lacking within the organization to satisfy key requirements in this contract.

Two Expert Judgment services are needed to properly satisfy the need for translation of materials and feedback. First, translators are needed to translate customer feedback into English without taking "a creative stance on the text." Secondly, a copywriter is necessary to formally translate web site content, "This will ensure that all the valuable brand-carrying nuances… will remain intact (Push International, 2009)." The translator is cheaper, mirroring text from one language to another, but the copywriter lends additional skills to the transformation of text by exercising some editorial insights and creativity to the writing.

Additionally, certified legal services will be required in order to draft and review contractual documents.

# Make-or-Buy Analysis

Because the Blue Group team lacks the in-house talent to provide customer service to countries all over the world in every possible language, this service must either be outsourced or new talent must be brought into the organization. Considerations as to whether to bring full-time translators in-house or outsource translation services depends on the volume of materials to translate, which will depend on the amount of customer feedback the system receives.

Another important aspect to consider in outsourcing versus internalizing a translator involves how well the individual will interface with the organization and present the appropriate business face to clients:

> …the liaison position is often filled with people having good language skills but relatively limited business experience. As such, liaison work should normally be limited to internal interfacing. (Interfacing with external clients is a vital business function and should only be handled by experienced members of the firm.) Translation work should thus be limited to internal memos, emails, and so forth, and the liaison should have the freedom to query the author as needed. This is true for most roles, but speaking particularly about translation, the steepness of the learning curve is inversely proportional to the amount of feedback given (Urista, 2002).

The degree to which the organization requires the translator to understand the business and how to appropriately interact with customers will hold significant weight in determining whether to outsource or go in-house.

As the copywriter translator position is a one-time job function, necessary just long enough to translate marketing materials and web site content into the appropriate language, this position can easily be outsourced to a translation service provider with expertise in editing.

# The Procurement Process

### Request for Information (RFI)

As the Blue Group's technical expertise lies in applications development, there is a lack of in-house understanding of what goes into the effort of translating written content into a variety of languages. For this reason, an RFI will preclude other requests from external providers. The RFI will be a solicitation sent to a "broad base of potential suppliers for the purpose of conditioning, gathering information, preparing for an RFP or RFQ (Mhay, 2009)."

### Request for Proposals (RFP

Once RFIs are obtained, there should be sufficient information necessary to write the RFP aimed at procuring talented translators. Questions on the RFP should be based on data gathered from the RFI, and as specific as possible in order to eliminate variation in responses. For instance, an open question will solicit a wide variety of responses that could be too diverse to make a comparison between suppliers; therefore, closed questions are preferred, with a limited scope of potential answers in order to allow for comparison (Supplier Select, 2008).

### Request for Quotes (RFQ)

The RFQ is a "solicitation sent to potential suppliers containing in exacting detail a list or description of all relevant parameters of the intended purchase (Mhay, 2009)." This includes personnel skills and competencies, quality levels, delivery requirements, contractual terms, and value added requirements or terms. The quantity and personnel skills of the required translators will be determined from the requirements outlined by the

systems analyst and the specifics described by those working in the translation-supply

industry as returned in the RFIs.

## Proposal Evaluation Matrix

Proposals will be evaluated using a proposal evaluation matrix sheet, where a selection of criteria, much of which will come from the RFI, will be used to evaluate responses to the RFP. The following is a sample of what such a matrix would look like:

*Table 1 – Proposal Evaluation Matrix Sheet*

| Criteria | Negative -1 | Neutral 0 | Positive 1 | Rating |
|---|---|---|---|---|
| **Expertise** | Little to no Expertise | Moderate Expertise | Strong Expertise | |
| **Availability** | Little Availability | Moderate Availability | Strong Availability | |
| **Flexibility** | Little Flexibility | Moderate Flexibility | Strong Flexibility | |
| **Cost** | High Cost | Moderate Cost | Low Cost | |
| **Alignment with Goals** | Little Alignment | Some Alignment | Strong Alignment | |
| | | | **Total:** | |

(Adapted from a Model used by Metropolitan Community College, 2009)

## Software to Assist in Project Procurement Management

There are many online websites through which translators may be contracted, but a quick Google-search found most of them language-specific. Blue Group requires a service or application that lets us manage many translators from around the world or a translation service provider that will handle managing multiple translators. Either way, it may be necessary to Blue Group to construct an application in-house to keep track of all translation services being sub-contracted and monitoring how effectively they are being administered.

# Administering the Contract

Because Blue Group lacks the in-house expertise necessary to craft such a document, authoring of the contract will be outsourced to a lawyer; however, there are many business considerations that are the responsibility of the Blue Group that must be taken into consideration. This section outlines those considerations.

### The Type of Contract

It is assumed CGHMN is subcontracting their CFM to Blue Group under a lump-sum contract for the initial product, and then switching to a fixed-price contract for continuing maintenance after implementation, as this would be most advantageous and fiscally prudent for CGHMN. Under this assumption, the Blue Group will need to seek a fixed-price contract for translation services that are outsourced, as Blue Group's income is fixed, the organization's expenses must be fixed as well. A cost plus incentive fee will be allowed in the contract, as this will provide incentive for translation service suppliers to deliver services under budget and on schedule.

### Changes to the Contract

There are several reasons a project's requirements can change, the project team can interpret the requirements differently than intended by the stakeholder, requirements can be lost in the process, external factors can change the project requirements, and the stakeholders may redefine the requirements (Baar, 2007). Such changes are inevitable. External factors, such as market changes or CGHMN organizational changes, are not within Blue Group's control, and stakeholders' changing the requirements will impact the project plan and increase scope.

For these reasons, there must be a contractual mechanism in place to handle constructive change orders, which will document changes to the project scope and allow for modifying the time, effort, and cost of the project to reflect the new requirements (Schwalbe, 2007). Similarly, these same considerations must be taken into account for services Blue group outsources, as constructive change orders from CGHMN could likely cascade to service providers sub-contracted by Blue Group.

**Closing the Contract**

Contract closure will be required for the initial implementation of the solution. As Blue Group's sub-contracts are dependent on contract closure with CGHMN, the issues mentioned here will apply to both contracts. Upon delivery of the CHM application, employee evaluations, personal acceptance documents, knowledgebase documentation, and other close-out provisions will be met in order to establish that the product has been completely delivered and that the customer is satisfied with the final outcome (Borysowich, 2005). Once the initial implementation is complete, the contract will move into a maintenance phase, which will be annually reviewed and renewed.

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