Title of the Course: E-PROCUREMENT AND COMPETITIVE TENDERING   **Credits: 2**

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COURSE DESCRIPTION

The course is targeted to understand the various facets of e-Procurement, which has become one of the key applications of the e-Government and is aimed at automating, simplifying and streamlining the complex task of sourcing in the public sector. The course will also cover the area of Competitive Tendering to provide an understanding of the actual sourcing mechanism adopted under e-Procurement, especially focusing on the buyer and seller priorities while participating in this process. Competitive Tendering is also an important aspect of an IT company's business development focus, and participants from the IT industry will benefit from this knowledge.

COURSE OBJECTIVES

This course is aimed at helping e-Governance leaders play an important role in the success of the procurement transformation of their organizations, and also help IT executives (from Service Provider organisations) understand the sourcing mechanisms of the e-Government to help streamline internal processes and mechanisms for effective participation in competitive tendering. Specific objectives of this course are:

- Gain familiarity with the basic concepts, terminology and technology of e-Procurement / Competitive Tendering
- To understand e-Procurement, its adoption across various e-Government, understand the requirement, impact and best practices of e-Procurement
- To understand Competitive Tendering as a part of e-Procurement and the management of this process by buyers and suppliers
- Be able to apply Competitive Tendering management concepts in preparing proposals, plans or strategies.

PEDAGOGY
The pedagogy will be predominantly lectures and classroom discussions. Examples of various e-Procurement methods used worldwide and case studies on competitive tendering will be shared with the class to reinforce the understanding of concepts. Class participation will be encouraged and leveraged for effective information sharing.

EVALUATION

Project: 30%
Mid-Term: 20%
Class Participation: 20%
End Term: 30%

SCHEDULE OF SESSIONS

Module 1:   Introduction to e-Procurement
Module Objective(s): The module will provide an introduction to e-Procurement, what the e-Government buys and the adopters of e-Procurement solutions (focusing on examples from across countries and industries, especially India). We will also discuss the generic e-Procurement model applicable to the e-Government and buyers in IT organisations.

Session 1   a) What is e-Procurement / what does the e-Government buy?
                   b) Who is adopting e-Procurement Solutions (various e-Procurement initiatives adopted by e-Governments worldwide)
Reading   Satyanarayana,J (2010). *"Concepts of e-Procurement"* (online ref: http://himachaldit.gov.in/file.axd?file=2010%2F5%2Fe-ProcurementConcepts.pdf) References of E-Procurement websites for study –
                   - Official Journal of the European Union: http://www.ojec.com/
                   - Central Public Procurement Portal: http://eprocure.gov.in/cppp/
                   - e-Procurement portal of GoAP: http://www.eprocurement.gov.in/
                   - e-Procurement portal for Singapore Govt.: http://www.gebiz.gov.sg/
Case   e-Procurement in Government of Andhra Pradesh, India (A World Bank case study)

Session 2   Generic e-Procurement Model / e-Procurement Value Chain
Reading   - Discussion of the "Deloitte MCS Limited" Model for E-Procurement
                   - Instructor's lecture notes (reference example: "National e-Procurement Project - Desktop Guide to e-Procurement" report)
Short Project   Study the various e-Procurement systems / software available and their fitment

Session 3   a) The Impact of e-Procurement on the Enterprise's Culture and Organization
                   b) Stakeholder groups in the e-Procurement Value Chain
Reading   - *"Critical Factors that Influence E-Procurement Implementation Success in the Public Sector"*, Journal of Public Procurement 6 (1 & 3): 79. 2006.
                   - Cole,Ken (2004). *"Internal Barriers to e-Procurement Adoption"* and *"Resourcing e-Procurement"(section 2.3.2 'Roles and Stakeholders')* © National e-Procurement Project, 2004
Case   Linton, Thomas (2010). *"LG Electronics Inc. - "Global Procurement Transformation: New Frontiers for Global Innovation"*

Session 4   Best Practices for implementing e-Procurement (Leveraging technology to manage the procurement value chain and spending)
Reading   Wilson, Deborah (2012). "*Public-Sector Entities Can Cut Spending by Leveraging Sourcing and Procurement Best Practices."* Gartner Report

Module 2:   e-Tendering or Competitive Tendering as a primary component of e-Procurement

Module Objective(s): This module will provide an introduction to Competitive Tendering which is an important stage in the lifecycle of a client's procurement process. Competitive Tendering can be considered as a project in itself – involving significant time, teams and solution development in order to present and evaluate a technically and commercially viable proposal for products and services in the IT context. In this module the participants will learn about the various types of tenders, the buyer-side and supplier-side process and the role of the 'Bid Manager' in the context of managing the tendering process.

Sessions 5&6 a) Introduction to Competitive Tendering and the various types of Tenders
                  b) Why should there be a tendering / competitive bidding process for procuring IT goods and services?
                  c) Tendering process in Private & Government Sectors
Reading   -   Satyanarayana,J (2010). *"Concepts of e-Procurement"* (online ref: http://himachaldit.gov.in/file.axd?file=2010%2F5%2Fe-ProcurementConcepts.pdf)
                  -      Instructor's lecture notes (reference example: *"National e-Procurement Project Desktop Guide to e-Procurement – What is e-Tendering"*, models and best practices from *"Strategy for the Implementation of e-Procurement in the Irish Public Sector"*, PwC report, Oct 2001)

Session 7&8   a) Buyer side tendering processes for identifying procurement needs, releasing and evaluating tenders
                  b) Supplier side processes for managing and responding to tenders
Reading   Lecture Notes from the instructor with references to published articles and research, observations/learning from the instructor's experience in having managed the Supplier side processes.
Case   Study the main components of a Tender to understand the buyer needs and supplier selection methodology in competitive tendering *(participants will be provided with publicly available tender documents for reference and study)*

Session 9   Role of a Bid Manager in the tender management process (and why this role is important in the IT Industry)
Reading   Nickson, David (2008). *"The Bid Manager's Handbook - Role of Bid Manager"*. Gower Publishing (ISBN: 978-0-566-08847-6)

Module 3:   Course Re-cap, Group Assignment discussion
Module Objective(s): This module will provide a re-cap of the course covering the key aspects of e-Procurement and Competitive Tendering, with discussions on how these concepts can be applied to the participants' work environment. The Group Assignments will also be discussed / presented to re-iterate the important learning from the course.

Session 10   Re-cap of the key aspects of e-Procurement and Competitive Tendering, Group Presentations, discussions on related topics of interest.

Required Readings for e-Governance and e-Procurement Concepts and Understanding

1. C S R Prabhu *E-Government Concepts and case studies.* PHI
2. PriceWaterhouseCoopers Report (2001). *Strategy for the Implementation of e-Procurement in the Irish Public Sector*. Dublin, Ireland
3. Neef, D. (2001). *E-Procurement: From Strategy to Implementation*, Englewood Cliffs, NJ: Prentice-Hall
4. Pani, Ashish and Agrahari, Amit*. E-procurement in Emerging Economies: Theory and Cases.* Idea Group Publishing
5. Steinberg, R. (2003). *Strategies for Successful Government E-Procurement*. (Gartner report, published December 2003)
6. Garson, G. David (2006). *Public Information Technology and E-Governance: Managing the* Virtual *State.* Boston: Jones & Bartlett. ISBN: 0763734683.
7. Nickson, David (2008) *The Bid Manager's Handbook.* Gower Publishing (ISBN: 978-0-566-08847-6)

(The books may be referred in the library, the published papers/reports and relevant portions from the books will be given as part of the reading packet.)

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