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Tapping on Project Knowledge to Manage Small Medium Enterprise During Pandemic

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Abstract:- The purpose of this study is to understand how the project knowledge will be able to support the small medium enterprise in Malaysia during this pandemic. The entire world has been going through a tough time since beginning of 2020. The way we operate a business in 2019 is totally different than the way we need to operate business today. The drastic overnight changes impact the global economy and most of the Malaysian business are struggling to survive the lockdowns and new ways of working. In this study the researcher uses the data that was collected from the business owner in Klang valley. The data is used to understand the knowledge that is currently available by the business and how successful are they managing their business. Based on the questionnaire data collected, it is proven that the organization that has the project knowledge can be more resilient and capable of withstand the pandemic in year 2020. It is advisable to use the Project Knowledge to identify the constraints and understand how the business will be impacted by them. Using the tools of project o manage the business as a whole will be as managing a huge long term project phase by phase. The author recommends the business owners to ensure they have a basic project knowledge in the team for continuous success.

Keywords:- *Project Knowledge, SME, Malaysia, Covid Pandemic.*

I. INTRODUCTION

Small and medium-sized enterprises (SMEs) are very important for Malaysia economy. Since 1990 there has been significant increase in the SMEs contribution to Malaysia's economy. During the 1998 to 1999 Asian Financial Crisis, It is something to note that SMEs had the capability to manage and endure it better than large conglomerates, this crisis was a huge learning for all. As of 2015, SMEs' importance in the Malaysian economy can be measured in terms of their share of total number of establishments (97.3 per cent) and share of total employment (59 per cent). In contrast, their share in GDP (35.9 per cent) and in total exports (19 per cent) remain small (Malaysia 2015) [1].

Small and medium enterprises is an interesting topic to discuss and debate, currently performance of SMEs are creating a multiple discussion and huge research among practitioners, researchers, educators and government body. The characteristics and determinants of SMEs performance have always been a focus and debatable interest [2]. SMEs are normally owned and managed by an individual or a few partners,Normally all strategic decisions are made by the manager or the owner (Volery, Muller, Siemens 2015) .

Hence, research and studies on why Malaysian SMEs businesses fail is vital for the stability and hygiene of our economy. Previously, most of the research contributions in Malaysia was regarding Huge corporate failures which have been focusing on huge conglomerate and public listed companies, this is because it is more convenient to access its financial data using many bankruptcy prediction models [4]. According to the report, percentage of individuals who are in the process of starting or are already running new businesses in Malaysia (TEA) was at 2.9% in 2015, as compared to 6.6% in 2013 and 5.9% in 2014. This trend demonstrates (SME Corp Annual report 2015).

II. BACKGROUND

Around ninety percent of economic contribution in Malaysia's companies are SMEs. They are the biggest contributor for the Malaysian economics. Knowing this fact, the Malaysia government has established the SME Corp Malaysia in order to support and increase local SMEs' entrepreneurial, business and management skills. SME Corp is accountable for designing, supporting and providing SMEs training programs for potential entrepreneurs [5].

The Need for business plans as has been indicated earlier, most small business owners have no idea of how to develop a business plan. One of the reasons is the lack of education, especially business education among the small business owners. Anecdotal evidence suggests that most of the youth applying for the new youth finance government scheme loans were unsuccessful because of the lack of proper business plans. In the new youth finance scheme, the prime minister for small business promotion should require a standardized proper formal business plan in order to get government support. Government and other policy makers can introduce workshops and training materials for new start-ups as well as those already in business. The attendance for such training should be required for those applicants [6].

The Need for Capital Results include four statistically significant variables in the model. Capital is one of those important factors because lack of capital is usually the first and

most important determinant of business failure. Most of the failed businesses in the survey indicated lack of capital [6].

The Need for Proper Staffing Another difficulty faced by firms is the staffing problem. Usually, there is a higher turnover rates among employees working in the smaller business. The reasons include lower wages and a heavy work load. According to the Government of Pakistan, (2009) Pakistan's economy in terms of employment is dominated by the informal sector, where usual labor laws don't apply [7].

In order to get success, it is important to distinguish between success of project management and success in business. The success in projects refers to meeting the initial objective and other benefits planned for the organization as a whole, while success in project management is mainly associated with the success of the direct action of the project manager, applying the tools of the discipline, and it is also associated to the triple restriction of any project, consisting of scope, time and cost [8].

Combining them (PM and Benefits Management) into a single governance framework, called project benefits governance, is proposed to enhance the probability of project success [9]. The organisation can benefit from using project management knowledge by increasing the effectiveness of human effort in the organisation while increasing the efficiency of these efforts. Therefore, project success is measured by its efficiency in the short term and its effectiveness in achieving the expected results in the medium and the long term [10]. Therefore, Therefore, the value of the project can be understood in so far as it satisfies customer needs, aligns the project output with the organisation's strategy and gives a return on investment [9].Based on a study it concludes that based on analysing small firms, the analysis shows that the SMEs had often overlook the initial and the final project phases [11]. However, SMEs have great difficulties in implementing projects, especially when it comes to raising capital, or seeking access to new technologies [11].

In this session discussion will be focusing on the important knowledge and critical project management requirements. Literature review on project management phases, Project management constraints and project management techniques will be critically analysed and presented. There are several conditions essential for project success that apply to all projects, whether related to top-level strategic business issues or operational ones: executives must make a compelling business case for project management; make it practical, relevant, and beneficial from day one; make systems and procedures project management, friendly; make project management a win for team members and managers; make project management an ongoing learning experience, and; make success public[12]. Project management requires deliberate planning and action to create the conditions for success and put in place the strategy, leadership, goals, process, skills, systems, issue resolution, and structure to direct and exploit the dynamic nature of project work. [12]

The SME can benefit from using project management framework by increasing the effectiveness of human effort in the organisation while increasing the efficiency of these efforts. Therefore, project success is measured by its efficiency in the short term and its effectiveness in achieving the expected results in the medium and the long term [10]. Therefore, the value of the project can be understood in so far as it satisfies customer needs, aligns the project output with the organisation's strategy and gives a return on investment [9].

Generally project management Lifecyle is in 5 phases Initiation, planning, execution, monitoring & control and project closure (PMBOK, 2017). Similar study is conducted by another scholar by stating project is a process with a specific start and end date, that goes through a life cycle, of initiation, planning, execution, monitoring & control and closure [14]. Project Initiation is the first phase of starting a project, Project managers will be creating and defining the project charter during this phase. It is 1 of the most crucial phase in project as the charter is the starting point [15]. In PMBOK this is supported and defined as the 1st process where the manager should work with the project sponsor to clearly map the charter [16]. During this phase the team is assembled to build business case to support the project. Feasibility study is also carried out during this phase [14].

Business goals need to be aligned with the project charter, else the project will not be strong enough to get the budget or resource. It is important to ensure that the project is always aligned with the business direction [17]. This phase is important to align all stakeholders for the resource and budget. The feasibility study will be supporting to give a high level feel about the complexity and the deliverables of the project [18]. This phase is prior to obtain full approval. During this phase the charted should at least answer two questions, why do the organization need this project? And what is the expected outcome of the project? By answering these questions it will be more likely to get approval to move to the next phase [19].

Scoping of the project is done during this phase to ensure clear deliverables. It is important to know what is in the scope and what is out of scope. Most importantly the entire team should understand and be aligned with that single objective [14]. If the scoping exercise is not done correctly, the team will be in a mess during the implementation phase. The project managers role is to ensure the project scope is guarded and avoid project creep unless its totally unavoidable [20].

First step of this phase is to ensure the core team member are all aligned and have a clear understanding of the project scope [21]. By doing this each member would be able to contribute from their functional expertise and capabilities. Aligned to the argument above during planning phase, it is important to listen to each and every individuals and take their point of view [22]. Project managers only facilitate the scheduling process, the functional leads should be the once whom owns and accountable of the actions and durations. It is crucial to understand the interlink and risk during this phase, this can be supported by using project management tools [23].

Milestone and schedule are the biggest component in a project plan, it is directly related to the budget, resource and risk. The plan has significant impact on the project constraints [24]. Success of a project is highly related to the level of detail planning during this phase, it is crucial that the manager and team believe on the project deliverables and it is the duty of the business manager to act as a project leader to influence and get every team member onboard [25].

Project execution will be the next most crucial phase, during this phase the resource and cost utilisation is the highest [26]. During the execution it is important to understand that any changes in scope or even a task will hurt the entire team [27]. In a matured organisation they would have gates to ensure all element of the project is captured and the team is prepared to spend the money and time to achieve the goal [28].

Executing a project is about implementing what the team have committed and planned earlier. The team need to work in a synchronized rhythm and it is the role of project manager to ensure the rhythm is in the right flow [29]. Similar study proved that the project managers should understand and feel the entire system during project implementation, as they are all interconnected, any one change to the project system co relates to many factors directly and indirectly. This correlation needs to be managed and be thought off before any communication of decision-making process take place [30].

Business manager should play the role of project leader during this phase by ensuring that the project team is motivated, belief and fully equipped with the tools that is required to execute their task [19]. Keeping all stakeholders update with the progress and direction is crucial, this must be planned during project planning phase and clearly execute the stakeholder management/communication during project execution as project execution is the normally the longest phase in a project [31]. Finally, it is also crucial for a project manager to constantly audit and keep track of the quality of the deliverables from each individual functions and their task. Quality control needs to be engaged early so that any deviation would be identified earlier and this can reduce the impact on the cost and time (PMBOK, 2017).

During the Execution Phase the Monitoring and Control is deployed to ensure that the synchronization of the activities are aligned [30]. Project managers need to have a constant check points and develop a trigger point and escalation method during the plan phase and emphasize it now [32]. Need to have a clear measurement to measure the planned performance and actual performance, ensuring receiving and sharing accurate information timely, provides information that could support the decision making and forecast of a project [26].

It is important to have the monitoring and control in place to ensure any deviation is captured as early as possible and change management process can be triggered.[33]. There are some tools such as traceability matrix and control chart can be used to ensure the entire tea understand the impact of deviation. This will give the support and confidence to the team member towards the project and the leader [34].

While the above would help on tackling the current issue, it's the role of the leader to create a forecast and understand the impact of any of the deviation and how it will impact any task, budget and scope. Every team member should know if there is a change, which related to the communication management earlier, the project manager will also be the point of contact to get the approval from senior stake holders or in some case customers [35].

Besides quality the budget should always be in the mind of the project manager during project execution. It is important to manage the reserves and compare it to the risk [35]. There is a direct relationship between Cost, Quality and time. Any project that takes longer will be more expensive and any quality defect or increase in quality standard will impact the cost and time [36].

The final phase of a project would be the Project closure, as stated earlier project is defined as an activity with a beginning and end with a specific goal. Project closure is about completing and archiving all project related documentation, checking up and releasing final payments, releasing the resources and most important is capturing and understanding the lesson learnt throughout the Lifecyle [37] .

The project leader should be going back to the project plan and start ticking off the activities that is done. This process is not just about ticking the box, ensure the activities is done and done accurately [38] . The formal acceptance of the activities needs to be endorsed and accepted by the receiver of the task. It can be the next activity owner or the customer [37]. This will ensure the future collaboration and build the trust between business [19].

Handing over the completed project to customer or business as usual falls under this phase. Knowledge transfer, documentation respiratory, documentation sign off and training will need to be conducted and planned [39]. In this phase the project manager need to link-up the project knowledge owner with the business as usual recipient to ensure smooth knowledge transfer [40].

Managing and successfully navigating and ensuring the project constraint is extremely important for a project because project constraints will be determining the success or the failure of a project [41]. In PMP its defined as triple constrain of a project, they are the Cost, Time and Cost (PMBOK, 2017). In an earlier study project constrain is about Cost, time, scope and quality [28].

The first constrain to be discussed in this session is cost constraint, this is important as all project will be having a budget to meet. The project manager's role is to ensure the project is budgeted accurately and the budged is tracked accordingly through the project life cycle [35]. Project team should be really cautious about the budgets as any delay in the project will incur higher costing, hence a proper project risk management is required during the project planning phase [42]. The project will be scrapped or stopped if the team doesn't have budget to continue with the project, which means all money spent prior to this will be a waste [35]. Traditional

service industries such as professional accounting and legal services rely heavily on project budgets and job costing systems which monitor time and materials consumed [43]. However, these types of services do not mirror the high uncertainty of NPD work. Also, budgets have been associated with a reduction in innovation and a stifling of creativity and traditional fixed budgets have been found to be particularly unsuitable in situations of high uncertainty [44].

Activity log can be useful to identify any delay in the activities as well, this will give the project manager a lead start in identifying potential delay and initiate the mitigation steps[45]. By prioritizing the task and assigning a task to a correct resource the project manager would be able to mitigate errors of multi-tasking and errors of ambiguity [46]. Ensuring decision making is done promptly with the support of data and facts, project managers need to avoid procrastination to ensure no delay from their end [47].

To ensure stakeholders have the correct understanding and the expectations, the project managers need to ensure that the schedule is build with the consent of the team member, else they will not be supporting your time line [36]. Simulation exercise can be done to identify potential risk on delay, it is doable for a very huge project with a simulation budget, normally this project are huge and there are no space for errors [48].

Scope creep is a common term used when a project goals or the deliverables are changed. This is the worst nightmare of a project manager. It's the project mangers role as a leader to ensure they identify the source of the scope creep and use their influencing skills to bring it back to the original scope or re-scope it without huge impact to the project [4]. This was supported by Ajmal et al., (2019) by clear identifying few factors behind scope creep, they are complexity, uncertainty, tasks, specification, risk, communication, and customers. Scope is the most important constraint among all because, most times customers can bare slight delay or can accept higher cost, but if the scope is not met, the entire project is scrapped [9].

As a project manager there are specific skills and techniques is required besides all other soft skills mentioned above. Skills is ability to master or do something well (PMBOK, 2017). The techniques and skills that will be discussed in this section is Project Scheduling & planning, Creating Work Breakdown Structure (WBS), and developing Risk charter.

Scheduling and developing project timeline is crucial skills of a project manager(PMBOK, 2017). There are a lot of tools to support project manager to be more skilful, for example Microsoft Project, will be able to help the project manager on scheduling and understanding the critical path. The schedule is where project managers will go to first when there are some changes on activity or delays to identify what other interrelated activities are impacted [48]. Scheduling and understanding the interrelation between activities is crucial for a project manager, this is the minimum requirement to at least become the project coordinator, hence this skill is required for any type of project. The process of identifying critical part and the network diagram will give the project manager a feel of the important and priority activities that should not be delayed [49]. Another extension of the Scheduling is developing a gantt chart it's a tool that can be used by the project managers to display the planning and scheduling in a more visualize method. Its in bar chart format that can be used to track the overall progress in a glance [48].

Risk has been discussed earlier on leadership where the leader's crucial role is to take risk. Adding to that the managing and creating a risk charter is crucial skill. PM need to identify, capture, analyze and mitigate the risk and understand the impact of the mitigation [50]. The risk charter defines the mission, scope of work, accountability and how risk is managed. Risk register is part of the charter, where the team will capture the risk and evaluate the impact and probability and score them (PMBOK, 2017). The project manager owns the Risk charter and the team members are the accountable person for each risk registered in the rick register [50].

There are few categories of risk, they are preventable risks, strategy risk and external risk [51]. To add on Mikes & Kaplan, (2012) clear defined each category for example, preventable risk is a risk that is caused internally, and can be influenced by the team or the stake holders, strategy risk is a higher degree risk which requires a separate risk management system, this normally involve in the organization direction. Finally, is the external risk, this type of risk that can't be controlled like the economic risk or the mother nature/disaster risk and political risk [51]. During the risk carter development, the project manager need to define the process of triggering the team when a risk is activated, the responds and the responds time if a risk is activated by any factor [44].

Another research on the asset and inventory part of the building supported the needs and use of WBS. The research proved the essential knowledge of developing and using WBS to establish unified WBS framework for building asset management inventory for small business [52]. The Project manager need to have the leadership skill to gather the team to build the WBS using white board, sticky notes and with the current situation global team will require an excel sheet with screen sharing [53]. This will allow every team member to participate and support the creating WBS to achieve the greater outcome.

Currently, there are no effective tools for managing projects and programs in a dynamically variable environment to solve problems. A new approach to the management of development programs in the context of the triad is proposed: strategy, projects and people. A new term is introduced as 'immanent projects', which are the main reason for the integration issue in the management of development programs and the principles of managing these projects.[54].

Above literature survey on project management phases clearly described the five phases of project management. They are Initiation, Planning, Execution, Monitoring & control and finally the closing phase. Every phase in project is critically

discussed and equally required to complete a project management life cycle.

Among the constraints four main constrain that was discussed in earlier section there are time, cost scope and quality. As a customer these constrains are required before signing of and accepting a successful project. Both element of phase and constraints need to be fully satisfied to ensure success in a SME.

As discussed and review the literature in the earlier section out of the seven constraints four constraints are proven to be most critical such as Quality, Time, Cost and Scope. To allow a project team to deliver the constraint and ensure the project is successful, Project managers need to ensure they are equipped with the correct skills and techniques. The techniques discuss earlier are creating and managing Risk Charter correctly, developing and analyzing critical path for project success, building a work breakdown structure together with the Gantt chart [55]. The most critical technique or skill that's required by project manager would be the Creating a project schedule and managing the risk charter to ensure the constraints are successfully managed.

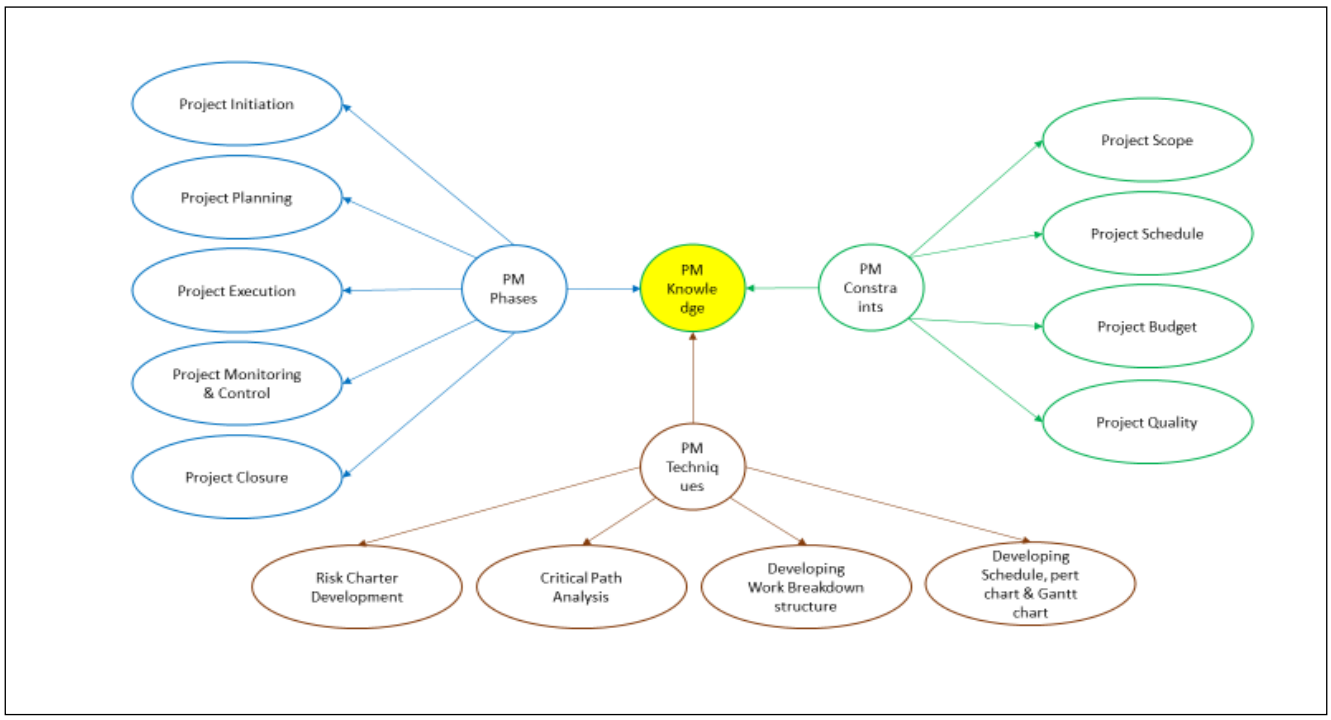

Figure 1 : Factors of Project Knowledge

The table below shows the previous study on the factors in the figure 1 above.

Table 1 : Factors supported by previous study

Project Knowledge	**PM Constraints**	[20] [45] [48] [44] [56] [57][36][41]
	PM Phase	[14] [58] [59] [28] [27] [26] [26] [41] [37][37]
	PM Techniques	[50] [50] [49] [52] [60] [61] [62] [10] [63] [64]

III. MATERIAL AND METHODS

The quantitative methodology, which is the main method of data collection in this study. [65] also suggested that the quantitative paradigm is derived from positivism. In addition, [66] agreed that the use of quantitative methods for theory formulation and model testing validates the positivist approach. In this research, the use of the quantitative data is to assess the proposed hypotheses and, main ambition is to provide answers to the research questions.

With the data that is collected base on the scope of the research, the SPSS tool will be used to analyze and understand how the project management knowledge can be used to increase of the success rate of an SME. It is crucial to use SPSS as a tool for this research because SPSS will be able to share the proposed model for us to further investigate and confirm the findings. After the questionnaire is created, and the receiving the responds, the researched needs to do data entry and cleaning the data. Unwanted and reply from unworthy source should be discarded. In this study Smart PLS is used for analyzing the data and developing the model to improve the SME success rate in Malaysia. To analyze survey data, the researcher used the Partial Least Squares (PLS) approach to Structural Equation Modeling (SEM), which is a method for estimating the likelihood of the success of SME given information about other factors that influence the use of project knowledge. (Falk & Miller, 1992). To analyze survey data, the researcher used the Partial Least Squares (PLS) approach to Structural Equation Modeling (SEM), which is a method for estimating the likelihood of the success of SME (Falk & Miller, 1992).

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This research is broken down into 3 stages, where it compromises steps that the researcher took to complete the thesis. The step by step process is taken to conclude this study. Each step has a few unique deliverables, and these deliverables are required to start the following steps. The researched started the research by initiating a broad literature review on the topic and the current problem and issues. Following that step the research focused on more re-defined search particularly in two segments, SME and Project Management Knowledge.

IV. RESULTS

The survey was conducted during the period 20 January 2021 to 20 March 2021 (approximately 9 weeks). Since the researcher is not sure of getting 100 percent response rate, the total number of questionnaires were distributed to 520 owners or employees of Small and Medium Enterprise (SME) in Malaysia which are larger than the recommended sample.

Of the 520 survey, 384 questionnaires were returned which represented approximately 74% response rate and 8 cases were outlier; thus, a total of 376 usable questionnaires were utilized with 72% response rate. The sample size of n=376 was considered as sufficient for this study. The study sample size (N=376) achieved the ratio of 5:1 as recommended by (Hair, et al., 1998; Kline 2005). Missing data could have been replaced by the mean value but this can only be the case if the missing data were below five percent of the total required data (Hair et al., 2010). Table 4.1 shows the summary of data collection and response rate.

The survey was conducted during the period 20 January 2020 to 20 March 2020 (approximately 9 weeks). The total number of distributed survey questionnaires was 420. 384 questionnaires were returned and The sample size of n=384 was considered as sufficient for this study which represented approximately 91% response rate. Table 2 below shows a summary of the data collection and response rate for the survey.

Table 2: Summary of Data Collection and Response Rate

Responses	Total
Distributed questionnaires	520
Unreturned questionnaires	136
Returned questionnaires	384
Outlier	8
Usable questionnaires	376
Response rate	72%

Chou & Bentler, 1995; Ghozali, Fuad & Seti, (2005) indicate that the data are normal distribution if the Z-value skweness has to be less than ±3 and the Z-value kurtosis is less than ±7. In addition, a small sample size approxamitly 50 cases and below represents serious influence on normality compared to the large sample size (200 cases and above). In this research, the researcher followed the guideline suggested by Hair et al. (2006) to consider the cut-off critical value ±2.58. Table 3 shows that the value of kurtosis and skewness for every construct is within the range (± 2.58).

Table 3: Skewness and Kurtosis for Variables.

Variables	Code	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
PM Constraints	PMC	-.801	.126	.611	.252
PM Phases	PMP	-.649	.126	.330	.252
PM Techniques	PMT	-1.413	.126	1.811	.252
Project Knowledge	PK	-1.119	.126	1.361	.252
SME Success	SMES	-1.380	.129	1.077	.252

With regards to working experience, the majority of respondents have experience from 11 to 15 years with 132 of the total number of respondents making up 35.1%. Followed by 92 (24.5%) have 6-10 experience years. and 17% of owners and employees in SMEs have more than 15 years as well as 52 (13.8%) of them have from 3 to 5 years working experience. However, only just 8.5% or 32 respondents have experience less than 3 years. Finally, most respondents consider decision makers in SMEs with 196 making up 52.2% and 35.2% of them are supporting of decision makers but 36 respondents or 9.6% do not have decision maker among SMEs in Malaysia. Table 4 show that distribution of Owners or Employees characteristics among SMEs in Malaysia.

Table 4: Distribution of Respondent by Owner or Employee characteristics

Category	Frequency	%	Category	Frequency	%
Education			**Currently Working**		
Less than high school	28	7.4	Yes	288	76.6
High school	60	16	No	56	14.9
Diploma	88	23.4	Missing	32	8.5
Bachelor	148	39.4	**Working Experience**		
Master	36	9.6	Less than 3 years	32	8.5
PhD	16	4.3	3-5 years	52	13.8
Designation in SME			5-10 years	92	24.5
Beginner	52	13.8	11-15 years	132	35.1
CEO/CIO/CFO level	56	14.9	More than 15 years	64	17
Owner of a business	148	39.4			
Senior Manager	88	23.4	**Role Task That You Perform**		
First line manager	32	8.5	Yes (Decision maker)	196	52.1
Experience Working Managing			Yes (Support decision maker)	132	35.1
Yes	368	98	No	36	9.6
No	8	2	Missing	12	3.2

Constructs have an average variance extracted (AVE) of at least 0.5, and composite reliability (CR) measures of internal consistency reliability is above 0.70. In order to achieve adequate convergent validity, Chin (1980) recommended that the AVE of each latent construct should be higher than 0.50 and ranged from 0.548 (SME Success) and 0.772 (PM Constraints). Thus, convergent validity was confirmed in the study. (See Table 4) above.

Table 5: Items loading, Cronbach's alpha, Composite Reliability (CR) and AVE

Variables		loading	Cronbach's alpha	CR	AVE
PM Constraints	PC1	0.880	0.950	0.959	0.772
	PC2	0.907			
	PC3	0.909			
	PC4	0.885			
	PC5	0.914			
	PC6	0.843			
	PC7	0.807			
PM Phases	PMP1	0.843	0.924	0.940	0.725
	PMP2	0.882			
	PMP3	0.893			
	PMP4	0.776			
	PMP5	0.851			
	PMP6	0.859			
PM Techniques	PMT1	0.839	0.914	0.936	0.746
	PMT2	0.883			
	PMT3	0.917			
	PMT4	0.791			
	PMT5	0.883			
SME Success	SMES1	0.615	0.719	0.827	0.548
	SMES2	0.857			
	SMES3	0.774			
	SMES4	0.694			

V. DISCUSSION

The PLS-SEM method is especially beneficial when the research focus is on the analysis of a particular construct's key sources of explanation (Ringle and Sarstedt, 2016) such as SME success. IPMA can also help employees and decision makers of the organisation to prioritize their actions (Hair et al., 2013a). For instance, taking the SME success as the endogenous target variable, IPMA calculates the total effects of structural model (importance) with the average values of the latent variable scores (performance) to show the important areas for SME performance adoption. The results can show the determinants with high importance (those constructs that have a strong total effect), but also have a relatively low performance (low average latent variable scores) (Ringle and Sarstedt, 2016). Table 6 below shows the results of IPMA for one main target construct of this study, SME success.

Variables	SME Success	
	Importance	Performance
PM Constraints	0.419	60.070
PM Phases	0.332	60.801
PM Technical	0.298	53.089
Project Knowledge	0.306	58.186

The survey has collected data on the current size of the small medium entrepreneur. This is measured based on number of employees in the organization. Based on Malaysia SME, SMEs are the organization that has lesser than 250 employees. The survey is designed to understand clearly the group of the participants from. Based on the data shared below 37.2% of the SMEs have less than 50 employees and around 22.3% is in the range of fisty to hundred employees. 34 % is between 100 to 200 employees and only 6.4% is in the range of 200 – 250 employees. This means the higher population of SMEs is having a workforce of lesser than 100 employees, which is around 59.5%. based on the survey we can conclude that 60% of the SME organization has fewer than 100 employees.

VI. CONCLUSION

Based on the study above, the SMEs in Malaysia will be able to strive through the pandemic by building the resilience, by understanding and learning the techniques that is used in project. Hence the project knowledge can be used support the SMEs in Malaysia. Assuming the business is a project and using the project phases, techniques and understanding the project constraints as the business constraints. By doing this the organisation will be able to identify and mitigate the risk whilst motivating and empowering their employees to deliver as planned. By doing this the SME will be able to be successful and resilient.

Established from the questionnaire and the data collected from the questionnaire, it is proven that the organization that has the project knowledge are able to be more resilient and capable of withstand the pandemic in year 2020. It is advisable to use the Project Knowledge to identify the constraints and understand how the business will be impacted by them. Using the tools of project o manage the business as a whole will be as managing a huge long term project phase by phase.

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