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Case Title: Mo Mulundi Projects

SHORT CYCLE PROCESS

Who has the main responsibility of dealing with the issue/problem?
Name: Nandi Murray

Position: In charge of Project Management office at Mo Mulundi Projects Consulting.

What is the MAIN PROBLEM/ISSUE in this case?

There is an opportunity to develop an intranet site that would allow MMPC to share project management related documents that make project management easier for employees of MMPC and partially to external clients. The problem is they will not meet their deadline of the 3rd of October.

Why has the problem/issue happened/occurred?

Mo Mulundi, CEO, saw an opportunity to improve the efficiency of the project management process that exists within MMPC. The company has the resources, skill and ability to develop the intranet site while still maintaining the other projects however the estimated time of 6 months was not accurate. The problem occurred due to estimations being done without proper understanding of how long all the task would take.

When did the problem/issue arise? (date/time) AND by WHEN does it needed to be resolved?

The scope was defined for the first time on the 18th of May and the project was to be completed six from when it started). The problem arose after the completion of the work breakdown structure when it was seen that the project would take approximately 85 days more than planned.

LONG CYCLE PROCESS

Immediate Problems/Issues
1. **Intranet site has to be developed within 6 months (Due date: 3rd October 2018) but the estimated day of completion after doing the Gantt chart is the 1st of December 2018 meaning the project will take much longer than planned.**
2. **The project is under budget by R100 000 and even though this could be fixed it would probably mean more time would be taken which worsens the time problem.**
3. **Michael Chen is bored at meetings and may lose interest which could result in his availability diminishing along with team morale.**

Applicable Theory (refer to the PMBOK and/or INCOSE frameworks)
1. **Time management**
2. **Cost management**
3. **Risk Register**
4. **Timeline**
5. **Interpersonal communication and management.**

B: Case Data Analysis *Apply course frameworks and analytical tools*

1. The Intranet site development is behind schedule. The date that was decided by Mo and Nandi was the 3rd of October 2017. According to the work breakdown structure the actual date of completion would be the 1st of December 2017. The reason for this is the fact that there are a large number of tasks in the critical path and not enough team members to work on the tasks in parallel. The likelihood of finishing the project on time is extremely low unless something is done.

2. The project is under budget by R100 000 as discovered by Sindi Ndlovu who determined that an extra R100 000 would be needed to purchase software for the site as developing it within the company would have taken too long.

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B: Case Data Analysis *(Continued)You may attach ONE(1) extra sheet if your analysis does not fit in this space*

Timeline

This timeline shows when the problem was discovered which was upon completion of the scope 18th May 2018. The blue items are items that could potentially be outsourced which would free up MMPC employers to work on other aspects of the project and therefore decrease the amount of time spent on the project.
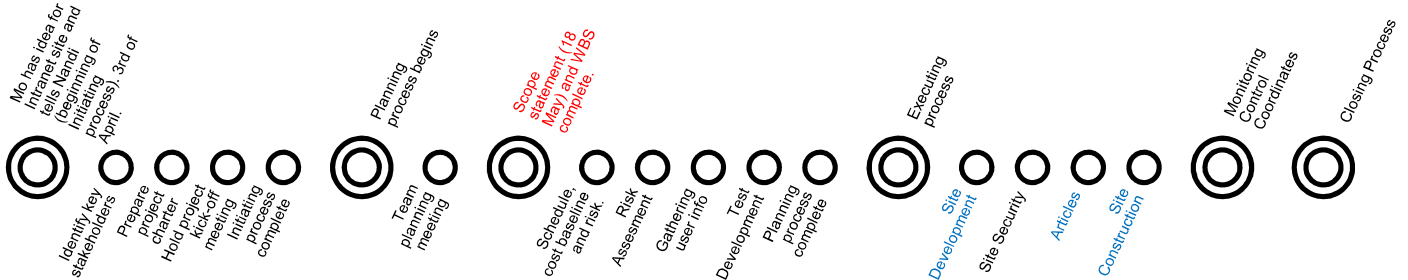
List of Possible Risks	Likelihood (H/M/L)	Impact (H/M/L)	What are we doing	What more can we do	Person Responsible	Reviewed Level of Risk
Poor planning and original estimates caused original completion date to be unreasonable which means project might not be finished on time meaning the site will not be complete so company would not benefit as soon as they'd hoped.	High	High	Nothing	Employ more people.

Pay for outside software development companies to develop parts of the site.

Have employees work overtime.

Pull more workers from MMPC into the project. | Nandi, Mo and human resources. | |
| Michael seems bored given that a large portion of the meetings have not been useful to him which could cause him to pull out of the | High | High | Nandi is making sure to only include Michael in meetings where he is absolutely needed. | Exclude Michael from all meetings and email him meeting minutes after the meeting. | Nandi Muller. | |

project which would affect the project severely as he is the expert.						
The fact that some of the site needs to be done by an outside company means that there might be integration problems when they are done and their part of the site has to be integrated with MMPC's part. This would mean more time delay as integrating different systems always takes time.	Medium	High	Nothing	We can give the company that the work is outsourced to the same unit tests that we developed in the planning process so that the company is forced to code in a way that meets MMPC's requirements. We could add tests that ensure that their parts of the code behave in a way that our part of the code understands.	Michael Chen, IT Director, Nandi Muller	

The rest of the risks are not as high priority at therefore are not included.

The project is both under budget and behind schedule. Unless some seriously clever task crashing is done only one of these problems can be solved at the cost of making the other more severe. Finishing the project on time means more resources which means more money spent which means the project becomes even more over budget. That is one option and is the best option if time is what is most important. The other option is to take longer to finish the project which means you need not employ more resources. This is the best option if time is not an issue.

Given the promise of the intranet site and its ability to greatly improve the efficiency of MMPC's projects it is suggested that money be put into resources to get the site done on time and start earning more money from clients through performance based contracts which is the case with many of their clients. The sooner the site is up and running, the sooner they can reap the benefits.

Nandi has dealt with the problems Michael was facing with regards to being bored and is therefore no longer a serious problem at present but it will be monitored as time goes by so as to ensure smooth sailing for all stakeholders.

C: Alternative ways to address the problem/issue based on your case analysis

1. More employees could be pulled into the intranet development group.

2. There are a number of tasks that could possibly be crashed.

3. More time could be allocated to the project which would save money but make the project go over the date of completion.

4. Extra funds can be given to the project. Which would allow more resources to be used which would decrease the amount of time spent which means the project could finish on time.

5. Alternatively you could partially solve both time and money problems. The time it should take for the project to be done is 6 months (a number agreed upon by Nandi and Mo before and actual planning had been done). There is a requirement that the project should pay for itself within a year. The proposed solution is to extended the project by 1 month (Gantt chart suggests the project is behind schedule by 2 months so this does not fully solve the time delay) however the site may still be able to pay for itself within a year due to the money that would have been spent on extra resources being saved (does not completely solve the over budget problem but does reduce it).