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| Name: Darren Blanckensee | Student Number: 1147279 |  |
| 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 that according to the work breakdown structure they will not meet their deadline of 19 November. | | |
| **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. This was made clear by the work breakdown structure. 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 was to be completed six months later (19th November). 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: 19 November 2018).**   **2. Estimated time of completion is 27th March 2019.**  **3. Project was under budget by R100 000.** | | |
| **Applicable Theory (refer to the PMBOK and/or INCOSE frameworks)**   1. **Time management** 2. **Cost 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 t purchase software for the site as developing it within the company would have taken too long. | | |

**MECN 4020 - CASE STUDY TEMPLATE**

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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* |
| **C: Alternative ways to address the problem/issue based on your case analysis**   1. There are a number of tasks that could be crashed namely the 2. More employees could be pulled into the intranet development group. 3. Extra funds can be given to the project (this was approved by Mo and so is no longer an issue). |
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