Case 2-Team:
Teradyne: The Jaguar Project

TERADYNE

Instructions

Team number: 1

Names of students who actively worked on this assignment (think of it as a mini peer review):
- Tianyu Chang
- Ashok Thiruvengadam
- Rahul Rudra
- Sindhu Koppisetti

To set the "Teradyne" stage, first read the wiki article and familiarize yourself with the company (it was founded in Boston by two MIT students): https://en.wikipedia.org/wiki/Teradyne

Next, read the case. Next, discuss it as a team. Next, write the answers to the assignment questions below, using a Template below. List questions above your answers. Be as detailed as practical.

2-page max for the entire assignment (not including Instructions page). Formatting: TNR 12, single space, 1 inch margins. 10% penalty if over page max and/or not following the formatting.

Template

1. Compare and contrast Teradyne's traditional project execution strategy to the approach it used in Jaguar. What was similar? What was different?

In the traditional approach,
1. The engineering organizations throughout the company were badly over-committed on projects.
2. The goal is not clear, and milestones were missed.
3. No systematic method to manage the project.
4. No one is responsible for the whole project and lacks communication.
5. Some divisions use detailed project planning, phase gate model, and conduction after-action, while others do not.
6. Teradyne offers different test systems for different semiconductor devices, while the market prefers flexible test platforms.

The Jaguar Project,
1. Each team's leader formed a core team, and they meet every week.
2. Detailed split task and each task is related to one another.
3. Manage tools are used for 3-point estimation, critical path analysis, work breakdown structure, and earned value analysis.
4. Each project could be tracked because of management tools
5. With software, the task could be dealt with flexibly.
6. Higher management could know the process of each project clearly.
7. It better determines the resource allocation.

2. What impact did the project management tools (PMT) have on the Jaguar project? Specifically, how did they change behavior? How did they influence performance?
- PMT ensures all the sub-teams are consistent.
- It has a good way to predict the impact of one task's delay on another.
- The tools allowed the tasks to be simulated in three different scenarios.
- The software is flexible to change the task sequence.
- The high management could know every team's schedule.
- The tool cloud help teams hit all milestones.

3. What were the unintended consequences of using the PMT?
1. Someoneone worried that the tool would distract their concern from their work.
2. The tools as working but were critical of himself and other members of the organization for not always reacting to the data.
3. The tools were too easily seen as a substitute for hands-on management.
4. The tools make people concerned about details, while ignoring the whole.

4. What lessons should Teradyne take away from the Jaguar project?
1. Teradyne should make a clear goal and set milestones for each team.
2. Every team uses the same PMT, and all teams also need project management.
3. High management needs to know the schedule for each team.
4. Organize core team and meet weekly.
5. Break down each task and estimate 3 completion times.

5. **Three most important things you learned from this case? <u>Instructions</u>: each team member to come up with three things, list them below.**
   - Tianyu
   1. There should be a leader to keep track of the overall progress of all projects.
   2. It is important to have a suitable PMT for a team.
   3. A company should have a core team, for the core team also need a PM.

   - Ashok Thiruvengadam
   1. It is important to ensure the due date for each task, and it is better to estimate 3 time for a task.
   2. Milestones are also important.
   3. All teams should use the same PMT.

   - Rahul Rudra
   1. High management should know about each team's process.
   2. It is important to know about the market trend.
   3. We could not only be concerned with the task, but the overall framework is also important.

   - Sindhu Koppisetti
   1. Tools should help us work, not distract our concerns.
   2. It is important to choose a suitable tool.
   3. Each team should have enough communication.