

# Case Studies

Each chapter includes a Chapter Case, a Continuing Case, a Capstone Case, and an Online Case Simulation. You can learn more about the Online Case Simulation in the MIS CourseMate Features section.

## Chapter Case: Town of Eden Bay (Part 2)

The town of Eden Bay owns and maintains a fleet of vehicles. You are a systems analyst reporting to Dawn, the town's IT manager.

### Background

Eden Bay is a medium-sized municipality. The town has grown rapidly, and so has the demand for town services. Eden Bay currently owns 90 vehicles, which the town's equipment department maintains. The fleet includes police cars, sanitation trucks, fire trucks, and other vehicles assigned to town employees. The maintenance budget has risen sharply in recent years, and people are asking whether the town should continue to perform its own maintenance or outsource it to private firms.

In the first part of the case, you planned a preliminary investigation for a new information system that would cut costs and improve maintenance efficiency. Based on your investigation, Dawn wants to move forward, and she asked you to help her present a budget request at the next Town Council meeting. She suggested the following to-do list:

- First, double-check the cost and benefit data we will need for the proposal (3 days).
- Then, start two tasks at the same time: send an e-mail message to the Town Council requesting that the proposal be placed on the agenda (1 day), and develop the proposal itself, including all necessary documents and charts (5 days).
- As soon as the proposal is complete, start work on two tasks at once: print copies of handout material for the meeting (2 days) and develop a PowerPoint presentation (5 days).

- When the presentation is ready, conduct a rehearsal for the Council meeting. (2 days).
- Finally, when the rehearsal is done and the handout material is ready, help Dawn deliver the presentation. (1 day).

## Tasks

1. Prepare a list showing all tasks and their durations.
2. Analyze the fact situation carefully to identify any tasks that are dependent on other tasks.
3. Create a PERT chart that shows the project. Use a format similar to Figure 3-27. If project management software is available, use it to develop the chart.
4. What is the critical path for this project? How do you know?

## Continuing Case: Personal Trainer, Inc.

Personal Trainer, Inc. owns and operates fitness centers in a dozen Midwestern cities. The centers have done well, and the company is planning an international expansion by opening a new “supercenter” in the Toronto area. Personal Trainer’s president, Cassia Umi, hired an IT consultant, Susan Park, to help develop an information system for the new facility. During the project, Susan will work closely with Gray Lewis, who will manage the new operation.

## Background

You are enjoying your job as a student intern at Personal Trainer. Last week, Susan asked you to help her plan the new information system project. Susan knows that you have completed several information systems courses at the local college, and that you have studied project management tools and techniques.

Specifically, she wants you to get ready for the next set of systems development tasks, which will be requirements modeling for the new system. Yesterday, Susan called you into her office to discuss the specific

tasks she wants you to perform. After meeting with Susan, you sit down and review your notes. She wants you to treat the set of tasks as a project, and to use project management skills to plan the tasks.

Here is what she suggested to you as a work breakdown structure, including the duration she estimated for each task:

- First, you need to meet with fitness center managers at other Personal Trainer locations (5 days).
- After these meetings, you can conduct a series of interviews (5 days).
- When the interviews are complete, two tasks can begin at the same time: you can review company records (3 days) and observe business operations (8 days).
- When you have reviewed the records and observed business operations, you can analyze the BumbleBee accounting software (5 days) and study a sample of sales and billing transactions (2 days).
- After completing the analysis and studying the sales transactions, prepare a report for Susan (1 day)

You are excited about the opportunity to practice your skills, and you start to work on the following list.

## Tasks

1. Create a table listing all tasks separately, with their duration.
2. Identify all dependent tasks, and indicate what predecessor tasks are required.
3. Construct a PERT/CPM chart similar to the one in Figure 3-27. If you have access to Microsoft Project or other project management software, you can use it to help you create the chart.
4. Determine the overall duration of the project, and identify the critical path.

## Capstone Case: New Century Wellness Group

New Century Wellness Group offers a holistic approach to healthcare with an emphasis on preventive medicine as well as traditional medical care. In your role as an IT consultant, you will help New Century develop a new information system.

## Background

In the previous chapter, you conducted a preliminary investigation into New Century's request for a business support system and a medical practice support system. In your presentation to the partners, you explained that although they will communicate and share data, the two systems should be treated as separate IT projects. After discussing your recommendations, Dr. Jones and the partners decided to move forward with the business support system project and want you to describe the next steps.

## Project Management

To ensure the quality, cost, and timeliness of the new system, you suggested that New Century use a project management approach. Dr. Jones agreed, and he wants you develop a brief presentation that will describe project management concepts and benefits. You realize that most of the partners do not have project management experience, and it is important to deliver a clear, informative presentation.

You plan to include an overview of project management, a step-by-step description of project planning, and an explanation of key terms. You also need to describe various types of task patterns, and show examples of Gantt and PERT/CPM charts.

## Tasks

1. Create a Microsoft PowerPoint presentation to explain project management concepts and benefits.
2. Create a Microsoft Word handout with a list of all key project management terms, including a definition and an example for each term.
3. In your presentation, provide an example of an imaginary project with at least six tasks. Assign task durations and dependencies that include all types of task patterns. Create a Gantt chart that displays the project.

4. Use the Task 3 example to create a PERT/CPM chart.