

## INSE 6230: Case Study – Fall 2021

*(15% of final grade)*

- **Objective:** This exercise is meant to acquaint you with a more practical side of project management.
- **Main task description:** You will need to study and present one real existing project management case. You will also need to actively participate during the presentation sessions of other students. Case study accounts for **15% of the final grade.**
- The case study should be carried out in small teams of 2 students.

### *Case Study Scheduling*

- **Case study presentation sessions:** There will be 6 sessions during which the case study presentations will take place. The dates for these sessions are the following (Please, note, that these dates are tentative, and there may be changes based on the progress of the course and other circumstances):
  - *Session 1: September 24*
  - *Session 2: October 1*
  - *Session 3: October 22*
  - *Session 4: October 29*
  - *Session 5: November 12*
  - *Session 6: November 19*
- You can select any session you want, but the number of slots is limited, and it is therefore recommended that you select your preferred session as soon as possible. It is recommended that you decide on the session in which you will present as soon as possible (preferably today), but the deadline for the session selection is **September 17.** Please, send information with the selected presentation session to [andrea@ciise.concordia.ca](mailto:andrea@ciise.concordia.ca) by midnight of the deadline date. If you do not submit the session preference on the deadline date, you will get a session assigned. You will also lose points for the timely presentation scheduling. Please, note that at the time of the session selection you do not need to be decided about your project case or about your case study theme, it concerns only scheduling of the presentation sessions.

### *Case Study Selection*

- You should search and find one real project which in reality took place, and **which is related to one of the themes below.** You do not need to indicate the selected theme at the time of presentation scheduling, but you should clearly indicate and focus on your theme during your presentation.

- You can select **ONE** among the following themes:
  1. Project Scope Management
  2. Project Time Management
  3. Project Cost Management
  4. Project Quality Management
  5. Project Risk Management
  6. Project Procurement Management
  7. Project Human Resource Management
  8. Project Communication Management
- The selected case study should be **ONE real project management case** which took place in a real company. There is a great amount of such case studies available on the web. The selected case studies could be from any specialization (building project, IT project, etc.) and the related text could be of any length, context or level of analysis coming from any source. The main selection criteria should be whether the case study is highly related to the selected theme, that you are able to address **all the mandatory points**, and that it is **interesting**. For example, the case study can come up with some interesting situations, new methods or tools, unexpected solutions, original approaches; it can deal with controversial or ethical issues, etc. Simply anything which will catch yours and possible other students' attention is great. You can present an exemplary successful project management case but you can also discuss a project that failed. We can learn something from all the cases.

### ***Request for Approval***

- Each team must have a different case study! Send an email with a short case study description (one paragraph) to [andrea@ciise.concordia.ca](mailto:andrea@ciise.concordia.ca) and you will be informed whether the project management case is available and it is approved for you. If it was chosen by another student then you have to search for another case. It is recommended that you **request the approval** in sufficient time before the presentation so that you have enough time for the case study selection finalization (in case you need to select another case) and for its preparation. Therefore it is recommended to get the approval as soon as you decide about your case study. It is obligatory to request **an approval at least 24 hours** before your scheduled presentation date.
- Please, note that the **suitability of the case study will not be discussed** at the time of the approval. There will be points for the case study selection, and selecting a suitable case study will thus be a part of the assignment evaluation. Also, it should be highlighted that you cannot use the same case study/project which you have already used for another course. If you want to use the same case as previously because you believe you will be addressing completely different aspects of the case you need to communicate with me.

## ***Case Study Presentation***

- **Case study analysis:** First, read the case study in full. Study the content. You need to know the case study well in order to be able to answer the questions during the Q&A period after your presentation.
- **Case study presentation:** Prepare a **5-10 minutes presentation** which will take place during the session for which you scheduled the presentation. Your presentation should be clear and interesting. There are no guidelines on the number of slides or the type of media used for the presentation, but you have to adhere to the assigned time, so select only the most important and interesting points for the presentation while addressing the mandatory issues (listed below). After the presentation, you will be asked questions so you may get a chance to elaborate on the points which were not explained during the presentation. Do not include any theory slides in your presentation! Focus exclusively on the case study. The presentation should be about the project in the company.
- You need to **submit your presentation slides** via Moodle BEFORE your presentation session
- If you are working in a team then BOTH students have to participate in the presentation.

## ***Case Study Content***

The presentation must include/address the following points:

- ***Introduction, motivation for your case selection***
- ***Short company presentation*** (company background can include its size, the relevant industry, business operations, etc.)
- Project description:
  - ***Project objective and motivation***
  - ***Stakeholders*** (identify all the stakeholders including project sponsor, customer(s), users, team members, opponents, etc.; discuss if you have anything important/interesting to say about them)
  - ***Project organization*** (explain the roles and responsibilities of the team members, how they are organized and how they work) - *optional*
  - ***Project scope*** (describe the work which should be done in order to achieve the project objective, identify the deliverables and WBS)
  - ***Project schedule*** (discuss the schedule of the project, the planned start date and end date, or how long it should take to complete the project, whether there is some flexibility, what the milestones are, etc.)
  - ***Project budget*** (describe the expected expenses and cost of the project, discuss budget flexibility)

- **Project charter** (if available you can show project charter) - *optional*
- **Project development, implementation, and closeout.** (Describe how the project was progressing and how it finished. Provide more detailed discussion on the area of your topic – FOCUS ON YOUR TOPIC!
  - Focus on the specific theme you selected (For example if you selected Theme #3 “Project Cost Management”, describe the details on the costs and various expenses during the project, how it was planned – the expected budget, how it progressed – where the project’s expenses were higher and where lower and why, what were the specific issues/problems related to the costs, how they were or were not solved)
- **Project completion** – Was the project completed on time, within the budget and the scope? Was it considered successful?
- **Conclusion** (the results of the project) **and lessons learnt** (What went right and what went wrong? How can we avoid the problems next time?)
- **Your own input** (your comments, opinion, evaluation, recommendations, suggestions)
- **References**
  - List all the materials you used to create the presentation
- Please, **indicate clearly in your presentation which points/topics you are addressing** and make sure that **your case study is complete** and addresses **ALL of them!**

### ***Q&A Period***

- Each student **must participate** in the class discussions during the Q&A period. Other students, which are NOT presenting, will be required to ask questions. I hope that Questions & Answers (Q&A) section will be interesting and interactive. If nobody asks questions, I will randomly select students. Based on the **relevancy and quality** of the questions asked, you will get a mark. If you do not ask any questions during the presentations you will lose points, so, **please, ask questions!** Obviously, the attendance of presentation sessions is required. The participation in the Q&A period is worth **additional 5%** of the final mark.

### ● ***Case Study Evaluation***

- Your grade will be determined by your ability to schedule your presentation on time, to select a suitable case study, to get an approval, to summarize it effectively and in an interesting way while **addressing ALL the points above**, to keep the exact presentation time, and by your ability to answer the questions asked by other students. The quality of your slides (e.g. too much writing, too small letters) and the oral presentation quality (please, do not read from the slides or from your notes during the presentation!) will be evaluated as well. Please, do not forget to highlight the lessons learnt and to provide your own input (opinion, evaluation, suggestion, discussion)! You will receive **15% of the final mark** for the presentation.