

Update on Financial Systems Implementation Project

The practice group leaders have spent more time discussing their concerns regarding the potential new systems capability. They have reluctantly, but unanimously, agreed to support Bill D'Angelo in bringing the firm to best practices with the new financial system. Their charter to you, as project manager, is to analyze the options and choose the modules that will give them the greatest improvement in financial capabilities within the total \$400 K budget. They have also let you know that you may choose to use more of your budget toward software by using your project team to develop the training materials. Based on your conversations with other firms that have implemented this software, you are estimating the following time requirements to develop training by module (all estimates are additive and do not overlap in content):

Budget Planning

15 hours of expert accounting or 30 hours of experienced accounting

15 hours of expert project administration or 30 hours of experienced project administration

Purchasing

5 hours of accounting and 20 hours of operations

Payroll

20 hours of expert accounting or 35 hours of experienced accounting

5 hours of project administration

Extended A/R and Billing

10 hours of expert accounting or 15 hours of experienced accounting

30 hours of project administration or 45 hours of general operations

Job Costing and Project Accounting

40 hours of project administration and 40 hours of accounting

Should you choose to develop the training materials you would not be able to start until the software company had delivered the working module.