ACME Medical Image Case Presentation

Northeastern University
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PJM 6205 – Leading and Managing Technical Projects

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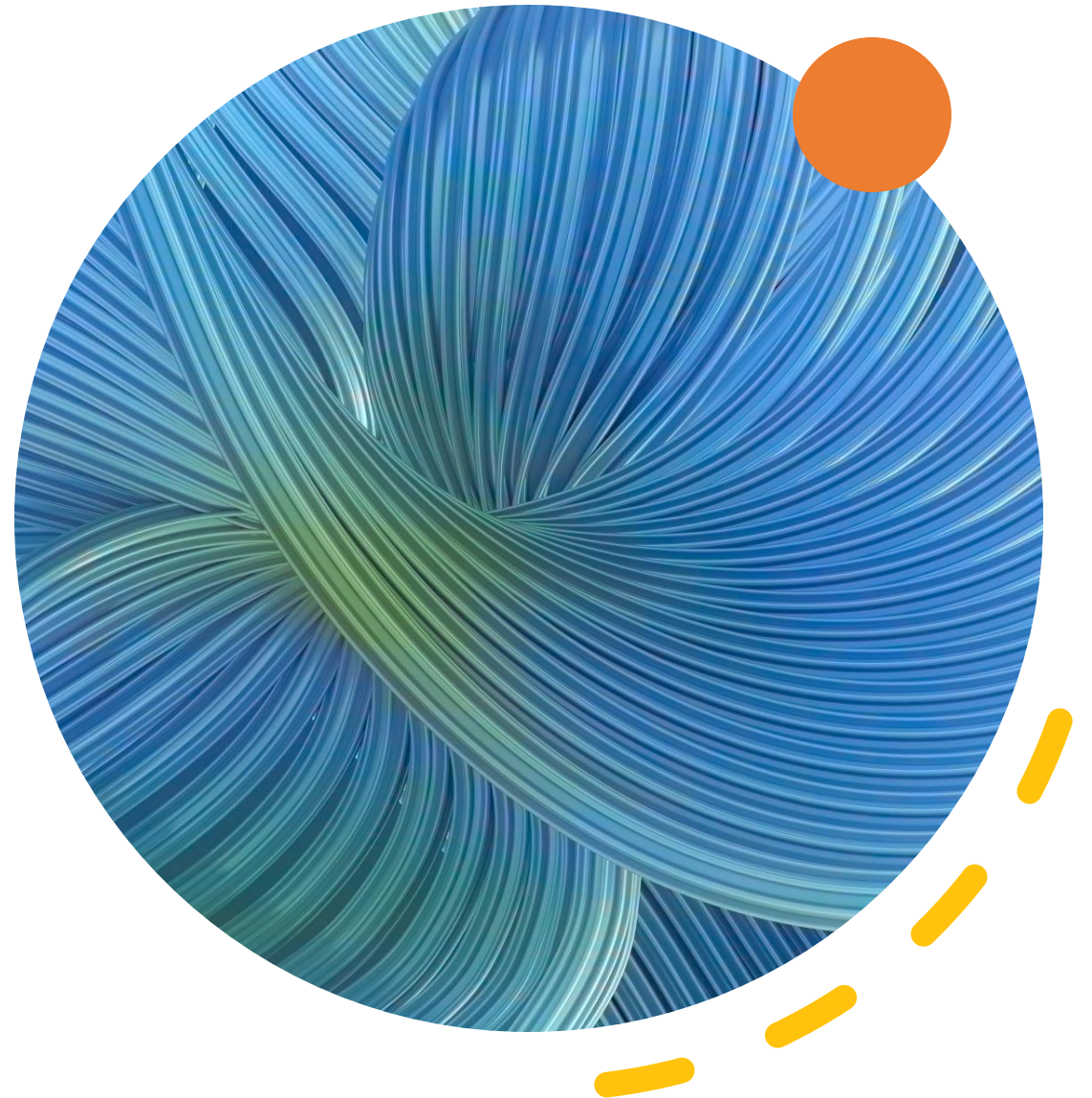
Agenda

Company Background

Project Summary

Issues and Recommendations

Lessons Learned

Conclusion

Company Background

- Founded in 1950 in Buffalo, NY

- Based in 2 countries:

   US: Design, software, and operation

   Italy: Design

- Equipment for health care providers.

- General Electric, Siemens Medical Solutions, Philips, and Toshiba are the major competitor.

- Design and manufacture medical imaging products

Project Summary

- ACME redesign its products based on WiMAX standards.

- ACME plans to design, develop and manufacture these products in the shortest possible time using globally available resources.

- WiMAX technology will reduce the need for cable infrastructure, thereby lowering the cost of transmitting patient images.

- The team is spread across Italy, and 3 different locations In the US Minnesota, Connecticut, and Arizona, and they have a 2000-square-foot facility in Connecticut for this project.
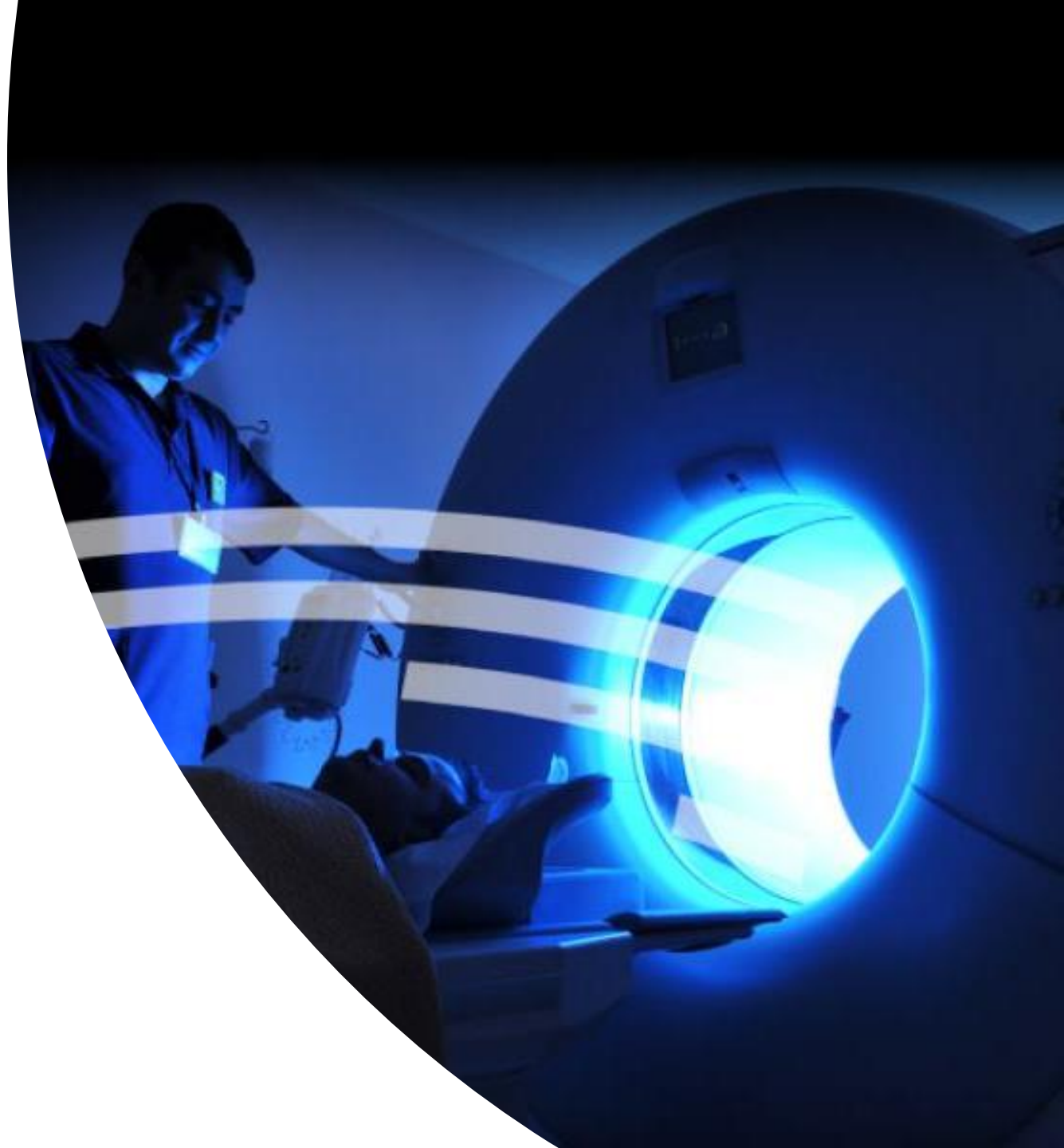
Issue #1

Top-Down Decision Making:

Long approval process since employees needs to wait to get approval from the CEO before initiating any task.

Recommendation #1

Centralized Decision Making:

Use Laissez Faire leadership style which calls for equally distributing authority to the project teams and gathering feedback to make a decision.

Issue #2

Changing Requirements:

Continuous changes in the goals and requirement lead to scope creep and hence delay the project outcome.

Recommendation #2

Change Control Process:

Establish a change control process to ensure the requirements do not change frequently and avoid scope creep.

Issue #3

Lack of Communication:

Lack of communication and coordination between geographically dispersed teams in US and Italy.

Recommendation #3

Use collaboration tools:

Use tools like Slack, JIRA, Confluence and Zoom to enhance communication between the teams.

Issue #4

Inadequate Staffing:

Teams are not adequately staffed which leads to over work and low motivation

Recommendation #4

Provide incentives

Provide incentives and 1:1 coaching to ensure the team member is supported and motivated

Lesson Learned

- Providing teams ownership of decision making can help increase productivity.

- Establishing a change control process can help ensure that essential components such as budget, schedule, and expected quality are tracked and kept as planned.

- Creating a clear communication plan using collaboration tools can improve team efficiency.

- Providing incentives can help in motivating the employees and help delivering the project on time with high profit margins.

Conclusion

- ACME provides equipment for health care and is based in US and Italy.

- ACME is planning to transition to **WiMAX** which provide higher data throughput, expandability and compatibility with multiple vendor products making customer adoption easier

- Some of the issues ACME is facing are top-down decision making, changing requirements, lack of communication, and inadequate staffing.

- Proposed recommendations include providing centralized decision making, establishing change control process, using collaboration tools and providing incentives to motivate employees

Conclusion

- ACME project budget should be extra enough.
- Improvements to ACME Medical Imaging's organizational structure is important.
- ACME will be a WiMAX wireless network supported company.
- Reducing costs while seamlessly transferring functional design stages will transform ACME.

References

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Thank you