

MEMORANDUM

DATE: 11th December 2022
TO: Board of Directors, ACME Medical Imaging
FROM: **Group F** (Siddharth Manchanda, Nithisha Thavanam, Shenhua Chen, Juliano Joumaa, Mansing Mulidhar Pagire, Tanvi Rajeevkumar Jain)
RE: Proposal to improve delivery of the WiMAX Project

Executive Summary

ACME Medical Imaging has decided to invest in the WiMAX Project which would allow the company to follow a standard that boosts its reputation and business value. Our team analyzed the project and has identified the key challenges as detailed in the next section. In this memo, we have also provided recommendations for each of the identified challenges which can help resolve the challenges and ensure continued project success.

Challenges and Recommendations

Challenge #1:

The approval process requires CEO input which makes this process very long. Employees need to take approval for even small tasks and do not have any autonomy to decide.

Recommendation:

Follow Laissez Faire leadership style to equally distribute authority among project teams and gather feedback from teams before making any critical decisions. Minor tasks should not require approvals and teams should have autonomy to decide on such cases. A team leader can be identified in case there is a need to delegate to someone to decide.

Challenge #2:

Frequent changes in requirements lead to scope creep and hence delay the project outcome impacting its cost and schedule. Changing requirements impact budget and cost. They can also lead to low employee engagement and overwork.

Recommendation:

A change control process is required to prevent scope creep and avoid changes in requirements. Change control process requires the requester to submit the request, project manager to analyze the impact and a change control board to approve/deny a change. This ensures only critical changes are included in the project scope.

Challenge #3:

Company is spread across US and Italy and poor communication and co-ordination can lead to delays and duplication of effort due to poor tracking and co-ordination.

Recommendation:

We recommend using video conferencing and collaboration tools like Slack, Zoom, MS Teams or Cisco Webex. Tools like Atlassian Confluence and JIRA can help in smooth project tracking and enhanced transparency and collaboration. Organizing company-wide events both formal and informal can help team network and build strong working relationships.

Challenge #4:

Teams are not well-staffed which has led to over work and low employee engagement.

Recommendation:

Provide incentives which may not be money related such as appreciation and recognition. Also provide 1:1 coaching to motivate struggling team members. Outsource low impact items to external staff. Organize coffee breaks to provide a friendly work environment.

Conclusion

To conclude, below are the key recommendations that can help the project achieve its outcomes:

- Improve employee productivity and developer velocity.
- Prevent scope creep by establishing change control process.
- Enhance communication by creating a strong communication plan.
- Boost employee morale by providing appreciation and incentives.

We strongly believe in the success of the WiMAX project and sincerely invite any suggestions and recommendations to achieve the same.

References

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- [2] Project Management Institute. (2017). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (6th ed.). Project Management Institute.
- [3] Larson, E., & Gray, C. (2017). *Project management: The managerial process* (7th ed.). McGraw-Hill Education.
- [4] Thamhain, H.J. (2014). *Managing technology-based projects: Tools, techniques, people and business processes*. John Wiley & Sons.
- [5] Carstens, D.S., & Richardson, G.L. (2019). *Project management tools and techniques: A practical guide*. CRC Press.