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| ID | Time | Event |
| E1 | in fall 2002 | Peter Johnson, the new director of the Master of Software Engineering Program at the University of Madison (UV Madison), he gave the project to Fisher, who had joined the department  only a few months before, because of Fisher’s previous experience at successfully designing and implementing such a system for a different department on campus and because of  his willingness to take on the project |
| E2 | in early 2003 | Fisher and Emillio ArroyoLopez took to Moscow and St. Petersburg a few months before , at the request of a UV Madison alumnus. |
| E3 | From August 2002 to March 2003 | Fisher had received that assignment in August 2002, and his ﬁrst trip was arranged for early March 2003 during one of the school’s spring semester breaks. Fisher remembered: |
| E4 | Toward the end of their visit | Fisher and Arroyo-Lopez also met with the two cochairs of the Information Technology and Telecommunications Committee of the American Chamber of Commerce in Moscow |
| E5 | in 1989 | Russoft Founded originally by Russ Laughlin, a Canadian residing in Toronto, Russoft Technologies Cooperation was a small software development house that specialized in custom development for the local North American market with a small established clientele in Canada and the United States. |
| E6 | In early 1992 | Laughlin was able to capitalize on an opportunity to work on a project developing software in Russia. He observed that the country was in dire need of experienced project managers and an “Americanized” style of doing business, because it was still in turmoil following Mikhail Gorbachev’s failed attempt at perestroika. The Russian industry back then had just started to convert from a government-centric provider to a privatesector-driven industry that did not know how to win foreign business, especially business coming from the United States and Canada |
| E7 | in 2001 | Russoft had four working ofﬁces worldwide, with Toronto and Moscow as the big centers and with Phoenix and Almaty as ﬁeld ofﬁces to run projects in the United States and in the oil-rich country of Kazakhstan, respectively |
| E8 | in late summer 2002 | Prof. Peter Johnson was taking over the position of program director from Prof. Ed Schubert. Johnson, a pioneer in the ﬁeld of software architecture, decided to increase the Web presence of the professional programs in software engineering through a rollout of a new Web interface. |
| E9 | June 2003 | The project plan was laid out |
| E10 | September 12, 2003 | Fisher was uncertain whether the ongoing communication issues that he and Rau were observing were caused by an issue they themselves had created, a cultural or language barrier, or a misinterpretation of the requirements communicated by Bramer to the Russians when the project originally started. |
| E11 | In late October | With the project already two months past its estimated completion date (originally planned for August) with no end in sight, Fisher was notiﬁed that Bramer was leaving the project and Russoft. For various occupational and personal reasons, Bramer, who by now was friendly and on a ﬁrst-name basis with Fisher, decided to move on with his life. Laughlin called from Moscow to reassure Fisher that he would be keeping a close eye on the project while Russoft were busy searching for a replacement in the United States |
| E12 | Roughly a month later | When Fisher traveled to Russia for yet another teaching engagement, he ﬁnally met with Russ Laughlin and his newly appointed U.S. project manager, Mark Urlanski, at a local restaurant in Moscow |
| E13 | Back in his ofﬁce the following week | Fisher heard from Alex Rau that there was yet another snag in the project. This time the issue concerned the database implementation. While the requirement was to use an open source MySQL implementation, Sergey had decided to use Microsoft SQL Server, a different and costly database. The change might not have been a problem, but the stakeholders had not discussed it beforehand |

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| No. | Decision | Reference Event ID |
| 1 | Fisher decided to send out requests for proposals to four other companies (none of which had worked with academic clients before), besides Russoft, whose proposal he already had |  |
| 2 | Fisher decision to look for an offshore development team instead of one in the United States because A typical development hour for a U.S. software house was close to (if not more than) $100. The same development hour would cost $6 in China, $8 in India, and $12 in Russia |  |
| 3 | The decision was primarily a result of a trip that Fisher and Emillio ArroyoLopez, the Argentinean born director of the department’s distance education program, took to Moscow and St. Petersburg a few months before, in early 2003, at the request of a UV Madison alumnus |  |
| 4 | Prof. Ed Schubert. Johnson, a pioneer in the ﬁeld of software architecture, decided to increase the Web presence of the professional programs in software engineering through a rollout of a new Web interface |  |
| 5 | Bramer, who by now was friendly and on a ﬁrst-name basis with Fisher, decided to move on with his life. Laughlin called from Moscow to reassure Fisher that he would be keeping a close eye on the project while Russoft were busy searching for a replacement in the United States. |  |
| 6 | Sergey had decided to use Microsoft SQL Server, a different and costly database. The change might not have been a problem, but the stakeholders had not discussed it beforehand. |  |
| 7 | Seeing three different Web sites, all saying different things at three different locations, Johnson had every right to be concerned, and he thought that his decision to simplify and coordinate this online information was justiﬁed. |  |