team assignment 3

[case study 2]

CREATED BY TEAM 16 – K15T1 – VAN LANG UNIVERSITY

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# **I. Characters and Events**

## 1. Character

Here is list of important characters that appear in this case study

|  |  |  |
| --- | --- | --- |
| NAME | Title | Description |
| Marc Delancy | Senior Manager of Software Development. | Marc Delancy is responsible for delivering a new product to manage transmissions over ﬁber-optic networks |
| Robert Johnson | Software Project Manager, Montréal, Canada. | Robert Johnson is responsible for the QoS algorithms |
| Henri Baroque | Software Project Manager, Toulouse, France | Henri Baroque team is responsible for develop User interface layer |
| Janet Kumar | Software Project Manager, Hyderabad, India | Henri Baroque team is responsible for develop Business layer |

Table 1 Character Description Table

## 2. Event

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| #ID | SCENARIOS | INITIALED PERSON | RELATED PERSON | DESCRIPTION |
| 1 | Choose the way to develop product | Marc Delancy |  | Decision to locate the company’s development sites in strategic but geographically dispersed places to, over time, achieve substantial reductions in development cost  and time  Toulouse, Montréal developing user interfaces for FibOptia products  Montréal develop the underlying network hardware  needed to manage QoS via the reservation of ﬁber bandwidth, packet scheduling, and routing and algorithms to manage QoS |
| 2 | In flight to the US. He watches movie  “Groundhog Day” | Marc |  | “Marc recalls the conversation between the three project managers at the last weekly teleconference. He realizes that there is a recurring pattern to what is being said and how it is being said. Since the three managers and Marc  use teleconferencing software that supports face-to-face communications via Web cameras  on their desks, Marc remembers the expressions on the managers’ faces even though there were occasional lags in the refresh of the video streams from the different sites” |
| 3 | Marc and 3 local project managers have discussed about design of the architecture via teleconference | Marc | -Robert Johnson  -Henri Baroque  -Janet Kumar | Because the different located. When they discussed via teleconference. It is difficult to everyone could express their comment and opinion about topic.  “the start of the meeting the times in the different locations were 8 a.m. in  Montréal, 2 p.m. in Toulouse, and 5:30 p.m. in Hyderabad. The times roughly correspond to the start and end of the working day as well as the time directly after lunch for the participants.  This may be why everyone seemed sluggish.  ” |
| Marc now realizes these project manager didn’t collaborate with each other  “Marc now realizes that other than these weekly teleconferences, the three managers probably have minimal communication with each other.” |
| 4 | Marc have planning his travel to improve communication with project manager | Marc | -Robert Johnson  -Henri Baroque  -Janet Kumar | “He had decided on traveling to the Hyderabad and Montréal sites every three months. Over the eighteen-month project, he would take six trips to each of these sites. The first three months of the project have passed. Considering the current state of communications between the software managers, Marc decides that this is the time to communicate in person and in private with the project managers at each site. He wants the project managers to feel comfortable in talking candidly.” |
| 5 | Marc met Henri in France | Marc | Henri Baroque | Henri reflects Janet team that did not collaborated. He didn’t satisfy with attitude’s Janet team  “We are stuck. We cannot seem to motivate Hyderabad to share a draft of the architecture. But this is not much different from the way Montréal |
| 6 | Marc met Janet team members in India | Marc | Janet Kumar | Janet reflect her team moderate not good. She also didn’t satisfy with attitude’s other team  Janet answers, “No. I tried to establish weekly teleconferences between the people working on the interfaces to the business layer and to the network layer, but many of the meetings were canceled because of low attendance from the Toulouse and Montréal sites.  At the meetings that we had, the Toulouse and Montréal people normally explained what they decided and asked whether we had any questions. There was little to no dialogue.” |
| 7 | Marc returns his local and realizes that there need the improvement | Marc Delancy |  | He questioned himself how to take improvement and carry on react plan |

Table 2 Event Table

# **II. The Improvement Model**

In FibreNet Project Marc Delancy – the senior manager has used the ODA model to improve communication and collaboration problems between three sides of development.

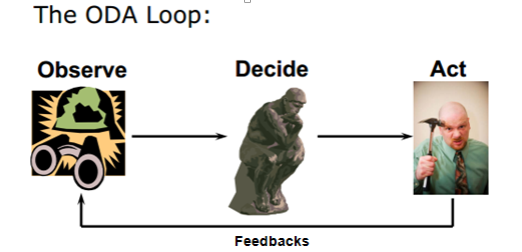
1. ODA model

Figure 1 ODA Improvement Model

* 1. **Observe**
* Marc realizes that the tasks involving collaboration between the sites are behind schedule while those that can be done solely within the local sites are on schedule
* Marc find out that global communications and collaboration across the three development sites are not happening
* Marc realizes that other than these weekly teleconferences, the three managers probably have minimal communication with each other
* The three sites are obviously not collaborating on the design of the interfaces to the different layers of the Network Manager
* Because of geography distance, three project managers discussed via teleconference. It is difficult to everyone could express their comment and opinion about topic.
* Marc thinks that the start of the meeting the times in the different locations were 8 a.m. in Montréal, 2 p.m. in Toulouse, and 5:30 p.m. in Hyderabad. The times roughly correspond to the start and end of the working day as well as the time directly after lunch for the participants. This may be why everyone seemed sluggish.
  1. **Decide:**
* Marc plans his travel budget for the project, he had decided on traveling to the Hyderabad and Montréal sites every three months. Over the eighteen-month project, he would take six trips to each of these sites.
* Considering the current state of communications between the software managers, Marc decides that this is the time to communicate in per-son and in private with the project managers at each site.
  1. **Action:**
* Marc met Henri in France and Janet team members in India to collect feedbacks from each about their counterpart.

|  |  |  |
| --- | --- | --- |
| Event | Source of feedback | Content |
| Marc met Henri in France | Henri Baroque | Henri reflects Janet team that didn’t collaborated. He didn’t satisfy with attitude’s Janet team:   * “We are stuck. We cannot seem to motivate Hyderabad to share a draft of the architecture. But this is not much different from the way Montréal” |
| Marc met Janet team members in India | Janet Kumar | Janet reflect her team moderate not good. She also didn’t satisfy with attitude’s other team:   * Janet answers, “No. I tried to establish weekly teleconferences between the people working on the interfaces to the business layer and to the network layer, but many of the meetings were canceled because of low attendance from the Toulouse and Montréal sites. At the meetings that we had, the Toulouse and Montréal people normally explained what they decided and asked whether we had any questions. There was little to no dialogue.” |
| Marc back in Robert’s office | Robert | Robert reported that the description of the algorithms is not yet complete:   * “We want to provide Hyderabad with the specifications but are concerned that the team there will make design decisions that will need to be redone since the description of the algorithms is not yet complete.” * “We do not know what Hyderabad will do with the information. We have not had time to complete the documentation of the QoS algorithms or the instructions on how to incorporate these algorithms into the design of QoS policy management schemes” |

Table 3 Feedback Table

* 1. **Re-observe:**
* He identifies factors that he thinks may have influenced his team’s problems with communication, collaboration, and coordination. Next, Marc formulates questions that he needs to answer in order to understand each factor’s influence better.

|  |  |
| --- | --- |
| Factor (Marc’s Notes) | Questions |
| Trust (very influential) | * How well do the team members trust that their colleagues can and will complete their project deliverables according to the quality specifications? * How does the grouping of team members into distinct clusters affect the trust shown across the whole team? * How else does trust impact collaboration across the team? |
| Cultural differences (influential) | * How do the development sites differ in the following aspects that affect collaboration and coordination? * Styles of communication * Approaches to collective problem solving * Approaches to making group decisions * Communications with people at different levels of responsibility within the team and across the various locations |
| Time separation (influential) | * How does the difference in time zones affect the ability of the team members to communicate? * In what ways does the difference in time zones support productivity through opportunities for the team to work around the clock? |
| Communication protocols (not established) | * What guidelines are established for communicating across globally distributed teams? * What practical help do the guidelines provide for resolving problems that involve issues such as courteous language and timely communication? |
| Planning for collaboration (probably not adequate) | * How well does the task breakdown and schedule do the following: * Promote working in parallel and around the clock? * Clarify the tasks and information that will need to be coordinated within given time frames? * What understanding do the project members (and project managers) have about the way in which they need to collaborate to develop and deliver project deliverables on time and within budget? * What plans do the project managers have for ensuring the necessary communication and collaboration? |

Table 4 Re-Observe Table

* 1. **Re-decide:**
* Marc reflects that they had spent little time discussing issues related specifically to the management of global software development. They had made the following decisions regarding communications across the distributed team. Prior decisions regarding communications:
* Communications would be in English.
* The communication technologies would be Internet-based: e-mail, video conferencing, VoIP, and instant messaging.
* A central repository for sharing documents, code, and other software artifacts would be located at the Montréal site. The repository would support configuration control.
* The project managers would have Web cameras on their desks and use headsets. Each site would have a meeting room equipped with videoconferencing equipment for group discussions with the other sites.

## Conclusion

* When Marc apply ODA model, he was successful in identifying factors that may have inﬂuenced his team’s problems with communication, collaboration, and coordination. However he only given prior decisions about communication (it shows on Re-decide step above), we thinks with some decisions he will success in communication improvement because his decisions have solved the factors that affect communication that he has identified when he implement ODA model.

# **III. Aspects of the Models**

|  |  |  |
| --- | --- | --- |
| Subject at Hand | Problem | Improvement |
| Communication | Weekly meeting is not predict on schedule plan  The difference of geography | The team must create and approve meeting schedule in which each site has responsibility to follow and join each meeting  Three sites need to set up a suitable time zone to meeting |
| Collaboration | Each site passive waiting for complete software artifacts from other site | Each should be responsibility to report own working to other site with fully issues, problem and actions. |
| Coordination | Marc didn’t capture progress or current status fully in each sites | Marc should take a looking insight project progress and know the root cause that delayed project progress  He also update current progress in order to make corrective action |

Table 5 Aspects of Models Table