Case study Set

1. Project Charter

Project: IT System Upgradation

Axle Corporation is into manufacture of Auto Ancillaries for major Automobile companies. The products of Axle Corporation are well known for their quality and reliability.

While the overall business of Axle Corporation has been growing well, its **CEO – Mark** is apprehensive of customers turning to competitors because of recurrent supply shortfalls. Typically, if a customer is not able to get a replacement for his/her requirement (Auto Ancillary) within two days, he/she is prone to goto a competitor product or settle for a spurious product readily available.

Currently all the customer calls get automatically routed to a Central Coordinating Call Center, which keeps track of the inventory status of stock items in various godowns of Axle Corporation. However, many customers have been complaining that they don't get proper response from the Call center or the promised delivery dates are not being met.

Mark: Of late, we get too many customer complaints that their requirements are not being met in a timely manner. This is a serious issue to be looked into. Why we are not able to service the customers better?

John (COO): I have been given to understand the stocks of critical items are mostly available in major godowns. The problem should be elsewhere – maybe the Call Center is not keeping track of the stocks or does not route the deliveries from the nearest godowns.

Smith (CIO): Our current system keeps track of when the customer orders were placed and when the deliveries were finally effected to them. In many cases, we are aware that we are not able to fulfill the customer demands in time. However, we need to look into the overall system – as it was developed few years back and has not since been upgraded.

Mark: I suppose we need to address this problem urgently and update our Information Systems early. We need a good Ancillary online booking and tracking system. Smith's department will take up this and look at the feasibility of completing the Project within the next Six months, within a provisional budget of Half a million dollars. The system needs also facilitate customers get their orders fulfilled within two working days of their booking.

Smith can decide who could be the appropriate Project manager for this Project from his department– along with John.

Exercise: Prepare a Project Charter.

Case study Set

2. Stakeholder Analysis

Project: IT System Upgradation

Fred, the Deputy CIO, has been named the Project Manager for the Project.

Fred – based on his analysis – notes the following issues:

- There are multiple manufacturing plants for the Ancillary products
- There have been instances of operations dislocations in Ancillary manufacturing plants because of material supply shortfalls
- The forecast of material supply requirements to vendors from plants has been deficient. The incoming material quality to the plants needs to be improved.
- In few cases, material vendors have not been paid as per agreed timelines – so they tend to withhold further supplies, irrespective of pending orders from plants.
- The downtime of manufacturing plants has been showing an upward trend.
- Typically, the godowns get their product supply from the nearest manufacturing plant. However, the product supply details to godowns are not updated regularly in the current System
- The Call Center has experienced communication linkage disruptions due to poor infrastructure and escalating demand. It is also facing manpower shortages due to attrition problems.

Exercise: Prepare a stakeholder Register. Identify key stakeholders for this Project? What is their interest in the Project?

Case study Set

3. Project Scope Management

Project: Palm Groove Project

BACKGROUND: Morpheus construction is a highly regarded construction company. We have set ourselves apart from our regional competitors by delivering high quality properties, cheaper, faster and better than any other construction company in the area. Recently our reputation has helped us win a tender with 3D Company, for the construction of a new residential area called “Palm Groove”.

Twelve months ago 3D properties purchased a large area of land for the purpose of developing a secure housing complex, called “Palm Groove” with 100 freestanding 3- and 4- bedroom homes. After gaining Local authority consent, purchasing the property, completing site surveys, and rendering architectural drawings, 3D properties contracted us to complete the remainder of the property development project. This included:

- Installing the infrastructure, including roads, drainage, services and boundary walls
- Building 2 sample houses, including landscaping and furnishing
- Building a marketing office at the complex entrance, which will later become the security checkpoint
- Constructing each home, complete with basic landscaping and gardens
- Building recreational assets, including a lake, park and children’s playground

All of the new homes are to be sold before they are constructed. From the time each property becomes available and is sold, we will have 6 months to construct it and prepare it for delivery to the new owner. Since 3D properties expects that all home will be sold within ten months from the project’s launch, this presents an intense period of work for Morpheus construction partners. You have been appointed as Project Manager for the project

Exercise: Prepare a Project Scope Statement. WBS of this project

Case study Set

4. Project Schedule Management

Project: Palm Groove Project

As per the project charter project can be complete in 10 months.

Exercises

A. Identify the key activities which need to be done to produce deliverables of Palm Groove Project.
B. Identify different milestones
C. Sequence those activities & draw an activity-on-node project.
D. Estimate all kind of resources required to perform those activities
E. Estimate duration of those activities (apply all possible techniques discussed in the class for estimation)
F. Determine critical path of the project and determine the time required to complete the project.
G. Which activities you will crash if customer want to complete this project by 5% lesser time.
H. Prepare a separate milestone list with their due date
I. The marketing manager at 3D Company Mr. Terry Weaver anticipates that properties at Palm Groove project could be sold in six months time (earlier estimated for ten months) owing to rising demand in the area due to a new industrial park and an international airport coming up nearby. Additionally, 3D Company decides to divert funds and prioritize the Palm Groove project due to it's growing importance and you have been asked to check how early you can allow 3D Company to launch this project in market. You are required to compress the schedule and present it to the board for approval coming Week. What activities will you compress?

5. Project Cost Management

Project: Palm Groove Project

Five Major Phases have been defined by Fred for the Project, with following supporting information.

Phase	Planned Duration (Weeks)	Estimated Resources
1. Requirements Analysis	4	• Real Estate Analysts/Experts – 2 • Project Manager – 1
2. Design & Approval	6	• Design Specialists – 4 • Project Manager – 1
3. Construction	30	• Design Specialist – 4 • Construction Contractors – 10 • Quality Control Expert- 2 • Project Manager – 1
4. Interior Fittings	10	• Plumbing Contractors – 5 • Electricity Contractor– 5 • Finishing Contractors- 5 • Quality Control Expert- 2 • Project Manager – 1 • Security Device Contractors- 3
5. Interiors Design & Finishing	8	• Interior Designer – 3 • Quality Control Expert- 2 • Project Manager - One

The team works for 40 hours per week. The imputed per hour costs for the key resources in $ are:
Project Manager – 100,
Real Estate Analysts/Experts – 80;
Design Specialists – 50;
Construction Contractors – 75
Quality Control Expert – 80.
Plumbing Contractors – 70.
Electricity Contractor – 65.
Finishing Contractors – 95.
Security Device Contractors – 80.
Interior Designer – 95.

During the Construction, Material is expected to be procured at an estimated cost of $ 60000 and during the Interior Fitting, the security equipment is envisaged to be procured at an estimated cost of $ 90000.

The Project Manager decides to keep 10% contingency buffer throughout the Project duration for all costs.

Exercise: Prepare a Cost baseline & funding requirements for this Project.

6. Project HR Management

Project: IT System Upgradation

Jane is elaborating the scope for the Testing Phase and identifies the following activities.

Test case scenarios need to be prepared by the Tester 1, which need to be ratified by the concerned Functional department resources. Tester 2 is responsible for preparation of the Test data and the Test bed. Both the Testers will be jointly responsible for actual Testing.

Both the Developers need to be informed of the progress of the above activities and will be primarily involved in resolving the defects arising during the Testing and gaining User acceptance.

Project Manager needs to be informed of the progress of the Testing Phase and oversees the progress of the entire Phase.

Question: Draw a representative RACI Matrix for this scenario. Prepare a staffing management plan and training plan for this project.

Case study Set

7. Project Risk Management

Project: IT System Upgradation

Fred is developing the Risk profile for the Project. Following are the key points in this context.

- From historical information, it is seen that all the past Projects from Axle Corporation had typically a time overrun of 5-10% and a cost overrun of 10-15%.
- Fred is good in technical work, but lacks adequate exposure to the business functions relevant for the Project.
- Many team members would need skillsets upgradation for the Project
- A recent report in a leading industry journal has expressed some reservations concerning the new Communications Technology. Since no one from the current IT department is conversant with this technology, Fred would need to deploy a third party Communications Expert.
- It is known that a major competitor to Axle Corporation is implementing an advanced CRM system, which is expected to 'Go live' in four months.
- The hardware procurement may be delayed by two weeks- however; it is not expected to affect the 'Go Live' date of the new system
- Fred is given the autonomy to deploy the best Business Analysts from the functional Departments for the Project and the concerned Functional departments have been advised for deployment accordingly.

Exercise: Identify the Major risks, prioritize them as per P-I Matrix on an 'As-is' basis and indicate the likely responses for the identified Risks

Case study Set

8. Project Integration management

Project: IT System Upgradation

The Project is ongoing for three months. Following developments have since occurred. Discuss the best way for Fred to resolve these issues

a) The Finance department Project team member feels that the revised system will be too cumbersome to operate. He discussed this with Fred couple of times – but the Finance team member feels that this issue has not been adequately resolved.

b) Two teams A and B have been assigned to develop a common module for Material stock tracking. Both the team leaders raise the issue that the code developed by them are not compatible many times – requiring rework

c) In spite of good incentives given by the HR, the attrition rates in the Project have been pretty high. Although the HR department has been able to staff new members pretty quickly, the attrition is posing issues to Project timelines

d) The CEO does not get the progress reports in time and even he gets – he feels it is too late to react.

e) The manufacturing Head has been quite lukewarm to the Project and does not provide proper support to the Project. The team member provided indicates to Fred that he would like to have more involvement in the Project – but is pulled back by the Functional head for Operations related work.