

Exercise 7 (Vern Toney, pg 102)

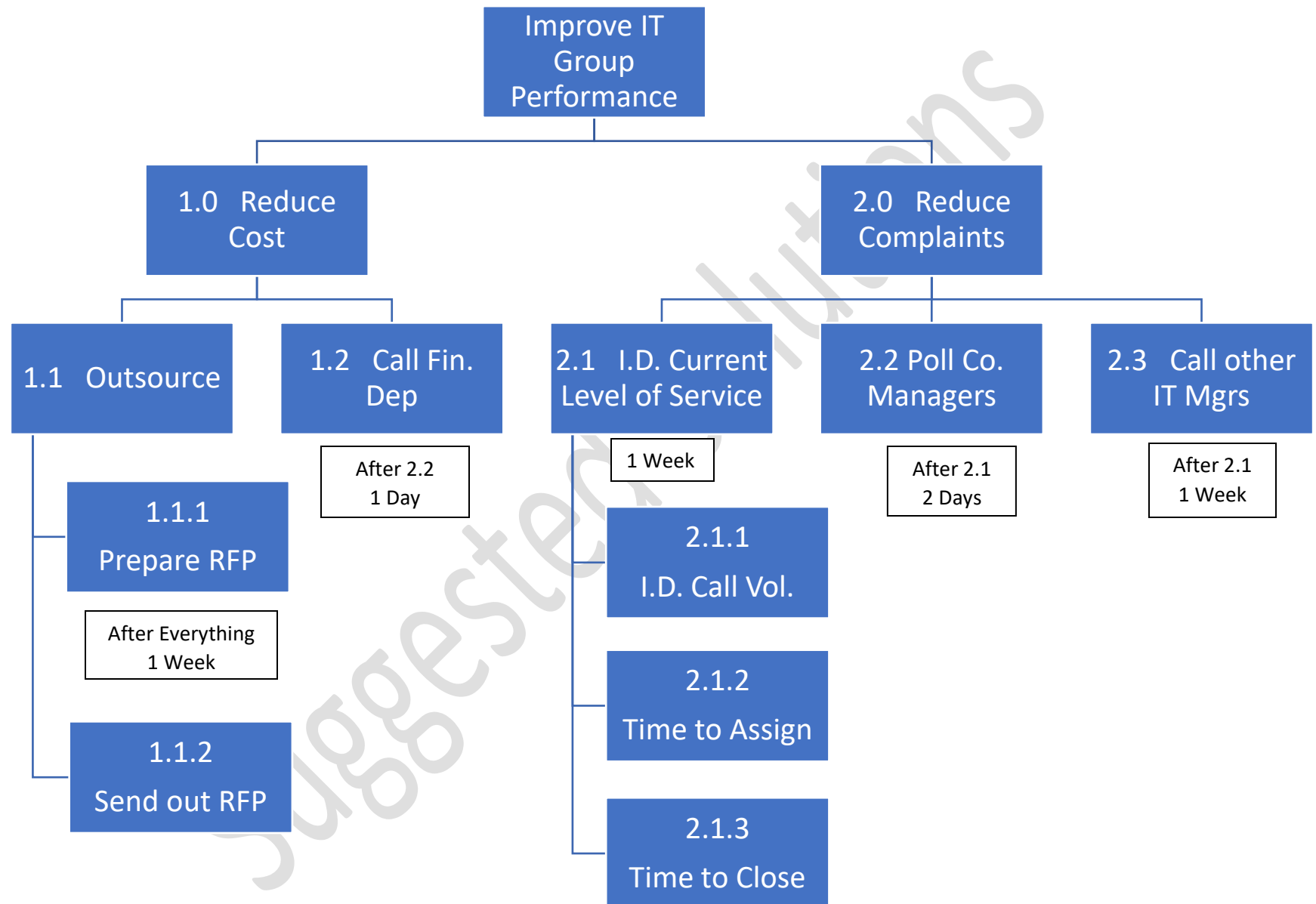
Prepare a WBS (you may do this without Microsoft Project) with the steps that must be completed before Vern Toney can contact outside vendors. If Vern starts August 1st, 2016, how long will it take to get ready to contact outsourcing vendors?

Answer:

There are 3 tasks that represent the critical path and must happen sequentially. ID current service level->Call other service managers->Prepare RFP. Each of these tasks takes one week (interpreted as 7 days). Tasks 1.2 & 2.2 can be done while task 2.3 is in play.

This means August 21st would be a best scenario finish if Vern began identifying the current service level on August 1st.

See WBS below.



Friendly Assisted Living Facility-3

The Friendly Assisted Living Facility cases comprise a set of cases beginning in this chapter (for us) and are all associated with the same project – the planning, building, and marketing of an assisted living facility for people whose state of health makes it difficult for them to live independently, but who are not yet ill enough to require nursing home care. In this initial installment of the case, students address issues related to the project deliverables, project constraints and assumptions, the development of an action plan, and the selection of a project manager.

Question #1: Define project deliverables.

Deliverables are specific good or services that should result from the completion of a project.

Deliverables for the Friendly Assisted Living Facility (FALF) project could include:

- New Building
- Marketing & communication plan
- Operating budget
- IS needs
- Assessment tool
- Management Structure Plan

Question #2: Define project constraints and assumptions.

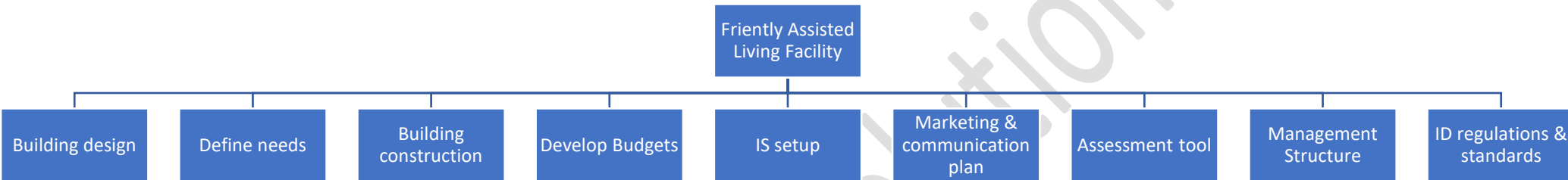
Project constraints are set boundaries to the project that could include: Regulations, resource availability, scope constraints, physical constraints, available budget, time constraints, and more. Assumptions are expectations regarding project constraints.

For this case, project constraints and assumptions could include:

- Resources are available
- 2 month time frame is achievable
- Regulations & industry standards will not prohibit or alter the project plan significantly
- Assigned team members are capable to complete their assigned tasks
- Sufficient demand will exist for the facility

Question #3: Develop a Preliminary Level 1 WBS.

Two possible Work Breakdown Structure (WBS) for the broad project elements are shown below. Note that Level 1 project elements 1.1.0 (Kick-off) and 1.16.0 (project termination) are intentional elements.



Question #4: Develop a RACI matrix for this project based on the Level 1 WBS.

A RACI matrix is designed to demonstrate which parties are responsible, accountable, consulted, and informed for each activity. All activities need to have an accountable party. The same party may be accountable and responsible in many cases. Student RACI matrix's may look slightly different based on the interpretation of the case.

	Construction Manager	COO	CFO	IS Director	VP Business Development	Medical Director	Fred Splient
Building design	C	R/A	C		I		I
Define needs	C	R/A	C	C			I
Building construction	R/A	C	I		I		I
Develop Budgets	C	C	R/A	C	C	C	C
IS setup	C		C	R/A			I
Marketing & communication plan			C		R/A		I
Assessment tool						R/A	C

Management Structure		C					R/A
ID regulations & standards	C	C			C	C	R/A

Question #5: Would a project charter have been useful here?

Yes. A project charter is always useful to help determine scope, and baseline budget/schedule. Key stakeholders usually sign off on a project charter, agreeing to the high-level definitions & deliverables. It serves to put the project team and stakeholders on the “same page” for the project. Everything that comes afterwards should support the project charter.