Qn 1a

Appraise priority of project and construct project priority matrix

Controlling the time is the top priority of the project as the CEO announced that the 3D Printing Course and Lab “must be launched on 3 Jan 2017”. Hence the hard deadline is a project constraint and cannot be changed.

Optimizing the cost is important to the project as DSI has applied to WDA to “apply for funding to set up a 3D Printing Course and Lab”, leveraging on SkillsFuture. Hence it is advised to minimize cost where possible as it will only be partially funded.

It is mandatory for the project scope to ensure that “3D Printing theories and practical lessons must be conducted” at the end of the project. Hence other syllabus in the project scope besides the theory and practical lessons is allowed to be compromised.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Time | Scope | Cost |
| Constrain | X |  |  |
| Enhance |  |  | X |
| Accept |  | X |  |

Qn 1b

Availability of the project team members is an important personal attribute that is critical to the success of the project. They are highly desired in the project team especially since the project is time constrained, with a hard deadline to meet. The availability of the members would indicate their level of commitment and contributions to ensure that the project is a success.

Political connection of the project team members is an important personal attribute that is critical to the success of the project. Members with close or strong relationships with the project stakeholders are invaluable assists to the project team. They can leverage on the existing good relationships they have with the stakeholders to better manage their requirements and expectations, thus ensuring a smoother implementation of the project.

Credibility of the project team members is an important personal attribute that is critical to the success of the project. This helps to enhance and build a good reputation for the 3D Printing Courses and Lab to be launched. For instance, if the course materials are developed by a renowned professor, it would garner more attention and customers would find the course to be more reliable.

Qn 2d

The first option is to do it twice, fast then correctly.

The second option is to add resources.

The best option to resolve the conflict is to do it twice, fast then correctly.

Qn 3a (approach + feasibility / propose + change in cost)

The first option to minimize project cost is to reduce the project scope. One possible solution is to reduce the number of 3D printers to be interfaced with the workstations. For instance, if the initial project scope is to have one lot of 3D printers and workstations connected, in view of the technical difficulties encountered, the scope can be adjusted to reduce the interface work from one lot to half a lot. This approach is feasible as cost saving is achieved from the decrease in materials required.

The second option to minimize project cost is to have owner take on more responsibilities. This would require Roshida, DSI’s Lab Manager to put in extra effort in ensuring that the 3D Printers and workstations interfaces are functioning. Roshida may be required to work overtime however this is not feasible as her capacity is assumed to be fully maximized, considering she is the sole person responsible for the interface. This will have no impact to the cost as owner is currently assuming full responsibilities.

The third option to minimize project cost is to outsource project activities. This refers to engaging external contractors to work on the 3D Printers and workstations interfaces. Project manager may seek support from network professionals to resolve the current technical difficulty. This approach is feasible as contractors may be more experienced or qualified in connecting the interfaces but there would be additional cost involved in outsourcing.

The fourth option to minimize project cost is to brainstorm for cost saving options. This involves exploring other aspects of the projects to identify if the cost associated can be reduced so as to contra the increase in cost incurred for the current issue. For instance, project manager could discuss with supplier to reduce the material cost or source for additional sponsors to fund the creation of online portal. This approach is feasible however the cost impact is dependent on the stakeholders.

The proposed solution to minimize project cost is to reduce the project scope. This solution is expected to result in a net decrease in project cost as the reduction in number of 3D Printers and workstations will result in greater cost saving as compared to the additional cost incurred from the extra days required for Activity 12.