BLG 448E Project Management in Engineering HW1 – Yunus Güngör – 150150701

Case Study 1 – Ferris HealthCare Inc.

1. Ferris Healthcare Inc. did not have a project management methodology nor project management knowledge. Since there was certain policies and rules in company, it was difficult to create one and only methodology that flexible enough to cover all projects.
2. İnitial methodologies was based on policies and procedures because of the personal interests of managers.
3. Assigning right project manager to right project was difficult because project managers must be experienced with all three methodologies and assigning only project managers that familiar with that methodology was impractical. Therefore, a singular methodology was needed.
4. Since every project requires specific management, singular methodology had to be formed based on guidelines rather than policies and procedures to cover all projects.
5. Since guidelines can be flexible and not rigid, it is important to know how to apply guidelines according to project type. Therefore, transferring experience on specific projects is a good method to ensure success.
6. Consultant didn’t have any experience on company projects. Its impractical to teaching how to use a methodology if one doesn’t have experience on specific projects.

Case Study 2 – Macon

1. Greatest resistance in project management will come from employees since its easier to blame it each other rather than trying to make it work between departments. Also departments wouldn’t want to share information with other departments due to fear of losing their jobs.
2. First of all autonomy of departments must be broken down and departments must be depended to each other. This change can be implemented by reordering reporting chain (who reports to who). Addition to this relationship and team building activities can be performed. Vice president for engineering must change and he or she must have background from both electrical engineering and mechanical engineering departments. Responsibilities must be clearly stated in the new plan therefore nobody can pass the blame to next person or department.
3. Its very hard to give specific time but it will take a long time to achieve some degree of excellence.
4. Customers can buy products or services from other companies according to their interest. If Macon’s knowledge remains stagnant when a customer stops buying products or services it will get harder to manage projects and Macon will not be able to maintain same quality level for each customer.

Case Study 3 – Apache Metals Inc.

1. It is obvious that creating a project plan without proper training and experience is going to be a failure. Since everybody can be a project manager in company, it will take long time to build up experience to maintain a project and none of the managers will be trained accordingly.
2. New approach taken in 2007 will put the company on a path excellence in project management.
3. Communication skills, leadership, problem solving skills, organizing skills would be ideal for future project managers.
4. Cultural issues usually based on approach taken before, therefore employees might find it difficult to work with an outsider as a manager since new managers hired. Or newly emphasized methods confuse employees and cause a cultural resistance.
5. Since professional managers hired, achieving excellence in project manager will be fast. One or two project’s time probably going to be enough to build up experience and excel at project management