BLG 448E Project Management in Engineering HW4 – Yunus Güngör – 150150701

Case Study 1 – The Scheduling Dilemma

1. This is common issue in competitive bidding especially on government related projects.
2. Some policies can be established in company and in bidding. Long term resource management policies, keeping information about previous resource distributions are some of the policies can be applied in company. And editing terms and conditions, validating effects of go-ahead date in binding phase can be applied.
3. It really depends on the client. But, since all companies that bid estimates schedule and cost, this can be possible.
4. Sarah considered compressing schedule, forcing workers for over-time, crashing project by adding more resources, outsourcing and parallel workflow for the project. Sarah did not consider reducing project scope or schedule optimizing. Schedule can be optimized by rearranging and editing work packages.
5. Sarah was correct, these techniques probably would not work, as explained in the case study, but a mixed system of considered and unconsidered techniques might solve this issue. For example: working parallel in possible parts of the project, working overtime sometimes (1 time a week for example), and adding more resource in a small scope can solve problem.
6. Most likely a mixed method has the greatest likelihood for possible schedule compression. But if only one of the methods to be used; working overtime has the greatest likelihood for possible schedule compression.

Case Study 2 – Quantum Telecom

1. Assigning responsibility on one person and, changing that person’s position according to performance on that responsibility will always result in company politics. To eliminate politics from gate review meetings, responsibility must be distributed or person’s position should not be evaluated based on performance on one project. However even if position would not evaluate based on that performance, human beings will likely to thing that it is.
2. A company culture that encourages mistakes, and encourages even more to learn from those mistakes can be developed. But developing a company culture requires a lot of time and changes. In short term, company can emphasize that a failure is not termination of the project but it is a failure to spend money on a useless project.
3. Sponsors was widely affected by each other and other politic matters in company. That means chosen sponsors was not a right choice. For example: in case study they used their power to change go/no-go status of the project for their reputations.
4. Project manager can consult to higher executives or he or she can try to convince the sponsor.
5. Sine project manager is not in hierarchy directly, manager has access to higher executives. Therefore using this power to consult on the subject can be very helpful.