

PM for the 'Planning' case

Lars Hallin is responsible for this case (lars.hallin@chalmers.se).

The aim with the Planning case is to provide an opportunity for you to gain a deeper understanding of how to plan a project and how to make use of planning information, by means of using software for project planning and to use the results from the software to suggest a plan of your own.

Case Texts

The following **case text** will be used:

Jeffery, Mark (2006). "A&D High Tech (A)", Boston: Harvard Business School Publishing.

Due to copyright reasons, the case text cannot be distributed electronically. Print-outs will be handed out during the lecture November 13. After this, print-outs are available by the course secretary Birgitta Engrell.

There is an .mpp-file with the plan based on exhibit 5-9 available in handouts on the course homepage.

Use Microsoft Project for this assignment. The software is available for downloading in the Student Portal (as a link to Microsoft Dreamspark, under IT/Self-administrated); also, a trial version of Microsoft Project is bundled on the back cover of the Maylor textbook. If you don't have access to a Windows computer of your own, MS Project is installed on the computers in IPC Computer Labs at the SB building (formerly V). *We suggest you don't use other software to create your own solution (this is a time-consuming alternative). In this case we cannot give you any help and you have to give us enough information for us to read your file.*

You are asked to make use of texts apart from the case text (you may, at wish, also use other theory on top of these):

- Ch 5, 6, 7 and 10; Maylor, Harvey (2010). "Project Management", (4th ed.). Harlow, England: Pearson
- Hallin, Lars (2013). "MS Project Summary" [Memo available under Hand-outs]

The case assignment: Planning

Complementary information to the case A&D High Tech (A) as background for your assignment:

After the review meeting Chris Johnson completed the plan (se Exhibit 5 – 9 and the .mpp file) and presented it to the senior management. They decided an alternative plan was needed. They gave Johnson the task to conduct a risk analysis and to formulate an alternative plan. They wanted a swift response to the opinion voiced by several persons that the plan was too optimistic. It is now your task to help Johnson with the risk analysis and an alternative plan.

1. Analyse the plan provided based on the information in the case. Make a risk analysis and suggest appropriate action.
2. Create an alternative plan and make your suggestions for how to proceed with the project. You are supposed to make alterations in the given file or create a new file. Feel free to suggest changes in the given WBS structure and making use of your own judgement concerning the information given in the case. Give a comprehensive proposal for how to proceed with the project. Give an estimate for the cost of your plan changes and thus for the total project.
3. Justify the trade-offs in the revised plan to the project sponsor using the TCQ triangle as a tool to illustrate your prioritizations.

Guidelines for the hand-in

Hand-in an essay of maximum **three pages** (excluding cover page, images, and references) in PDF format, minimum type size 12, and stating your name(s) and group number on the top of the first page. Also on the cover, under your names, you either state "All authors participated with an equal effort" or you state which student(s) that performed below expectations (also praising students that raised above it is okay). Also hand-in your mpp/mppx file. Let both file names be your group number.

The structure of your report should separate the analysis (assignment 1) from the suggested plan and your conclusions. Further, the report should have a short introduction and end with a concluding paragraph that summarizes and synthesizes the report. Correct references should be given to the works that are referred to in the text.

Marking

In these types of essays, there are rarely any definite rights or wrongs. Marking is therefore a qualitative act. This means that individual texts may vary a great deal but still be marked with the same number of points. Important criteria we consider are:

- How the problems or questions are dealt with. Clear suggestions based on understandable analysis of the situation described are sought for. Whether or not your conclusions are valid in relation to the subject of your discussion and, of course, what conclusions you draw.
- The use of theory. How the theories are appraised (understanding, depth of analysis). The use of relevant theory from the literature is important. Note that you are not supposed to just reproduce the theory, but rather to use it as a basis for your analysis, argumentation and discussion. (Compared to the other assignments the use of literature outside of the textbook is welcomed but not necessary)
- The structure of the essay. Your report should be well written and concise. Clarity of thought, structured reasoning, and ability to reflect is important.
- The uniqueness of your analysis and your alternative plan. If the analysis and the alternative plans of two groups are very similar the grade on both reports will be lowered.
- Making the deadline and complying with the format.

Consultations and seminars

1. Consultation: on the overall case assignment, contact Lars Hallin. Questions of general interest will be published on the homepage.
2. File hand-in deadline is Monday Nov 20 12.00 (by Ping-Pong).
3. **Compulsory seminar.** The case will be discussed with seminars Thursday November 23 & Friday November 24. See further the Course Schedule for information on which groups who attend what seminar.
4. The result of the marking will be reported via Ping-Pong.