# Assignment Case Study

The purpose of this assignment is to check your understandings of the readings from (Schwalbe).  You will use this knowledge gained in the readings to display your understanding of Project Management Project Methodologies. Your responses will be graded on the content, grammar, and citations. Refer to the grading rubric for further explanation.

Make sure you read each question thoroughly because there may be multiple responses needed for the question.

**As noted in your previous modules you will use the assignment, M02 – Assignment Part 2 to continue to create your project tasks.**

Question 1: (points 10)

Create a Project Procurement Management plan based on your Payroll Project from Module 2.

Answer 1:

Project Procurement Management plan for Payroll Project:

* Include internal legal & procurement teams once bids from multiple supplier responses are retrieved to evaluate cost/benefit ratio for each.
* The Acceptable contract types are FFP,FP-EPA. However, if the project deadline is at risk, a CPAF is acceptable. Please consult internal legal team to clarify termination clause.
* Request information from procurement and legal team on known suppliers before making final decisions.
* Provide following details in the RFQ:
* Lead times for hardware and/or services provided by suppliers
* Type of contracts to expect in the bid
* Hardware model and version of software offered
* Discounts based on quantity of hardware
* Acquire information on potential suppliers through:
* Past related projects that involved the supplier
* Asking stakeholders that had interaction with the supplier in the past
* Market research
* Manage procurement process by measuring supplier’s performance against:
* lead times provided in the bids and signed contracts
* Past performance on related projects
* Market research

Question 2: (points 10)

Create a Stakeholder Management Plan based on your Payroll Project from Module 2.

Answer 2:

PM EYES ONLY!!!!

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Power/Interest | Current Engagement | Potential Management Strategies |
| Jayce | High/High | Leading | Experienced manager, easy to communicate with, unreasonable expectations. Have PM manage expectations. |
| Robert | medium/high | leading | Inexperienced leader but charismatic. Too easy going and nonchalant at times. Resistant to involve management when needed. |
| Jackson | medium/high | supportive | Outspoken but blunt. At times confrontational but driven for project's success. |
| Yordanos | medium/high | resistant | Invested in project's success but unresponsive to team effort and desires to perform work by herself. |
| Brady | low/low | neutral | Never talked to the individual, so current analysis is based on absence to the team effort. |
| myself | medium/high | supportive | Lacks terminology comprehension but motivated and hands on experience in medium size business. |
| Allison | High/High | resistant | Unsure of project's success. Possible one on one conversation to show project's advantages |
| other development managers | High/High | supportive | Seem to be on board with the project. Keep informed. |
| Chelsea | High/High | resistant | Resistant to project. Possible sabotage risk. Monitor closely |
| Randy | High/High | supportive | Easy to get along. Keeping informed should suffice. |

Question 3: (points 10)

Describe the documentation about Closing a project using your Payroll Project from Module 2.

Answer 3:

* Archival documentation:
* Fulfilling the function as future project reference -> The triple constraint was ambitious. Risk management needs to be highlighted more often
* Future change reference -> The payroll system will need database improvement project to get it to function as real-time as opposed to bulk processing, as requested by Jayce, mid-project
* Training resource:
* Furthering the project team -> From lessons learned, through communication management, to stakeholder management, all team members can learn from this project
* Furthering the project manager -> This would be a good project where make-or-buy analysis should have been paid more attention to.
* Lessons learned:
* More attention paid to make-or-buy analysis
* Training improvements needed
* Team building effort needs to increase
* Communication management needs rework
* Stakeholder performance evaluation:
* Some team members should be evaluated if they should stay with the team, reassigned, or let go.
* Stakeholders’ interactions need work -> Further training is needed.

Question 4: (points 10)

Describe using a **direct** cut-over method to convert from one system to another.

Answer 4:

Direct cut-over method occurs when the going live requires one (old) system/product to cease its function, for the other (new) one to go into effect. For example, redesign of a website. While the testing can be done locally on the new design, for it to go live, the old website has to be taken down.

Question 5: (points 5)

Describe using a **phased** conversion method to convert from one system to another

Answer 5:

The new product/system is broken down into manageable pieces (deliverables), and each piece (deliverable) is implemented in specified sequence. Ergo, each deliverable can be considered as a project within a program.

Question 6: (points 5)

Describe using a **parallel** conversion method to convert from one system to another

Answer 6:

Both, new and old products/ systems coexist during project’s life. In general, the new system is utilized progressively through the testing phases while the old system is still in production until the new system’s tests have been fully satisfied within production environment as part of the testing phase (Alpha, Beta, small test segment, medium, full, and decommissioning of old system as the last phase)