

Case Study Analysis Due Dates

August								September								October							
						1				1	2	3	4	5					1	2	3		
2	3	4	5	6	7	8		6	7	8	9	10	11	12		4	5	6	7	8	9	10	
9	10	11	12	13	14	15		13	14	15	16	17	18	19		11	12	13	14	15	16	17	
16	17	18	19	20	21	22		20	21	22	23	24	25	26		18	19	20	21	22	23	24	
23	24	25	26	27	28	29		27	28	29	30					25	26	27	28	29	30	31	
30	31																						

Item	Due (11:59pm)
Case Study Summary, Organization Information	September 12
Triple Constraint Analysis, Lessons Learned Report	September 26
PowerPoint	October 3
Presentations	October 5-9

Use templates on Canvas

Before We Begin

- Due Saturday: Parts 3 and 4
- Due next Saturday: PowerPoint
- Week after that: Present virtually
 - Rehearse before presentation
 - Presentations will be recorded for your own analysis
- Videos on Canvas
 - PowerPoint Expectations (12:24)
 - Presentation Expectations (4:42)
- Incorporate this information into your work

Before We Begin

- Lessons Learned and 3x Constraint Analysis
- Use Templates on Canvas
- Your own analysis based off the research and information
- What can we learn from this case?

Triple Constraint Analysis	
Group Name	
Scope	Use this space to explain how the project was constrained in terms of scope.
Time	Use this space to explain how the project was constrained in terms of time.
Cost	Use this space to explain how the project was constrained in terms of cost.

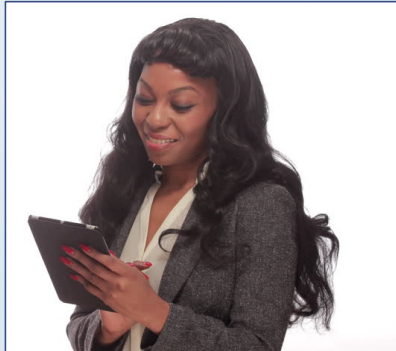
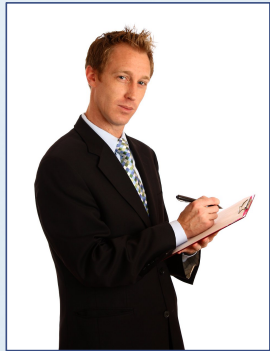
Lessons Learned	
Group Name	
Lessons Learned In this paper, explain at least three lessons that project managers could learn from this project. Whether it was ultimately a success, a failure, or somewhere in between, there are many things that those of us on the sidelines can learn so as to not repeat the same mistakes or make sure to do on our own projects. Use this introduction paragraph to give a broad overview of the lessons learned and offer a segue to your readers that will lead them into the detailed information you will cover in the next three sections. This paper is entirely your own opinion and analysis: use what you have learned in this class regarding various elements of project management and apply it to this case study so as to help your readers understand how we can all learn from it.	
Lesson 1	Use this space to thoroughly describe one lesson that project managers can learn as a result of what worked well or did not work well on this project. Provide your own analysis and go into enough detail such that anyone reading this would have a solid understanding of what this lesson is and why it is important to heed. The goal here is to help other project managers so we can make sure to avoid a mistake or implement a successful strategy.
Lesson 2	Use this space to thoroughly describe one lesson that project managers can learn as a result of what worked well or did not work well on this project. Provide your own analysis and go into enough detail such that anyone reading this would have a solid understanding of what this lesson is and why it is important to heed. The goal here is to help other project managers so we can make sure to avoid a mistake or implement a successful strategy.
Lesson 3	Use this space to thoroughly describe one lesson that project managers can learn as a result of what worked well or did not work well on this project. Provide your own analysis and go into enough detail such that anyone reading this would have a solid understanding of what this lesson is and why it is important to heed. The goal here is to help other project managers so we can make sure to avoid a mistake or implement a successful strategy.

PowerPoint Expectations

- Overview of all four elements
 - Organization History
 - Case Study Summary
 - Triple Constraint
 - Lessons Learned
- Follow guidelines re: graphics, text, etc.
 - Short bullet points
 - Relevant, helpful images
 - No distracting graphics/transitions
 - No animations and sound effects

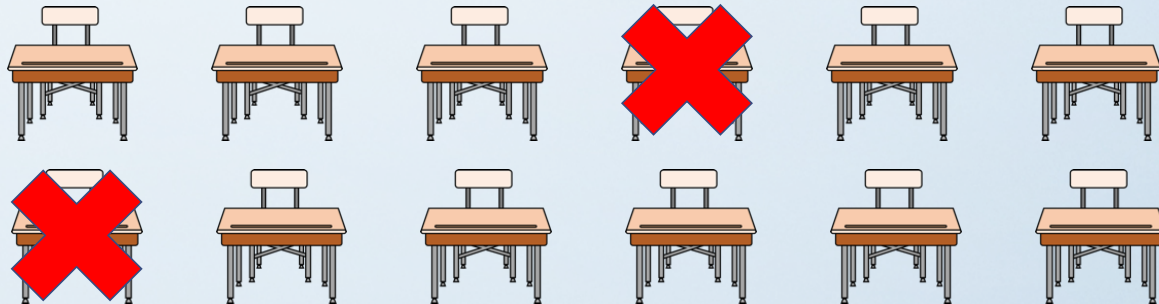
Presentations

- October 5-9
- Sign up for a time slot that works for your group
- Many days/times available
- Prof. Ringsmuth will send out MS Teams invite to each group



Attendance

- 12 in-class sessions
- Class sessions will be recorded and posted to Canvas by Tuesday afternoon
- Can fail to turn in work from two with no grade penalty



Chapter 5 Overview

- Opening Case: Kim, in charge of creating WBS for company-wide system upgrade.
- Has no idea how to do a WBS
- Define Project requirements
- Good WBS, essential to controlling scope
- Create a sample WBS
- Maintain control of Scope, avoid Scope Creep

Project Scope Management

- In your words, what is meant by Project Scope? (Q1)
- Why is a Requirements Management Plan important when working on a Project? (Q2)



Requirements



Collecting Requirements

- What are some methods that a Project Manager can use to collect requirements? (Q2b)
 - Focus groups, solicit customer opinions, brainstorming
- Consider Steve Jobs and Henry Ford
- 73% of Project Managers: most important challenge was finding out what customers want

Eye of the Beholder

- [What Makes You Beautiful?](#) (Video, 6:35. Watch until 2:20)
- In your opinion, why is it so difficult to collect accurate project requirements? (Q3)



Kindle Fire Phone


- [Fire Phone Advertisement](#) (Video, 3:13)

the guardian

opinion sports soccer tech arts lifestyle fashion business travel environment science all sections


Amazon has sold no more than 35,000 Fire phones, data suggests

Amazon doesn't give sales data for its devices, but figures from comScore and Chitika suggest only modest sales so far



A photograph of Jeff Bezos, CEO of Amazon, smiling and holding up a Kindle Fire Phone. The background is a blue screen with the word "fire" in large red letters and "PHONE" in white below it.

Most popular in US

-  Richard Dawkins questions Ahmed Mohamed's 'motives' and sparks backlash
-  Teen prosecuted as adult for having naked images - of himself - on phone
-  Scott Walker 2016 presidential campaign in crisis after plunge in polls

© A happy customer of the Amazon Fire Phone. But how many more are there? Photograph: Ted S. Warren/AP



THE FIRE PHONE IS OFFICIALLY A FAILURE



Scope Creep Problems

- Problems with Scope Creep in following projects...



Tesla Model X



OSU Homecoming Decorations

Controlling Scope Creep

- Think about a product you use, or are familiar with, that suffers from Scope Creep.
- As a Project Manager, what are some ways which you can control Scope Creep throughout the life of a Project? (Q4)



Ford F-150 and Scope Creep

- **Problem:** Customers wanted same vehicle with better overall gas mileage
- **Opportunity:** Re-design the F-150
- [Redesigning the F-150](#) (Video, 4:09)
- Take note of...
 - Project Requirements: (Q5a)
 - Project Scope: (Q5b)
- How is Ford limiting scope creep?
- Made some interesting tradeoffs...



Unintended Consequences

- Higher cost of repair
- [Consumer Reports Verdict](#) (Video, 4:02)

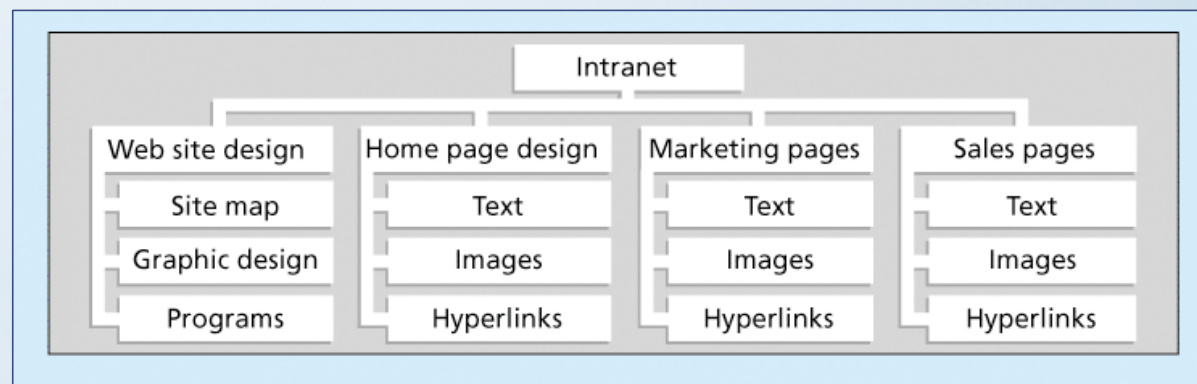


Managing Project Scope

- **Charter:** “This is what we will do on our Project”
 - Kim: Upgrade computers
- **Requirements:** What does the end result need to have or do?
- **Scope Statement:** All the work that will be done on a Project
 - Buy new hardware, install Windows 10, Office 365, etc.
 - Often changes over time.
 - Have a system in place to manage changes.
- **Work Breakdown Structure:**
 - What is all the work required to fulfill the Project requirements
 - Every item on WBS must be linked to a specific individual

Work Breakdown Structure

- Task – Each level of work in the WBS
- Summary Task – A task that can be subdivided (Define Requirements, Brief Web Development Team, etc.)
- No correct way to create a WBS. But create a WBS!
- Work Package – lowest level of task



Case Study: Lenovo College Tablets

- Lenovo wants to create a new line of tablets specifically geared towards college students.
- Headquartered in Beijing, China, Lenovo needs to better understand the needs of American college students
- The company is undergoing extensive research and planning prior to executing the project.
- You have been brought in as a consultant to help collect requirements and manage the project

Case Study: Lenovo College Tablets

- What would a college-oriented tablet need to have or be able to do in order to compete with other tablets?

The image shows the Lenovo logo, which consists of the word "lenovo" in a bold, blue, italicized sans-serif font. The logo is centered within a white rectangular box that has a thin blue border. The background of the slide is a light blue gradient.

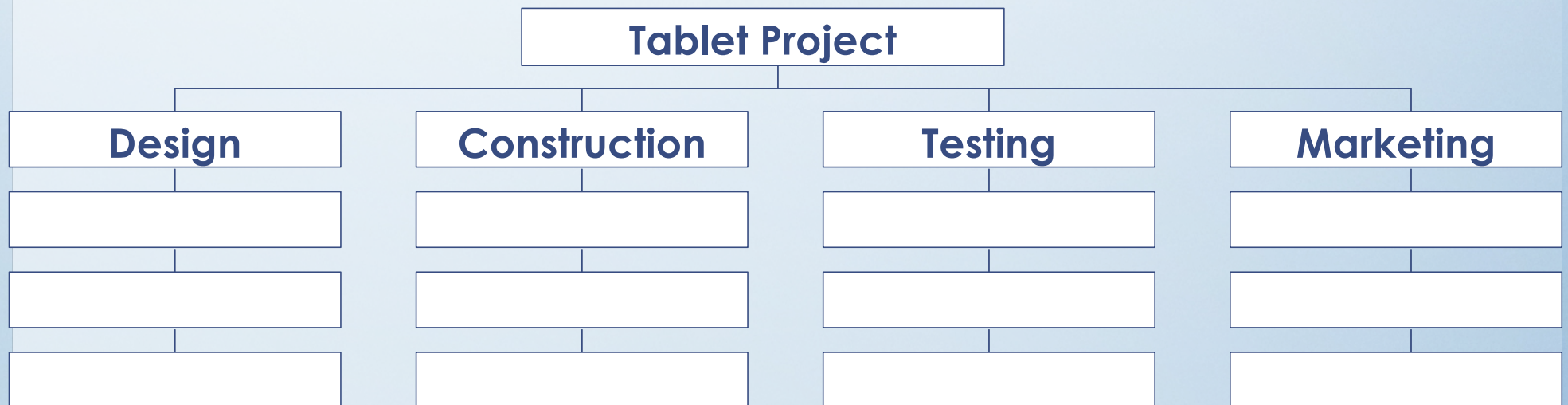
Collecting Requirements

- What methods will you use to collect requirements for your tablet project? (Q6)
 - Explain your reasons for using these methods as well
- What will your requirements be for your tablet? (Q7)
- Draft a Scope Statement for your tablet project (Q8)



Drafting a Work Breakdown Structure

- After collecting requirements, the next step is to create a WBS and decide what work will be performed during the main phases of the tablet project.
- Create a basic Work Breakdown Structure (Q9)



Controlling Scope

- What are some ways in which you, the Project Manager, can control the scope of the tablet project? (Q10)



Solutions for Controlling Scope Creep

- Know original requirements
- Focus on original requirements
- Keep initial scope realistic
- Have users involved with the project team
- Hold regular meetings
- Monitor performance throughout Project Life Cycle

Lessons Learned

- What is one thing you learned today that you think will help you as a Project Manager? (Q11)

