

Session 7 Cases

- Organization and Management of a Multi-Organizational Single Responsibility Project
- R&D in the Insurance Industry: PM Makes the Difference
- Implementing Integrated Product Development: A Case Study of Bosma Machine and Tool
- How ICL Used Project Management Techniques to Introduce a New Product Range

SYNOPSIS

This case describes the organization and management of Consumers Power Company's James H. Campbell Plant Unit #3 project. The authors discuss the use of a single responsibility contract and its effect on the overall project management process. The case also describes the use of team-building sessions for identifying problems and using team action to solve them. Various aspects of quality and productivity improvement efforts are also discussed.

LEARNING OBJECTIVES - "ORGANIZATION AND MANAGEMENT OF."

Although this case is very broad in nature and discusses many aspects of project management, it focuses on a number of topics of quality management.

Objectives include:

- discussion of where to place the quality assurance function within the project organization structure
- focus on the team-building sessions used on the Campbell Plant project and the benefits of these sessions with respect to the quality of the team process and management of project interfaces
- understand the quality assurance program described in the case and discuss its benefits and drawbacks.

Discussion Point

- Regarding kinds of quality assurance programs and their benefits. Discuss
- Participants to give examples of such programs from their own work experience.

Discussion Point

- Thanks to new methodology, Pacific Mutual was able to blend people, processes, and technology successfully. This methodology based its success on the use of cross-functional teams.
- Discuss the cultural characteristics prevalent in companies that are using teams.

SYNOPSIS

This case studies the implementation of integrated product development (IPD) in Bosma Machine Tool Company (Bosma). The authors concentrate their analysis to the following six areas: changes to the work environment, team organization, training used, new team's group dynamics, rewards and incentives, and measures used to assess the success of the team. The case also offers useful information and recommendations on the management of newly formed teams.

LEARNING OBJECTIVES - "IMPLEMENTING INTEGRATED PRODUCT"

In discussing this case, participants should gain a better understanding of:

- the importance of teams
- the management of teams
- cultural barriers
- cultural changes due to teams

Discussion Points (2)

- The case presents seventeen recommendations for implementing an integrated product team. Discuss
- Discuss the consequences of NOT following these recommendations.

SYNOPSIS

ICL was a product of the United Kingdom (U.K.) merger mania of the 1960s. Within a few years of its formation, ICL was in trouble. A new managing director was appointed from one of the major United States (U.S.) computer suppliers to the U.K. the case describes how project management techniques were used at ICL in the 1970s, and how they helped the company to cope with organizational challenges and to manage the risk of introducing a new product into the market. The author also speculates on the extent to which this project management approach has helped ICL through the 1990s, a period with major structural changes.

LEARNING OBJECTIVES - "HOW ICL USED PM TECHNIQUES TO..."

In discussing this case, participants should gain a better understanding of:

- the characteristics of a functional organization
- the project manager role
- the customers importance
- project teams

Discussion Point

- This case stresses the organizational transformation processes.

Break into TWO Groups - Debate

- one group present the ‘pros and cons’ of a “matrix” organization
- one group present the ‘pros and cons’ of a **“functionally driven”** organization.