

QQI Project Management Case Study

You work as a project manager for a large organisation which operates out of a single campus. Due to recent expansion and lack of space on campus, a small remote office space has been purchased across town to house a newly formed team of 10 people. This is a product development team, and the Research and Development department are the primary driver behind the project.

The requirements for the new office space are that it be furnished and equipped to a similar standard to on-campus offices. The new office should be ready to go within two months.

You have done an initial inspection with the facilities manager and have identified the following broad requirements:

- The office is an unfurnished, uncarpeted shell.
- There are no phone or broadband connections to the premises.
- The electric wiring for the office is extremely old and a complete rewiring will be required.
- Facilities have already been cleaned and secured the premises, and kitchen and toilet facilities are adequate, but a common area will be required for meetings and groups gatherings.

The project sponsor (the head of the R&D Department) has said

“We’d like the team to be able to work as if they were here on campus”

As PM, you will need to organise carpets and furniture, PCs and phones for 10 people.

Before you can do this you will have to organise a rewiring job and then get the office connected to the campus.

When the office is furnished and connected, you will have to organise testing to ensure everything works as it should before handing it over to the R&D department.

Notes:

- Your organisation has a dedicated facilities department who will help you to order furniture and carpets.
- The IT department will advise on desktop PC’s and phones, and likely have a regular supplier for these items. They will also need to help with installing any communications hardware to link the new office to the campus.
- Several local telecoms companies can provide phone and broadband lines to the new office. You will need to get pricing from three different suppliers, in line with

organisation policy, and choose the most competitive.

- The R&D team have agreed to provide staff for an acceptance testing exercise, to ensure everything works as it should before the office is opened.

Project Resources:

- You have been allocated a member of the facilities department (Bob) and an IT specialist (Agneta) for the duration of the project.
- You have two administrative staff (Gillian and Christiano) from the R&D department.
- You have a small office area on the main campus to house the project team.
- Gillian and Christiano are inexperienced but delighted to be working on something new and different. Bob is competent and just views the project as more work to be done. Agneta has lots of relevant IT experience, but seems distracted and unenthusiastic.
- You have been asked to record the number of hours each team member works on the project.
- The finance manager has asked for a budget estimate for the project, and wants to be kept up to date on the on-going costs, on a weekly basis.