

**Project Management Case Study**  
**The Custom Woodworking Company — Woody 2000 Project**  
**R. Max Wideman**  
AEW Services, Vancouver, BC, Canada, 2002

**Introduction**

I first developed this case study in 1993 for a local construction project management course. The incidents described are typical of the types of things that happen in real-life projects and I have seen most of them. Hopefully, they do not all happen on the same project, but the reality is that if project sponsors do not start out with an understanding of project management and its processes, the probability of such things happening are surprisingly high.

I have set out the story of the project according to its natural evolution. The commercial environment described was very typical of that existing here at that time. The problems are not difficult to spot, but can you see why they happened?

The case study is followed by a set of questions organized by project management knowledge area. You may use the case study and questions as you wish, subject to the copyright limitations.

**Background**

The Custom Woodworking Company is a small-to-medium sized custom furniture and cabinet making company, with head-office and a spacious plant site at Industrial Estates, Someplace, BC. Its Chairman and Chief Executive Officer is Ron Carpenter now in his late-sixties. His wife Mrs. Emelia Carpenter, being an aggressive business woman and somewhat younger than her husband, now effectively runs the company.

Ron Carpenter is affectionately known to all as "Woody" and so the company is generally known as "Woody's". Woody, after an apprenticeship as a cabinet maker, started his small furniture manufacturing business back in 1954 and he and his wife moved to their present location in 1959. The company quickly gained a reputation for attractively designed and well constructed furniture, using imported hardwoods and indigenous softwoods for its products. Woody's now produces custom furniture to order, several lines of furniture for wholesaler/retailers, and a number of variations of standard kitchen and bathroom cabinets, including units made to order.

Over the years the Carpenters continued to prosper and built up a loyal staff and work force. More recently their son, John Carpenter, has joined the company's management after having obtained a commerce degree at the local university. At John Carpenter's insistence, lured by longer production runs

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**Function Point Analysis** David Garmus,David E. Herron,2001 Function Point Analysis Measurement Practices for Successful Software Projects is a comprehensive presentation of the principles of function point analysis FPA and a guide

to its effective use in managing the development and deployment of software. Written for both information technology IT practitioners and managers, it describes how to use this proven but underutilized software sizing metric to achieve successful software projects. Completely up to date, the book introduces the latest rules and guidelines released in the International Function Point Users Group IFPUG Counting Practices Manual 4.1. Function Point Analysis presents fundamental counting techniques for basic to advanced technologies. It explains the calculations for determining function point size, an indication of a software application's overall functionality and complexity. Moving beyond mechanics, the book features the most common uses of FPA and reveals experience-based techniques for applying the methodology with success. The book covers such important topics as: An overview of FPA for the IT executive; A description of software measurement relating size to other software metrics; Sizing data and transactional functions; The application of general system characteristics; Counting object-oriented, Web-based, client-server, and GUI applications; Becoming a Certified Function Point Specialist (CFPS) using a practice exam; The use of FPA for accurate project estimating, development and maintenance outsourcing, and performance productivity baselining; FPA automation tools, including function point repository tools and function point based project estimation tools; The role of FPA in standardizing industry benchmarking data. Numerous detailed examples and case studies demonstrate the FPA methodology in action. As a reference, tutorial, and practical guide, *Function Point Analysis: Measurement Practices for Successful Software Projects* raises the level of awareness and understanding of FPA and its role in bringing proven quality standards to the software development industry. 0201699443B04062001 *Man, Technological Advancement and Sustainable Environment*, 2011

**The Wiley Guide to Managing Projects** Peter W. G. Morris, 2004-09-27. This comprehensive resource presents the fundamentals of project management and ties them to strategic business systems and procedures. This insightful guide demonstrates how project management fits into an organization and offers helpful advice on applying this knowledge on the job. *Journal of Object-oriented Programming*, 1998

[Evaluation and Optimization of Metallurgical Performance](#) Deepak Malhotra, Richard R. Klimpel, Andrew L. Mular, 1991

**Essentials** Dawn Parrish Wood, 2001-10. For courses in Office Applications. The Essentials Series for Microsoft Office XP has been rewritten and redesigned to meet the needs of today's classroom. These hands-on tutorials with a project orientation are designed to give students a thorough knowledge of software applications. Extensive end-of-project exercises emphasize hands-on skill development.

**Technometrics**, 1988

*Introductory Statistics for Management and Economics* James L. Kenkel, 1996. Introductory Statistics for Management and Economics is designed specifically for business economics and management majors who are enrolled in a two-term statistics course. The new Fourth Edition of this popular text continues to emphasize statistical inference and model building in a real-world context. It contains over 1,500 varying types of problems based on real-world applications, as well as in-depth coverage of regression analysis and a thorough discussion of how to use the computer to estimate and test models. Computer Applications sections have been added to help students understand and interpret

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## **Table of Contents Project Management Sample Case Study Solved Example**

1. Understanding the eBook Project Management Sample Case Study Solved Example
  - The Rise of Digital Reading Project Management Sample Case Study Solved Example
  - Advantages of eBooks Over Traditional Books
2. Identifying Project Management Sample Case Study Solved Example
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Project Management Sample Case Study Solved Example
  - User-Friendly Interface
4. Exploring eBook Recommendations from Project Management Sample Case Study Solved Example
  - Personalized Recommendations
  - Project Management Sample Case Study Solved Example User Reviews and Ratings
  - Project Management Sample Case Study Solved Example and Bestseller Lists
5. Accessing Project Management Sample Case Study Solved Example Free and Paid eBooks
  - Project Management Sample Case Study Solved Example Public Domain eBooks
  - Project Management Sample Case Study Solved Example eBook Subscription Services

- Project Management Sample Case Study Solved Example Budget-Friendly Options
- 6. Navigating Project Management Sample Case Study Solved Example eBook Formats
  - ePub, PDF, MOBI, and More
  - Project Management Sample Case Study Solved Example Compatibility with Devices
  - Project Management Sample Case Study Solved Example Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Project Management Sample Case Study Solved Example
  - Highlighting and Note-Taking Project Management Sample Case Study Solved Example
  - Interactive Elements Project Management Sample Case Study Solved Example
- 8. Staying Engaged with Project Management Sample Case Study Solved Example
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Project Management Sample Case Study Solved Example
- 9. Balancing eBooks and Physical Books Project Management Sample Case Study Solved Example
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Project Management Sample Case Study Solved Example
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Project Management Sample Case Study Solved Example
  - Setting Reading Goals Project Management Sample Case Study Solved Example
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Project Management Sample Case Study Solved Example
  - Fact-Checking eBook Content of Project Management Sample Case Study Solved Example
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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