

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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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.

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