

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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are based on the experience of the authors and applicable to different levels and types of PSA that are used for nuclear power plants applications It can be used as extra reading for PSA courses for practitioners and it provides quantitative risk methodology documentation for PSA Past, Present, and Future Impacts of Climate on Infrastructure Abhishek Gaur, Ronita Bardhan, 2021-05-21 **Systems Development** Raymond McLeod, 2002 One semester Jr Sr Grad course in systems analysis and design or capstone course in MIS departments where students work on a project or extensive case McLeod and Jordan's text is ideal for courses where student teams develop and implement software systems in real organizations or where students develop software to solve problems in written cases The text is organized into nine chapters and eight supporting technical modules the chapters provide a unique thorough coverage of the entire system development life cycle SDLC and a strong foundation in systems concepts and systems methodologies while the technical modules provide the tools students need to implement and apply the concepts The goal of the text is to provide a strong foundation of the concepts with emphasis on the later phases of actual implementation and design providing the methodologies and tools necessary to complete a systems project in a real organization including installation of operational software It has been successfully class tested by over 400 students Case Studies in Project, Program, and Organizational Project Management Dragan Z. Milosevic, Peerasit Patanakul, Sabin Srivannaboon, 2011-08-17 The ever expanding market need for information on how to apply project management principles and the PMBOK contents to day to day business situations has been met by our case studies book by Harold Kerzner That book was a spin off from and ancillary to his best selling text but has gained a life of its own beyond adopters of that textbook All indications are that the market is hungry for more cases while our own need to expand the content we control both in print and online would benefit from such an expansion of project management case content The authors propose to produce a book of cases that compliment Kerzner's book A book that offers cases beyond the general project management areas and into PMI's growth areas of program management and organizational project management The book will be structured to follow the PMBOK in coverage so that it can not only be used to supplement project management courses but also for self study and training courses for the PMP Exam PMI PMBOK PMP and Project Management Professional are registered marks of the Project Management Institute Inc *Research in Education*, 1973 *Web-based Training* Badrul Huda Khan, 2001 Discussing Web based training from design development delivery management implementation and evaluation perspectives this book includes 63 chapters by experts from around the world They offer instruction on the uses of the Web for corporate government and academic training purposes Particular chapters address topics like the advantages and limitations of Web based training the technological resources available the theory behind Web based learning the use of simulations online testing copyright and cost c Book News Inc **Resources in Education**, 1973 *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.

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