# Project Management Case Study Analysis

## Group Information

Your Name:

Group members that you discussed this case with:

## Instructions

Each person should individually answer each of the following questions. Your responses should be thorough and contain sufficient detail to show your understanding of the issues at hand. Be sure to include specific references to items from the case study reading to support your decisions. This likely cannot be done in fewer than 2 paragraphs per question.

## Questions

For each of the following questions, assume that you are Frank and acting in his role.

1. When you (Frank) were negotiating with Daniel about the schedule, should you have asked for additional people from the returns team, before the project even started? Why or why not? (Remember to answer as if you were Frank.)

2. Before agreeing to the project, you (Frank) developed a spreadsheet that showed the tasks that needed to be completed and a timeline that would achieve them by the desired deadline. In the end, the actual project did not follow this spreadsheet. A) Why did the project not follow the planned spreadsheet? B) What could you have done differently when putting the schedule together to be more successful? (Remember to answer as if you were Frank.)

A)

B)

3. As noted in the team discussion, when Sylvia left the team, you (Frank) were left with an Iron Triangle dilemma. Which of the three parts of the Iron Triangle do you think you should have tried to adjust? Describe A) what you would plan to do for that adjustment and B) how you think you could convince Daniel of your decision. (Remember to answer as if you were Frank.)

A)

B)

4. At the end of the case study, you (Frank) are asked to write the after-action report. What specific changes should you or the company make to avoid problems like this in the future? (Remember to answer as if you were Frank.)