

You are a project manager for GVT and associates, a large law firm specializing in insurance claims. GVT has recently contracted to outsource much of the administrative legal work to QTC, a supplier specializing in claims work and managing litigation documentation. As a result, 100 QTC workers will be moving into GVT headquarters in three months from now.

The QTC workers will be using GVT software to access GVT's legal data on the GVT servers. QTC workers will also need to connect to QTC headquarters (from GVT) to access their QTC email, and claims processing applications on the QTC servers.

Key personnel are as follows:

You are the project manager. The executive sponsoring the project is James Smith, chief counsel at GVT. The QTC manager you will work with directly is John Jones. The GVT technician to perform application testing is Jim Phillips. The operations manager the QTC workers will be accountable to at GVT is Tim Gullion.

The onboarding of the QTC workers must be completed in 3 months. There is a budget of \$500,000 for the project. In that time, the following activities must occur:

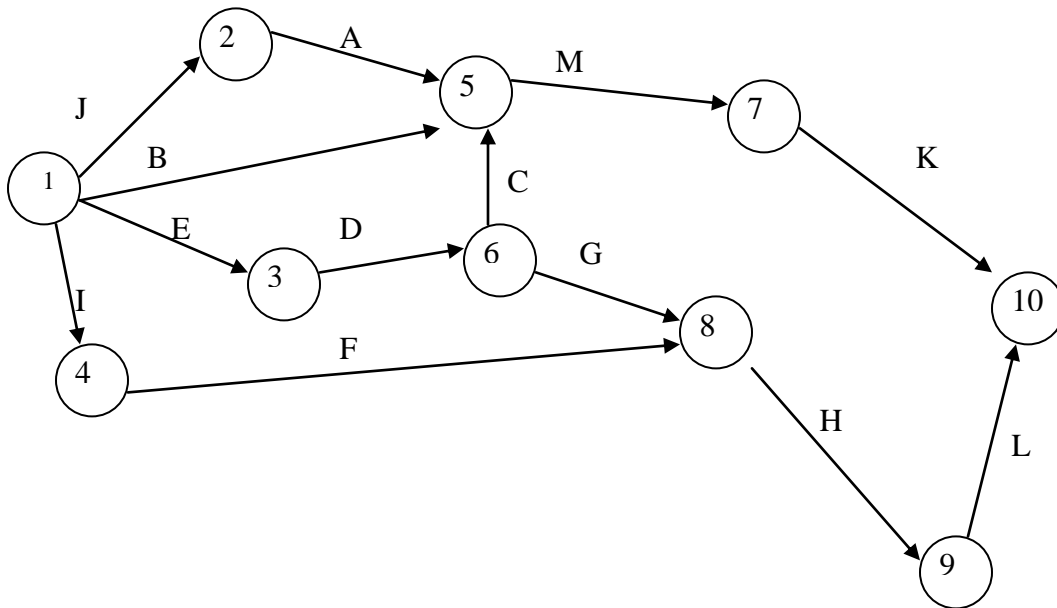
- Computer hardware (PCs) must be purchased for the QTC workers - each QTC worker will have a PC
- Both Standard GVT software and QTC software must be installed on the PCs
- The QTC software and GVT software must be tested to make sure it is compatible
- Two floors must be wired at GVT headquarters so the new QTC PCs can be plugged into GVT's local area network
- A circuit must be installed to connect GVT to QTC's headquarters, so QTC's employees can access their QTC emails and the QTC servers to do work.
- Quotes will be obtained from AT&T, MCI, and Sprint to determine which provider will supply the circuit.
- QTC workers must be trained on how to use GVT software (new to them)
- A computer helpdesk at GVT must be setup to handle questions from the QTC workers

Complete the following:

- 1) Create a project charter including start and finish dates, objectives, approach, and a roles and responsibilities matrix.
- 2) Develop a WBS for the tasks above, with appropriate sub-tasks
- 3) Review the table below - which shows the optimistic, most likely, and pessimistic times for each task. Using the PERT method, calculate the PERT weighted average for each task.

	Task	Optimistic	Most Likely	Pessimistic
A	PC purchase	5	15	30
B	Setup test machine	2	5	15
C	Installation of QTC and GVT software	10	15	30
D	Compatibility testing between QTC and GVT	10	12	17
E	Floor wiring for LAN connectivity	20	30	35
F	Circuit install between GVT and QTC	30	40	60
G	Modification of GVT and QTC network firewall	14	21	40
H	GVT Testing of traffic over circuit (firewall to firewall)	5	7	10
I	Obtain quotes for circuits.	1	3	4
J	Obtain quotes for PCs	1	2	3
K	Train QTC workers on GVT software (new to them)	5	12	15
L	Setup helpdesk	10	20	30
M	Deploy PCs	10	12	15

- 4) Using the results from #3, insert the PERT weighted average for the tasks into the network diagram below- what is the earliest the project can be completed (in number of days)



5) Based on the data below, provide the following for PC purchase, floor wiring, circuit install, and firewall modification: The % complete, CV, SV, CPI, SPI, EV for each:

Task / Measure	month 1	month 2	month 3	total	% compl after month 1
PC purchase	150,000			150,000	
PV (per schedule)	150,000	0	0	150,000	
AC (per real spend per month)	120,000	30,000	25,000	175,000	
CV					
SV					
CPI					
SPI					
EV					
Floor Wiring For LAN	50,000				
PV (per schedule)	50,000				
AC (per real spend per month)	60,000				
CV	-10,000				
SV					
CPI					

SPI					
EV					
Circuit Install for LAN					
PV (per schedule)	10,000	2,000	0	12,000	
AC (per real spend per month)	11,000	4,000			
CV					
SV					
CPI					
SPI					
EV					
Modify firewall rules					
PV (per schedule)	2000	1000	1000		
AC (per real spend per month)	2000				
CV					
SV					
CPI					
SPI					
EV					

6) Develop a project communications plan including stakeholders, name of document, document format, author, and frequency (daily, weekly)

7) There are two other suppliers in competition with QTC - GVT created the following probabilities and paybacks for QTC vs. Company A and Company B:

QTC 70% probability of \$70,000 return first year
30% probability of \$25,000 return first year

Company A: 60% probability of \$60,000 return
40% probability of \$17,000 return

Company B: 80% probability of \$80,000 return
20% probability of -45,000 return

What is the EMV for QTC, what is the EMV for Company A and Company B - does the data support going with QTC?

8) Create a brief RFP for both the computer hardware (PC suppliers are Dell and HP) and the circuit needed (consider PC and circuit maintenance, performance reporting, and support in the request for proposals)

9) Document the items you would include in the project archive once the project is closed (reports, key information).

10) Who would you have signoff to close out the project? Why? How would you evaluate the success of the project. Explain your answer.

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