

PJM610 Project Management Principles – Teams and Tailoring DB

You are managing the online ordering and billing system upgrade project. Tailoring engagement of team members is a delicate and critical task. When done correctly, the team members will be excited about their role on the project, feel empowered and integrated and they can successfully complete the tasks assigned, and know they will have some conquerable challenges as they move through the project.

To effectively tailor engagement, empower and integrate project team, the project manager must perform the following:

- Identify the roles needing to be filled.
- Determine the skills and capabilities required for each role.
- Evaluate skills and capabilities of the team members and identify potential gaps
- Tailor engagement of team members

The following roles need to be filled:

- Business analyst
- Technical architect
- Programmer/tester
- Team leader

The following personnel are available:

Pat is available for 24 hours a week at \$135 per hour. Pat was involved in similar upgrade projects and can act as business analyst, developer, or tester. Pat is very comfortable with the legacy system and does not see the benefit of another system upgrade. He feels that the end users do not fully utilize the functionality they already have and will not use this new functionality effectively. Pat is an agile expert.

Terry is available for 24 hours a week at \$130 per hour. Terry was involved in the original installation and every upgrade since then. She tends to be in developer or tester roles for this system but acts as business analyst for other systems. She is very excited about the upgrade project and the functionality it provides. She is concerned, however, that the end users may not have the skills to use it. Terry is a waterfall expert.

Robin is available for 30 hours per week at \$130 per hour. She was involved in the last two upgrades as a business analyst and has been trying to become involved in other systems and business areas. She was actively involved in a few projects as a programmer. This was considered a skills development opportunity because her programming skills are not strong. Robin is an agile expert.

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Chris is available for 24 hours per week at \$100 per hour. He is new to the company; he was previously a customer service representative. He just completed his undergraduate degree in computer science and has experience with programming and software testing techniques.

Jan is available for 16 hours per week at \$135 per hour. Jan is also new to the company. She was previously a consultant and was on process reengineering projects, including several for billing functions. She previously worked with the Web version product of the vendor's competitor. Jan is a waterfall expert.