CC5001 Project Planning and Project Management
Module Case Study

1. Your role
You are a project manager working for Draper Consulting Limited (DCL) an IT consultancy company based in London that provides software development and support services to Small- to Medium-sized Enterprises (SMEs) across the UK.

2. The Client
Computer Clinic: Repair Services (CCRS) Ltd
The client for your project is the CCRS company (Computer Clinic: Repair Services). There are currently three main workshops run by CCRS Ltd (Whitechapel in east London, Edgware in north London and Lewisham in south London). CCRS has an arrangement with Digital Futures, a chain of computer stores; a customer can bring computer into one of Digital Futures' stores for repair. All repairs are passed to the nearest local CCRS workshop. Digital Futures displays price lists set by CCRS repairs. The staff at CCRS will also upgrade computers for their clients; their technicians visit clients in their homes for upgrading and installing software. It is planned that a further workshop will join the group in August 2013: Richmond, which should therefore also be included in your plans for installation, training and support. The Richmond workshop will have staffing levels between those of Whitechapel and Edgware.

Each workshop in the client company employs a number of specialist staff (between 25 – 40) who undertake repairs and upgrades and visit clients in their homes. There is also a team of administrators (about 4 – 6) at each workshop who operate on a rota and make bookings for technicians to make home visits to clients; prepare invoices for upgrades and repairs for work received through Digital Futures; process invoices, payments and receipts for the upgrades that clients have received; and check stock held in the workshop store rooms. Clients pay a deposit for an initial home visit from a technician, which is deducted from the total cost if a computer upgrade is completed or software is installed. Clients may purchase additional software at a discount. The staff at each workshop are co-ordinated by a Workshop Manager.

The Head Office of CCRS Ltd is based at Whitechapel, east London, where the company originally started, and the following functions are based there: Finance; Publicity; Sales, Marketing & Advertising; Human Resources (apart from local recruitment and training activities) and Network and Information Systems Services (NISS).

Currently, each workshop has its own system for booking home visits for technicians to see clients, logging work received from Digital Futures, and generating invoices and receipts for clients. However, the owner of CCRS Ltd, James Chambers, realised that an improved service to clients could be offered by a networked system that allows staff at any workshop of CCRS Ltd to have access to the records of staff and client details, and software/hardware held at each location. It was for this reason that CCRS engaged DCL to design, develop and install a purpose-built integrated system to streamline the day-to-day operations of the company.

Further anticipated benefits of the new system will be to allow technicians from different workshops to visit clients according to their expertise, and to enable software/hardware to be transferred between workshops if one is temporarily low in stock.

The staffing of the CCRS workshops is given in the table below.

CCRS Workshop Location	CCRS Workshop Manager	CCRS Technicians	CCRS Engineers	CCRS Assembly staff	CCRS administrators	Associated Digital Futures shops
Whitechapel	George Butler	12	8	14	6	14
Edgware	James West	9	6	10	5	8
Lewisham	Emma Morgan	7	5	8	4	10

3. The project

In order to continue to compete effectively, James Chambers, the owner of CCRS Ltd, made a strategic decision two years ago to improve efficiency by investing in new management information software and processes. This entailed a company-wide business process review and includes creation of the following systems: CCRS Executive Analysis Management System (CEAMS), Computer Requirements Ordering Suppliers Transaction Interactive Environment (CROSTIE) and System for Client Individual Requirements, Invoices, Technician visits, Upgrades and Repairs (SCIRITUR). SCIRITUR will allow payment to be recorded for individual computers submitted by clients, which will then update CROSTIE when all computer have been successfully upgraded. The aim of CROSTIE is to have all offices using a proprietary EPOS system linked to the CEAMS system. Stock re-ordering of software/hardware will be automated.

The aim is to have CROSTIE and SCIRITUR fully operational across the whole organisation by the end of 2014, although it is recognised that Easter 2015 might be more likely in practice.

You are the project manager leading the CCRS Applications Team (SAT) for the development of two major new software systems for the client company, CROSTIE and SCIRITUR. It is your role to manage the project from conception to completion.

- CROSTIE should enable technicians to specify the software/hardware and other requirements for computer being made or upgraded for clients of CCRS Ltd, and support stock control and reordering from approved suppliers;
- SCIRITUR should enable administrators to book home visits for technicians to see clients, for technicians to record the requirements they have taken of clients, and generate estimates for making computer upgrades based on these requirements, and for administrators to process invoices and payments for computer upgrades made (including home visit deposits), and upgrades and repairs undertaken (based on the price list).

Your task is to produce a report that includes the following plans:

- the creation and installation of CROSTIE and SCIRITUR;
- the support of CROSTIE and SCIRITUR and all other CCRS Ltd information systems: including the creation, staffing and management of a new IT help desk in NISS.

Detailed guidance on the content and structure of the report will be available in due course.

4. Group for CCRS Training, Information Technology & Communications Harmonisation (TITCH)

CCRS Ltd has set up a special group to supervise and monitor design and development, and to assess the impact of all new and existing IT systems on the organisation as a whole, including business change issues. These areas are in the remit of the TITCH group (CCRS Training, Information Technology & Communications Harmonisation).

In order to ensure active involvement with the design, development and installation of CROSTIE and SCIRITUR systems, TITCH recommended the creation of the Business Excellence through CCRS Technology (BECT) Steering Committee, which would meet regularly to monitor and review progress.

TITCH intends to evaluate the overall impact on business, social and technical issues regularly across the organisation as a whole over the next five years.

5. BECT Steering Committee
The BECT Steering Committee will meet every month at the CCRS Ltd Head Office in Whitechapel:

- for a progress report from the project manager (you);
- to make key decisions about scope, budget, resources, time and quality;
- to consider the overall direction and progress of the project.

BECT Steering Committee role	Position	Name
Executive	Managing Director	James Chambers
Senior user	Workshop Manager	Maria Vincent
Senior user	Financial Controller	Alice Ferguson
Senior user	Inventory Controller	Bob Staunton
Senior user	NISS Manager	Gerald McGill
CROSTIE Project Manager	Project Manager	You
CEAMS Project Manager	Project Manager	Reshma Chowdhury

6. Links with other systems
The new systems will enable any CCRS workshop to inspect the records of clients with any other workshop within the company. It will be possible for appointments to be made for home visits through other workshops, although clients should contact their local workshop directly in order to make an appointment for a home visit from a technician. There needs to be an interchange of information between CROSTIE and SCIRITUR, and in addition these two systems should supply data to the CEAMS management support system.

7. CROSTIE and SCIRITUR Project Plan Key Dates
The following table shows an outline schedule for the project:

Stage / milestone	Proposed start dates
Project start-up Set up of BECT Steering Committee	October 2013
Draft baseline plans	10 December 2013 (for feedback)
Analysis phase	January 2014
Design phase	March 2014
Implementation phase	June 2014
Installation	September 2014
Support phase	As soon as any part of CROSTIE and SCIRITUR is live

You will need to create a Gantt chart that shows details of work packages and activities.

8. Data issues

The following table shows an overview of the data that will be used in CROSTIE and SCIRITUR. Some data will need to be migrated from existing local systems during the installation phase; migration requirements are also shown in the table.

In some workshops manual data entry will be necessary as the records are kept on paper-based systems. The BECT Steering Committee are aware of these migration issues and that they have agreed to provide staff to assist with this exercise.

Data	Existing status
Clients	Workshops have their own records of clients, including name, contact details, age, male/female, software, hardware etc.
Software	Each workshop holds details of the software.
Hardware	Each workshop holds details of the hardware.
Fees	The labour fee for each repair, upgrades and other work.
Jobs	Each workshop has its own database of workshop staff allocated to jobs (repairs, upgrades, etc.). Details of jobs coming in from Digital Futures are logged on cards.
Purchase Orders	Manual Purchase Order data in individual workshops for replenishment of stock (software/hardware).
Stock categories	Stock categories include software/hardware, OS, Drivers, MS, Adobe, etc
Stock quantities of software/hardware and other items	Stock quantities in workshops in various for SCIRITUR; data quality uncertain; stock control varies between workshops.
Suppliers	Each workshop has a manual log of approved suppliers.
Technicians	Each workshop stores details of their technicians, with their skills and expertise.

9. Support issues

The ISS department in CCRS Ltd does not operate a formal help-desk service at the moment. While they have been providing PC, network and other IT support, this has been arranged via informal telephone requests to the ISS department and local staff who happen to be familiar with PCs and information technology in general. As part of the scope of the CROSTIE and SCIRITUR project, you have been asked to set up a new ISS help-desk function within the ISS department. The purpose of this help desk will be to provide support for all CCRS' IT systems, i.e. not just CROSTIE and SCIRITUR.

End of Case Study